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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:

Consultative stakeholder workshops to Map CRFS stakeholders and Identify local priorities

Author(s): FAO

Project: FAO Food for the Cities

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	Consultative workshops aim to collect qualitative data and/or come to a multistakeholder agreement on a specific topic. It can be used for different purposes: i) Identify the stakeholders involved in the city region food systems, their roles and linkages; ii) Identify local priorities to focus on for further analysis.
Expected outcome	i) Identification of local priorities for assessment or policy planning phases. ii) Identification of key research questions, data and information sources, data collection instruments.
Expected Output	Preliminary roadmap for assessment phase.
Scale of application	City region (municipal, district, province)
Expertise required for application	
Examples of application	Lusaka and Kitwe (Zambia), Colombo (Sri Lanka)
Year of development	2016
References	-

1. Experts consultation for stakeholders mapping

Tool description

A consultation with the main stakeholders involved in the food system can be used to conduct a stakeholder mapping and analysis. First of all, the participants are asked to list and categorize the stakeholders involved in the food system, based on, for instance, the following categories: Direct participants in the food value chain (corporate entities, civil society, traders and





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producer representatives that provide technical services and inputs to farmers), organisations that provide awareness and communication (farmer organisations and other civil society organizations), institutions and organisations that formulate, influence and implement policies and legislation, institutions and organisations that have advisory roles (academia and research institutes), elected officials (the elected officials within the CRFS are several and from different political persuasions). Location and roles of each stakeholder are provided. Secondly, the participants are asked to specify the responsibilities/obligations, and collaborators of each identified stakeholder. A preliminary stakeholder map can then be generated.



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Examples of application:

Kitwe (Zambia)

Stakeholder roles, responsibilities and collaborative framework:

Stakeholder	Role in food production, marketing, consumption, nutrition, storage & distribution	Responsibilities / Obligations	Collaborators
Kitwe District Education Board	Training of community members; sensitization ; scaling up of production units in school in order to contribute to CRFS.	Mandated to promote good health and nutrition in Schools and communities through implementation of various policies including Educating our Future (1996) & School Health and Nutrition Policy (SHN).	Ministry of Agriculture for technical support and provide technical training, inputs in agriculture production and nutrition; NGOs, CBOs and community agents involved in nutrition and food production programs.
Kitwe District Community Health Office	Monitoring aspects related to nutrition of children and pregnant mothers; provision of food packs to HIV & AIDS, TB & pregnant women from poor households.	To effectively and efficiently facilitate provision of equitable social protection and quality primary health care services to communities in order to contribute to sustainable human development; & to provide equity of access to cost effective, quality healthcare as close to the family as possible.	KCC, ZPCTII, JSI, WHO, UNICEF, CSO, Ministry of Education, and CHAZ.
District Agricultural Office	National policy & legislation formulation, technical service provider, assessment of production.	Farmer support.	Rural & urban producers, crop marketers, financial & training institutions, other government depts., civil society organisations, international organizations.
Kitwe City Council (KCC)	Local development & social policy & legislation formulation, management of the city, logistics,	Provision of a conducive city service, infrastructure & environment for the	Local community organisations, civil society, national government, private sector, farmers

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	markets establishment & management, wholesale & retail businesses management, issuance of manufacturing & trading licences.	healthy & secure production, movement, marketing, storage & consumption of food stuff.	unions, marketeers, farmers, food distributors, wholesalers & retailers, financial & training institutions.
Forestry (District & Research offices)	National policy & legislation formulation, technical service provider, issuance of licenses to collect non-timber forest products, analysis of soil.	Ensuring that food production & the conservation of the environment exist in harmony.	Government (national & local), civil society organisations, private sector, financial & training institutions, local communities, traditional leadership.
National Aquaculture Research & Development Centre (NARDC)	Provision of and research in the production of quality fingerlings & table size fish.	Provide aquaculture support & facilities to fish farmers.	Zambia Agriculture Research Institute, National Science & Technology Centre, Kalimba Farms.
Sustainable Agriculture Programme (SAP)	Provision of agriculture extension to smallholder farmers; input support on various crops; market linkages with government & private sector; capacity building to contribute to smallholder farmers enhancement of knowledge i.e. training, exposure learning visits, field days; facilitate storage shed management; promotion of value chain system.	Coordinate programme; linkages with other stakeholders.	Kitwe District Land Alliance (KDLA), Zambia National Farmers Union, Ministry of Agriculture, Community Development, Private sector.
World Vision Zambia	Production: community mobilization into producer groups (PGs); linkages of PGs to technical services to enhance improved production levels & productivity; on-farm & off-farm natural resources management to enhance resilience to production shocks. Marketing/distribution.	Facilitation of community mobilization into production structure; linkage for market access; provision of value chain financing; advocacy for a safer food system.	KCC, DACO, ZNFU, financial institutions, local communities, farmer cooperatives.
Kitwe District Land Alliance	Advocacy related to issues of land policy, legislation, ownership and conflict.	Sustainability of food.	SAP, DEGHA, ASAYI, CARITAS, members of the local community.

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National Traders and Marketeers Association (NATMAZ)	Represent rights and freedoms of marketeers and traders in Zambia.	Ensure the safe storage of food.	KCC, ZEMA, local community, SAP, ZNFU.
Zambia National Farmers Union (ZNFU)	<ul style="list-style-type: none"> Ensure farmers produce food for domestic consumption & for sale; Find markets where food can be sold at a reasonable price to ensure profitability; Ensure that farmers do not sell all their produce but store part of the produce to prevent hunger among farmers; Ensure farmers have access to markets while at the farm using a facility on the mobile phone (Airtel & Cell Z) allowing the farmer to select the best market. 	<ul style="list-style-type: none"> Represent the interest of farmers to government; Provide financial loans to farmers working in collaboration with ZANACO and NATSAVE banks. 	ZANACO Bank, NATSAVE and companies producing and retailing farm inputs such as Saro, Camco.
Zambia Environmental Management Agency	Provides environmental management safeguards at various levels of the food chain.	<p>Mandate: Environmental Management, Protection and Pollution Control.</p> <p>Current Policies: National Policy on Environment, National Waste Management Strategy, Sector Specific policies (eg the National Waste and Sanitation Policy). Streamlining environmental management in national planning through the requirement for the need for government departments and Ministries to conduct strategic environmental assessments for all programmes, plans and policies that have an impact on the environment.</p>	All public and private organisations & institutions.

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Colombo (Sri Lanka)

In Colombo, stakeholders were mapped in different ways, depending on their focus in the value chain, in the sustainability of the food system, on their scale of action.

Public institutions based on their focused value chain activity: (source: IWMI)

Ministry	Dept/institute	Resource providers	Food supply	Food processing	Food prices	Food safety	Food security	Food waste	Resilience against shocks
MIWR									
	MA								
	ID								
MFS									
	DEC								
	FSOR								
	DFC								
MDM									
	DM								
MA									
	DA								
	DAD								
	HARTI								
	CARP								
	IPHI								
MFARD									
	DFAR								
	NARA								
	NAQDA								
	CFC								
	CFHC								
MPI									
MSWLD									
	DAPH								
	NLDB								
MHIM									
	ND								
	NIHS								
	FCA								
	NCDU								
	HEB								
	SLHEIN								
	MRI								
	CDDRA								
PVT1									

	Major involvement
	Significant Involvement
	Low involvement
	No Involvement

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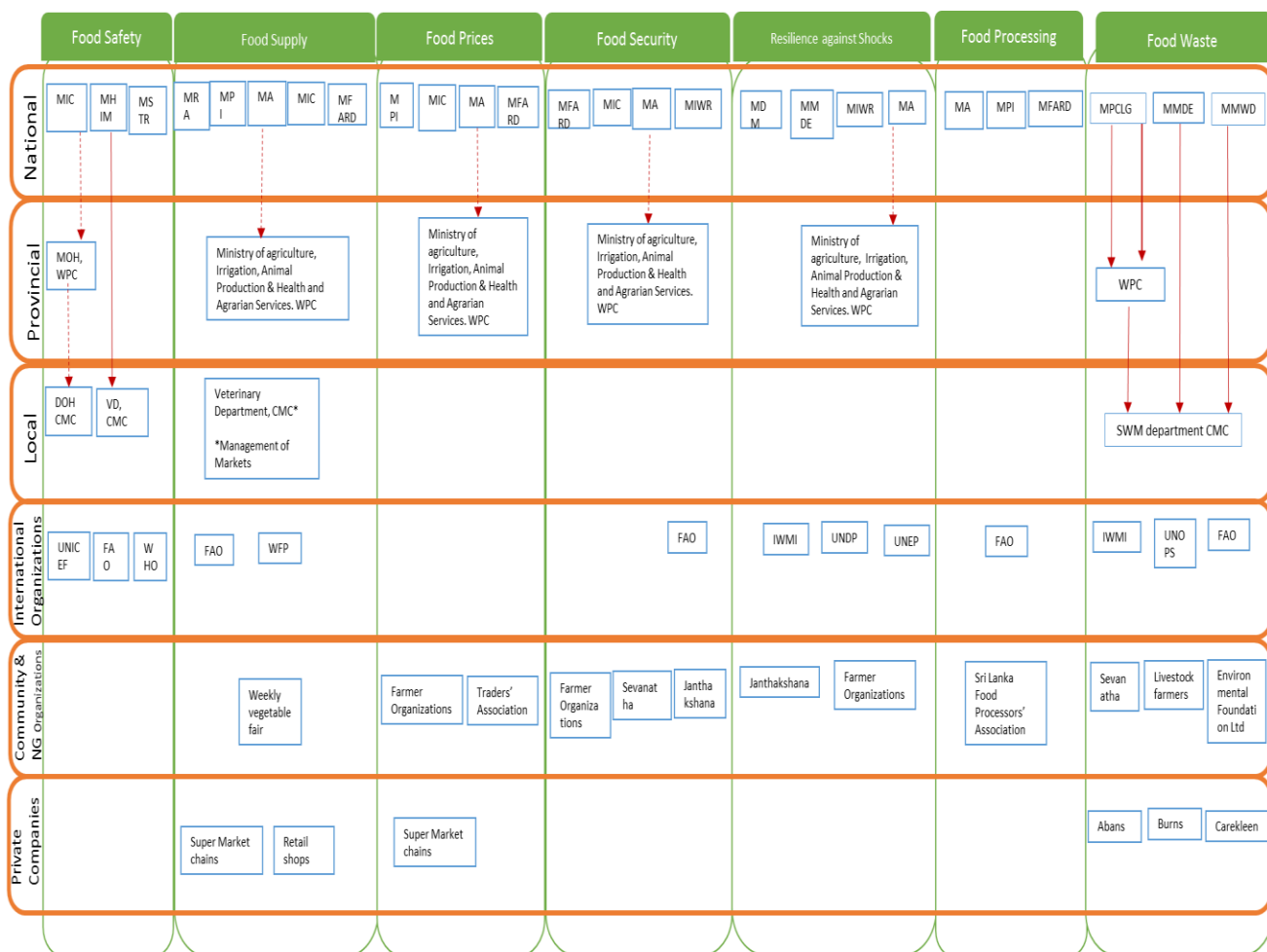
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Colombo city region food system stakeholders, based on their food system's component main focus: (source: IWMI)



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2. Experts consultation to identify local priorities

Tool description

This approach has been developed and used to assist local stakeholders in identifying and prioritize key areas for further in-depth analysis on the basis of the initial CRFS scan that provides a first understanding of the main characteristic, constraints and knowledge gaps in the CRFS. This process can be done through a consultative workshop with key stakeholders. All relevant stakeholders from the food system need to be represented: public authorities, private sector and civil society from different areas of work including from agricultural production to consumption and food waste management. In a plenary discussion, participants commonly agreed on a number local priorities. Participants are then divided in working groups, one per key priority, to identify: key research questions or research issues, data and information sources, data and information collection approaches and instruments. These elements are of use for the in-depth assessment (CRFS Assessment phase) that can be conducted after this step.

Examples of application:

Lusaka (Zambia):

In Lusaka, the stakeholders identified the 3 following key priorities to focus on. For each of the theme, they identified collectively the main research issues, the data sources, and data collection instruments.

- **Food distribution system**

Under the food distribution system, the group identified the strategic role of infrastructure in facilitating an efficient food distribution system. The group focused on distribution issues from the farm gate to the consumers. The group proposed the following as key issues for the next phase: markets, storage, and transportation infrastructure.

- *Research issues:* Location and seasonality of food markets. The second issues were about type and security of markets and also challenges faced by farmers to access markets.
- *Data sources:* Market management structures, food traders (marketeers), food consumers, key informants such as traditional leaders and civic leaders.
- *Data collection instruments:* Focus group discussion, personal interviews and questionnaire.

The groups considered transport infrastructure as a separate category of infrastructure that is essential for ensuring efficient food distribution system. The road sub-category of transport infrastructure is of particular importance.

- *Research questions:* Must establish the status of the roads, accessibility to the farms and the markets.



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- *Data sources:* producers, village headmen, agricultural extension officers, Food Reserve Agency and type of transport vis-à-vis the existing nature of transport infrastructure.
- *Data collection instruments:* Focus group discussion, personal interviews and questionnaire.
- **Sustainable production**
 - *Research questions:*
 - The research questions should seek to establish farming practices by farmers:
 - Farming practices farmers use to produce food
 - Land preparation methods used by farmers
 - Methods of disease and pesticides control methods
 - Herbicides control methods
 - Crop rotation?
 - Questions should seek to establish current harvesting techniques
 - Risk management mechanisms- insurance?
 - Post harvesting techniques and technologies- storage and quality control
 - Land management in-between seasons
 - Quality control practices on the farm
 - Skills and training: Have farmers undergone any training in sustainable farming?
 - Type of training and by who
 - Frequency of training per given period
 - Management of natural resources such as water, forests/trees, land. Focus on issues around irrigation and pasture land.
 - *Data sources:* Key informants such as agricultural extension officers, District Agricultural Coordinators (DACOs), Ministry of Lands, Natural Resources and Environmental Protection, and local councils. Other sources of data include farmers.
 - *Data collection instruments:* Structured questionnaire, interview guide, meetings and secondary data.
- **Food security and consumption**
 - *Research issues:* The question must focus on types of food mostly consumed by the population of Lusaka. The questions should address the following:
 - Food availability, accessibility and affordability
 - Food quality
 - Production methods
 - Packaging
 - Nutritional value
 - Storage and preservation
 - Quantity of food
 - Supply and demand issues (prices and food inflation)
 - Seasonality of food and the implications





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- Methods of storing food for off season periods
- Distance to food sources
- Resilient systems in food consumption
- *Data sources:*
 - Markets
 - Chain stores
 - Households
 - Strategic institutions such as Jesuit Centre for Theological Reflection and Programme Against Malnutrition (PAM).
- *Data collection instruments*
 - Questionnaire (survey)
 - Interviews with key informants
 - Secondary data.

