



Food and Agriculture
Organization of the
United Nations



THE MILAN URBAN FOOD POLICY PACT MONITORING FRAMEWORK

A practical handbook for implementation

RESOURCE 14

Summary of key steps,
resources and top tips for using
the MUFPP monitoring framework

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Objective: Implementation of a monitoring framework enables cities to plan and analyze changes in their urban food system, in a way that both reflects MUFPP recommendations and is tailored to the city's own particular context. This summary provides an easy to read overview of the process and explains the required steps.

Main references: [Published MUFPP monitoring framework booklet](#) and detailed [methodological guidance for using each of the 44 indicators](#).



Step 1. Preparatory thinking and key questions

Ensure that colleagues and stakeholders are clear about the existence, purpose and relevance of the Milan Urban Food Policy Pact. Then do some early-stage preparatory thinking.

- › What are your city's priority areas for action?
- › What does your city want to achieve by using the monitoring framework?
- › When it comes to achieving outcomes and measuring progress, who is accountable for what?

Resources

- › Your own city's existing food policy/strategy or equivalent document
- › Published [MUFPP monitoring framework booklet](#)
- › Summary of MUFPP monitoring framework for workshops ([Resource 5](#)) if you need several printed copies
- › Simple process to review strategy and possible measures of success ([Resource 6](#)) and worked example from Quito ([Resource 6a](#))
- › Worksheet for identifying most relevant indicators ([Resource 7](#))

NB: It may be too early in the process and therefore not be possible to fully use Appendices 6 and 7 in Step 1. However, they provide some guidance for structuring discussions with stakeholders. Resource 6 provides a simple process for reviewing and connecting current activities with future plans and identifying what measures of success would look like. This exercise could be done first, especially if a food plan or strategy does not already exist. Resource 7 is a worksheet template for gathering in one

place the most relevant indicators in relation to city priorities and actions and in relation to the six MUFPP work categories.

Output

- Preparation and initial presentation to share with stakeholders ([Resource 1](#))

TOP TIPS **Start by explaining MUFPP to colleagues**

- Before going any further, first explain to colleagues, managers and stakeholders about the existence, purpose and relevance of the Milan Urban Food Policy Pact and its international credibility
- Can this be done within an existing stakeholder platform or meeting?
- Do you need to establish a core group, or speak with individual stakeholders bilaterally, or organise a wider food platform?
- If there is no existing group, is there support to develop one from a Mayor or city leader who signed the Pact; an active Council officer, or civil society organization(s); can you connect the Milan Pact with existing city policy or legislation?

Step 2. Developing indicator selection criteria

Draw up a list of criteria to help you decide where to focus and what makes most sense to your city and the current situation. Make sure to include the following: i) reflect local priorities; ii) data likely to be available or easy to collect; and iii) data likely to be supported by key local stakeholders. Consider other important criteria appropriate to your city context and agree on the list with other stakeholders. It will be important to be able to clearly explain how indicators have been selected.

Resources

- Notes on selecting, customizing and working with indicators ([Resource 4](#))

Output

- Worksheet on indicator selection criteria to discuss with stakeholders ([Resource 2](#))

Step 3. Final selection of indicators

This process will vary from city to city. Having applied the agreed selection criteria, it may then be necessary to customize and adapt the MUFPP indicators to suit the specific situation and needs of local priorities. Pragmatism may be required at this stage: 'Small enough to achieve but big enough to matter'. It's wise to start with a few most feasible indicators. Primary data collection may be needed if the indicator is important but there are data gaps. Include your own qualifiers if using binary (yes/no) indicators. It may be useful to continue working with Appendices 6 and 7 at this point.

Resources

- › Notes on selecting, customizing and working with indicators ([Resource 4](#))
- › Simple process to review strategy and possible measures of success ([Resource 6](#)) and worked example from Quito ([Resource 6a](#))
- › Worksheet for identifying most relevant indicators ([Resource 7](#))

Output

- › Table with the final set of indicators, customized where necessary ([Resource 3](#))

TOP TIPS

City-to-city advice on selecting final indicators

- › Match local priorities (including customizing MUFPP wording)
- › Get endorsement from key local stakeholders
- › Check data availability, be pragmatic
- › Quantitative vs qualitative indicators – keep a balance between both types
- › The key selection criterion is that selected indicators should, in turn, be ‘drivers of action’.

Step 4. Working with the indicators

As with previous steps, make sure to engage with others in this work. Development of data collection and analysis plans need to be agreed. The need for further customization might arise. It may well be that initial limited/poor/incomplete data sets will pave the way for improvements in time; therefore, start from where you are now using what you have. You may need to consider disaggregation of data, specific gender-related research, specific climate-sensitive related research, etc.

Resources

- › Notes on selecting, customizing and working with indicators ([Resource 4](#))
- › Simple process to review strategy and possible measures of success ([Resource 6](#)) and worked example from Quito ([Resource 6a](#))
- › Worksheet for planning work with indicators ([Resource 8](#))
- › Data collection process, issues addressed and approach in pilot cities ([Resource 9](#))
- › Template for indicator research reporting ([Resource 10](#))
- › Gender and the MUFPP monitoring framework ([Resource 11](#))
- › Gender and climate change sensitive indicators in Nairobi ([Resource 12](#))

Output

- › Worksheet for planning work with indicators completed ([Resource 8](#))
- › Clearly formulated research questions and approaches to guide data collection
- › Indicator research reports completed

TOP TIPS**Working with the indicators – some challenges**

- The challenge of connecting well with local government departments is as important as gathering and analyzing data, if not more important (in the longer term)
- Start from where you are now, using what you have
- Seek partnerships with academic, consultancy and government contacts to share learning, skills and build capacity whenever necessary.

Step 5. Achievements and making use of findings

Once the results are available, the next challenge is to reflect on what has been learnt. All the indicator results need to be explained. The process of working with the indicators will have also generated learning. Reflection on both of these is important, from which messages can be distilled. For example: overall view on gaps and the need for further food policy implementation; the clear comprehension of the on-going progress or change from a baseline; the need to develop additional data; the need to follow-up initial results and develop targeted action; the value of collaborative working; the need for, or evidence to support a case for future food system governance structures; etc. Identify clear messages about what has been learnt; decide how to make the best strategic use of the information and how to communicate it clearly to relevant stakeholders.

Resources

- Antananarivo report [English report Section 4] [French report p.14], [presentation slide 5]
- Nairobi [Report section 4], [presentation slides 4–8]
- Quito [English report section 6], [Spanish report section 6], [presentation slides 4&5]
- Examples of data visualization ([Resource 13](#))

Output

- Key messages for presenting to stakeholders
- Options for visualizing the results
- A communication plan

TOP TIPS**Communicate results**

- Develop a plan early on for communicating the results of the research
- Once the data collection results are available, reflect on what has been learnt (both from the indicators themselves and also from the process of working with them)
- Identify and articulate clear messages
- Decide how to communicate findings clearly to relevant stakeholders, visually if possible (dashboard, infographics).