

# STEP 1 TABLE:

## THE PRIORITIZED GOAL, CHALLENGES AND CAPACITIES

AREA	The prioritized health goal Scale-up of an existing initiative city-wide to improve economic, green zone and employment issues and to expand access to healthy, affordable food for the population	
	Specific challenges to address to achieve the goal	Capacities needed and their level – Individual (I), organization (O), systemic (S)
Information for decision-making, monitoring and evaluation	Engaging local vendors and community on their food sources.	<ul style="list-style-type: none"> <li>Expertise to gather evidence with vendor/ community inputs for an online database of sources of key foods, registered food vendors, and sale volumes of healthy locally produced foods, to use for planning (I/O)</li> </ul>
	Providing information to help small food entrepreneurs register, establish and run their businesses.	<ul style="list-style-type: none"> <li>Skills and know-how to develop information on laws, standards, and services for food entrepreneurs for different points of the food chain (I/O)</li> </ul>
Policies, programmes, innovation	Expanding access to healthy and affordable foods in school lunches.	<ul style="list-style-type: none"> <li>School focal points with know-how on health and nutrition (I)</li> <li>Procurement contracts between schools and urban farmers and markets (S)</li> </ul>
	Expanding access to healthy and affordable foods in urban markets.	<ul style="list-style-type: none"> <li>Clear standards and guidance for food sector through partnership with government sectors, stakeholders, community (O/S)</li> </ul>
	Improving locally grown food and marketing through stimulating, facilitating or expanding urban agriculture.	<ul style="list-style-type: none"> <li>Setting up of green zones for urban agriculture</li> <li>Laws for health and environment in urban agriculture (S)</li> </ul>
Resource (human, financial, and infrastructure) management	Cutting down on or simplifying bureaucratic red tape that small food entrepreneurs need to comply with.	<ul style="list-style-type: none"> <li>'One window' options for registration and licensing of enterprises (O)</li> </ul>
	Identifying infrastructure and zoning changes for processing and marketing of healthy foods.	<ul style="list-style-type: none"> <li>Setting zoning and by-laws that enable and regulate urban agriculture and food-market standards (O)</li> </ul>
	Identifying incentives, leveraging investment funds for processing and marketing of healthy foods.	<ul style="list-style-type: none"> <li>Identification of incentive options with enterprises (e.g., technology loans, bulk purchase of inputs) (O/S)</li> <li>Budget set for incentives at city level, with potential funding sources identified (O)</li> </ul>
Partnerships, participation and knowledge sharing	Providing information on healthy foods and food practices to households, schools and schoolchildren.	<ul style="list-style-type: none"> <li>Community members or stakeholders with know-how on food related-health (I/S)</li> </ul>
	Establishing a cross-sectoral mechanism for the city to plan, advise on, ensure, monitor and report on implementation.	<ul style="list-style-type: none"> <li>Personnel with skills to co-ordinate stakeholders and manage implementation (I)</li> <li>Relevant stakeholders identified and partnerships built (S)</li> </ul>

**STEP 2 TABLE:****THE CAPACITIES, THEIR LEVELS, RATINGS AND INFORMATION TO GATHER (OR GATHERED)**

Green font text represents information added after Step 3 information gathering

**Priority health goal:** Scale-up of an existing initiative city-wide to improve economic, green zone and employment issues and to expand access to healthy, affordable food for the population

CAPACITY	List here the information on the capacity level, assets, gaps based on team knowledge/information. Include all information on the capacity level in this column, whether positive or negative, including any comment explaining the rating	Indicate the 0-3 rating* and shading	Information to gather, the source and responsible team member for capacities rated 0 (i.e. those needing further information gathering)
<b>Information for decision-making, monitoring and evaluation</b>			
Expertise to gather evidence with vendor/ community inputs for an online database of sources of key foods, registered food vendors, and sales volumes of healthy locally produced foods to use for planning (I/O)	The local authority has databases on services and the capacity to set up a food database and collect this information, but hasn't yet done so, so it's not in place. At the same time there are many street food vendors that are difficult to collect information from.	2-	
Skills and know-how to develop information on laws, standards, and services for food entrepreneurs for different points of the food chain (I/O)	Adequate capacities among entrepreneurs, the community and the local authority, and materials developed in the initiative that that can be used.	3	
<b>Policies, programmes, innovation and change</b>			
School focal points with know-how on health and nutrition (I)	The Ministry of Education has not yet identified focal points or skills for this, and needs to link with the health ministry on this.	0 changed after key informant interview to 1	The team member from the health dept to interview the Ministry of Education on capacities for this.  Key informant on policy setting interviewed from Ministry of Education.
Procurement contracts between schools and urban farmers or markets (S)	There is no experience or capacity for this within the existing stakeholders.	1	

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Clear standards and guidance for the food sector through partnership with government sectors, stakeholders or communities (O/S)	The local authority has capacities to set standards and convene partnerships, having won an award for standards set on air pollution, but has not yet done so for the food issue.	2	
Setting up of green zones for urban agriculture [O]	The planning department can do this in theory, but it requires political approval and approval from central government level.	2-	
Laws for health and environment in urban agriculture (S)	The local authority has capacities to set standards. It was recognized as leader in setting standards, nationally, for the past five years.	3	
<b>Resource (human, financial and infrastructure) management</b>			
'One window' options for registration, licensing of enterprises (O)	This requires changes in law and devolution of institutional powers from central level.	1	
Setting of zoning and by-laws that enable and regulate urban agriculture and food market standards (O)	The local authority has capacities to set standards.	3	
Identification of incentive options with enterprises (e.g. technology loans, bulk purchase of inputs) (O/S)	Some capacities within the business association and council, with a need for technical support on financial options.	0 changed after key informant interview to 2-	The entrepreneur and the local authority planning department to interview 2 key informants from the council and the business community to identify incentive options and what capacities are needed for this.
Budget set for incentives at city level, with potential funding sources identified (O)	The local authority has capacities to set its own budgets but less capacities to identify and leverage other funding sources.	2-	

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#### Partnerships, participation and knowledge sharing

Community/stakeholders with know-how on food related-health (I/S)	Adequate capacities, due to significant local and international investment, among entrepreneurs, the community and the local authority, and materials developed in the initiative that can be used.	3	
Personnel with skills to co-ordinate stakeholders and manage implementation (I)	If delegated from existing personnel, this could be feasible, but the local authority has some staffing gaps.	2	
Relevant stakeholders identified and partnerships built (S)	The local authority has capacities to set up a multi-stakeholder forum in this area, as has been done for other issues such as traffic safety, but it has not yet done so.	2	

**STEP 4 TABLE:****THE CAPACITIES, THEIR LEVELS AND RATINGS, AND PROPOSED ACTIONS**

<b>Priority health goal:</b> Scale-up of an existing initiative city-wide to improve economic, green zone and employment issues, and expand access to healthy, affordable food for the population			
<b>CAPACITY</b>	<b>The rating of and information on the capacity, shading the cell with the colour shading of the capacity area (from Step 2)</b>	<b>The proposed action(s), the timing, by whom the actions should be taken, with what resources</b>	<b>The importance of the action, noting if high, medium or low and commenting on why</b>
<b>Information for decision-making, monitoring and evaluation</b>			
Expertise to gather evidence with vendor/ community inputs for an online database of sources of key foods, registered food vendors, and sales volumes of healthy, locally produced foods, to use for planning (I/O)	2-  The local authority has databases on services and the capacity to set up a food database and collect this information, but hasn't yet done so, so it's not in place. At the same time there are many street food vendors that are difficult to collect information from.	In the next year, the local authority to set up a working group involving vendors association and local authority officials to identify and gather data on foods sold and the community members involved, to show the need for the initiative and get support for and monitor it.	<b>Medium importance</b>  Feasible and will leverage recognition from key actors.
Skills and know-how to develop information on laws, standards, services for food entrepreneurs for different points of the food chain (I/O)	3  Adequate capacities among entrepreneurs, the community and the local authority, and materials developed previously that can be used.	The local authority and entrepreneurs to resource work to adapt and distribute information from the previous pilot initiative to key stakeholders in the next 6 months.	<b>High importance</b>  Very feasible and a key measure to get support and involvement of key stakeholders across the city.
<b>Policies, programmes, innovation and change</b>			
School focal points with know-how on health and nutrition (I)	1  The Ministry of Education does not yet have identified focal points or skills for this, and would need to link with the health ministry on this.	The Education Ministry to provide terms of reference with input from the health ministry, and ask schools to identify a focal person in each school and the health department to train focal points on healthy foods and initiatives to implement, to be done within a year.	<b>High importance</b>  Very feasible and a key measure to get informed involvement of schools across the city.
Procurement contracts between schools and urban farmers/markets (S)	1  There is no experience or capacity for this among existing stakeholders.	Urban farmers and schools will be trained and coached in how to generate the contracts by the municipality.	<b>High importance</b>  Very feasible, this know-how is a strength of the municipality.

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CAPACITY	The rating of and information on the capacity, shading the cell with the colour shading of the capacity area (from Step 2)	The proposed action(s), the timing, by whom the actions should be taken, with what resources	The importance of the action, noting if high, medium or low and commenting on why
Clear standards and guidance for food sector through partnership with government sectors, stakeholders, community (O/S)	2 The local authority has capacities to set standards and convene partnerships, having won an award for standards set on air pollution, but has not yet done so.	The local authority to draft and discuss draft standards and guidance with government sectors, stakeholders and community, to finalize for council and government adoption in the next 18 months.	<b>Low importance</b> This will take time and resources, and can be done over time as experience is built from the scale-up process.
Setting up of green zones for urban agriculture [O]	2- The planning department can do this in theory, but it requires political approval and approval at central government level	This requires change at the national level. The team will raise the issue at the national level in the next 6 months, but will need to review after their feedback.	<b>Medium importance</b> An important enabler, but not feasible for local level, so depends on the national response.
Laws for health and environment in urban agriculture (S)	3 The local authority has capacities to set standards. It was recognized as leader in setting standards nationally for the past 5 years.	The local authority to draft and discuss draft standards and guidance with government sectors, stakeholders and community, to finalise for council and government adoption in the next 18 months.	<b>Low importance</b> This will take time and resources and can be done over time as experience is built from the scale-up process.
<b>Resource (human, financial and infrastructure) management</b>			
'One window' options for registration and licensing of enterprises (O)	1 This requires changes in law and devolution of institutional powers from central level.	This requires change at the national level. The team will raise the issue with the national level in the next 6 months, but will need to review after their feedback.	<b>Medium importance</b> An important enabler, but not feasible for local level, so depends on the national response.
Setting of zoning and by-laws that enable and regulate urban agriculture and food market standards (O)	3 The local authority has capacities to set standards.	The local authority to draft and discuss draft standards with government sectors, stakeholders and community, to finalize standards for council and government adoption in the next 18 months.	<b>Medium importance</b> This will take time and resources. It is not urgent, but can be done with available capacities.

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Identification of incentive options with enterprises (e.g., technology loans, bulk purchase of inputs) (O/S)	2- Some capacities within the business association and council, with a need for technical support on financial options	Hold meetings in next 6 months to identify incentives with enterprises, convened by the business association.	<b>Medium importance</b> Feasible - the relevant stakeholders are in place.
Budget set for incentives at city level, with potential funding sources identified (O)	2- The local authority has capacities to set its own budgets, but less capacity to identify and leverage other funding sources.	The planning department to assess costings and set a budget for incentives at city level. Council economic department to engage local stakeholders to identify potential funding sources in the next year.	<b>Medium importance</b> Feasible, but requires background stakeholder analysis and engagement.
<b>Partnerships, participation and knowledge sharing</b>			
Community/stakeholders with know-how on food related-health (I/S)	3 Adequate capacities among entrepreneurs, the community and the local authority, and materials developed in the initiative that can be used.	The local authority, community and entrepreneurs to resource work to adapt existing materials and disseminate in the next 18 months.	<b>High importance</b> Feasible, and a key measure to gain informed involvement of community and stakeholders across the city.
Personnel with skills to co-ordinate stakeholders and manage implementation (I)	2 If delegated from existing personnel, this could be feasible, but the local authority has some staffing gaps.	The local authority to identify a co-ordinator from existing personnel in the next 6 months, and propose in the next year for council to approve a new post for the Food Smart City.	<b>High importance</b> Feasible to identify an existing person as an interim measure and necessary to manage the scale-up. If the programme is yielding results, may win support for a new staff position.
Relevant stakeholders identified and partnerships built (S)	2 The local authority has capacities to set up a multi-stakeholder forum in this area, as has been done for other issues such as traffic safety, but it has not yet done so.	The local authority to establish and invite stakeholders to a multi-stakeholder forum in the next 6 months.	<b>High importance</b> Very feasible, and a key measure to gain involvement of key stakeholders across the city.