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City Region Food System Toolkit

Assessing and planning sustainable city region food systems

CITY REGION FOOD SYSTEM TOOLKIT TOOL/EXAMPLE



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Tool/Example:

CRFS Stakeholder Mapping and Analysis

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Project: RUAF CityFoodTools project/ FAO Food for the Cities Programme

Introduction to the joint programme

This tool is part of the City Region Food Systems (CRFS) toolkit to assess and plan sustainable city region food systems. The toolkit has been developed by FAO, RUAF Foundation and Wilfrid Laurier University with the financial support of the German Federal Ministry of Food and Agriculture and the Daniel and Nina Carasso Foundation.

Link to programme website and toolbox

<http://www.fao.org/in-action/food-for-cities-programme/overview/what-we-do/en/>

<http://www.fao.org/in-action/food-for-cities-programme/toolkit/introduction/en/>

<http://www.ruaf.org/projects/developing-tools-mapping-and-assessing-sustainable-city-region-food-systems-cityfoodtools>

Tool summary:

Brief description	This tool provides guidelines for CRFS stakeholder mapping and analysis.
Expected outcome	Stakeholder identification and analysis
Expected Output	Report on stakeholder mapping and analysis
Scale of application	City region
Expertise required for application	Communication skills, good connections with different stakeholders
Examples of application	-
Year of development	2015
References	-

Tool description:

This tool helps to identify which stakeholders are actually involved in the city region food system and to assess their mandates, information sources, available expertise and resources, opinions and interests. It supports the analysis of relations between the various stakeholders, including cooperation and conflicts, as a basis for the identification of effective strategies to improve networking, communications, coordination and cooperation for policy and planning between the various stakeholders. It is used at different stages in the CRFS assessment: in getting started, during the CRFS scan and as part of policy support and planning.

Why stakeholder mapping and analysis?

Stakeholder mapping and analysis is useful since it helps:

- To identify which stakeholders are actually involved in the city region food system and to assess their mandates, information sources, available expertise and

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resources, opinions and interests

- To analyse the relations between the various stakeholders, including cooperation and conflicts, as to provide a basis for identification of effective strategies to improve networking, communications, coordination and cooperation between the various stakeholders.

Types of stakeholders in the city region food system (CRFS)

Direct and indirect stakeholders in the city region food system include:

1. Various types of actual rural, peri-urban and urban farmers / groups / organisations;
2. Actors involved in different parts of the food chain including processing industry, wholesale and retailers, input supply, restaurants, markets, waste management etc.
3. Different municipal, metropolitan and provincial departments, NGO's, universities/research institutes, community based organisations and support organisations dealing with food and related areas (transport, health, agriculture, economic development, land use planning, parks and green spaces, social and educational programmes etc.).

The number and types of stakeholders differs from city to city region.

Key questions to identify stakeholders in city region food systems include:

- Which (formal or informal) organisations are actually representing and/or supporting producers, processors, retailers, consumers in the city region?
- What organisations have a specific authority that requires their involvement in activities focusing at formulation of policies and design / implementation of projects/programmes on different components of the city region food system?
- What organisations have a mandate, expertise and/or resources that make them important partners?

At least three moments to identify, analyse (and motivate) stakeholders

1. In getting prepared:

Why/expected result: Identification of a small number of key institutional stakeholders that are interested and committed to being part of the City region food system assessment programme. These stakeholders should preferably involve at least:

- a) One or more relevant Municipal Departments,
- b) One or more research institutes or universities,
- c) One or more local organisations representing different parts of the food chain (see Figure 2).

How:

- Expert knowledge and internet search to identify potential interested/knowledgeable partner organisations and the right persons to speak with in these organisations;
- Meetings with these partner organisations to present your organisation and explain the project and check on their interests; Follow up by mail/telephone /other meetings where needed.



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Note that in the course of the project, other and new stakeholders can be invited to join the task force.

It is however important to have a sufficient strong and broad initial task force to undertake situation analysis as described in this document.

2. As part of the city region food system scan

Why/expected result:

In this stage the focus is on making a systematic mapping, inventory and analysis of all stakeholders that have something to contribute to the development of the city region food system in order to gain insight in their views on the city region food systems (or specific dimensions/components; sustainability aspects) and the role of their organisation might play in the further assessment and planning of city region food systems and the human, financial and other resources available in these organisations for this purpose.

What to analyse:

Through the stakeholder analysis we would like to find out:

- Who are the stakeholders** already – or potentially to become- involved in the different aspects and dimensions of the city region food system?
- What is the **mandate** / mission of this organisation in relation to the city region food system? What is their main area of operation? Their main target groups?
- What is their **actual involvement** in the city region food system and in which part of the food system? what are past, on-going and planned activities in this field?
- What are existing formal and informal **relations and networks between the different stakeholders**?
- What are their **views on the functioning of the actual city region food system (or of specific components of the city region food system) and its vulnerabilities**?
- What are their **views on current trends and the desired development to enhance sustainability and resilience of the city region food system**: constraints to overcome, City Region Food System Toolkit Assessing and planning sustainable city region food systems needs and priorities, main strategies to apply and their own role in and contributions to that process?
- What **human, financial or other resources** they have available that might be of interest for the development of more resilient city region food systems?
- Our **own analysis** on their potential or desired role in building more resilient and sustainable city region food systems.

How:

a. Preparations

Meetings are organised with all persons that will be involved in this activity in order:

- to familiarise them with the CRFS narrative
- to familiarise them with stakeholder mapping and analysis (why, what, when, how),
- to define the methodology to be applied and instruments to be used,



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- to define what products have to be developed as a result of the stakeholder analysis,
- work planning: who will do what when how/means,
- how to coordinate /monitor these activities.

b. Inventory of all relevant stakeholders

By reviewing available information from reliable sources (literature, databases) and “brainstorming” and interviews with key informants, a list of stakeholders is developed. The list of stakeholders should include at least the following information:

- name organisation,
- type of stakeholder,
- contact details (name and function of contact person(s), address, telephone, e-mail),
- available sources of information on that organisation (website address, documents).

c. Data gathering on identified stakeholders

An interview is held with one or more representatives of each organisation included in the list with help of an interview guide. The person to be interviewed should be of senior rank in that organisation and his/her views should represent well the institutional viewpoints.

The collected information is added to the stakeholder table which will result in a short stakeholder profiles per organisation (see below).

Stakeholder Profile Sheet Profile of Stakeholder

Prepared by:.....

On the basis of:

a. documents:.....

b. interview with:.....

Elements	Profile
Institutional mandate and current policies	
Available resources (financial, human, in-kind)	
Expertise	
Main target groups	
Main areas of intervention Past, on-going and planned projects related to CRFS	
Main relations with other stakeholders; networks they participate in	
Information they have on (specific dimensions) of the city region food systems	
Perceptions/views on current functioning and key vulnerabilities of the CRFS	
Perceptions/views on current trends and desired development for more sustainable and resilient CRFS	
.....	
.....	
Own analysis	
Observations re. eventual participation in multistakeholder taskforce	
Specific roles/contributions they can provide to the	



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project	
Other observations	

d. Analysis of the collected information

Once all organisations in the list have been identified and visited, the collected data is analysed by asking: what do we learn from the collected information regarding:

- The congruency/discrepancy in the views that these organisations have on the functioning and vulnerabilities of the current CRFS
- The congruency/discrepancy in the views that these organisations have on the future trends, development potentials, needs and strategies for building more sustainable CRFS
- The existing relations and networks between the various stakeholders indicating which actors do interact and how,
- The views these organisations have on their own role in the above, and the contributions they might make to future development of the CRFS,
- Our own assessment of their potential role/contributions: expertise, resources, power, legitimacy, representation, etcetera,
- Based on a-e: Which organisations should be included in the multi-stakeholder task force or other project activities and in what ways/roles? What might we expect from each of them?
- Points of attention (themes / methods) regarding building mutual understanding, capacity building, networking and enhancing cooperation and communication among stakeholders.

Results of the stakeholder mapping and analysis will be captured in a written document as well as stakeholder relation/network maps. In order to allow for comparison between city regions the following colour scheme is suggested:

- local governments: blue
- regional/provincial/national governments: red
- private sector: black
- civil society (including NGO, producer and consumer organisations): green
- research institutes/universities: purple
- others: brown

The draft document/map will be shared with and validated in a meeting of all involved stakeholders.

3. Further stakeholder consultation as part of policy support and planning

Why/expected result

In this step the key gaps and priority intervention strategies for further development of the CRFS will be identified. At this stage, we will review whether all relevant stakeholders are on board or whether additional organisations have to be invited to take part in this planning and policy design phase.

This is important for both broad appropriation of the policy proposal and plan among different stakeholders as well as for defining their roles in design, implementation and monitoring. For any policy or (action) plan to be effective, practical and efficient institutional arrangements are





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needed for its further operationalisation and implementation. All stakeholders should agree on:

- The type and role of the various actors that should be involved in the further operationalisation and implementation of the policy or plan,
- The mechanisms that will be applied for to coordinate the operationalisation and implementation process,
- The mechanisms that will be applied for monitoring and evaluation of the operationalisation and implementation process (instruments to be used, responsible organisations),
- A rough estimate of the budget and other resources (human resources, specialised equipment or institutional capabilities) needed for the operationalisation and implementation and available sources and mechanisms of financing (municipal budget lines, institutional budgets, public-private cooperation, payments by the beneficiaries, available project funds etc.) and who will be responsible for the management thereof,
- Potential sources of additional funding and who will be responsible for negotiation and managing those funds.

If certain strategies are from the start made part of the mandate of specific organisations and included in their regular budgets, implementation of the policy or plan will become much more likely.

If such arrangements are missing, for each activity specific approval and funding may have to be obtained which will slow down implementation tremendously, and may result in frustration and dissipation of interests on the part of various stakeholders who were eager to see changes actually taking place.

