AESOP4FOOD
27th April 2023

Inclusive multi-stakeholder platforms and food policy councils – from visioning to action planning

Jess Halliday, Chief Executive, RUAF

j.halliday@ruaf.org

RUAF

© Milind Ruparel, Unsplash

Governance

The <u>process</u> of making and implementing decisions about what the food system should look like, and monitoring its performance

Can result in policies, strategies, action plans, programmes….

Governance is NOT top-down government

Governance involves non-state actors and organisations, alongside local government

E.g. farmers, food businesses, civil society, academics, unions, etc

They bring knowledge, experience, and perspectives that inform the vision and priorities; energy and innovation; complementary skills; increased capacity; resources (sometimes)
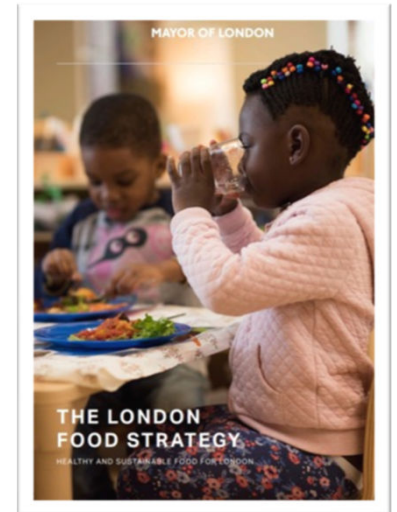
Multi-stakeholder platforms

Food policy councils… food partnerships… food boards… advisory groups… food labs

Bring people together at regular intervals

- Working groups to deliver a task or a project

- Long-term bodies (ideal)

Challenging to ensure continuation of multi-stakeholder platform after task or project is ended and funding ends

Multi-stakeholder platforms

Various local government officers, business representatives, farmers, trade unions, civil society organisations, community groups, academics/consultants

Who are the members?

What is the role, purpose or mandate of the group?

Advise? Make recommendations? Provide information? Lobby/advocate? Make connections? Implement? Monitor?

Where is the institutional home?

Is it a formal entity?

How are decisions made?

By whom?

RUAF

Multi-stakeholder platforms

Food Policy Council of Berlin

A broad coalition of citizens that share the vision to transform the food system of Berlin and its surrounding countryside to become more sustainable, just and democratic.

Members from all sectors of the food system, e.g. consumers, farmers, urban gardeners, food sharing activists, small and medium enterprises in food processing, restaurants, cafés, scientists, representatives of associations and NGOs, teachers etc.

The Food Policy Council considers itself as an advocate and mouthpiece for civil society positions and demands.

Multi-stakeholder platforms

Quito Agri-Food Pact (PAQ)

Hosted by CONQUITO, economic development agency.
Not formally institutionalized but backed by government
authorities

30 different stakeholder groups: academic institutions, farmers' organisations, private sector, civil
society, NGO, public authority, international organisations

Functions as citizens consultation and advisory board, stimulates collective action and initiatives
among members; advocacy and lobbying; formulation of policies; knowledge management.

Multi-stakeholder platforms


Ghent Food Policy Council

Born out of combination of local government and civil society impetus in 2013. Chaired by deputy Mayor responsible for climate, environment, housing and international cooperation; supported by city's climate and environment service

30 stakeholders from across the local food system; meets 4 times a year, with several working groups

Refined goals of Ghent en Garde Food Strategy, operationalizes the strategy, guiding City of Ghent food policies and interventions. Input and direction into many city projects and strategic plans.

RUAF

Multi-stakeholder platforms
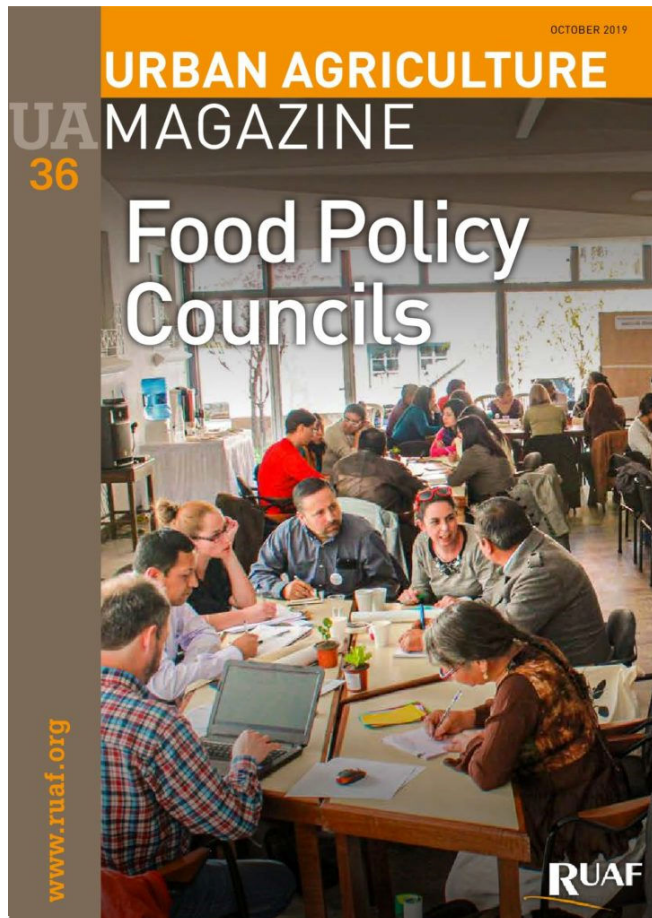
Toronto (Canada)
Amsterdam (the Netherlands)
Flanders, Ghent, & Leuven (Belgium)
Quito (Ecuador)
Lusaka (Zambia)
Fort Portal (Uganda)
La Paz (Bolivia)
Arusha (Tanzania)
Nairobi (Kenya)
Berlin (Germany)
Rio de Janeiro (Brazil)
South Tyrol (Italy)
St Louis (USA)
Greater Manchester (UK).

Italy, United States, Portugal

https://ruaf.org/document/urban-agriculture-magazine-no-36-food-policy-councils/
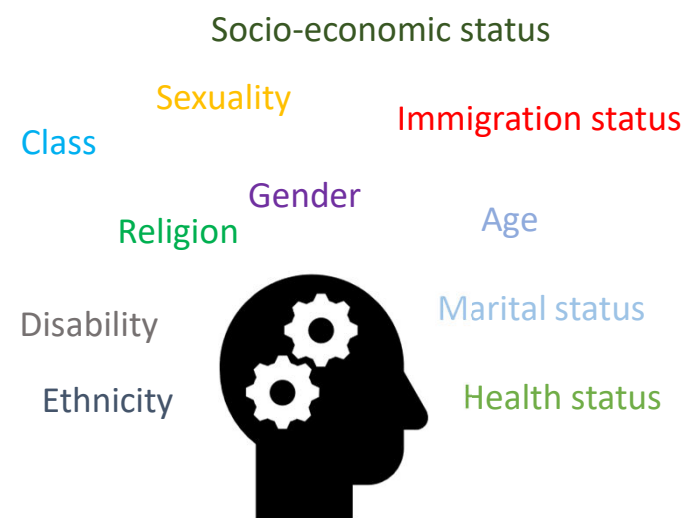
Inclusiveness

Everyone who has a stake or interest in the issues being discussed is able to participate in a meaningful way.

Not just consultation, direct involvement in every step: discussion and assessment of problem; visioning; drawing up solutions; implementation.

Most impacted are often most marginalized, least empowered – least likely to join

If they are not included, assumptions will lead to inappropriate actions, possible negative impacts, and low up-take

Identity is made up of intersecting categories

Socio-economic status

Sexuality

Immigration status

Class

Gender

Age

Religion

Disability

Marital status

Ethnicity

Health status

Inclusiveness

Practical considerations

- Location and transport – can people get there?

- Costs – provide travel, accommodation, food

- Timing – can people take time away from other responsibilities?

- Childcare provision to enable women to join

- Language accessibility – local language, avoid jargon

RUAF

Inclusiveness

Empowerment

- Does everyone feel comfortable and confident to speak?

- Are there power dynamics?

- Need really good facilitation so everyone gets a say

- Agree that meeting is a 'safe space'

- Hold separate, preliminary meeting with some groups

- Creative problem solving – visiting people who don't attend; using WhatsApp between meetings

Inclusiveness

Reflexivity

- Regular re-thinks: is everyone here who needs to be?

- Avoid tokenism – ensure representatives are speaking on behalf of others

- Check unconscious bias

Gender bias
The tendency to prefer one gender over another.

Ageism
The tendency to judge an individual's ability based on their age.

Horns effect
When one bad thing clouds your opinion of an individual.

Halo effect
When one impressive thing affects your opinion of them.

Action planning

➢ Identifying actions to improve conditions in relation to challenges, and to work towards related goals

➢ Considering how to put these actions in place, bearing in mind local policy powers and responsibilities

➢ Considering how they will be operationalized or implemented – which stakeholders need to be involved, what are their responsibilities (who does what), what is the timeframe, what resources, skills or capacities are needed?

➢ Envisaging monitoring for overseeing the process and measuring the outcomes and impacts

Outcomes of action planning are:

- **Policy and project formulation:** New or revised policy recommendations, food policies, strategies, action plans, based on local priorities and scenarios
- **Policy integration and planning:** Raise profile of food on policy agenda; inclusion in other city policies/plans
- **Better local or regional food governance:** increased information sharing and dialogue; increased political presence of important food system stakeholders; improved and expanded coordination and networks

RUAF

Action planning

Who does action planning?

➢ Action planning is led by core team, including institutional focal point

➢ With continuous engagement and outreach with other stakeholders (in and outside the SAG)

➢ Non-governmental stakeholders can also develop actions through their own organisations

Action planning

Setting principles

Stakeholders are guided through a process of determining principles of action planning.
These may serve as selection criteria for actions

This should be done collectively to ensure everyone has a say and is implicated in the process.

Possible principles could be to:

❑ Particular priority issues;

❑ People's needs including marginalised and vulnerable groups;

❑ Actions that can be implemented using existing resources;

❑ Actions that can be implemented within a specified timeframe (e.g. election cycles);

Action planning

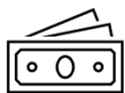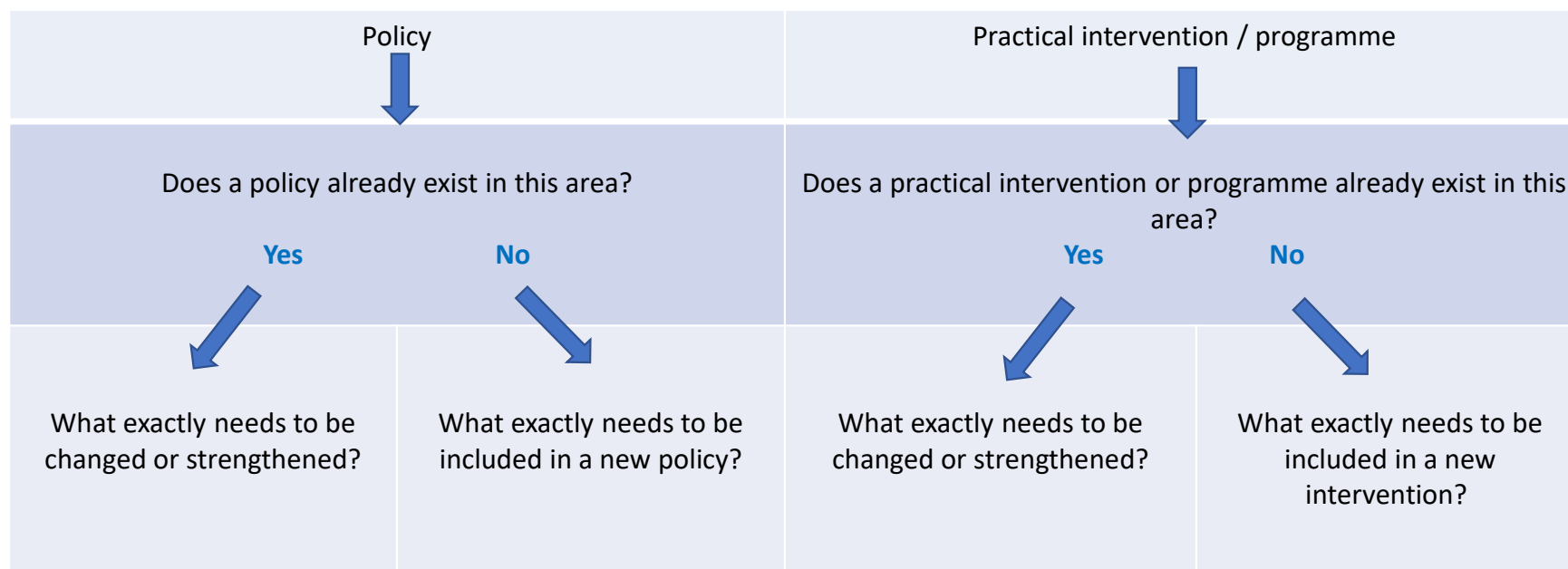Reflection on types of actions required for each priority area or key issue.

Should each issue / vulnerability / lack of capacity be addressed through:	
Policy?	Practical intervention / programme?

How to decide between policy and programme?

➤ Are you seeking systemic change a systemic issue within the city/regional institutions and legislative frameworks? Probably policy
➤ Do you want a principle or approach to inform future decision-making? Probably policy
➤ Do you want to help a particular group manage an existing issue? Probably programme
➤ Do you want to pilot an approach to test its efficacy? Probably programme but may lead to policy
➤ Does the action (its implementation) have a specific timeframe? Probably programme

RUAF

Action planning

Reflection on types of actions required for each priority area or key issue.

Policy	Practical intervention / programme
Does a policy already exist in this area?	Does a practical intervention or programme already exist in this area?
Yes / **No**	**Yes** / **No**
What exactly needs to be changed or strengthened? / What exactly needs to be included in a new policy?	What exactly needs to be changed or strengthened? / What exactly needs to be included in a new intervention?

How can revised or new actions be funded?

Action planning

Every stakeholder reflects on what they can do to advance goal, through own organisations or day-to-day work

For all proposed actions:

- Who are targets, whose behaviour to be influenced?

- Who are intended beneficiaries?

- What roadblocks foreseen?

- What actors needed?

- What responsibilities?

- What resources needed?
  Can it be done with existing resources?

- What are likely outcomes?

Forces for change   Forces resisting change

Proposed Change
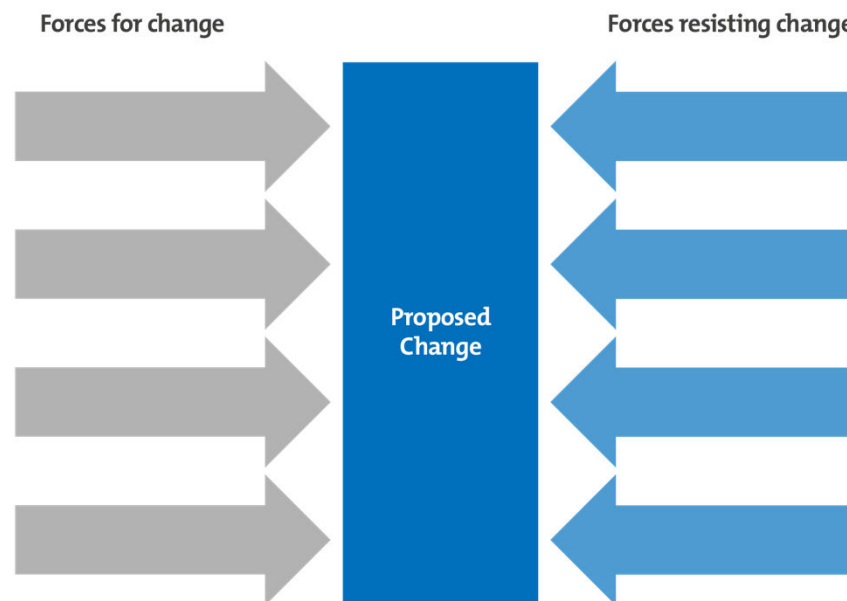
Action planning

Working groups by priority or theme:
Different people for each challenge or goal
Balance from relevant govt departments, civil society, academia, private sector;
Balance between strategic and technical roles; Representatives of intended beneficiaries

Three or more working group meetings over several months, with time for follow-up between
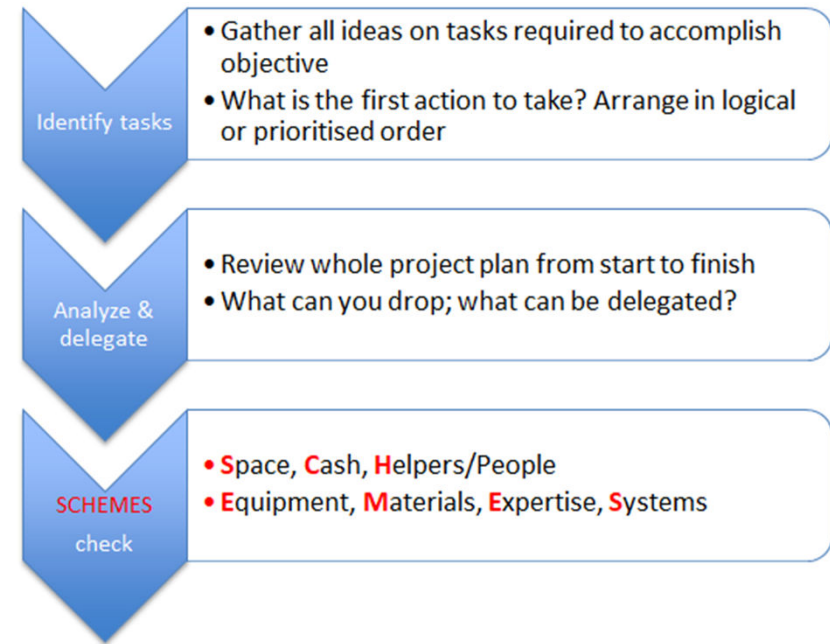
Tasks

- Refine long list of potential actions -- most viable, impactful, and meet the action-planning principles

- Further identify how to put each action in place, new or integrated into existing policies and programmes.

- Work out how each action can be implemented (by whom, what resources are needed)

- Plan outreach and engagement activities to pave the way towards putting actions in place and implementation.

- Develop or revise indicators, draw up monitoring plans.
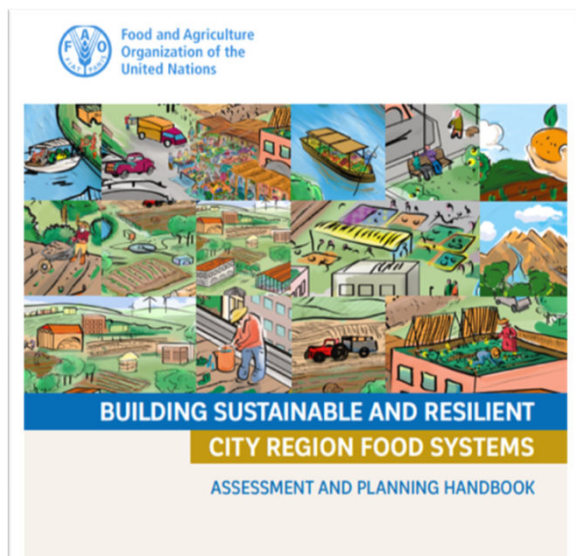
RUAF

Action planning

- Prioritising tasks

Urgent & Important | Important but not urgent
Not urgent & not important | Not important but urgent

- SCHEMES check for specific project planning

Identify tasks
- Gather all ideas on tasks required to accomplish objective
- What is the first action to take? Arrange in logical or prioritised order

Analyze & delegate
- Review whole project plan from start to finish
- What can you drop; what can be delegated?

SCHEMES check
- **S**pace, **C**ash, **H**elpers/People
- **E**quipment, **M**aterials, **E**xpertise, **S**ystems

RUAF

Action planning

LAUNCH EVENT: **City Region Food Systems Assessment and Planning Handbook and Toolkit**

4 May 2023 | 14.00 - 15.30 CEST

https://fao.zoom.us/webinar/register/WN_F1_awu_mRwGRBVsXh7ALug#/registration