



FAO/GOVERNMENT COOPERATIVE PROGRAMME

"FOOD FOR THE CITIES" MULTI-DISCIPLINARY INITIATIVE - STRENGTHENING URBAN-RURAL LINKAGES FOR A MORE VIBRANT LOCAL AND SMALL SCALE AGRICULTURE

GLOBAL

PROJECT FINDINGS AND RECOMMENDATIONS

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PROJECT FINDINGS AND RECOMMENDATIONS

Report prepared for the participating governments by the Food and Agriculture Organization of the United Nations



The Food and Agriculture Organization is greatly indebted to all those who assisted in the implementation of the project by providing information, advice and facilities.

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LIST OF ABBREVIATIONS

CRFS - City Region Food System

GFFA - Global Forum for Food and Agriculture

IFAD - International Fund for Agricultural Development

NGO - Non-governmental Organization

RUAF - Resource Centres on Urban Agriculture and Food Security

TCP - Technical Cooperation Programme

WFP - World Food Programme

A. OVERVIEW A.1 PROJECT PROFILE

Country Global

Project Symbol GCP/GLO/509/GER

Project Title "Food for the Cities" multi-disciplinary

initiative – Strengthening urban-rural

linkages for a more vibrant local and small

scale agriculture

Actual EOD 1 January 2014

Actual NTE 31 March 2018

Participating Organizations (e.g. Ministry N/A

of Agriculture, etc.)

Implementing partners (list):

Name	Type (NGO/Community-based Organization /Government)
RUAF Foundation	NGO
University of Zambia	University
Copperbelt University	University

Contribution to FAO's Strategic Framework					
Indicate the title of each higher-level	result to which the project contributes				
	SO 4.2.1				
Organizational Outcome (s)	SO 2.1.2				
Regional Priority Area/Initiative					
Country Programming Framework Outcome(s)					
UNDAF Outcome(s)					

A.2 FINANCIAL DATA in USD¹

(as at September 2018)

Budget USD 2 258 100

A.3 EXECUTIVE SUMMARY

In the wake of the food riots that took place in cities across a number of countries in 2007, 2008 and 2011, there was an urgent need for the international community to better define its role and to develop tools and methodologies to address the challenges of food and nutrition security, agriculture and management of natural resources in the context of urbanization, one of the major challenges of the 21st century.

To address this issue, for more than ten years, FAO has been developing activities, projects and publications through corporate initiatives and networking with a global and open community.

In this context, this project was clearly aligned with the FAO Strategic Framework (in particular SP1, SP2 and SP4) by promoting the concept of the City Region Food System (CRFS) and supporting a number of countries in its operationalization. The project responded to the demand to better understand and operationalize the concept of CRFS as a basis for informed decision-making and further planning, as well as to prioritize investments and design food policies and strategies aimed at improving the resilience and sustainability of the entire food system. In doing so, the approach addressed the challenges of food security and nutrition, natural resource management, economic development and social inclusion, as well as the strengthening of rural-urban linkages. The project was implemented in partnership with the Resource Centres on Urban Agriculture and Food Security (RUAF) Foundation in eight city regions globally: Colombo (Sri Lanka), Dakar (Senegal), Kitwe and Lusaka (Zambia), Medellín (Colombia), Quito (Ecuador), Toronto (Canada), and Utrecht (the Netherlands).

The project supported CRFS assessment and planning to enable local authorities to ensure governance of a dynamic and sustainable food system, with strong urban-rural linkages, and to enable the involvement of all key local stakeholders, with particular attention to smallholder farmers and local authorities. All of the project's results describe the experiences from each city in terms of planning and informed decision-making, prioritizing investments and the design of sustainable food policies and strategies to improve the

¹ Data source: FPMIS/Data Warehouse

resilience and sustainability of the entire food system. This CRFS knowledge culminates in a set of tools to support individual city regions around the world to better assess and plan their own food systems. The strategies and actions planned require follow-up in terms of financial and technical assistance. Some of the strategies are currently being implemented and financed by FAO and other donors.

The project also contributed to the FAO corporate activities of the "Food for the Cities" initiative secretariat and the FAO Urban Food Agenda by sharing the lessons learned from the field and bringing global experience into the project, as well as through further advocacy and networking to develop partnerships to foster public, private and South-South cooperation. The project was also actively engaged with international partners, widely contributing to the key global process, including Habitat 3. The project provided outreach to a broad range of international stakeholders through its findings and approach, and significantly contributed to building a global narrative on CRFS.

The project beneficiaries were mainly local government representatives and other stakeholders involved in the food systems of a city region. They were involved in the project through regular formal and informal consultation and training workshops, aiming at building a common understanding and vision on sustainable CRFS, defining priorities and strategies to reinforce it.

The project had a longer duration than initially planned, as a result of the lengthy policy dialogue process in the different countries. This was addressed through project extensions and budget revisions. The resources allocated were sufficient to implement the planned outputs.

B. RELEVANCE

The problem

At present, over 50 percent of the world's population lives in urban areas and the figure is expected to rise to 70 percent by 2050. This poses an enormous challenge to conventional food production and supply. The food and nutrition security of poor urban populations is and remains at risk as a consequence of the lack of (economic) access to healthy and nutritious food, the volatility and rapid increases in food prices and disruptions to the food supply caused by natural disasters and climate change effects.

Food system planning has long been absent from urban planning and city policy-making. City and metropolitan governments are, however, playing an increasingly prominent and active role in local, national and international dialogue on the future of urban

food and nutrition security. Examples include over 175 cities adhering to the Milan Urban Food Policy Pact, signed in October 2015, as well as to international declarations calling upon cities to "encourage sustainable urban food production projects and resilient city region food systems programmes".

Ensuring availability, accessibility to and affordability of sufficient, high-quality, appropriate, safe and healthy food for a growing urban population requires better understanding and planning of the city food system, a system shaped by both local and global dynamics and production-distribution systems. Beyond the need and responsibility to feed growing urban populations, there are a number of other reasons for which cities and city regions are becoming the principal territories for intervention and innovation in this field.

Cities play an important role in shaping their surrounding rural areas, where land use, food production, environmental management, transport, market and producer-consumer linkages are concerned. This so-called "city region" (i.e. the city and its urban area, peri-urban fringe and rural hinterland) defines the geographical focus of the project's research.

Food systems are closely related to a number of activities and to the management of public services carried out across different sectors of local and regional government decision-making, including food and organic waste management, public health, transport, markets, enterprise creation in the food system, consumption and food insecurity or malnutrition, land use planning and climate change adaptation strategies. Looking at food systems can be a key driver for other sustainability policies.

The response

The project built on the demand to better understand and operationalize the concept of CRFS as a basis for further planning and informed decision-making, prioritizing investments and the design of sustainable food policies and strategies that might improve local production and marketing. Given that this had not previously been attempted, the purpose was to lay the foundations for the development of greater understanding on how to define, foster, build and improve sustainable, resilient CRFS. The project contributed to this goal by developing a toolkit of methods and indicators for the description and assessment of CRFS and tested the toolkit developed in six cities covering different regional settings around the world.

Based on rapid local CRFS assessments, a series of gaps, bottlenecks and opportunities were identified to create more resilient and inclusive food systems within specific city regions. Special attention was given to addressing environmental, economic and social sustainability factors to improve access to adequate and affordable food for poor and vulnerable urban populations, to improve market access and livelihoods for smallholder

farmers in urban, peri-urban and rural areas in the selected city-regions and to promote environmentally sustainable systems and policies.

C. ACHIEVEMENT OF RESULTS

Output 1: Methodology, toolkit and training modules developed and shared

In collaboration with the RUAF Foundation, the Food for the Cities team built the CRFS toolkit, which aimed to provide local authorities and other food experts with the means and tools to assess and plan more sustainable CRFS. The toolkit is an online platform, available on the FAO Web site that includes tools and examples from the seven pilot city regions (including RUAF's cities). Different expert workshops were held at FAO headquarters in Rome, Italy during the three years of project implementation, in order to define and build the toolkit, in particular the indicators framework, which is designed to identify all components of a CRFS.

The toolkit was officially launched during the Third Mayors' Summit at the Milan Urban Food Policy Pact, which was held in October 2017 in Valencia, Spain.

The toolkit is available at the following address:

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

Output 2: Methodology and implementation tools applied and tested in three pilot city regions

Overall, the methodology and tools were implemented in eight cities. For three of these cities – Colombo (Sri Lanka) and Lusaka and Kitwe (Zambia) – the implementation occurred with funds from the present project. Implementation in Medellín (Colombia) and Dakar (Senegal) was through additional FAO funds, while activities in Quito (Ecuador) Utrecht (the Netherlands) and Toronto (Canada) were carried out through the partnership with the RUAF Foundation.

The methodology included the following three phases:

- Inception phase: rapid food system scan, in order to better understand the local context and identify local priorities.
- In-depth assessment: primary data collection and in-depth analysis of the identified priorities.
- Policy dialogue and planning: meeting of working groups to define strategies and action plans to address the challenges identified.

In addition, the project made strong use of multistakeholder task forces that were established in all of the cities to ensure embeddedness in the local policy agenda, local ownership and contribution to assessment and planning.

The main deliverables in the three pilot cities were as follows:

- CRFS assessment and planning synthesis report: a 100-page report summarizing the
 results of the project in the city, including results of the food system assessment, the
 main challenges to be addresses and policy recommendations for local and national
 authorities.
- Factsheet: a four-page document documenting the main results of the CRFS assessment.
- Policy briefs: a 10-page document that includes the key recommendations for local and national authorities, as well as a tentative action plan and a rationale for intervention.

Other material produced included a situational analysis report (secondary data on the local context) and case study reports (one for each of the key priorities in each city).

Outcomes in Colombo, Sri Lanka

The project triggered policy discussions beyond local level and spread to provincial (regional) and national level. A basis was formed from which to begin visualizing the importance of a territorial approach to food systems and the actions needed to offset the impacts of natural resource management, climate change and shocks upon city regions. The project shed light on food safety, nutrient safety, value chain management and food waste, as well as losses in relation to urban spaces. As result, revisions of the National Food Act and of municipal by-laws were prioritized, in order to comply with improved food safety and control standards. This called for focused analysis of the National Food Act (and other legal frameworks) as a basis for suggested policy revisions.

The work conducted in Colombo raised interest at the Ministry of Megapolis and Western Development. A Technical Cooperation Programme (TCP) project is being implemented to expand the CRFS assessment to the Western Province and to liaise with the Megapolis plan.

Colombo will also be one of the pilot cities for the upcoming follow-up project, entitled "Building climate resilience in city region food systems: Improve and scale up small-scale agricultural practices resilient to climate risks".

Outcomes in Zambia

In Zambia, there was renewed interest and policy discussion at institutional level. In particular, this project built bridges of communication among institutions, to introduce a more integrated and territorial perspective in planning sustainable food systems. In both Lusaka and Kitwe, the entire process raised awareness of the importance of going beyond the sectorial approach when looking at food, and the need to integrate all actors in the discussion. Engagement with the Permanent Secretary of the Ministry of Local Governments led to an interest from his Ministry in integrating food into their new urbanization policy. This is expected to be carried out in collaboration with UN Habitat. A request from the Ministry of Local Governments to FAO Zambia for technical support on the matter will be sent, with the potential for follow-up in the form of a TCP.

In Kitwe, the city council was particularly involved in the discussions. In order to sustain multistakeholder discussion beyond the end of the project, and to put the food issue in the agenda, the council proposed integrating this stakeholders' group within its internal committee.

In Lusaka, the Non-governmental Organization (NGO) Hivos International is engaging with the Lusaka City Council to build up a citizen-driven food council. FAO liaised and collaborated with them towards this objective.

Output 3: Tested approach, including the process of the project, materials and experiences, documented and widely disseminated, enhancing local and global networking through global advocacy on CRFS

In recent years, the FAO Food for the Cities team has actively engaged with international partners, widely contributed to key global processes, outreached a broad range of international stakeholders with the project findings and approach and has significantly contributed to building a global narrative on CRFS.

In particular, the project team organized and participated in a number of international events, in an attempt to disseminate the achievements of the project and advocate for more sustainable CRFS. Below is a list of the most relevant of these events and partnerships:

- Close collaboration with the Secretariat of the Milan Urban Food Policy Pact since 2015. Collaboration on the definition of their monitoring framework, organization of a side event at the Third Mayors' Summit in Valencia, Spain in October 2017 to present the project results and outcomes in the different pilot city regions.
- Global Forum for Food and Agriculture (GFFA) 2016. Organization of the high-level panel on food security and urbanization, with a strong focus on CRFS.

- German Habitat Forum 2016. Organization of a joint FAO-International Fund for Agricultural Development (IFAD) side event on inclusive and sustainable rural-urban linkages through food and agriculture.
- UN Habitat, Habitat III conference. Contribution made to the drafting of the New Urban Agenda, participation and presentation of FAO work.
- ICLEI Resilient Cities Conference, 2015, 2016, 2017 and 2018 editions.
- World Urban Forum, Kuala Lumpur, Malaysia, 2018.
- FAO-IFAD-World Food Programme (WFP) Food Security Cluster. Regular participation in the urban working group.
- Committee on World Food Security. Contribution to the urbanization and rural transformation work stream, organization of different side events on CRFS (2014), urban food policies and CRFS (2016) and CRFS and migration (2017).

The Food for the Cities team also collaborated and formalized partnerships with different local and international research and intergovernmental institutions, among others the RUAF Foundation, the International Water Management Institute, the University of Arizona, Wilfred Laurier University, Hivos, University of Zambia, Copperbelt University, WFP and IFAD.

Details on the results achieved against the logical framework can be found in Appendix 1 below.

D. IMPLEMENTATION OF WORK PLAN AND BUDGET

Work plan and budget

The implementation of the project was generally smooth. Nevertheless, some delays were experienced, as a result of the following factors:

- In its initial stages, FAO worked intensively to embed the project in the regular programme, create synergies with existing normative programmes and align the project within the new FAO Strategic Framework. This led to a delay in the operational start of the project, with implementation falling behind the original schedule. The delay in the operational start of the project caused a number of activities to be postponed.
- In most of the pilot cities, there was a slight delay in the delivery of outputs due to the challenges in data availability and gathering and the length of the policy dialogue process. In particular, the project encountered delays in the delivery of the first phase

of the CRFS assessment in Zambia, resulting in further delays both in conducting the second phase and in the delivery of the in-depth assessment reports. As a consequence, the policy dialogue, which was a crucial step in the project's approach for the third phase to ensure the uptake of the results of the assessment in the policy agenda, was delayed in both pilot cities. In addition, the local political context further delayed the implementation of the third phase in most of the pilot cities, due to municipal elections.

In this context, some no-cost extensions and budget revisions were needed. Meanwhile, technical support services were provided mainly by the project's Lead Technical Officer and by the members of the project taskforce from different technical divisions.

Resource partner contribution

During the project, five budget revisions were processed and three project extensions requested. The latter were as follows:

- First extension from 31 December 2016 to 30 September 2017.
- Second extension from 30 September 2017 to 31 December 2017.
- Third extension from 31 December 2017 to 31 March 2018.

Risk management

The project identified a number of risks, which were duly addressed and prevented during the course of implementation. As per the risk log, the project identified the following high and medium risks:

- High risk: Lack of local political commitment to follow through the duration of the programme. This risk was mitigated with the establishment of the multistakeholder task force, which served as a mechanism of accountability and ownership. All of the cities experienced elections with the formation of new councils. The taskforce ensured continuity with previous administrations.
- Medium risk: Lack of commitment from the local multistakeholder partners. The establishment of the multistakeholder task force mitigated this risk.
- Medium risk: Lack of coordination between the different initiatives dealing with urbanization challenges for food, agriculture and management of natural resources at global level. The project team mitigated this risk by continuously engaging with international partners to create linkages with other initiatives, widely contributing to key global processes, outreaching to a broad range of international stakeholders and contributing to building a global narrative on CRFS.

E. SUSTAINABILITY

a. Capacity development

The project placed strong emphasis on building local capacities for assessing and planning sustainable CRFS.

b. Gender equality

The project systematically involved women and men equally, in an effort to reduce the gap between women and men in access to information and knowledge and to ensuring that women and men had the ability to influence programme and policy decision-making and build institutional responsiveness and accountability.

c. Environmental sustainability

The project adopted consolidated approaches that promote sustainability, such as the CRFS approach, "Save and Grow" and Climate-Smart Agriculture. This represented a fundamental element for providing guidance and advice on the most suitable practices and helping city region dwellers to transition towards appropriate sustainable food and agricultural systems.

d. Human Rights-based Approach (HRBA) – in particular Right to Food and Decent Work

The project did not directly address this aspect, however it did consider the most vulnerable people in its multistakeholder dialogue and actions, including the poor and indigenous groups.

e. Economic sustainability

The project adopted the CRFS approach, which promotes economic sustainability and is key to providing guidance and advice on the most suitable practices and helping city region dwellers to make food systems in city regions more inclusive and efficient.

F. LESSONS LEARNED

LESSONS LEARNED - elements of success

The project contributed significantly to creating a new narrative on CRFS at global level. It also developed an approach and toolkit to support cities in operationalizing the

concepts CRFS and making their local food systems more sustainable.

The project also produced a large quantity of evidence, information, data and publications, which were widely disseminated at global level (see address below).

http://www.fao.org/in-action/food-for-cities-programme/en/

LESSONS LEARNED – impediments/constraints

The project experienced some challenges in operationalizing the CRFS approach in some pilot cities. The approach requires a strong political commitment, the championing of which demanded that significant efforts be made in certain contexts.

G. FOLLOW-UP ACTIONS

The project generated a number of concrete strategies and plans in different cities that require follow-up actions and additional funding. In Sri Lanka and Colombia, part of these plans have been funded further by FAO and other organizations for their implementation, such as project TCP/SRL/3609, "Integrating Food into Urban Planning in Western Sri Lanka" and project UTF /COL/080/COL, "Convenio de asociación Internacional para la realización del estudio del sistema abastecimiento agroalimentario desde la producción hasta el consumo, para elaborar una propuesta de estructura al modelo de comercio local sostenible para la ciudad de Medellín".

Engagement with different cities has shown the need to address issues related to climate risks and vulnerability in CRFSs. A project proposal is currently under formulation between FAO and the Government of Germany.

H. HUMAN INTEREST STORY

An overview of the situation in Medellín can be found at the following address: http://www.fao.org/in-action/food-for-cities-programme/news/detail/en/c/447315/

Appendix 1

LOGFRAME MATRIX- ACHIEVEMENT OF INDICATORS

	Indicators					If applicable/
Results chain	Indicators	Indicators Baseline End target (expect project comp		Achieved	achieved, explain why	follow-up action to be taken
Impact Improved and stable supply of nutritious food to the urban population	Increased food available from and within the city-region Inter and intra-annual stability of food supply	The assessment carried out in Phase One of the project will provide the baseline	25 percent of the vulnerable urban population will have improved access to nutritious food by the end of the project	30%	The impact will be measured with a longer- term perspective	
Outcome Strengthened urban- rural linkages in the pilot city-regions for more inclusive,	Number of local governments formulating and action plans addressing urban-rural linkages within CRFS.	The assessment carried out in Phase One of the project will provide the baseline	At least 50 percent of local governments reflect established action plans in local policies	100%		
efficient and resilient activities of small-scale agriculture within a CRFS	Improved access to resources and urban markets for smallholder farmers in the pilot city-region	ouseline .	At least 100 smallholder households in each city-region have improved production capacity and market access by the end of project	20%		
	Multistakeholder Food Councils in place and functioning		Three Food Councils established, meeting at least once per month	100%		
	Systems established for improved information access and sharing and dialogue among farmers, consumers and other key actors of the food system		One online system for each of the three pilot city regions by the end of project	100%		
	,,		Priorities and strategy clearly defined in the three pilot city-regions to improve CRFS through a multistakeholder process by the beginning of the third year	100%		

D 1/2 1 1	Indicators					If applicable/
Results chain	Indicators	Indicators Baseline End target (expected value at project completion)		Achieved	achieved, explain why	follow-up action to be taken
Output 1 Methodology, toolkit and training modules developed and shared	A general methodology and training package to promote small-scale agriculture associated with stronger urbanrural linkages is available	No comprehensive methodology and related training package to assess CRFS available	Assessment methodology and training package made available online	100%		
Output 2 Methodology and implementation tools applied and tested in three pilot city regions	The three selected pilot city- regions establish a multistakeholder task force and adopt strategies and action plans	Three selected pilot city-regions do not have a comprehensive food system task force nor strategy	One report from each pilot city- region with the results of the assessment, proposal for scenarios and long-term strategy	100%		
Output 3 Tested approach, including the process of the project, materials and experiences, documented and widely disseminated,	Approach has proven sensible and successful Approach is documented (Web site and other materials) and made known to a wide audience	Baseline will be the tools created through Output 1 Current Food for the Cities Web site and discussion list	Refined toolkit made available online Web site made public with refined tool, and all materials produced through Output 2	100%		
enhancing local and global networking through global advocacy on CRFS						

PROJECT STAFF

Name	<u>Function</u>	<u>Dates of Service</u> <u>Starting Date</u> <u>Concluding Date</u>
International staff		
Guido Santini	Programme coordinator	1 Oct. 2014 31 March 2018

TRAINING AND STUDY TOURS

No study tours were organized.

The project organized a large number of formal and informal multistakeholder consultations and exchanges to build a common understanding and vision of the local CRFS and to define priorities and strategies to reinforce it. It is estimated that the following stakeholder benefited from the project:

	Government	NGOs	Education and extension institutions	Farmers and supply/value chain actors' associations	Consumer associations	Other	Total
Sri Lanka	50	20	35	25	20	15	165
Zambia (two cities)	80	15	50	80	30	30	285
International events	150	200	200	50	50	100	750
Total	280	235	285	155	100	145	1 200

MAJOR ITEMS OF EQUIPMENT PROVIDED

Quantity	<u>Item</u>	Cost (USD)
1	Laptop computer, HP EliteBook 840 G1	1 250
20	Telefunken 7" tablets	1 040

DOCUMENTS PRODUCED DURING THE PROJECT

Articles

Assessing and Planning Sustainable City Region Food Systems: Insights from Two Latin American Cities. M. Dubbeling, G. Santini, H. Renting, M. Taguchi, L. Lançon, J. F. Zuluaga, L. de Paoli, A. Rodriguez and V. Andino. 2017. 15 pp. https://doi.org/10.3390/su9081455

Validating the City Region Food System Approach: Enacting Inclusive, Transformational City Region Food Systems. A. Blay-Palmer, G. Santini, M. Dubbeling, H. Renting, M. Taguchi and T. Giordano. 2018. 23 pp. https://doi.org/10.3390/su10051680

Book

City Region Food System Tools and Examples. G. Santini, S. Miller and M. Dubbeling. 2018. 325 pp.

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City Region Food Systems and Food Waste Management: Linking Urban and Rural Areas for Sustainable and Resilient Development. M. Dubbeling, C. Bucatariu, G. Santini, C. Vogt and K. Eisenbeiß. 2016. 184 pp.=

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Programme Aliments pour les Villes. G. Santini and H. Renting. 2016. 4 pp.

A Vision for City Region Food System. G. Santini and M. Dubbeling. 2016. 8 pp. http://www.fao.org/3/a-i4789e.pdf

Food Waste Management in City Region Food System – Colombo Policy Brief. S. Fernando and G. Santini. 2018. 8 pp.

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