



STIMULATING INNOVATION IN URBAN AGRICULTURE

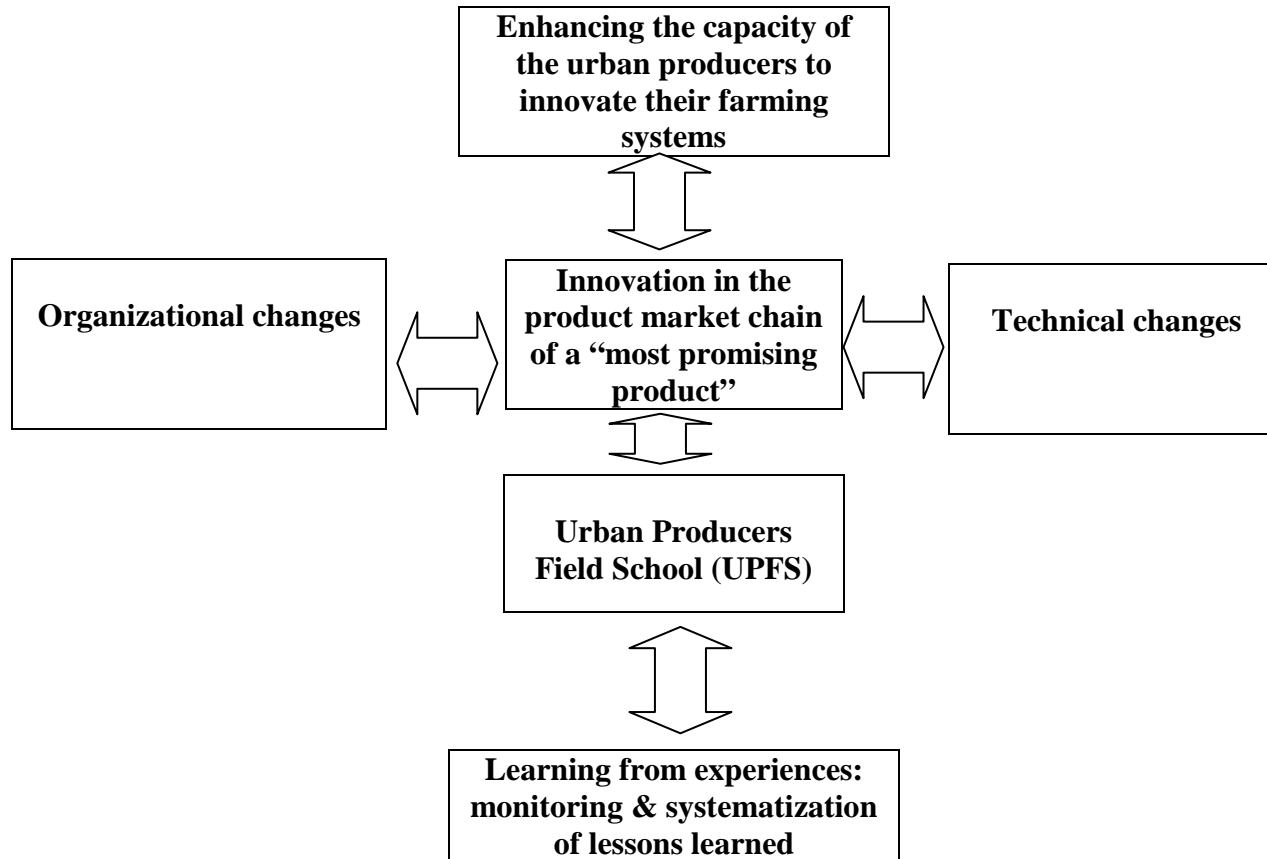
Guidelines for the planning, implementation and monitoring of local “From Seed to Table” projects

PART I Getting started (phase 1) and Situation & market analysis (phase 2)

ETC Urban Agriculture
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Leusden

Handout -2

Project conceptual framework



Handout -3

Overview of the phases of RUAF-FStT program 2009 -2010

Phase 1 – Preparatory phase

- 1.1 Briefing the MSF
- 1.2 Start-up meeting with partners
- 1.3 First regional staff training and planning workshop – Bangalore, India
- 1.4 Introductory meeting with urban producers
- 1.5 Training of the producer representatives

Phase 2 – Context analysis

- 2.1 Context analysis
- 2.2 Inventory of producer options for FSTT project
- 2.3 Quick scan market options
- 2.4 Screening of options and selection of Most Promising Product (MoPo)
- 2.5 Analysis of market for selected product and potential support
- 2.6 Feed back and decisions on the desired product

Phase 3 – Project design and business plan

- 3.1 Second Regional staff training and planning workshop – Sri Lanka
- 3.2 Training of the producer representatives
- 3.3 Design of the production and marketing strategy/business plan
- 3.4 Planning of the innovation project 1
- 3.5 Preparation of UPFS
- 3.6 Project planning II
- 3.7 Project reporting and prepare phase 4

Phase 4 –Project implementation and monitoring

Phase 5 - Project evaluation; systematization of experiences gained and drawing lessons

INTRODUCTION

These guidelines have been prepared for use by the staff of the local RUAF partners responsible for the situation analysis, project design, implementation and monitoring of local **From Seed to Table projects**. These guidelines complement RUAF documents with guidelines on other components of the FSTT programme, like the support to the Multi stakeholder Forum, policy advocacy activities at national level, the financing study and lobbying.

Part I of the guidelines covers phase 1 and phase 2 of the FSTT project cycle. These phases will be implemented during the period February till Mid April of 2009 (week 5 till week 17). Part II of the Guidelines will cover the other phases of the FSTT project cycle, which will be dealt with in the second regional training. The guidelines start with providing an overview of the various phases of the project cycle and for each phase, and will describe the main steps and activities to be implemented, who will be involved in each step or activity, the tools that can be used when implementing each step. It includes a series of thematic texts providing background information, the results expected from each step and the period in which the activities should be implemented. By providing these guidelines we hope and expect that local partners have maximum clarity about the proposed methodology, expected results and the implementation time frame. However, local partners are expected to apply these guidelines in such a way that local conditions and dynamics are taken into account. This may require adaptations in the precise timing and methodology of certain steps. For example: in some locations certain activities may take more time while others take less time. However, we expect that the overall approach and time frame for each phase will be respected, to allow for exchange and comparison between cities and regions as well as the planning of global and regional training and exchange events.

A short explication of the terminology used in the overview:

- *Regional Coach*: the person in the regional RUAF team that is responsible for coaching the local partners in a specific city (coaching visits; support by email, phone and SKYPE; sharing relevant experiences from other cities, etcetera)
- *Local FSTT coordinator*: the person coordinating the design and implementation of the local FSTT innovation project with the urban producer groups in a particular city
- *Local MSF coordinator (or: -facilitator)*: the person coordinating the activities related to the strengthening of the MSF and the implementation of its Strategic Action Plan in a particular city
- *NGO-MSF*: the local NGO responsible for facilitating the strengthening of the MSF and City Strategic Plan on Urban Agriculture
- *NGO-FSTT*: the local NGO partner responsible for coordinating the design and implementation of the FSTT-project. NB in incidental cases (like in China) the NGO has been replaced by a University or local government department
- *Local Team*: The local team responsible for the design and implementation of the local FSTT project, consisting of the designated staff of the NGO-FSTT and the representatives of the participating producer groups.

Following the overview of phases/steps, you will find the guidelines for the preparation and implementation of each step with the related tools and thematic texts. Where Power Point presentations are mentioned you are assumed to produce such a presentation (or use the ones prepared by the regional coach).

Overview of the phases/steps in the planning of the local FSTT project and related tools

Phases and steps	Activities / methods	By whom	Expected results	Related RUAF materials	Implement in week #
Phase 1. Preparatory phase					
1.1 Briefing the local MSF	<p>MSF meeting in each of the cities in order:</p> <p>a. to inform the local MSF partners on the results of RUAF-CFF in their city and region</p> <p>b. to inform the local MSF partners on the FSTT programme</p> <p>c. to present local FSTT partners that are not yet a member of the MSF and agree on their participation in the MSF</p>	<ul style="list-style-type: none"> * Regional coach * Local FSTT and MSF coordinators * MSF-members * Representatives local FSTT partners 	<ul style="list-style-type: none"> * MSF supports the FSTT-progr. and agrees with the proposed MSF related activities * MSF agrees on proposed local MSF facilitator and his/her role * local FSTT partners have become a member of the MSF * agreements on dates next MSF meeting * Minutes on the MSF meeting 	<p><u>Guideline Step 1.1: MSF meeting</u> <u>Tools</u></p> <ul style="list-style-type: none"> * PP presentation on results CFF * PP presentation on objectives and main components of RUAF-FSTT programme and the role local partners involved * PP presentation on further strengthening of the MSF and implementation of the City Strategic Agenda * Document with summary of FSTT-programme 	Week 5 latest (26-31 Jan)
1.2 Start up meeting with local partners: Initial decisions and preparations	<p>1. Start up meeting FSTT project with the local partners in each city to:</p> <p>a. Discuss the project aims, activities, expected results and introduce basic concepts and the essentials of innovation</p> <p>b. Discuss project organisation (partners, roles, expected contributions)</p> <p>c. Explain the steps in the diagnosis and planning stages and define the main expected outputs and agree on the timeline</p> <p>d. Define the composition of the local team that will realise the diagnosis and planning of the FSTT project; define date for planning workshop</p> <p>e. Provisional selection of the farmer groups / areas where the project will work with/focus on</p>	<ul style="list-style-type: none"> * Regional coach * Director of NGO-FSTT and FSTT coordinator * Formal representative of farmer organisation(s) * Local MFS coordinator * Other partners (NGO-MSF, University, Municipality, etc), 	<ul style="list-style-type: none"> * Clear focus and division of work between local partners * Local team for diagnosis and project planning established * Local farmer groups and areas selected * Agenda's, materials and logistics for the next steps * Minutes on the Start up meeting 	<p><u>Guideline Step 1.2 Start up meeting FSTT project</u></p> <p><u>Tools:</u></p> <ul style="list-style-type: none"> * PP presentations on a-c by regional coach and local FSTT coordinator <p><u>Thematic texts:</u></p> <p><i>1.2.1 Aims, components and expected results of local FSTT projects</i></p> <p><i>1.2.2 From Seed to Table: Farmer led learning and action</i></p>	Week 5 latest (26-31 Jan)

Phases and steps	Activities / methods	By whom	Expected results	Related RUAF materials	Implement in week #
	f. Agree on the operational procedures and logistics 2. Preparation of step 1.3 and 1.4			<i>1.2.3. Basic concepts: urban farming systems improvement from a market perspective</i> <i>1.2.4. Stimulating technical and organisational Innovation in Urban Agriculture</i>	
1.3 First Regional Staff Training and Planning Workshop	During the First Regional Staff Training and Planning Workshop the local teams will be informed on the FSTT approach. The methodology and tools that will be used will be reviewed and further developed for local use and all steps in the process will be prepared (detailed work plan). One also will define how to monitor progress made by the local team and the results expected from this for six month period.	Regional RUAF team + Local FSTT teams of each city (NB for the MSF facilitator in each city a special training will be organized during the first coaching visit)	* Local team is acquainted with FSTT approach and main concepts * work plans / time schedule defined for each city * Working methodology and tools further developed for local use	<u>Guideline Step 1.3 First regional staff training and planning workshop</u> <u>Tools</u> * FSTT Training manual Part I * PP's on approach, basic concepts, innovation, overview steps diagnosis and planning phase * Format for progress monitoring first six months	Week 6 (2-8 febr.)
1.4 Introductory meeting with the urban producers	An Introductory meeting with (each of) the selected farmer groups to: a. Inform them about the project and get their commitment b. Explain the basic concepts of an FSTT innovation project c. Explain the steps in the diagnosis process and planning agree on activities and dates d. Selection of their representatives in the diagnosis and project planning team (first define the selection criteria) e. Inventory of their productive resources	Local team and local farmer groups	* Well informed and committed farmer groups * Consolidated work plan and time schedule * Minutes on Introductory meeting with main agreements and matrix on available productive resources	<u>Guideline Step 1.4 Introductory meeting</u> <u>Tools:</u> 1.4.1. Matrix for inventory of local productive resources * PP on FSTT innovation project: basic concepts * PP FSTT process overview and time schedule diagnosis and planning phase	Week 7 (9-14 Feb)

Phases and steps	Activities / methods	By whom	Expected results	Related RUAF materials	Implement in week #
1.5 Training of the farmer representatives in the local team	Practical training for the farmer representatives on methods and tools to be used a. Initial training (one day) b. Specific training (before each step in the process)	Local team	* farmer representatives are familiar with the tasks of the local team and the tools to be used	Guideline Step 1.5 Training of the farmer representatives in the local team	Week 8 (16-21 Feb) + periodic
Phase 2: Context Analysis; Inventory of chain improvement options and selection of “most promising option”					
2.1 Context analysis (ongoing change processes)	<p>1. Review of available information (maps, reports, urban development plans, etcetera)</p> <p>2. Semi-structured interviews with key informants within relevant institutions</p> <p>Activity 1 and 2 in order to:</p> <p>a. To collect information on the main principle change processes in the area due to the urbanization process and other factors (area is taken up in urban administrative system with its laws and regulations, changing socio-political relations,...) and related problems (more construction, rising land prices, labour shortage, mining, people selling their land, environmental problems, etcetera) and new opportunities (better transport facilities, possibilities for direct sales to consumers, more market information, etcetera)</p> <p>b. To make an inventory of the institutions, NGO's and private organisations that might be of importance during the design and implementation of the FSTT project</p> <p>3 Meeting with representatives of each farmer group to analyse main changes that have taken place in the last few years in their livelihood strategies, farming system and productive resources and the interaction/cooperation with other organisations and institutions (in order to complement the results of 1 and 2)</p>	Local Team (including farmer representatives)	Report on ongoing changes, threads and opportunities	<p>Guideline Step 2.1. Analysis of the local context</p> <p>Tools:</p> <p>2.1.1 Guide for key informant interviews on change processes</p> <p>2.1.2. Matrix for change analysis with farmers</p> <p>Thematic text 2.1.1 : When the city comes near</p>	Week 7-10 (9 Feb-7 March)
2.2 Inventory of farmer options for FSTT project	Meeting with representatives of each farmer group to make an inventory of existing ideas on possible chain improvements	Local team (incl. farmer representatives) and farmer groups	Minutes of the meeting with matrix of farmers' options for an FSTT	Guideline Step 2.2 Inventory of farmer options for the FSTT innovation project	Week 11 (9-14 March)

Phases and steps	Activities / methods	By whom	Expected results	Related RUAF materials	Implement in week #
			innovation project	Tools: 2.2.1 Matrix Inventory farmer options * PP on FSTT innovation project: basic concepts	
2.3 Quick scan market options	Semi-structured interviews with experts (knowledgeable people in Ministry of Agriculture, Chamber of Commerce, University, NGO's) and representatives of consumer groups (healthy food groups, organisation of HIV-Aids patients, hotels/restaurants, prisons/hospitals, supermarkets, local shops/street sellers, etcetera.	Local team (incl. farmer representatives)	Report on quick scan market options with: a. Market information about agricultural products that are in growing demand or short in supply b. The product and delivery requirements market actors have of these products	<u>Guideline Step 2.3 Quick scan market options</u> Tools: 2.3.1. Interview guide key informants quick market scan	Week 11-12 (9-21 March)
2.4 Screening of options and selection of most promising product	A meeting with farmer representatives in order to: a. Screen the identified options against a number of criteria b. Select the most promising option c. Map the value chain for the selected option and discuss strong and weak points and possibilities to improve d. Make a seasonal calendar and collect other relevant information on the selected crop	Local team (incl. farmer representatives) and farmer groups	Selection of most promising product(s) Minutes of the screening meeting with: - screening matrix + conclusions - chain map + analysis - seasonal calendar + analysis	<u>Guideline Step 2.4 Screening of options</u> Tools: 2.4.1 Matrix for screening of suggested options the for FSTT project 2.4.2. Seasonal calendar of selected option	Week 13 (23-28 March)
2.5 Analysis of market for selected product and potential support	1. Interviews with selected potential buyers of the selected products and with selected support and control organisations 2. Interviews with selected support and control organisations 3. Visits to selected shops and supermarkets to	Local team (supported by external experts during design and analysis)	-Main market opportunities and requirements for the selected option have been identified - Potential support	<u>Guideline Step 2.5 Analysis of the market demand for the selected option and analysis of potential support by third parties</u>	Week 14-17 (30 March - 25 April)

Phases and steps	Activities / methods	By whom	Expected results	Related RUAF materials	Implement in week #
	<p>make observations and have interviews with consumers regarding the selected product. This in order to:</p> <ol style="list-style-type: none"> Analyze the market potentials and requirements for the marketing of the prioritized product Gather information on the legal and sanitary requirements for production, processing and marketing of the selected product Collect other information of relevance for the preparation of the business and project plan 		<p>from third actors has been identified - Information needed for business and project planning has been collected - Report on the market analysis for the selected option</p>	<p><u>Tools</u> 2.5.1 Interview guide for potential buyers of the selected option 2.5.2. Interview guide for support and control organisations 2.5.3 Guide for shop observations and consumer interviews 2.5.4 Assignment: Developing a ToR for a Consultant</p>	
2.6 Feedback and decisions on desired project	<p>Meeting with the farmer groups to:</p> <ol style="list-style-type: none"> Present the results of the market analysis Decisions on the technical and organisational innovations that one would like to realise in the project Provisional selection of the (criteria for selection of the) participants in the FSTT project Agreements on next steps in the procedure 		<p>Producers are well informed about the intended project and are committed to participate</p> <p>Minutes on the Feedback meeting with main commitments and matrix desired technical and organizational changes</p>	<p><u>Guideline Step 2.6 Feedback meeting</u></p> <p><u>Tools</u> 2.6.1 Matrix to present results of the market analysis 2.6.2 Matrix to present the proposed technical and organization innovations in the selected market chain</p>	Week 18 (27-31 April)
Phase 3: Project design and business planning					
3.1 Second regional Staff training and planning workshop	<p>During the Second Regional Staff Training and Planning Workshop the local teams will discuss an prepare the methodology and tools that will be used for the business and project planning and implementation and monitoring phases and detailed activity planning for the next three months; One also will define how to monitor progress made by the local team and the results expected from the coming 3 months plus for the project implementation period</p>	Regional team + Local teams of each city	<p>* Local team is acquainted with making a business plan, a project plan and a plan for the urban Farmer Field schools * work plan / time schedule defined</p>	<p><u>Guideline Step 3.1</u> Second regional training and planning workshop</p> <p><u>Tools</u> * FSTT Training manual Part II * PP's on overview steps planning phase; project</p>	Week 20 (11-16 May)

Phases and steps	Activities / methods	By whom	Expected results	Related RUAF materials	Implement in week #
	(next 1,5 years).		(detailed next 3 month); * Working methodology and tools further developed for local use	planning, project monitoring and systematization of experiences * Format for progress monitoring next three months + project monitoring and evaluation 18 months	
3.2 Training of the farmer representatives in the local team	A short and practical training for the farmer representatives on methods and tools to be used in this phase 1 day introductory training + specific training before each step	Local team	* farmer representatives in local team are familiar with the method/ tools to be used during the design phase		Week 21 (18-23 May) + periodic
3.3 Design of the production and marketing strategy / business plan	Workshop of the local team (+ invited specialists) 1. Design/planning of each step in the process from farm to fork and main activities/actors involved in each step (production plan, processing plan, marketing plan, etcetera) 2. Additional data-gathering on a. Legal and sanitary requirements b. Costs/benefits in each step 3. Write business plan and financing plan 4. Prepare production plan and organisation	* Local team + farmer repress (step 1) * Local specialists	* Business plan for the selected product/option *Financing plan * Production planning and organisation	<u>Guideline Step 3.3.</u> Business planning selected product <u>Tools</u> To be defined	Week 21-22 (18-30 May)
3.4 Planning of the Innovation project I	Workshop of the local team (+ regional coach) 1. Identification of the main activities/changes that one has to implement in order to develop this market chain 2. Identification of changes needed in the internal structure and external linkages of the organisation 3. Formulate expected results and time frame 4. Define who would do what, when, how, with what 5. Visit partners and third parties to discuss their contributions to the process 6. Prepare Monitoring and Evaluation	* Regional coach *Local team + farmer representatives	Project plan with Objectives (results expected), Activities division of tasks and responsibilities, time schedule, budget, funding and M&E plan	<u>Guideline Step 3.4</u> Project planning and evaluation <u>Tools:</u> 3.4.1.Project description format 3.4.2.Objectives/ activities planning matrix 3.4.3. Budget format 3.4.4.Activity/actors/ /means matrix	Week 23-24 (1-14 June)

Phases and steps	Activities / methods	By whom	Expected results	Related RUAF materials	Implement in week #
	7. Order equipment and materials needed				
3.5 Preparation of UPS	<p>Workshop of the local team (+ invited specialists)</p> <ol style="list-style-type: none"> 1. Identification of main training demands linked with the technical and organisational changes required for the project 2. Making a time scale with the most optimal training moments for certain training themes according to production, processing and marketing cycle 3. Develop agenda and methodology for each UPFS session 4. Prepare the external inputs to each session 5. Prepare logistics and training materials needed 	Local team + farmer representatives + local specialists	<p>Urban Producers School curriculum</p> <p>+ modules/materials + resource persons + time schedule</p>	<p><u>Guideline Step 3.5 Tools</u></p> <p>To be developed</p>	Week 25-26 (16-28 June)
3.6 Project planning II	<p>1. Workshop with farmers on project design and consequences</p> <ul style="list-style-type: none"> * Presentation and discussion of the results of the design workshop (production plan, processing plan, marketing plan) * Presentation of the changes needed in the organisation and training needs * Formulation of objectives (expected results) of the innovation project * Planning of Activities/time schedule * Organisation of work; tasks and responsibilities * Discussion of financing plan <p>2. Final write up of project document</p>	Local team + farmer representatives + farmer groups	<p>Approved innovation project</p> <p>including project plan, business plan and UPFS plan</p>	<p><u>Guideline Step 3.6. Tools</u></p> <p>To be developed</p>	Week 27 (29 June-6 July)
3.7 Reporting + prepare phase 4	<p>Preparations of the project implementation (logistics, materials, etcetera)</p> <p>Reporting on phase 1 and 2</p>			<p><u>Guideline Step 3.7 Tools</u></p> <p>To be developed</p>	Week 28 (6-11 July)
Phase 4	<p>Project implementation and monitoring</p> <p>NB: only the guidelines and monitoring tools are ready</p>			<p><u>Guideline Step 4.1</u></p> <p>“In-built monitoring of progress and outputs and systematization of lessons learned”</p> <p><u>Tool 4.1</u></p> <p>“Process Documentation</p>	<p>Start: 13 July</p> <p>Week 29-99</p>

Phases and steps	Activities / methods	By whom	Expected results	Related RUAF materials	Implement in week #
				Matrix" Tool 4.2 "Matrix Systematisation of lessons learned"	
Phase 5	Project evaluation; Systematization of experiences gained and drawing lessons learnt			Guideline Step 5 Tools To be developed	Week 100-102

Guideline step 1.1

Meeting of the MSF

When: week 5: 26- 31 Jan (latest)

Participants:

- Regional coach (where possible also the regional coordinator)
- MSF-members
- Representatives of the local FSTT partners
- Local FSTT- and MSF-coordinators

Aims:

At the end of this meeting the MSF members will:

- Have a clear picture of the results achieved in RUAF-CFF in their city, as well as in their region.
- Have a clear view on the challenges ahead regarding the consolidation of the MSF and the upgrading and implementation of their City Strategic Agenda on Urban Agriculture and what the RUAF-FSTT will do to support that process
- Have a good understanding of the other components of the RUAF-FSTT-programme and are committed to support such activities
- Have accepted the proposed MSF facilitator, agreed on his/her roles and agreed that the FSTT partner organisations become a member of the MSF
- Have agreed on their next MSF meeting and the agenda for that meeting

Preparations:

- The local MSF coordinator will contact leading MSF members to propose this MSF meeting and to agree on agenda, date, time and location. The MSF facilitator will provide the MSF chairperson concise documents on CFF results, state of affairs of the MSF and the Strategic Agenda, and on the FSTT-programme (to be prepared by the regional coach) to be attached to the invitation letter that will be send around by him/her.
- The regional coach in coordination with the MSF facilitator will prepare power point presentations on the above mentioned subjects.
- Plan who will make notes during the meeting and develop the minutes (to be prepared and distributed within three days after the meeting).

Implementation:

- Welcome by the MSF chairperson, Introduction of invited participants that are not a member of MSF; Explication of the aims of the meeting and its agenda
- Presentation (PP) by the RUAF regional coach of the results of the RUAF-CFF programme in this city and this region. Short plenary discussion on results obtained and challenges ahead.
- Presentation by the local MSF facilitator regarding the state of affairs regarding the MSF and the Strategic Action Plan and the challenges ahead.
- Explication how the new FSTT programme will assist the MSF. Short discussion on the challenges and how to go ahead in the coming period

- Presentation (PP) by the regional coach on the objectives and various components of the FSTT programme (other than MSF) and the local partners involved. Short plenary discussion on the proposed programme.
- Formal acceptance of the FSTT programme as part of the implementation of the City Strategic Agenda and of FSTT partners as MSF members
- Summary of main agreements and commitments and closure

Tools/materials needed:

- PP presentation on results CFF
- PP presentation on objectives and main components of FSTT programme and the local partners involved
- PP presentation on further strengthening of the MSF and implementation of the City Strategic Agenda
- Document with summary of FSTT-programme

Outputs/Reporting:

- **Minutes of the MSF meeting** with main decisions taken and commitments made

Handout 4

Overview of the phases/steps in the planning of the local FSTT innovation project

Phases and steps	Activities / participants	Implemented by:	Expected results	Related RUAF materials	Implement in week #	Preparations; Notes
I. Preparatory phase						
Identification of target area and urban producers groups	<p>a. Review of available information (RUAF-CFF reports, GIS-maps, etcetera)</p> <p>b. Initial visits to the area and local leaders</p>	FStT-coordinator and facilitators + Active support regional regional coach	<p>* 100 – 150 poor urban producers have been identified (preferably already organised and with similar farming systems)</p> <p>* Rapport with the farmer leaders in target area established</p>	See handout “selection of the urban producer groups”	Week 7	
1.4 Introductory meeting	Meeting with 100 -150 urban producers (target groups)	FSTT coordinator and facilitators	<p>* The farmers are informed on the FStT project approach</p> <p>* farmer representatives in local team are selected</p> <p>* an inventory of the productive resources that these farmers have available</p>	<u>Guideline Step 1.4</u> Introductory meeting <u>Tool:</u> 1.4.1. Matrix for inventory of local productive resources	Week 8	
1.5 Training of the farmers in the local team	One day practical training for the selected 2 male and 2 female farmer representatives	FSTT coordinator and coaches	* farmer representatives in local team are familiar with the role/tasks of local team and the tools to be used in the next step (NB further training before each step in process)	<u>Guideline Step 1.5</u> Training of the farmer representatives in the local team	Week 9 + periodic	
II. Diagnosis; selection of MoPO						

Phases and steps	Activities / participants	Implemented by:	Expected results	Related RUAF materials	Implement in week #	Preparations; Notes
2.1 Context analysis	a. Semi-structured interviews with key informants to analyse trends in the target area	Local team (= NGO-FStT staff + selected farmer representatives)	a. key informants' view on main change processes in the area and resulting main threats and opportunities for urban producers b. inventory of institutions, NGO's and private organisations of relevance for the FSTT project	<u>Guideline Step 2.1.</u> Analysis of the local context <u>Tools:</u> 2.1.1 Guide for key informant interviews on change processes	Week 9-11	
	b. Meeting with 10-20 urban producers (m/f) that are representative for the target group(s) to analyse main changes	Local team	Farmers view on main change processes in the area and resulting main threats and opportunities for urban producers	2.1.2. Matrix for change analysis with farmers		
2.2/2.3 Inventory of options	2.2. Meeting with 10-20 urban producers (m/f) that are representative for the target group(s) to get their ideas on possible options for improvement	Local team	Farmers' options for an FSTT innovation project	<u>Guideline Step 2.2</u> Inventory of farmer options for the FSTT innovation project <u>Tools:</u> 2.2.1 Matrix Inventory farmer options	Week 12	
	2.3 Interviews with key informants (quick market scan)	Local team	a. Experts' view on agricultural products that are in growing demand or short in supply b. The product and delivery requirements market actors have of these products	<u>Guideline Step 2.3</u> Quick scan market options <u>Tools:</u> 2.3.1. Interview guide key informants quick market scan	Week 12-13	
2.4. Screening of options and selection of	a. Pre-screening and info gathering		a. All options that do not fit in the objectives/focus, timeframe or budget of the project or are not technical	<u>Guideline Step 2.4</u> Screening of options	Week 14-15	

Phases and steps	Activities / participants	Implemented by:	Expected results	Related RUAF materials	Implement in week #	Preparations; Notes
most promising product			feasible are weeded out b. All Information that is needed for the assessment of the 2-4 remaining options has been collected			
	b. A meeting with 10-20 urban producers (m/f) that are representative for the target group(s) to select the MoPO	Local team	The MoPO has been selected	<u>Tools:</u> 2.4.1 Matrix for screening of suggested options the for FSTT project		
	c. A meeting with 10-20 urban producers (m/f) that are representative for the target group(s) to further analyse the MoPO		*Market chain of the selected product has been analyses (actual situation and new situation) *Seasonal calendar of the selected product has been analysed (actual and the new situation) * Possibilities/needs for improvement have been identified	Example Chain map 2.4.2. Seasonal calendar		
2.5. Analysis of market for selected MoPO	a. Interviews with selected potential buyers of the MoPO	Local team	*Main market opportunities and requirements for the MoPO have been identified	<u>Guideline Step 2.5</u> Analysis of the market demand for the MoPO <u>Tools</u> 2.5.1 Interview guide for potential buyers of the MoPO	Week 16-17	
	b. Interviews with selected support and control organisations	Local team	* the legal and sanitary requirements for production, processing and marketing of the MoPO have been identified * Potential support/services from other actors has been identified	2.5.2. Interview guide for support and control organisations		

Phases and steps	Activities / participants	Implemented by:	Expected results	Related RUAF materials	Implement in week #	Preparations; Notes
	c. Observations in selected shops and supermarkets; interviews of consumers	Local team	* observations regarding the characteristics of competing products have been made * consumers' preferences have been identified	2.5.3 Guide for shop observations and consumer interviews		
	d. <i>Integration/analysis of all information; identify gaps and gather additional information</i>	Local team (assisted by advisors and eventually sub-contracted market analyst	a. All information needed for business and project planning has been collected (including quantitative estimate concrete selling options; costs/benefits) b. matrix or flowchart with desired all required technical and organizational changes has been prepared			
2.6. Feedback and decisions on desired project	Meeting with 100 -150 urban producers (target group(s))	Local team + regional coach	Producers are well informed about the intended project (proposed technical and organisational changes; labour aspects, costs/benefits, etcetera and are committed to participate (start inscription in project)	<u>Guideline Step 2.6</u> Feedback meeting <u>Tools</u> 2.6.1 Matrix to present results of the market analysis 2.6.2 Matrix to present the proposed technical and organization innovations (MoPO)	Week 18	

Phases and steps	Activities / participants	Implemented by:	Expected results	Related RUAF materials	Implement in week #	Preparations; Notes
3. Planning phase						
3.1 Second regional Staff training and planning workshop	the local teams will discuss an prepare the methodology and tools that will be used in the next period + workplanning	Regional team	<ul style="list-style-type: none"> * Local team is acquainted with making a business plan, a project plan and a plan for the urban Farmer Field schools * work plan / time schedule defined (detailed next 3 month); * Impact monitoring has been prepared * Working methodology and tools further developed for local use 	<u>Guideline Step 3.1</u> Second regional training and planning workshop <u>Tools</u> * FSTT Training manual Part II * PP's on overview steps planning phase; project planning, project monitoring and systematization of experiences * Format for impact monitoring	Week 20	

Guideline step 1.2

Start up Meeting FSTT project

When: week 5: 26-31 Jan (latest)

Participants:

- Regional coach (where possible also the regional coordinator)
- Director NGO-FSTT and local FSTT coordinator
- Formal representative of the urban farmer organisation(s) that will take part in the project
- Local MSF coordinator NGO-MSF
- Eventually other key persons (e.g. NGO-MSF, advisor University)

Aims:

At the end of this meeting the participating organizations will have

- A common understanding of the project aims, main activities and expected project results
- A clear understanding of the main FSTT concepts and the essentials of stimulating innovation of urban agriculture
- Agreed on the roles and contributions of each of the project partners
- Agreed on the stages and activities in the diagnosis and planning phase of the FSTT project (first 5 months), the expected outputs of this phase and the timeline
- Identified the staff that will be part of the local team that will realise the diagnosis and planning of the FSTT project and defined a date for the regional training/planning workshop and introductory meeting with urban producers;
- Identified the farmer groups and area where the project will focus on
- Agreed on the operational procedures and logistics for this phase and its coordination

Preparations:

- It is important to invite the local partners timely and decide on location, time and duration (preferably 09.00 – 13.00 followed by joint lunch offered by the regional coordinator). Make sure that it is clear who should participate in this meeting.
- The agenda should be prepared and distributed timely, with the documents that you would like them to read in advance (FSTT programme summary, thematic texts, overview diagnosis and planning process). The local coordinator should remind the participants by phone of the meeting and make sure that they are properly informed and committed.
- Prepare the Power Point presentations and agree who will make notes during the meeting and develop the minutes (preferably to be distributed within three days after the meeting).

Implementation:

- Welcome
- Mutual introduction of the participants and the organisations they represent
- Explication of the aims of the meeting and its agenda
- Presentation (PP) by the RUAF regional RUAF-FSTT coordinator (or regional coach); after each part of the presentation the questions of the participants regarding this topic are collected and subsequently answered by the coordinator)
 - aims/expected results of the RUAF-FSTT programme in each city
 - main lines of activity
 - main FSTT concepts and essentials of innovating urban farming systems
 - partners/roles/responsibilities/expected contributions in RUAF-FSTT
- Presentation by the RUAF regional coach on the steps/activities to be implemented and related time schedule during the diagnosis and planning of a local FSTT project; followed by discussion on steps and time frame
- Discussion on the composition of the local team that will realise the diagnosis and planning of the FSTT project; identification of a date for the regional training/planning workshop and introductory meeting with urban producers
- Selection of the farmer groups / areas where the project will focus on¹
- Discussion and agreements on the coordination and operational procedures and logistics during the planning and diagnosis stage
- Summary of main agreements and action points
- Closure

Tools/Materials needed:

- Power Point presentation on aims, activities, expected results and introduce basic concepts and the essentials of innovation
- Power Point presentation on the Project organisation (partners, roles, expected contributions)
- Power Point presentation with Overview of the steps in the diagnosis and planning phases and timeline
- Thematic text *1.2.1 Aims, components and expected results of FSTT projects*
- Thematic text *1.2.2.From Seed to Table: Farmer led learning and action*
- Thematic text *1.2.3.Basic concepts: urban farming systems improvement from a market perspective*
- Thematic text *1.2.4.Stimulating Technical and Organisational Innovation in Urban Agriculture*

¹ It would be good to identify criteria for selection of farmer groups. These criteria include a/o: poor farmers interested to get more into marketing, producers with similar characteristics and farming systems, existing working relation between NGO-FSTT and farmer groups, (minimum) level of resources and land security, logistics (working with groups that are located close to each other)

Outputs/Reporting:

- **Report on the Start up Meeting** with the main results of the meeting (agreements and commitments regarding role and tasks of each partner, composition of local team, dates planning workshops and introductory meeting with farmers, selection of farmer groups, logistical and coordination arrangements, a/o)

Thematic Text 1.2.1

Aims, components and expected results of local FSTT projects

Aims of the local FSTT innovation projects

In the FSTT programme we will seek to enhance the capacities of the urban producers to innovate their farming system from a market chain perspective (from seed to table). We also seek to enhance the benefits the producers receive from their agricultural activities as well as improve the sustainability of their farming systems by:

- **Rapid market analysis** to select a product with high market potential that is either already produced by the urban farmers or that is new but fits well in their farming system (“**most promising product**”)
- Identifying “**critical points**” in the **product market chain** (“from seed to table”) of that product: possible technical and organisational improvements in that chain that may lead to higher producer benefits and enhanced sustainability of production.
- Organisation of an “**integrated innovation project**” to realize the identified **organisational and technical changes** needed to improve the critical points in the production, processing and marketing of the selected “most promising product” as well as to enhance the innovation and entrepreneurial capacity of the producers and their organisation.

Each of these steps and the criteria used to select “a most promising” product will be explained in later sessions.

So the two **main aims** (expected results) of a local FSTT project are:

1. **Enhancing the capacity of the urban producers to innovate their farming systems from a market chain perspective**
2. **Realising concrete improvements in the product chain for one “most promising product” leading to enhanced benefits for the producers and a more sustainable urban farming system**

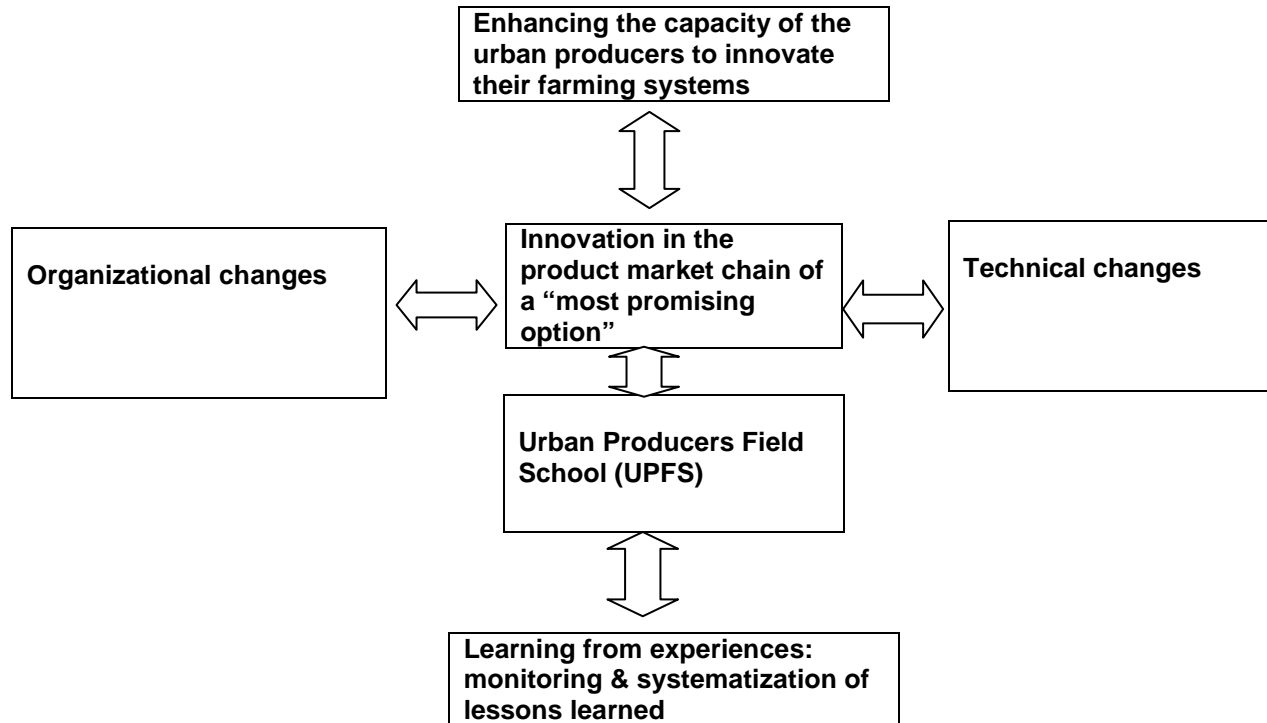
The two objectives are strongly related and should reinforce each other. The local FSTT project should be an “**action-learning**” experience for the participating producer organisation / groups.

In order to realise these aims the FSTT project will:

- a. Assist the producers to realise certain **technical changes** (in the production and/or the processing or marketing of the most promising product)
- b. Assist the producers to realise certain **organisational changes** in order to make them better suited to realise this kind of product market chain projects.
- c. The realisation of an “**Urban Producers Field School**” that strongly knits together the above two components in periodic farmer meetings linked to the production and marketing cycle of the selected “most promising product”. The UPS combines the “planning of the next step” with practical “exchange and learning” on the technical and organisational aspects of the production, processing and marketing of the selected product.
- d. The close **monitoring of the results achieved** and **systematization of the experiences gained** during the planning and implementation of the innovation project in order to draw “lessons learnt” and to further strengthen the local capacities (as well as to be able to share these experiences with others)

Main components of a local FSTT project:

As a result of the above, the main components of the local FSTT innovation project can be summarized as follows:



An example: the cherry tomatoes project

A group of urban producers is producing various types of green leafy vegetables as well as onions, tomatoes and herbs. After exploration of the market demand they decide to engage in the production of cherry tomatoes which are in high demand of the better restaurants and hotels in the city. They are already familiar with producing tomatoes with supplementary irrigation, but will now have to learn how to produce and deliver cherry tomatoes in a fixed quantity per week and of good and standardized quality year round (under cover) in order to satisfy this market demand. To that effect they will have to make some technical changes (growing under cover, integrated pest management practices, etcetera) as well as a number of organisational changes (joint production planning, quality control, order booking system, packaging and delivery system, improved financial and administrative management). By organising an Urban Producers Field School (UPFS) the producers will learn in a practical way to set up such a production system and apply the required technical and organisational changes. The UPFS will be organised in sequence with the production and delivery cycle of this product. Each group learning meeting will be followed by application of the things learned in practice and each next session will start with a reflection on the experiences gained in the past weeks, before new issues are dealt with. Not only production aspects but also the processing and marketing aspects (including legal and sanitary requirements) as well as related organizational issues are attended in an integrated way.

Expected results of the FSTT innovation projects are:

- The organisation of the urban producers groups has been strengthened (more entrepreneurial focus, stronger internal organisation, better planning, improved quality management, better linkages with market parties and support organisations)
- The producers have learned how to innovate their farming systems from a market chain perspective (how to identify a "most promising product" and to organise an innovation project / UPFS)
- Concrete improvements have been realised in the product chain for one "most promising product" leading to enhanced benefits for the producers (enhanced income, better nutrition, etcetera) and a more sustainable urban farming system

Expected concrete outputs of the local FSTT innovation project are:

- Report on the situation and market analysis
- A business plan with financial plan and a project plan with clear objectives, activities, detailed work plan and division of tasks and responsibilities, budget and time frame
- A package of farmer training materials (a. on the FSTT approach and b. related to the technical and organisational aspects of the selected "most promising product" as used in the UPFS)
- Report on the results of the local FSTT innovation project and the lessons learnt during its implementation.

Thematic text 1.2.2

From Seed to Table: Farmer led learning and action

In the FSTT programme we seek **to enhance the capacities of the urban producers to innovate their farming system from a market chain perspective** (from seed to table). Enhancement of such capacities is crucial since urban producers need to continuously adapt their products to changing market demands and opportunities. Products have a certain life time in the market and need some innovation every now and then (variety, size, flavour, quality, packet sizes, way of presentation, moment it is offered in the market, etcetera) or one may have to switch to an entirely new product that is more promising (growing demand, higher profitability). Urban producers will thus need to develop the capacity to analyse the markets and consumer preferences, to identify and plan technical and organisational changes regarding a “most promising market option” and improve the production and marketing of that product.

Farmer led

It will be difficult for the producers to develop such capacities, if the staff of the NGO and consultants will implement all activities related to the analysis of the market, the selection of the most promising product, etcetera. In FSTT, the farmers will have to participate directly in the market analysis, the planning of the technical and organisational changes needed, the project design and implementation in order to give them the chance to develop the required analytical and innovative capacities. Normally, market analysis and design of marketing strategies and business planning is seen as something very complicated and highly technical that can only be done by specialised organisations and consultants. In FSTT we seek to **demystify** this, offering a method for market analysis and project design that is understandable by the producers and that involves them in all stages of the process. The urban producer groups involved in FSTT projects should be the **owners** of the project (rather than the assisting NGO or experts) and they will take the **crucial decisions** (which product, which innovations to implement, how, etcetera).

Experiential learning; stimulating farmer’s analytical and innovative capacity

Given the dynamic and challenging urban conditions, innovation support to urban producers should focus strongly on building their problem-solving capacities (problem analysis, identification and testing of alternative solutions) as well as their capacity to identify and utilise new opportunities (e.g. analysis of specific requirements of various market segments, adaptation of crop choice and production practices, certification and trademarks, strategic alliances, etc.). The most effective approaches seem to be those that help urban producers identify gaps in their actual knowledge and skills and provide practical learning and experimentation opportunities to fill these gaps. The FSTT projects will stimulate a **hands-on** capacity development process in which **learning and doing are closely interwoven** (discuss/learn, prepare, do, reflect, draw lessons/learn, prepare, do, etcetera), as will be done through the urban producer field schools.

Interactive

Saying that the FSTT process should be farmer led and focus on stimulating farmers’ capacity to analyse markets and design/implement innovations in the production and marketing practices, does not mean that the farmers can or should do all by themselves. The interaction with knowledgeable outsiders is crucial in FSTT projects to stimulate their analysis and planning process and to inform them about aspects they have little knowledge about. But those “knowledgeable outsiders” take part as **advisors** that assist the producers to make well informed decisions, not to tell them what they should do. Moreover, “knowledgeable outsiders” are not only “extensionists” and “experts”: they also include farmers from another city that already have gained experience with a certain product or marketing technique, managers of a processing unit, a supermarket or a restaurant that may inform the producers on e.g. changing consumer demands and marketing requirements.

Gender

When we speak of urban producers, we refer first and for all to **women**. Women play a very important role in feeding the households. In most societies they are responsible for ensuring that there is food on the table for the household members, even in situations where there is hardly any cash money coming in. In that perspective it is hardly surprising to see that in many cities the majority of the agricultural producers are women, although in some regions (e.g. parts of West Africa) it is quite common that the men do the production while women are focussing on the processing and marketing of the produce. Hence, accordingly, FSTT projects will ensure that women producers will actively take part in all project activities, to make full use of their experience and knowledge and to strengthen them in their roles as food producers and marketers.

But FSTT will go beyond that and **actively promote more equal gender relations** in the local society, starting by strengthening the role that women play in the producer organisation and in their local communities (leadership positions, representing the producers at project level and in contacts with external agencies). To that effect, special emphasis will be given to enhancing leaderships skills of women. Since it is a well known effect that men seek to take over a “women’s” project as soon as it becomes more market oriented and profitable, the FSTT project will –whenever appropriate- encourage men to participate in the FSTT projects, next to their wives, but prevent that they start dominating decision making on income earned in agricultural production and marketing.

Poverty reduction by micro-enterprise development while maintaining nutrition

The FSTT projects are focussed at urban agricultural producers in low income and marginalised households that are already involved in urban agriculture for home consumption and some additional/seasonal income, but want to engage more strongly in market oriented agriculture as a means for self employment and income raising. This will require that these producers: a. Have a strong commitment to and basic practical experience in urban agriculture and b. that minimal conditions for market oriented agriculture (e.g. secured access to land, water and inputs) are locally available or that those can easily be created in the project period. Hence, the basic idea is to assist poor urban producers to move from “self-provisioning only” to “food plus income”. The enhanced marketing and income generating capacity should not lead to deterioration in the food security/nutrition status of the participating households. Food security and nutrition aspects will thus also get attention in the urban producer field schools.

Thematic text 1.2.3

Basic concepts: urban farming system improvement from a market perspective

In the FSTT programme we will seek to **enhance the capacities of the urban producers to innovate their farming system from a market chain perspective** (from seed to table). We seek to enhance the benefits the producers receive from their agricultural activities as well as the sustainability of their production systems by:

- Undertaking rapid market analysis to identify a product with high market potential (“**most promising product**”), that is already produced by the urban farmers or fits well in their farming system
- Identifying “**critical points**” in the **product market chain** (“from seed to table”) of that product: possible improvements in that chain that may lead to higher producer benefits and enhanced sustainability of production.
- Organisation of an “**integrated innovation project**” to realize the identified organisational and technical changes needed to improve the critical points in the production, processing and marketing of the selected “most promising product” as well as to enhance the innovation and entrepreneurial capacity of the producers and their organisation.

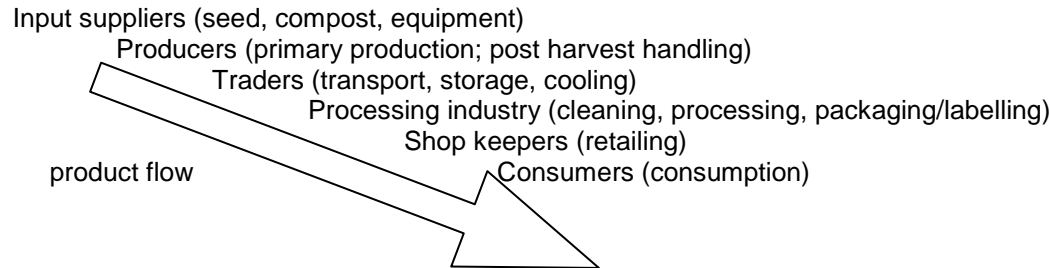
Marketing orientation: *“Try to sell what you produce or produce what is demanded by the market”?*

In the past many projects supporting farmers focused strongly on improvement of the production system, while marketing got only attention in a late stage: farmers trying to sell what they produced. But in the past decade we have learned that we will have to support farmers to focus their production more strongly on what is demanded by the market: produce what the market is asking for. So an agricultural development project should start with market orientation rather than with enhancing the production.

Product (value) chain (*From Seed to Table*): the network of **direct actors** (e.g. input supply, producers, transporters, traders, processing enterprises, wholesalers, retailers, consumers) **and indirect actors** (service providers and regulating institutions e.g. extension and business services, credit suppliers, quality control, etcetera) involved in the production, processing, and marketing **of a certain product**.

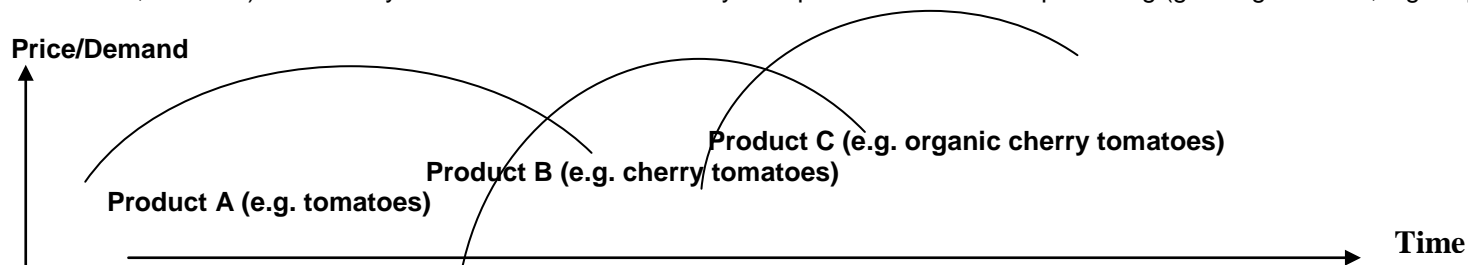
The direct actors are part of the flow of a product “from seed to table” and each of them is performing some specific function(s), making some costs and gaining some income and thus “adding value” to the product: farmers, farmer organizations doing the collection, cleaning and grading; trader/transporter; processing industry, wholesalers, retailers. In the urban areas the linkages between producers and consumers can be much more direct and the organized producers may assume various functions for example production of fruits, processing (production of marmalade and juice) and retail (in a food stand or local shop).

Direct Actors:



Indirect actors: Agricultural training & assistance, Financial services, Market information, PR/Communications; governmental control norms and regulations; Business training & assistance

Product innovation: Urban producers need to continuously adapt their products to the changing market demands and opportunities. Products have a certain life time in the market and need some innovation every now and then (variety, size, flavour, quality, packet sizes, way of presentation, moment it is offered in the market, etcetera) or one may have to switch to an entirely new product that is more promising (growing demand, higher profitability).



Entrepreneurial mind: In order to be able to function better in the market, farmers and their organizations have to develop an **entrepreneurial mode of thinking:** assessment of opportunities, calculation of costs and benefits and the risks involved, making investments, monitoring results).

Innovations in a product don't just happen, but are part of a continuous process of exploration of **changing consumer preferences** and related **changes in the requirements** of other actors in the product chain. Innovations do not always have to have a high degree of novelty, and may be achieved simply through combining and adapting things which are already known and applying them to a new context.

Market information: Assessment of opportunities requires continuous collection of market information (market intelligence) in order to be able to answer questions like:

- What **types of consumers** (market segments) for my type of products I can usefully distinguish and what are **their preferences** (product requirements, price, place of delivery of the product, etcetera); Are there special consumers with special wishes that are at the moment not covered well (market niches)?

- **How competitive is our product?** What **distinguishes** our product offered by other market actors? What are consumers **willing to pay for this** product? What people want to pay is not always the real value of the product but how they perceive its value (attractiveness).

Performance monitoring: Also the **continuous monitoring of the own performance** (right quality, right quantity, timely delivery, at the right place) **and client satisfaction** is crucial for sustainable agro-enterprises.

Marketing mix: The success of a product in the market depends on a number of factors (**the 6 P's**) and the art of marketing is to find the optimal **mix** of those factors:

- **Product** (quality/quantity/presentation)
- **Price** (right price for this product and market segment)
- **Place** (right locations to sell the products; distribution)
- **Presentation** (fresh; processed (x ways); packaging, sizes)
- **Promotion** (enhancing awareness; link to consumers needs/objectives; competitive advantages; trademark and quality label)
- **Partners** (relations with direct actors of the product chain (traders, transport, agro-industry, consumer groups) and with relevant service providing and regulating actors; strategic partnerships; conditions of delivery and payment)

Conventional and non-conventional markets

Conventional markets include the well known ways of selling products to the consumers. Agricultural producers used to sell their products to larger or small intermediaries and partly to agro-industries. When living close to urban centres more farmers sell their products also directly to agro-industries, to shop keepers, restaurants and supermarkets. Other options are contracts with municipal or national food programmes or with schools, prisons, hospitals, etcetera). Some also start selling directly to the consumers at open air markets, by selling fresh or processed food using street carts or vans. Even less conventional is to link up with a specific type of committed consumers e.g. consumers that are interested in fresh organic products (healthy or green consumers) or consumers that want to support the urban poor (social consumers). Such consumers may be reached by opening a specific shop or “farmers market” or by organising a home delivery system (box scheme) sometimes with part of the payment in advance. Other innovative direct forms of selling (creating your own **marketing niche**) are the creation of a agro-touristic route to bring the citizens to your farm; on farm selling in an on-farm shop or in the form of “pick your own fruit”. In some cities urban farmers sell “certificates” to visitors: they become “co-owner” of a cow or goat in exchange for the privilege to visit the farm, give the goat or cow a name, etcetera.

Thematic text 1.2.4

Stimulating technical and organisational innovation in urban agriculture

In the RUAF-FSTT programme we seek to enhance the benefits the producers receive from their agricultural production and its sustainability, by the design and implementation of an “**integrated innovation project**” that seeks to realize changes in critical points of the production, processing and marketing of the selected “most promising product” **as well as** to enhance the innovation and entrepreneurial capacity of the producers and their organisation. It is to say that the improvements we support in an FSTT project may be **technical** innovations as well as **organisational** innovations. These innovations may be related to the **production** of that crop (or animal) as well as the **processing** of the products or the **marketing** thereof (and most often a combination of such aspects).

1. Technical innovation in the product chain

Such technical innovation may take place:

a. In the **agricultural production stage**:

Important innovations **in urban horticulture systems** can be obtained by:

- **Enhanced access to low-cost (but good quality) seed and planting material**, which is of major importance for the poor urban producers. This can be addressed through the promotion of local seed networks and the use of indigenous species that produce easily harvestable and storable seeds.
- **Application of bio-intensive gardening and permaculture practices**. Both methods entail intensification and diversification of production through the application of ecological principles and low-cost improvements to agricultural management. They have low health or environmental risks and are very suitable for use in the urban context due to its emphasis on intensive use of available space, as well as the nutritional quality and safety of the food produced and replacement of chemical pesticides by biological and mechanical pest/disease prevention and treatment measures.
- **Improvement of the fertility of the soils** - due to compaction, overuse, presence of trash and farming on marginal land, fertility in urban farming systems is often a problem, but can be improved by incorporation of organic materials into the soil, e.g. composted urban organic wastes, or by shifting to popular hydroponic and organoponic forms of production (growing in water and soil-less media).
- **Cultivation of (high-value) crops during the off-season**. This requires installation of irrigation facilities and/or introduction of production under cover as well introduction of adapted varieties (to that season and more resistant to pests and diseases) and/or increased (preferably non-chemical) pest control measures to control or avoid higher pest pressure. Limited access to irrigation water and financing of the equipment/infrastructure can be an important constraint. If chemical pesticides are used there is a risk of pesticide contamination. Since such a shift to off-season production normally requires a substantial investment, it is often only worth while to consider this for high value crops.
- **Optimal use of available natural resources**. This includes the use of composted organic solid wastes (from households, vegetable markets, agro-industries and slaughter houses), use of collected rain water, safe use of wastewater, the use of abandoned or marginal lands (old factory or workshop areas, riverbanks or wetlands), production of equipment, fences and storage spaces from scrap metals, old containers, etcetera, and the introduction of

water saving equipment (e.g. drip irrigation, production under cover). Risk factors in this strategy are exposure to pathogens and heavy metals, especially if insufficiently treated wastes and wastewater are used.

- **Intensified use of limited and vertical spaces and application of “low space” technologies.** This strategy includes the use of patios, roof tops, cellars and balconies; the use of various types of container systems and hanging baskets, growing walls and cascades or pyramids; the use of soil-less systems like hydroponics and “organoponics”
- Introduction of a **new variety** with more desirable characteristics for the consumers. Food preferences and food habits of the urban consumers are changing and the urban producers may respond to these changes by offering new products better adapted to these new wishes. In FSTT we are especially interested in the following developments:
 - a. more and more urban consumers are interested in buying **ecologically grown products**
 - b. other citizens (and institutions) are interested to buy directly from poor urban producers as an act of **social responsibility and solidarity**
 - c. more and more consumers want to be sure that the products they buy are **healthy** and produced in a **safe** way (quality label)Often one finds combinations of these trends (e.g. a box scheme where producers deliver certified products to a network of producers that order/pay in advance, enabling farmers to produce the wanted products in the required way and ensuring consumers that they receive healthy and ecologically grown products).

Important areas for technical innovation in **urban livestock systems** are the following:

- **Diversification and adaptation to space constraints.** In the urban setting more attention is needed for technology development regarding small and micro livestock (including guinea pigs, grass cutters, earthworms, snails, fish in small ponds and containers, and rearing young stock) as well as zero grazing dairy units and the inter-relations between urban crop and livestock production.
- **Enhanced access to animal feed and improvement of feed quality.** In the urban context access to forage and other feed sources, and their efficient use in livestock nutrition, are important issues for technical innovation. Since forage is often scarce in urban and peri-urban areas, three responses are common: a. Forage is brought (e.g. Napier grass, fodder legumes, Para grass) from peri-urban areas into the city for use by livestock keepers in the sub- and intra-urban areas (e.g. in Hyderabad, India). In this case transport and space for forage markets are critical issues. b. More intensive use is made of concentrates to feed the animals (at high cost). c. Large amounts of food residues are collected from restaurants, markets, agro-industries and urban households for the preparation of animal feed. The third option in particular should be given more attention.
- **Reduction of animal diseases and zoonosis risks.** The increased risk of transferring diseases from animals to humans in urban areas needs to be reduced by working with the producers on the adequate management of animal diseases and wastes, preventing scavenging, and maintaining adequate slaughtering procedures, among other issues.

b. In the **processing/packaging/marketing stage:**

Important technical improvements in processing and marketing may be related with changes like:

- **Reduction of post harvest losses** during transport, storage and processing
- **Improvement of the product quality** (e.g. improvement of sanitary quality; going organic/certification; freshness of product)
- Adding value by **taking up processing /packaging**

- Enhancing cost efficiency through **improving processing technologies** and related equipment/machinery/ infrastructure; achieving economies of scale; recycling of wastes.
- Improvements in the **design/packaging/presentation** of the product(s)

2. Organizational innovation in the product chain

The technical innovations need to go hand in hand with organizational innovations. Without the organizational changes it will be difficult to implement the technical improvements or these will not result in higher benefits (maybe in more production, but not necessarily in more income).

a. Changes within the farmer organization

Making improvements in the product chain(s) of a farmer group requires that the group also adapts and strengthens its internal functioning. The exact nature of the required adaptations in the farmer group will depend on the selected “most promising product” and the type of innovations needed. A marketing committee may need to be established or strengthened, internal rules regarding administration and control of funds may need to be adapted; ways to control the quality the products may have to be established; the farmers may have to decide on the production planning (how much of what product has to be produced when; sowing calendar). If a processing unit will be established, rules have to be defined for the functioning of this unit and the relations between the management of the processing unit and the board of the farmer organization (who decides about what, management of funds, use of benefits), etcetera. A savings and/or micro-credit system may have to be set up, transport needs to be better organized.

Urban producers are often poorly organised. Their socio-cultural backgrounds are often very diverse and many urban producers also have another job next to their agricultural activities. While some urban producers are intensifying their production and seek to make optimal use of their proximity to the consumers, other urban producers may be tempted to sell their land to people / enterprises that want to get hold of land for construction. All such factors may make it more difficult to develop strong urban farmer groups and organisations (See further the Guideline and Thematic Text on “Strengthening Farmer Organisations”).

To deal with the factors mentioned above, a lot of attention will have to be given to capacity building in areas such as building group cohesion, conflict resolution, leadership development, participatory planning, etc. Often also proper attention is needed for gender issues: to enhance the self-esteem of the participating women, to enhance the status of their activities in the view of the male participants, agree on new rules for male/female participation in leadership roles and decision making in the producer group. As indicated earlier, also stimulating an “entrepreneurial” way of thinking among the producers is crucial. Preferably, organisational capacity building should be closely linked to the process of technical innovation.

b. Changes in the relations with other organizations

Strengthening the product market chain also requires changes in the working relations between the farmer organization and other direct and indirect actors. Producer groups may seek to improve their results by e.g.:

- **Making changes in the selection of marketing channels** e.g. by selecting market partners that provide a more stable relation, apply written contracts, provide higher prices or that offer better conditions and payment procedures (e.g. forward sales to buyers),
- **Shortening the existing product chain** e.g. by by-passing certain “in-between” actors (but be aware of the services these normally supply and how to replace that too) and engaging directly with certain consumer groups (better off consumers looking for “healthy” or “ecological” food, institutions like schools, prisons and hospitals and certain restaurants or supermarkets that may establish direct contracts with you, farmers markets, street selling, etcetera

- **Strengthening the cooperation between the producers group and other direct actors in the product chain** in order jointly to improve the organization and efficiency of the chain (leading to gains for all partners): e.g. improvements in the organization of product collection and transport systems;; joint planning of changes in the chain that require adaptations by all direct actors, each at their own place in the product chain.
- **Better planning and up-scaling of the scale of operations** to reduce costs per unit and to be able to win contracts that require larger amounts and higher certainty and continuity in the delivery of the products (requiring enhanced access to finance; linking with more producers, establishment of product clusters enhancing capacity of infrastructure, removal of trade barriers, unnecessary regulations and unjustified levies; enhancing access to new markets e.g. international)
- **Strengthening linkages with service providing** (e.g. extension organisation) **and regulating organizations** (e.g. sanitary control) in order to get the support needed (access to credit and finance, technical assistance and training, more land use security) and to get to know most important rules and regulations (health, sanitation, environment, labour and tax laws, etcetera) that have to be taken into account. In the urban setting, innovations in agriculture are strongly influenced by local institutions, policies and regulations. Innovation in urban farming in many cities is constrained by the informal legal status of urban agriculture, lack of land use security, and lack of support from technical and financial institutions. Hence farmer organisations may have to lobby for more institutional recognition and attention for their needs and rights. In the context of the RUAF programme, the Multi-stakeholder Forum on Urban Agriculture, established in the city during the past period (RUAF-CFF), can play an important role in facilitating relationships with relevant service providing and regulating organisations.
- **Strengthening cooperation with other producer groups.** As indicated above producer groups may have to cooperate in order to influence relevant institutions. Such cooperation may also create opportunities to complement each others' activities (e.g. one group producing inputs for another groups or taking care of transport or marketing for another group) or jointly engage in a larger undertaking (e.g. a processing unit)

When supporting innovation processes in urban agriculture it is important to take into account the following issues:

- ***Recognize of the diversity in urban farming systems***
Urban farming systems vary widely from purely subsistence to fully commercial and from micro-units to large enterprises. The development needs and opportunities of the various urban farming systems thus also differ widely. The most promising approaches therefore appear to be those that recognise this diversity and tune support and interventions to the needs and opportunities of each specific type of producers (for example: jasmine growers, community gardeners, intra-urban zero grazing dairy units, peri-urban intensive horticulture). Urban and peri-urban farms tend to become specialised micro-units of intensive livestock raising or horticultural production, sometimes without the need of cultivated land (as in rooftop, hydroponic and container production). Perishable and "special niche" products dominate, especially green vegetables, dairy products, poultry, pigs, mushrooms, ornamental plants, herbs and fish. Also a tendency towards year-round production is common (multiple crop cycles, irrigation and use of cover).
- ***Recognize the role of agriculture in household livelihood strategies:*** For urban agriculture to be viable and sustainable, innovation needs to take into account that in the urban context agriculture usually complements other income-earning activities undertaken by the household and contributes to and draws on the diverse set of household assets. In order to come to a correct understanding of the actual role of farming in the livelihoods of the urban poor and the opportunities/constraints for its development, a situation analysis should be take into account all income earning strategies that the households apply, not just their agricultural activities.

Guideline Step 1.3

First Regional staff training and planning workshop

NB1. In this training and planning workshop we cover first and for all the aspects that are related to the local planning and implementation of an FSTT project. Although we will inform the team on other –and related- components of the RUAF-FSTT programme (supporting the MFS, financing study and lobbying, national policy influencing, etcetera), we will not deal with these topics in detail. The MSF facilitator and other MSF members in each city will be trained by the regional coach in tailor-made sessions during coaching visits.

When: Week 6

Participants

- The NGO-FSTT team for the diagnosis and planning of the FSTT innovation project in this city (local FSTT coordinator + 2 local FSTT facilitators).
- 1 or 2 local experts in market analysis and business/market planning who will support the local team in the first 6 months
- Regional RUAF coordinator and coaches
- Special invitees for specific sessions: 2 representatives of urban producers (1 men and 1 women), 1 expert in urban planning, 1 representative Ministry Agriculture, 1 manager of a supermarket, 2 potential buyers, 2 representatives of support and control organisations

Aims

At the end of this workshop the participants will have:

- A clear understanding of the FSTT approach, its main concepts, the nature of the innovation process.
- A clear understanding of the steps to follow and the activities to be realised in each step and related time frame,
- A clear understanding of the expected outputs and results of the diagnosis and planning phase
- A clear understanding of the methodology and tools to be applied in each step
- Adapted the methodology and tools to the local situation and tested the adapted methodology/tools in the field
- Developed a detailed work plan defining who will do what, where and with what means
- Defined how progress and outputs/results will be monitored and lessons learned will be systematized.

Preparations

- Invitations to the workshop participants, indicating objectives, location, duration and programme of the workshop will have to be distributed directly after the initial project meeting (Step 1.2).
- Invitations to all special invitees, indicating objectives, location, duration and programme of the sessions they will participate. Follow-up should be made and transport may need to be facilitated to assure their timely participation.
- The workshop should preferably be held at a location (e.g. a local training centre, not a fancy hotel) where the participants cannot be disturbed for their “normal” work and preferably stay overnight (team building). The location should also allow for testing the methods/tools in the field.

- All RUAF training materials will need to be available in local language.
- A detailed training programme and session plan needs to be prepared, as well as all materials/inputs needed.
- It would be good to have one person responsible for taking notes and integrating proposed revisions in the text/tools

Handout – 5

RUAF GENDER STATEMENT

In cities of developing countries, the RUAF partners are striving for the recognition of the value of urban agriculture as an integral part of effective urban management and poverty alleviation by local authorities, governmental and private organisations and international programmes.

In this effort, it has been envisaged that urban men and women that are, or want to be, engaged in urban agriculture to grow food and to generate income given access to land and water and are assisted with adequate educational, technical, credit and marketing services. Related micro- and small enterprises (in input supply, production, processing and marketing of food and non-food agro-products) are being supported and strengthened. RUAF recognises that gender and gender equity play an integral role in this process, and that both women as well as men are agents and beneficiaries of change.

The partners in the RUAF network promote the exchange of experiences and the generation of knowledge regarding gender issues in urban agriculture. We continue to educate ourselves on this topic and are committed to keep our knowledge up-to-date to new developments. We share this knowledge with our local partners so that they enabled to adequately address gender issues in their activities.

The RUAF partners work towards the goal of gender equity in partner countries by both specific initiatives and by ensuring that all of its activities support gender equity objectives.

This – among others – means that gender differences, relevant to urban agriculture projects and policies, will be identified in order to improve the relevance and impacts of such projects and policies for both women and men.

RUAF partners acknowledge that in all their initiatives, the participation of both women and men – both quantitatively and qualitatively – needs to be assured. They also promote equal access to and control over productive resources for urban agriculture by men and women and the development of participatory mechanisms that enable women, as well as men, to participate in decision-making processes and to influence the policy agenda and the priority setting for development projects in the areas where they live.

In concrete terms, this means that the RUAFA partners are committed to integrate gender into their strategies and their methods; show the importance of gender differences by developing case studies; use gender analysis in their research activities; integrate gender in their training and communications activities; apply gender sensitive project and policy planning and implementation; use gender specific monitoring and evaluation methods; and build the capacity of local partner organisations in gender analysis and planning.

Gender Mainstreaming Activities RUAF-CFF

- Integration of Gender in Situation Analysis
 - o Local team trained in gender issues of UA
 - o Gender sensitive and disaggregated data collection; use of gender sensitive PRA tools;
 - o External gender advisor assists the team in preparing the activities and comments on draft results
 - o policy review to be done with attention for gender
 - o implementation of gender case studies on all aspects of the gender framework
 - o Gender-sensitive analysis of results
 - o Attention for gender in Report on the Situation Analysis (facts and recommendations)

- Integration of Gender in training:
 - o gender-sensitive trainers
 - o specific module on gender and UA
 - o gender aspects in every other module highlighted
 - o gender balance in participants
 - o gender advisor advises on contents training modules

- Policy Seminars
 - o gender balance in participants
 - o gender-sensitive facilitator; use of gender-sensitive discussion methods
 - o gender issues is included as a separate topic on the agenda of the meeting
 - o gender aspects are highlighted when dealing with other topics

- Integration of gender in Knowledge Materials:
 - o specific working material and/or UA-M issue on Gender and UA
 - o gender aspects highlighted in each of the other Knowledge Materials

- Integration of gender in the UA policy and action plans
 - o members of the working group(s) are trained in gender sensitive planning
 - o gender advisor comments on the draft proposals of the working groups
 - o gender-sensitive facilitator of Forum
 - o gender balance among participants of working groups and forum participants
 - o gender capacity of each forum member is enhanced (gender training?)
 - o gender issues on the agenda of the MSF
 - o positive actions are taken and special funds earmarked
 - o MSF statement on gender

- Integration of gender in M&E
 - use of gender-sensitive indicators
 - use of gender-sensitive tools and methods for data collection
 - gender-sensitive analysis of results
 - gender-aware researchers and facilitator

- Gender advisor appointed to assist in RUAF team?

- GM in the own organization
 - gender policy/statement available?
 - gender balance among the employees/among the RUAF team?

GENDER IN URBAN AGRICULTURE

GENDER CONCEPT

Gender refers to the socio-culturally constructed roles, rights, tasks and obligations of women and men, and the relationships between women and men. These gender roles, obligations and rights they are socially constructed: shaped by the dominant social norms, values and practices in a given society at a given point in time. Gender does not refer to women alone, rather it refers to the dynamics between men and women.

In many societies the opportunities of women to take part in -and benefit from- development are limited, due to the actual division of labour and limited access to education, decision making and control over resources. This situation is often presented as the “natural” state related to the biological differences between men and women. But this situation is not due to natural laws but due to the dominant socio-cultural attitudes that determine the gender roles, the division of labour and access to resources.

Many people have difficulty to differentiate between sex and gender. **Sex** refers to biological differences between men and women (having a beard or breasts, giving birth, etcetera).

Gender roles are not fixed and continuously contested: women and men continually participate in (re-)defining gender relations. As a consequence gender roles change over time and vary widely within and between cultures.

Other people, while addressing gender, have the tendency to focus on women, as women have been disadvantaged in various ways for quite some time. However, gender is not about women only but about **both gender** and their relations and interactions. Although, affirmative actions are necessary, it is crucial to involve both genders in the awareness and change process.

Three **main “spheres” of roles for men and women** can be discerned:

- **Reproductive role:** To this role, one can count the management and sustenance of the family, as well as the seeing to the needs of the family members.
- **Productive role:** To this role, one can count all activities that have to do with generating income and work outside of the household arena. Generally speaking, it concerns producing resources with which the household can obtain the goods and services that they need and which they cannot procure within their own production circle.
- **Community role:** Under this role, activities concern work undertaken in service for the community: a. community maintenance: work that reproduces and sustains the community and b. community decision making: allocation of resources and rights.

Although gender roles influence the position of all women in a given society, age, size and life cycle stage of the household, marital status, religion and caste may strongly diversify women's interests. It is important to identify such differences and not to assume that women's interests are homogeneous.

WHY GIVE ATTENTION TO GENDER?

Justice; human rights; social inclusion

At the 1995 Social Development Summit (SDS) in Copenhagen, it was agreed that the principle of equality of all rights for all people forms the basis for social inclusion: all human beings are born free and equal in dignity and rights and everyone is entitled to all human rights without distinction of any kind, such as race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other.

States have obligations to protect, promote and ensure the realization of all human rights. The Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) takes account of forms of discrimination on the basis of gender.

A Society where women are not part of the decision making system is an unjust Society. Male representatives normally do not automatically represent women's interests. Women's active participation in decision-making is essential in order to ensure that women can promote and defend their specific needs and interests (women's land rights, reproductive rights, violence against women, child care services). They can be prime actors in promoting gender-sensitive governance that addresses the interests of both women and men and enhances access to and control over local resources for both. In some countries, women have succeeded in changing the political agenda by putting women's issues on it.

Sustainable development

A more equal distribution of opportunities in society between men and women is part of - and important pre condition for- sustainable development. One cannot realise well the one without the other.

Women are important contributors to the local economy, both through their productive activities on farm and off farm as well as through their unpaid contributions to the maintenance of the household and the community. However, their contributions often have low visibility and are undervalued by the household and community and their experiences and expertise are often underused.

More effective interventions

The experiences and needs of women and men differ, because of their different gender roles and the division of labour. Such gender differences have to be taken into account when planning policies and projects.

Many policies and projects have failed since the actual gender roles were not taken into account when planning projects or because policies were not gender sensitive.

Interventions of institutional actors regularly have important differential effects on men and women. To give a few examples:

- Where access to urban land is created, the support institutions often tend to put the title deed or lease in the name of the “male head of the family”. The same may happen with regards to the management of irrigation water, new technology or infrastructure.
- Where extension or credit services are provided to urban farmers these traditionally are directed more towards men than to women and often apply conditions or a timing of activities that (often unknowingly) restrict the participation of large part of the women.
- Local government policies and legislation on urban agriculture may have a limited effect for women, if men are acting as the voice of the communities and the interests of women are not well represented.

Policies and projects have to be based on the recognition of gender differences and gender sensitive planning in order to be more efficient and prevent negative impacts.

GENDER ANALYSIS

Why gender analysis?

The aim of gender analysis is to understand and document the differences in gender roles and relations in urban agriculture in a particular location as a basis for the design of gender sensitive policies and project that increase women’s and men’s participation in and benefits from development.

Gender Analysis Framework

The RUAF Gender Analysis Framework consists of the following information categories:

- **Division of labour, tasks and responsibilities**

Within the household, the various tasks and responsibilities are divided between the male and female members of the household. This division is subject to context specific circumstances influenced by both deeply rooted socio-cultural backgrounds as well as practical ones.

We analyse the gender division of labour, tasks and responsibilities in:

- ***Reproductive activities*** (roles in the household): the prime responsibility for the provisioning of food/nutrition for the household, health and social care for children and elderly people, fuel provision, fetching water, cleaning of house and clothing, etc.;
- ***Productive activities*** (partly at farm household levels, partly at associative level in the women’s association): trading food surpluses, dress making, agro-processing, cultivation of woodlot, acquiring/hiring out technical equipment and attracting credit and enhancing women’s access to land;
- ***Roles in the community***: the creation of the bus stop, provision of nutrition and health education of young mothers, the improvement of community drinking water supply and lobbying for enhanced access to land for women as well as women’s interest in general.

In many cities women are more involved in urban agriculture than men, although in specific cases the opposite may be true. In many cities also, men tend to seek urban jobs and leave the day to day farming activities to their wives, involving themselves only during certain periods for e.g land preparation or other specific activities. Aside from the difference in the amount of urban agriculture work performed, a number of other differences between men and women in labour division can be observed, e.g. regarding the division of responsibility for certain crops (often men are responsible for a few cash crops and larger livestock and generating cash income, whereas women are responsible for a variety of food crops and small animals and for securing household food security and nutrition), differences between men and women in dry and wet season farming (usually, men are more actively engaged in irrigated dry season agriculture, while women are more involved in wet season farming).

- **Decision making power**

The role and bargaining power of women in decision-making can be viewed at on two different levels:

- ***Within the farm household***, where decisions have to be taken on for example the sale of products, land or animals, on the production process itself (what to produce, when, where, why, how), regarding the development of the infrastructure (do we save or invest) and allocation of labour (e.g. should some members work on the farm or in another job outside of the household), etcetera
- ***Within the community and its organisations***. Here we may distinguish between roles that have mainly to do with maintenance of the community (e.g. care for disabled, waste management) and decision making on the allocation on community resources and rights (communal land, water, forests). Women are normally better represented in the former and men in the latter. Women's social networks and cooperation often function as mechanisms through which women successfully pool resources, skills, information, time and energy. Women farmers may participate in governance, local politics, and community groups, linking social activism and urban food issues.

- **Access to and control over resources and distribution of benefits**

This component analyses the flow of resources in a household especially regarding the access that individuals have to resources needed for carrying out certain activities and the command they have over the benefits derived from these activities.

Two related issues can be distinguished:

- **Access to and control over *productive resources*** which one may subdivide in:
 - ***material / economic resources or tangibles***. e.g. land, water, trees (fuel wood), credit and capital, technology, labour, seeds, chemical inputs, equipment
 - ***political/institutional resources or intangibles***. organizational and management skills, education, social and cultural support and the access to linkages or networks. Political resources equip and support men and women to act, to increase and exert their options (resources that empower)

- **time:** having more time (e.g. by being freed from certain labour intensive tasks) creates the opportunity to do other things (e.g. education, more rewarding jobs, participation in community decision making). A gender analysis would not only include the amounts and ways in which men and women use their time, but also their degree of control over their own time and that of other family members and labourers.
- The access to and control over the **benefits of production**, like cash income, food and other products (for home consumption, sales or exchange)

One should differentiate between **access** to resources and **control** over resources. Access to a resource is when one has the opportunity to use this resource under certain conditions, but one cannot make decisions about the ultimate end of the resource and the resource can be withdrawn by the one that controls it;

Often, traditions more than laws prevent women from inheriting and controlling land and animals on an equal basis with men. Besides gender differences in access to productive resources within households, one can also find gendered differences between female headed households and male headed households. Often, the first tend to own resources of a poorer quality that consequently result in lower production.
- **Differential Needs: problems and opportunities**

The division of roles, labour and responsibilities results a/o in important differences between men and women with regard to:

 - Their **knowledge** of e.g.: the cultivation of certain crops and animals, the application of certain cultural practices (e.g. women in the Andes know more about seeds selection and storage, herding, processing of wool and natural medicines), the use of certain technologies (e.g. irrigation techniques, chemical inputs and castration of bulls are often dominated by men), certain social domains (e.g. men may know much more about formal marketing channels, whereas women may know more about informal barter relations)
 - The **problems** they face and the **constraints** they encounter
 - Their **preferences and priorities**, in relation to their main roles and responsibilities, e.g. regarding production goals (e.g. food versus market oriented), preferred location of plots (women with young children often prefer to work close to the home), preferred mode of production (e.g. single versus multiple cropping), use of the benefits (household consumption rather than sales), etc.

It is very important to know such differences in knowledge, problems and interests in order to take this into account when designing adequate policies and action plans.
- **External determining factors**

Just collecting gender differentiated data and documenting gender differences is not enough. We should interpret the data and ask ourselves **why such gender dynamics occur**. Researchers must probe deeper and examine the factors that create and influence differential opportunities and constraints for men and women at the local, regional and

global level: the underlying power relations and structures that create imbalances and inequities between men and women.

There are a number of external factors that can have a strong effect on gender relations in urban agriculture:

- ***Existing inheritance and land laws and regulations***, which often disadvantage women. Widows and single women are usually unable to inherit land and may be forced into both urbanisation and poverty (Lee-Smith 1994, p. 9). According to Maxwell, female urban farmers are often more affected than male farmers by tenure change or loss of farmland (Maxwell 1998, p. 23).
- ***Socio-economic conditions***, which are often at the root of the involvement of women in urban agriculture. According to Maxwell (1998, p. 25), female-headed households and those occupational groups that are predominantly female (petty trading and street food vending) have the highest levels of vulnerability to food price rises or income shocks. As a result many poor urban women seek to create sources of food that are independent of the formal urban market.
- **Social and cultural norms**: what social norms regarding gender relations are advocated in the educational system, in the newspaper, in local policies, in books and drama, in the mosque or church?

In this context it is important to point out the difference between:

- **Practical gender needs**, which can be described as the immediate needs related to the inadequacy of the actual living conditions, such as the supply of food, water, health care and employment, but that do not imply changes in gender relations.
- **Strategic gender needs**, which relate to the actual division of labour and control by the genders and addresses issues of equity and empowerment of women including issues such as legal rights, eradication of household violence, equal wages. Satisfying the strategic needs by gender helps women achieve a greater equality and originates shifts in the existing roles.

Normally both types of interest appear and have to be treated simultaneously.

GENDER SENSITIVE SITUATION ANALYSIS

The key is gender-disaggregated data. Data can be disaggregated in different ways and collected using a variety of sources: men and women, households, groups and societies.

Household surveys are often used, and these can be adapted to disaggregation of data by:

- Interviewing household heads and comparing the data from male and female headed households
- Where preferences and opinions are sought, interviewing women and men separately in each household Including quantitative and qualitative data

Apart from household surveys, primary data collection can be from **key informants** (such as heads of associations, women's groups, credit organizations amongst others) and from **focus**

group discussions and a whole *range of other techniques for Participatory Rapid Appraisal (PRA)*

The tools and techniques presented in the document “PRA tools for studying Urban Agriculture and gender” (see further reading) have been chosen for their utility in gender differentiated assessment of farm households and farming systems. The techniques are related to the abovementioned component of the Gender Analysis Framework:

Overview of key issues and suggested tools

Main issues	Specific tools	General tools
Division of labour, tasks and responsibilities	daily activity profile seasonal calendar	Review of secondary data Direct observation Semi-structured Interviews Individual or key informant interviews Household interviews (focus) Group interviews
Decision-making power	decision-making matrix household budget	
Access to and control over resources	household budget * transect walk household resource flow diagram * benefits chart mobility map organisational linkages diagram	
external factors	organisational linkages diagram * trend line * critical incident analysis	
Constraints, problems and opportunities	problem drawing * ranking * problem tree – objective tree	

However, the techniques itself will not do the trick.

It is important:

- That all team members – including support staff like local extension workers and translators that will be involved in the field work- are sensitized in gender issues and are familiar with the gender analysis framework
- That a gender specialist (female or male) participates in or advises the team
- Men and women have different views on reality based on the differentiation of tasks, roles, responsibilities, problems and constraints, interests and perspectives.
- Hence, in order to arrive at a thorough understanding of the local situations, we will have to ensure equal involvement of women and men in the research process, which is not always easy to achieve. In many situations equal participation is difficult to obtain

due to the low participation of women in (public) discussions and decision-making, their low level of literacy and education, cultural restrictions or isolation, etcetera. Elders are at times reluctant to name women as key-informant, men do not value the contribution of women while women themselves are not always convinced about the usefulness to express their views and ideas.

- Therefore, special attention needs to be paid to involve women in the field work, by taken the following measures:
- Including female research and local staff in the team (who probably have more easy access to and rapport with local women, than male team members)
- Preferably interviewing women and men separately, individually or in groups (or first separately and subsequently in mixed groups)
- Making sure that all data collected is differentiated between men and women (but often also for age group, socio economic status, etcetera, since not all men respectively women are equal in their conditions and interests)
- Considering the language used: women often do not speak the official language (use translators)
- Making observations of actual behaviour of men and women (which can be different from what people say they do)
- Choosing time and place of meetings that is convenient for both men and women (or meet with one group at a time)
- Using adequate techniques that appeal to women and encourage their participation
- Ensuring the inclusion of items which are of primary interest of women to start discussions

Keeping these conditions in mind RRA/PRA can be a powerful methodology to get information on gender issues, giving more in-depth data and insight in a shorter span of time than by more conventional methods.

GENDER SENSITIVE PLANNING AND MANAGEMENT

The aim of gender sensitive planning is to bring women into development on equal terms with men, both as agents and as beneficiaries.

Gender sensitive planning starts with the:

- Acceptance of the “**equal human rights for all**” principle
- The acknowledgement of the real **value of women’s contribution** to development: production, food security, income, etcetera.
- The recognition of **women as independent actors and beneficiaries** in/of public policies and projects
- The recognition that the **needs of men and women are different** and that women’s access to and control over resources and participation in decision making is restricted by socio-cultural and institutional traditions.
- The recognition that public policies and projects, as well as economic and technological trends, can have **differential effects for men and women**

- The recognition that **affirmative actions are needed** to secure that women (and men) can reap equal benefits of public policies and projects
- The recognition that advancing a gender sensitive approach requires **cultural tact and diplomacy** if embedded constraints (e.g. traditional cultural norms, institutional sexism) are to be overcome and resistance minimised.

Institutional commitment

The first stage in implementing gender-sensitive action planning will be to ensure that all stakeholders are familiar with the basic concept of 'gender' and what is meant by the 'gender sensitive planning'.

The gender concept and analytical framework has to be discussed with the local partner organisations involved in the planned activity which preferably should result in a clear commitment to apply a gender sensitive approach.

Selection and training of staff involved in the activity or project

Sensitivity to gender issues and gender balance have to be taken account when selecting the staff that will be involved in project planning and management and they have to be trained in gender analysis and gender sensitive project planning and management.

Inclusion of a gender specialist in the team in an advisory role is important. However, It should be ensured that the team itself is responsible for integrating gender in the diagnosis, project design and the implementation; The gender specialist should just assist and back stop the team in their work and should not being made responsible for "integrating gender" in the project.

Use of gender disaggregated data; application of gender analysis

The project planning should start from data on the different roles and responsibilities, needs and capabilities of men and women involved in urban agriculture (see further the handout on gender analysis).

Direct participation of female farmers in the design of the activity or project

It is important that urban farmers are involved in the design of the activity or project. This may require special efforts and creativity from the side of the institutions involved in order to ensure the required conditions for active participation of women in the design process (use of female staff, work in separate male and female groups, adequate selection of time and venue of meetings, adaptation of language and use of visual aids, etcetera).

Women should participate especially in the definition and prioritisation of problems and the formulation of objectives, since their roles and needs are different. In the selection of strategies and methodologies since their conditions are different (responsibilities, access to resources, knowledge, etcetera) and special constraints have to be taken into account (restricted mobility, illiteracy, inexperience with speaking in public or meeting with officials)

Adequate formulation of project objectives and selection of strategies

The project objectives should well present the practical and strategic interests and priorities of the female farmers that were identified during the situation diagnosis. Gender should be made an explicit and conscious part of the objectives and intervention strategies.

Sufficient attention has to be given to critical gender issues in urban agriculture that are included in the paper “Gender issues in Urban Agriculture” and the Gender Analysis Framework, like o/a:

- Taking gender specific crops, animals, tasks, rights into account. There may be men's crops and women's crops for example, and women may be restricted from owning large livestock. Men and women may play different roles in production and marketing.
- Securing access of women to and control over land, family and hired labour, draught power, irrigation water, family savings)
- Securing women’s access to credit (in their own right)
- Securing women’s participation in extension and training (technical, management)
- Securing women’s participation in technology development and testing of innovations
- Securing women’s access to market information and marketing channels
- Securing women’s participation in the management of farmer organisations
- Securing that women are not over burdened with work because of the project; labour saving techniques; redistribution of reproductive activities

Identification of affirmative actions

If women encounter special constraints in each of the above mentioned areas or other factor limiting participating in the project or reaping its benefits, **affirmative actions** have to be designed to overcome such constraints.

For instance, in order to enhance participation of women in farmer organisations and project management most projects create special opportunities for women to build up the self esteem and participatory competencies of women: establishment of women groups to discuss women interests and to select women representatives; training of women to enhance their capacities in leadership and participation in public. Women with good potential may be taken into a “fast track” of capacity building and promotion to higher levels of responsibility.

Include promotion of gender equality as one of the project objectives

In many projects gender is a theme that tends to fade away during implementation. By including promotion of gender equity as one of the objectives of the project one assures that it will be given sufficient attention and allocation of resources.

Resource allocations

Ensure that available project resources are applied for both men and women. These may need certain specific **targets and allocations** e.g. a minimum percentage or absolute numbers may be defined of the land or the credit that will have to be allocated to women or a minimum number of female farmers involved in training activities.

Inclusion of women in the project management committee

By inclusion of representatives of female farmers in the project management committee one enhances the chance that women's interests are not "forgotten" during implementation of the project. When selecting women representatives one should be aware that the interests of women are not homogenous and women from different socio-economic class or caste, ethnic or age groups may need to be represented.

Gender specification of monitoring and reporting methods

The indicators for monitoring projects outcomes and impacts should be gender specified and specific indicators regarding progress in the field of enhancing gender equality have been added.

Women (as well as men) should be involved in evaluation meetings.

Reporting guidelines should be disaggregated by sex and include a paragraph on gender issues and the identification of gender-related project failures and successes

Evaluation of the design of the project or activity

It is wise once the activity or project has been designed to subject it to an evaluation for relevance to the critical gender issues defined during situation analysis and for differential impacts on men and women. This could be done in a session headed by the gender specialist.

FURTHER READING

- Joanna Wilbers, Henk de Zeeuw *PRA tools for studying urban agriculture and gender*, ETC-RUAF, Leusden, 2004
- Urban Agriculture Magazine *Gender and Urban Agriculture* Number 12, May 2004
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Guideline Step 1.4

The introductory meeting with the urban producers

When: week 7

Participants

- Local team
- All members of selected urban producer groups (possibly organise meetings for different smaller groups or work in the meeting with sub-groups)
- Regional coach (backstopping the local FSTT coordinator, support preparation of meeting)

Aims

- To inform the producers / intended participants about the project and get their commitment
- To explain the basic concepts of an FSTT innovation project
- To explain the steps in the diagnosis process and planning agree on activities and dates
- To select their representatives in the diagnosis and project planning team (first define the selection criteria)
- To make an inventory of their productive resources

At the end of this meeting the participating farmers should have a good understanding of:

- what a FSTT innovation project will be about
- the steps that will be undertaken in the diagnosis and planning phase of the FSTT project (first 5 months)
- who will be their representatives in the local team for the planning of the FSTT project
- how and when other producers will be involved in crucial moments of the diagnosis and planning process
- When the final decisions will be made and the project will start.

Preparations

- It is important to timely invite the local participants and select a venue, time and duration that it convenient for the participants, especially the women with small children. If needed assist with transport and/or lunch. If a formal farmer organisation exist, please send the invitation through the formal representative of farmer organisation
- Preparation of the power point presentations
- Planning who will chair/facilitate the meeting (preferably another person than the local coordinator who will do the presentations and give reactions to questions) and who will make notes during the meeting and how /on what/level of detail.

Implementation

- Welcome by the leader of the farmer organisation; Introduction of the NGO staff that will form the local team FSTT team (with the to be selected farmer representatives) and the organisation they represent
- Explication of the aims of the meeting and its agenda
- Presentation (PP) by the local coordinator on “ what is an FSTT innovation project” and “basic concepts on urban farming systems improvement from a market-chain perspective”
- Collection of questions and observations the participants have (write these on a sheet of wall paper or flipchart), followed by explanations of these issues by the local coordinator (and eventually other team members)
- Presentation (PP) by the local coordinator of the steps/activities to analyse the actual situation and to prepare the project and the duration of each step and who will be involved
- Collection of questions and observations the participants have (write these on a sheet of wall paper or flipchart), followed by explanation and discussion of these issues coordinated by the local coordinator (and eventually other team members) leading to final agreements and commitments
- Selection of the local farmers representatives that will participate in the local diagnosis and planning team (and before that discussion on the selection criteria: e.g. well trusted by all, at least 1 male and 1 female, well able to read/write and calculate; enough time available to participate (only small cost allowance will be paid).
- Making an inventory of the available local productive resources

Tools/Materials:

- PP presentation on “What is an From Seed to Table Project and what are its basic concepts
- PP with an overview of the steps in the diagnosis and project planning process
- Tool 1.4.1 Matrix for inventory of local productive resources

Outputs/Reporting:

- **Report on the Introductory meeting**, containing:
 - a. Main questions and suggestions raised by the producers (grouped around key issues), the answers provided by the local team and the final agreements reached regarding each key issue.
 - b. The commitments made by local team and producers
 - c. The results of the Inventory of local productive resources (see the matrix of tool 1.4.1.)

Tool 1.4.1

Inventory of available productive resources

	Data	Observations
*Total number of households in the group ² ?		
*Number of households led by a woman?		
*What crops are grown that wholly or partly are sold to the market ?		
*Average surface (acres or square meters) grown per crop per household + variation?		
*Which of these crops are irrigated ?		
* Average acres /household per irrigated crop + variation?		
* Which of these crops are grown under cover ?		
* Average acres/household per crop under cover?		
*What other crops and herbs are grown mainly for home consumption ?		
*Types of animals kept		
* Average number of animals/household per type of animal + variation?		
*Which of these are improved breeds ?		
* Average number of animals/household per type of improved animal + variation?		
*Are the members undertaking any processing activities (individually or jointly)? What kind of products?		
* Average quantity produced per product per year per household + variation?		
*Does the group have any joint infrastructure and equipment (transport, storage, cleaning, processing, packaging,)? Which is the capacity of each?		
*What other income earning activities do the households have (fishing/aquaculture, forestry, making/selling clothes, local shop, formal job,....)?		
*How many households are involved in each of these “other” activities?		
* Other relevant productive resources?		

² NB these data are requested for each group that will participate in the FSTT Innovation project

Guideline step 1.5

Training of the farmer representatives in the local team

When

- initial training in week 8 (one day);
- other sessions just before each new activity

Participants

- Local coordinator and facilitators local FSTT project
- The selected male and female representative of the urban producers involved in the project

Aims

- To prepare the farmer representatives for their active participation in the local team
- To make them familiar with the various tasks to be implemented and the methods and tools to be used
- To decide on the division of tasks between the local team members during the preparation and implementation of each activity

Preparations

- The local team prepares the initial and following training sessions during week 5 and 6 and decides on who of the staff will do what during each training session.
- Once the candidates have been selected the chairperson of the farmer organisation and the local coordinator visit the selected farmer representatives in order to agree on a date and location for the training

Implementation

The initial training of the farmer representatives (1 day or 2 afternoons or evenings, if that is more convenient for the farmer representatives) might have the following set up:

1. *Introduction*

- Welcome by the local coordinator;
- Short explication "why we are here"; explication of how the training of the farmer representatives is organized (initial training and follow up sessions before each new activity by the local team)
- Mutual presentation: each of the participants tells something about a. their back grounds, b. their family, c. their activities; d. something they like and something they dislike
- Agreement on today's agenda and expected results

2. **The tasks of the local team**

- The local coordinator shortly explains the tasks of the local team
- The farmer representatives ask questions for clarification and come up with suggestions; The local coordinator encourages and responds

3. **What is an FSTT project?**

- The local coordinator shortly explains what kind of project they are going to prepare (summary of the main characteristics of an FSTT-project as also discussed in the Introductory meeting)
- The farmer representatives ask questions for clarification and come up with suggestions; The local coordinator encourages and responds

4. **Overview of the steps in the planning of an FSTT project**

- The local coordinator shortly explains the steps that they will go through to formulate the project (don't go into detail; indicate that the formulation process will take 4-5 months and that the first 2 months are mainly focussing on the analysis of the situation and selection of the product to focus on and the required improvements in that product, while the other months are for planning the actions to realise these improvements)
- The local coordinator encourages the farmers to ask questions for clarification and come up with suggestions;

5. **Change analysis and inventory of actors: what and how**

- The local coordinator explains the first activity to be organized by the local team: the analysis of the ongoing/expected changes in their environment and inventory of main actors: **what** are we going to do (review of available literature, interviews with informants and meeting with farmer representatives) and **why** we do that (see guideline 1.2). The farmer representatives ask questions for clarification and come up with suggestions; The local coordinator encourages and responds
- The local coordinator explains that the NGO staff will take care of the **literature review** and asks the farmers for suggestions of important documents and plans to take into account
- The local coordinator discusses in more detail the organisation of the **meeting with about 20 farmers** and the matrix (see tool 2.1.1) that will be used during this meeting. The local coordinator does a practical exercise with this matrix with the farmer representatives, followed by a discussion on the best way to organise the farmers meeting (where, what time of the day, duration, agenda, who will do what during the meeting, as well the selection of the participants and who will invite them and how.
- The local coordinator discusses in detail the **interviews with key informants** on the ongoing/expected change processes: a. what are we going to ask them (explain the format and discuss whether they want to include other items), b. how to implement the interviews (who will do what) and c. discuss the draft list of potential key informants and discuss which ones to select and how to invite the key informants
- **How will you tell your colleagues?** Farmer representatives are requested to explain in their own words: a. what is an FSTT project, b. what will be the coming farmers meeting about and why is that important? so that the coordinator can correct where needed and the farmer representatives learn to transfer this message well to the other producers
- **Closure:** review of main actions planned and division of tasks. Also planning a date for the next training/planning session

Guideline Step 2.1

Analysis of the local context

When: week 7 – 10

(NB the review of existing information can be initiated already in week 7; the interviews are performed in week 8-10)

Participants:

- the local team
- 3-4 key informants
- About 10 male and 10 female producers

Aims

- To collect information on the main change processes in the area due to the urbanization process and other factors (area is taken up in urban administrative system with its laws and regulations, changing socio-political relations,...) and related problems (more construction, rising land prices, labour shortage, mining, people selling their land, environmental problems, etcetera) and new opportunities (better transport facilities, possibilities for direct sales to consumers, more market information, etcetera)
- To make an inventory of the institutions, NGO's and private organisations that provide services to farmers or exert control functions (research, extension, training, credit, market support/information, health services, business advice or administration, sanitary control, ...), the kind of services they provide/control they exert and related problems/opportunities

1. Review of available information

Preparations

Although we discuss this activity as the first one, it will be implemented after the interviews with the key informants. This for the simple reason that the key informants can help you to identify the documents containing relevant information and where and how to acquire those documents. So the main preparation needed will be to include a question regarding these documents at the end of your interview (but it might be good to also raise this question already in the letter in which you confirm the date of the interview and indicate the issues to be discussed (see below).

You will be looking for recent (last 3-5 years) research reports, statistics, City development and land use plans and related maps, etcetera that can show light on the changes that are taking place in the area under investigation at present or in near future. Don't collect a library, just the most relevant documents.

Implementation

- When reading the collected documents, you can use the matrices, included below for the reporting on the interviews with key informants, to note down the information that you encounter in these documents. Subsequently, the information from the documents can be added to and contrasted with the information obtained from the key informants and included in the final report on the situation analysis.
- Please don't spend a lot of days in reading reports from the beginning to the end. Just "scan" quickly through the collected documents to select the most relevant parts. Often just reading the introduction of each chapter and the first and last phrase of each sub-chapter will give you enough information to identify the most relevant parts. Then you go through these most relevant parts to see whether these contain new insights that complement or conflict with the information collected from the key informants.

2. Interviews with key informants

Preparations

- Make a list with the main topics you want to discuss and the questions you want to raise (see Tool 2.1.1: Guide for Key informant interviews on change processes)
- Identify potential candidates for the interview. Think of well informed people in:
 - Elected Area representatives or very knowledgeable community leaders
 - The Agricultural Extension Service
 - Municipal Planning Department
 - Municipal Agricultural Department
 - Departments of local universities and research institutes (dealing with urban development planning, socio-geographic studies on urban-rural linkages and change processes, etc)
 - NGO's operating in the peri-urban area
 - Other

Possible methods to identify such persons:

- a. Review of available literature on urban and agricultural development in your city: key authors and persons mentioned as key informants
 - b. Brainstorming: list all organisations and persons you know that have relevant knowledge regarding ongoing or planned changes in your and neighbouring areas.
 - c. Use of Internet; Try different key words in relation to change processes in the peri-urban area (for key words see the Thematic text 2.1.1 "*when the city comes closer*") in combination with the name of your city and see what names of persons and organisations show up.
 - d. Snow ball method: once you have spoken with one expert ask him/her for other key informants that might be interesting to interview. They understand now better what you are looking for and might advise you which other persons might give you good advice
- Make a list of the persons or organisations identified; Select the 3 or 4 that seem to have the best (variation of) information and phone them to find out which person might be interviewed best and make an appointment with that person.
 - Send the persons that agreed to receive you an email or letter confirming date/time and shortly explaining the purpose of your visit and the main questions you want to discuss.

Implementation

- Make sure that you always do each interview with at least two persons. A combination of one staff member and one or two producers would be ideal. One of them will take notes (normally the staff member) while the other(s) is (are) interviewing. The person(s) interviewing should not interrupt each other or the key informant. If more than one person is interviewing they should decide beforehand who will do the interview on each topic.
- Start the interview by shortly explaining who you are and why you are there. It is also recommendable to shortly describe clearly from what area you are (maybe bring a map) in order to make clear to the expert on which area you would like to focus the interview.
- Then deal with your topics one by one. If you get an answer that is not entirely clear to you then respond by saying “could you please clarify this” or “please elaborate a bit more on this” or “could you please give an example”. But don’t dwell too long on one topic so that you will not be able to round off the interview after one hour or maximum one and a half hour.
- When all topics are dealt with, round off the interview by thanking the key informant or his/her collaboration and asking whether you might contact them again if more explanation or other assistance might be needed (network development !). Also ask for other persons that might have good suggestions (snow ball).
- Write down the main results of the interview the same or next day (if you wait a few days you will not understand your own interview notes anymore)

Outputs/Reporting:

- Once you have conducted all interviews, you will analyse the results and prepare a short **report on the key informant interviews**. Use the reporting format indicated below.

3. Meeting with selected urban producers

Preparations

- Select some 20 persons (50-50% males and females) that will be invited for a meeting to discuss recent changes in their environment and their production system. If you will work with 2 or more groups then select some people from each group. The selected persons should represent well the various types of urban producers in this group / in this area: households with different farm systems (main crops/animals), male and female headed households, with more and less productive resources, etcetera. Relevant selection criteria have to be defined in cooperation with the farmer representatives in the local FSTT team. In each sub category a number of households will be selected by the local FSTT team (eventually in consultation with the formal leaders of the farmer organisation). Another way of selecting the participants could be to make a list of all producers in this group/area, and select every Xth household on the list.
- The first method allows selecting persons that have better knowledge of what is going on in their area, while the second (random selection) is more straightforward. For half of the selected households a male representative will be invited and for the other half a female representative will be invited.
- Prepare yourself and the tools for the group discussions (see Tool 2.1.2 Matrix for change analysis with farmers)

Implementation

- Welcome by a leader of the organisation or the farmer representative in the local team who will also introduce the members of the local team and ask the participants to shortly present themselves
- Explain the context and purpose of this meeting

- Split the group in two mixed male/female subgroups; If the population is not used to work in mixed groups make 4 subgroups (2 consisting of males and 2 of females)
- In each group: ask the participants to answer some questions regarding **important changes** that recently are taking place in their area, their income earning strategies, their farming system and their productive resources. Pose the questions one by one. Clarify the question in other words if not directly clear to all. Give all participants a chance to answer the question (although not always all participants have to give an answer; don't make it very mechanical by making "rounds"). When they have mentioned some changes ask them –where relevant- what caused such changes and how these affected their farm-household. See Tool 2.1.2 "Matrix for change analysis with the producers"
- Once finalized the exercise, thank the participants for their participation and explain what will be done with the information and what the next step in the process will be
- Prepare the report on the change analysis directly after the meeting by taking the report on the key informant interviews and integrating the results of the change analysis with the farmers.
- Send the draft report to the key informants that have been interviewed, asking them to comment on the draft report. Reading the information that others have contributed might lead to some valuable reactions (e.g. another view on a certain change and its effects). Finalize the report after having received their comments

Outputs/Reporting

- **Report on the change analysis**, with the following structure:

1. Introduction

Briefly describe:

1.1 key informant interviews

- The key informants interviewed and their function and organisation; include also their contact details (address, telephone, e-mail)
- The persons that did realize the interviews and their function and organisation
- Factors that influenced the results and that should be taken into account when reading the report (e.g. persons that you originally had planned to interview but where not available; key informants that strongly seemed to push a certain product out of personal interests, etcetera)

1.2. the farmers group interviews

- When/where the group interview(s) was/were taking place and the number of males/females in each group
- Factors that influenced the results and that should be taken into account when reading the report (e.g. persons that you had planned to interview but where not available; key informants that strongly seemed to push a certain product out of personal interests, etcetera)

2. The results of the interviews

2.1 Changes in the peri-urban area and their effects on the conditions for sustainable development of agriculture

Provide the following matrix. For all changes and effects: indicate within brackets whether this change or effect was mentioned by one or more key informants (KI) and/or by (mainly) male producers (MP) and/or (mainly female) producers (FP).

Observed/expected changes	Observed by	Resulting new opportunities for and positive effects on development of agriculture	Observed by	Resulting new constraints for and negative effects on development of agriculture	Observed by
1. Actually ongoing					
1a.					
1b.					
Etcetera					
2. Expected In near future					
1a.					
1b.					
Etcetera					

2.2 Inventory of relevant organisations and institutions

Provide the following matrix:

Name organisation / enterprise	Contact information (contact person; office address, telephone, e-mail)	Why this organisation might be important for the FSTT project ?

Thematic Text 2.1.1

When the city comes near

When the city extends into the rural areas various change processes are set in motion that will affect the local conditions for sustainable agricultural production. These changes may include the following ones:

- **New opportunities for peri-urban farmers**

The increasing influence of the city might first be felt by the fact that the distance to the city and transport possibilities improve, leading to lower transport costs. That also may lead to more traders visiting the area looking for crops to buy. Farmers also will get more possibilities to get in direct contact with urban markets (and consumers) and may have better access now to information on market demand and market prices. This will allow the producers to adapt their production in such a way that they get better results.

- **Intensification of production and adaptation to urban conditions**

This is why in peri-urban areas one often encounters farmers that are intensifying their production system and adapting to the urban conditions by changing to more profitable crops in high demand of the urban market or demanded by specific types of consumers (niche products, e.g. organic vegetables, high quality food for top restaurants and hotels, herbs for HIV patients). The production normally shifts from staple crops to perishable products, dairy, eggs, poultry and pork meat and from mixed farming to more specialized production.

Producers also will start using new technologies like production under cover and irrigation that allow year round production and intensive production on small areas of land and start to use urban organic wastes as compost or animal feed, and wastewater for cheaper nutrients and irrigation water, etcetera.

They may also take up direct marketing to certain consumers groups (bypassing the traders) or taking up processing to add value before selling the products (drying, canning, selling meals, etcetera).

- **Diversification of external relations**

When the city comes near the local farmers may get into contact with other groups, enterprises and organizations than they were accustomed to. The producers may develop direct contacts with urban consumers (e.g. households looking for fresh and healthy products or urban citizens looking for recreational services), or with other buyers of their products (restaurants, hotels) and other service providers (e.g. institutions financing the urban informal sector), depending the amount of time and creativity they invest in developing such linkages.

- **More competition for land**

When the city expands into the peri-urban area, the traditional systems for land distribution are disrupted by urban newcomers seeking to buy land (for speculation, for mining of loam, sand and stones, for infrastructure development, for construction, for more urbanized types of agriculture).

The increasing competition for land makes that land prices go up. Part of the farmers may give up farming, sell their land and switch to other income earning activities. Others will subdivide their land and construct one or more houses (also for renting out to others) on part of their land.

One may also observe an increasing incidence of urban power groups that seek to grab the land and invasions of urban poor seeking land for housing and subsistence farming (and the last is sometimes used as a means for the first).

- **Diversification of jobs/income sources**

In other households (mainly) the males will get engaged in an urban job while (mainly) the females take main responsibility for the farming operations. This leads to a loss of family farm labour and higher need for use of hired labour, but also more cash income that to certain extent might be invested in upgrading the production system.

- **Change in social cohesion and legal rights**

Part of the farmers may change to urban jobs (after selling all or part of their land). Also new people may come in from elsewhere (migrants from the rural areas, urban people seeking land to construct a house or to develop an enterprise). As a consequence the local social cohesion might lessen. The (rural) customary land rights slowly get pushed aside or are dominated by (urban) statutory rights. Eventually the area may get included in the administrative city area and its inhabitants may have to adhere to urban norms and regulations (which they often hardly are aware of).

The city planners may give a new destination to the area (residential, industrial, offices, infrastructure, protected ecological area, etcetera) making it difficult if not impossible to continue farming here.

- **Increasing risks of degradation of local productive resources**

When the city comes near, the land and water in the area may get affected more by air, soil and water pollution due to industry and traffic. Also mining for sand, loam or stones and construction activities will lead to environmental damages and loss of fertile land.

- **Growing need for urban producers to explore these trends and enhance their innovation capacity**

For producers living in the peri-urban areas of a city (or an area that soon will become peri-urban) and who plan to continue farming it is important to explore these trends in order to understand what is coming to them and to be able to select appropriate strategies and avoid certain risks and to innovate their production systems from a market chain perspective. If they don't innovate, they will be pushed aside sooner or later.

Tool 2.1.1

Guide for key informant interviews on main change processes

Topic	Questions	Information received			Observations
		Changes observed	Resulting opportunities & positive effects	Resulting constraints & negative effects	
1. Main ongoing changes in the area due to the urbanization process?	1. What are -in your opinion- the main <u>ongoing</u> changes <u>actually</u> affecting the conditions for agricultural production and marketing in our area (positively or negatively)?				
	2. For each of the changes mentioned: a. Which new <u>opportunities</u> (or positive effects) for agricultural production and marketing result from these changes? b. Which new <u>constraints</u> (or negative effects) for agricultural production and marketing result from these changes?				
2. What other changes might be expected in nearure?	1. What are -in your opinion- <u>other changes</u> that can be <u>expected</u> to affect the area in <u>near future</u> ?				
	2. For each of these changes a. Which <u>new opportunities/positive effects</u> you expect from such changes on the conditions for agricultural production and marketing in our area? b. Which <u>new constraints/negative effects</u> you expect from such changes on the conditions for agricultural production and marketing in our area?				
3. Inventory of relevant organisations and institutions	1. Which organisations are of importance when planning & implementing a “From Seed to Table” innovation project in this city?				
	2. Why each of these organizations is of importance? What kind of role they can play or what information or services each of these organisations might provide to our project?				

Tool 2.1.2

Matrix for change analysis with the producers

Questions/changes	Note here what the participants say about ongoing <u>changes</u> and their <u>causes</u>	Note here what they say about the <u>effects</u> of these changes
a) Are the members of your family now working more or less in non-farming jobs than some years ago? b) Do they do other kinds of jobs now than before, or in other places? c) What are the effects of these changes for your agricultural activities?		
What changes have occurred in your production system in the last few years ? a) New crops or animals? b) More specialisation in some products? c) New technologies? d) More or less use of outside labour? e) More or less use of inputs? f) Other changes in the production system? g) What are the effects of these changes for your household?		
a) What changes occurred in the sales of your products? b) New buyers of your products (which)? c) Some products that you sell now much more or much less than before? d) Some products that have a much higher or lower price now than before? e) What are the effects of these changes for your household?		
What changes occurred in a) The availability of land and/or its quality or price? b) The availability of (irrigation) water and/or its quality or price? c) The availability of transport for your products and/or its price? d) The availability of credit to finance your production or the interest paid? e) The availability of training and technical assistance ? f) What are the effects of these changes for your household?		
What changes have taken place in the organization of the producers ? In what aspects the farmer organization has improved or weakened in the last few years? Why this happened?		
What other important changes in the situation of your households occurred in the last few years? What caused these changes? What have been their effects?		

Guideline step 2.2

Inventory of farmer options for the FSTT innovation project

When: week 11

Participants

- Local team
- 10 male and 10 female producers

Aim: To make an inventory of the ideas of the urban producers (and the local team) regarding interesting options for the chain innovation project

Preparations

- Ask the producer organization to select some 20 persons (50-50% males and females) from among the groups that will take part in the innovation project. Invite these people through the organisation for a meeting to discuss what the project might focus on.
- Prepare the Inventory tool by copying it to a large sheet of paper (wall paper) and start filling the matrix by entering the products that people grow already

Implementation

- Welcome by representative of the farmer organisation who will also present the people “from outside”;
- Quick round for self introduction of all participants; Refer to the earlier meeting with groups members in which the new project was explained briefly.
- Present power point with the main characteristics/concepts of an FSTT Innovation project, explain what a product market chain is and that the project will focus on one “most promising” product. Collect and list the questions participants have and then answer them one by one shortly until the basic idea of the project is clear.
- Explain the purpose of this meeting (inventory of options) and that the ideas collected in this meeting will be combined with ideas from experts in other organisations (to be collected by the local team in the coming week) and that all collected ideas will be discussed again in a next meeting (in 2 weeks time) to select the “most promising option”
- Use the Tool 2.2.1 “Matrix for the Inventory of farmer options for the FSTT chain innovation project” to collect the farmer ideas (as well as those of the local team). Start by discussing for each product that they actually are producing which ideas they have regarding possible improvements in the market chain. Before starting, remember the participants that such innovations may be technical improvements or changes in the way they organize things and that it might be changes in the pre-production stage, the production stage or the post production stage. Don't allow people to slip back in talking about all the problems they have. Focus them on thinking about possible improvements in each product chain (as an answer to existing problems or just to improve efficiency and profitability). Once all ideas regarding the actual products have been collected, ask them for ideas regarding other “promising” products they have been thinking off or heard mentioning elsewhere and include these ideas in the lower part of the matrix
- Thank the participants for their contributions. Make an appointment for the next meeting (selection of the most promising option) before closing the meeting.

Tools/Materials:

- PP Innovation project and market chain (basic concepts)
- Results of the inventory of productive resources;
- Tool 2.2.1 Matrix Inventory of farmer options for the FSTT chain innovation project;

Outputs/Reporting:

- **Minutes** of the farmer meeting with **Matrix Farmer options**

Tool 2.2.1

Matrix for the Inventory of farmer options for the FSTT chain innovation project

Products	Suggested product chain improvements			Observations made (importance given to certain options and why, difficulties expected, etcetera)
	Pre-production stage	Production stage	Processing and marketing stage	
I. Products actually grown				
1.				
2.				
3.				
Etcetera				
II. New products				
1.				
2.				
Etcetera				

Guideline step 2.3

Quick scan market options (semi-structured interviews with key informants)

When: week 11-12

Participants

- Local team
- 3-4 key informants

Aims

- To collect ideas regarding products that are in high demand or short supply and that might be produced in our area (promising options). This might be new crops, new varieties of existing crops, new value adding practices leading to new product variations, new ways of packaging and presenting, etcetera
- To collect information regarding the market requirements for each of these new products as well as most important technical and economic aspects

This information will be used -in combination with the “farmer options”- to select a “most promising option”.

Preparations

- Make a list with the main topics you want to discuss and the questions you want to raise (see Tool 2.3.1: Guide key informant interviews on market demands)
- Make a list of potential persons or organisations that may have relevant insights regarding actual market demands and new market developments. Think of experts in:
 - The Ministry of Agriculture dealing with agricultural development (especially product innovation and market issues)
 - Universities and research institutes (departments dealing with marketing of agricultural products)
 - Consumer organisations
 - NGO's with experience in marketing of agricultural products
 - The persons in selected supermarkets, hospitals/prisons, restaurants/hotels in charge of ordering the food products (select one or two in each category)
 - Organised consumer groups (people looking for organic products; people interested to buy products from poor producers, HIV-AID patients looking for special food and herbs, people interested to promote “regional” products for ecological reasons, etcetera)

Possible methods to identify such persons:

- a. Brainstorming: list all organisations you know that might have such expert
- b. Use of Internet; Try different key words in relation to processing and marketing of agricultural products in relation with the name of your city or country and see what names of persons and organisations pop up.
- c. Snow ball method: once you have spoken with one expert ask him/her for other key informants that might be interesting to interview. They understand now better what you are looking for and might advise you which other persons might give you good advice

- Select from this list 3 or 4 persons that seem to have the best market insight and information and phone them to make an appointment for the interview.
- Send the persons that agreed to receive you an email or letter confirming date/time and shortly explaining the purpose of your visit and the main questions you want to discuss.

Implementation

- Make sure that you always do each interview with at least two persons. A combination of one staff member and one or two producers would be ideal. One person will take notes (normally the staff member) while the other(s) is (are) interviewing. The person(s) interviewing should not interrupt each other or the key informant. If more than one person is interviewing they should decide beforehand who will do the interview on each topic.
- Start the interview by shortly explaining who you are and from where and why you are there. It is recommendable to shortly describe where you are located and what you are producing at this moment to give these experts some idea about your production possibilities conditions. Also explain that you are not just interested in entirely new products but also more attractive varieties of existing crops, new value adding practices leading to new product variations, new ways of packaging and presenting, etcetera
- Then deal with your topics one by one. If you get an answer that is not entirely clear to you then respond by saying “could you please clarify this” or “please elaborate a bit more on this” or “could you please give an example”. But don’t dwell so long with one topic that you can’t round off the interview after one hour or maximum one and a half hour.
- When all topics are dealt with, round off the interview by thanking the key informant or his/her collaboration and asking whether you might contact them again if more explanation or other assistance might be needed (network development !). Also ask for other persons that might have good suggestions (snow ball).
- Write down the main results of the interview the same or next day (if you wait a few days you will not understand your own interview notes anymore). Once you have implemented all interviews, you will integrate the results of the interviews in a report on the scan of market demands (see below for the reporting schedule)
- It is important to send the draft report to the key informants asking them to comment, before you finalise the report. Reading the information that others have contributed might lead to some valuable reactions (e.g. another view on a certain product).

Tools/Materials needed

- Tool 2.3.1 Guide for the key informants interviews quick market scan

Outputs/Reporting

- **Report on the market scan**, with the following structure:

1. Introduction

Briefly describe:

- The persons interviewed and their function and organisation; include also their contact details (address, telephone, e-mail)
- The persons that did realize the interviews and their function and organisation
- Factors that influenced the results and that should be taken into account when reading the report (e.g. persons that you had planned to interview but where not available; key informants that strongly seemed to push a certain product out of personal interests, etcetera)

2. Results of the interviews

Briefly describe:

2.1 Which **products** are mentioned as promising products with growing demand and of interest for urban and peri-urban producers?

2.2-2.x (one paragraph for each of these products, describing)

- a. What **arguments** do they give to recommend this product?
- b. Who do they mention as **potential buyers** of this product?
- c. What information did the key informants provide regarding the **requirements of the buyers** of this product (quality, quantity, delivery, periodicity, packaging, sanitary requirements, terms of payment, price, etcetera)
- d. What did these informants mention regarding the **production requirements** of this product (for primary production: soil characteristics and fertility, rainfall, temperature, altitude, inputs and infrastructure needed, etcetera; for the processing: required equipment and infrastructure, etc.) and required investments and estimated costs/ benefits per unit of production?

Tool 2.3.1

Interview guide key informants market demand

For all informants	Product 1	Product 2	Product 3
1. What are the products with a growing demand and/or short in supply that might be produced by us?			
2. For each of these products: What are the requirements that the market would have regarding this product? a. Product criteria (shape/colour, weight/size, sanitary requirements, etc.) b. Minimum quantities per week or month; during certain periods of the year? c. Delivery conditions (where, how, etc.) d. Price e. Other?			
3. For each of these products: what might be interested buyers for these products?			
For agricultural experts only:			
3. For each of these products: What are the production requirements of these products (temperature, height, soil, water, crop and pest management, etc.)			
4. For each of these products: a. What are the average investments costs per unit of production? b. What are the average costs/benefits per unit of production?			
5. Who can help us to organize the production and marketing of this product?			

Guideline step 2.4

Screening of available options and selection of the most promising option

When: week 13

Participants:

- Local team
- 10 male and 10 female producers
- Eventually some invited resource persons (well acquainted with one or more of the preselected options; this could be farmers from elsewhere)

Aims

- To screen all options mentioned for the FSTT innovation project against a number of criteria
- To select the most promising option
- To map the value chain for the selected option (you may decided to map 2 value chains: one for the actual situation and one for the situation according to the innovation proposed) and discuss (strong and) weak points in the chain and opportunities to improve the chain.
- To collect information on the selected option and produce its seasonal calendar (again, possibly develop one calendar for the actual and one for the desired situation according to the innovation proposed)

Preparations

- Select – in the same way as for the change analysis- a group of about 20 persons (50-50% males and females) and invite them for two meetings:
 - a. one to select the most promising option for the FSTT chain innovation project and
 - b. one to analyse the value chain and seasonal calendar of the selected option. The two sessions might be organised on one day e.g. in a weekend (e.g. before and after lunch, the project providing the food) or on two consecutive days on a late afternoon or early evening (check the most convenient timing, especially for the women!).
- Make a list of all available options (based on the inventory of farmer options and the results of the quick market scan).
- Make a pre-selection of the available options by taking out all options:
 - a. that are not technical feasible in the given local production conditions
 - b. or that are economically not attractive (costs/benefits, market demand)
 - c. or that require investments and/or a time frame that do not fit within the available duration and budget of the FSTT project (plus resources that can be easily mobilized locally)
 - d. or that require essential services that are not available in the region/city
 - e. or that are culturally unacceptable or in which only very few farmers would be able to participate (socially exclusive).

- Collect for the (maximum 5) remaining options (especially for the options that are not yet produced locally) the information needed in order to enable a “well informed” assessment of these options by the producers
- Prepare the screening matrix on large sheets (e.g. wall paper) entering the 5 (or less) pre-selected options. It would be good to give each option a clear symbol so that also people that are (semi-) analphabetic can participate.

Implementation

1. **Screening/selection (first session)**

- Welcome by the representative of the farmer organisation who will also present the people “from outside” (better known by now); Refer to the earlier meeting during which ideas were collected for the new project
- Explain that the ideas of the producers have been combined with ideas from some experts in other organisations. The local team has pre-selected the most important options. During this meeting we will jointly review all these options and select the “most promising option” for the FSTT project.
- Before starting the screening it would be good:
 - to shortly explain each of the options (e.g. Option 1. Tomatoes under cover: start irrigated production under plastic tunnels in the dry season; Option 2. Cherry tomatoes: change tomato production to organic cherry tomatoes and sell as “gourmet” to hotels and restaurants; Option 3: Essential oils: Create an oil attraction unit to add value to actual herbs production and sell in small bottles; Etcetera.
 - to explain each of the criteria (what it is meant and why it is an important criterion?).
- Use the Tool 2.4.1 “Matrix for the screening of available options for the FSTT innovation project” to discuss each of the available options one by one while applying the list of criteria. Provide additional information if the farmers have little experience with (certain aspects of) a certain option. This can be done by you or by an invited person that has ample experience with one or more of the preselected options (but prevent that the “sharing information” turns into “sales talk” and ensure that the data provided are realistic and not over optimistic or over pessimistic)
- Once all options have been discussed and all products have been scored on all criteria, you can define the rank by first adding up all scores per product and then give each option a rank (highest number of points is one, second is two, etcetera). Explain that the results of the exercise is that option X is chosen as most promising option and that thus the FSTT project will focus on that option. Check whether all participants support this conclusion and are committed to start this project.

2. **Analysis of the selected option (second session)**

- Split the group in two subgroups (if no problems of women and men being together in one group) or 4 groups (two homogenous male groups and 2 homogeneous female groups). One mixed group (or 1 male and female group) will work now on the value chain mapping (see 2 below), the other(s) group(s) will work on the crop calendar and other information gathering (see 3 below)
- **Mapping the product market chain and chain analysis (group 1)**
 - Show the participants again an example of a product market chain and indicate that we will now jointly try to make a drawing of the “from seed to table chain” for the selected product.
 - Ask them to draw the market chain for the selected product as it actually is (if already locally produced): where inputs are bought, where goes the harvest from the field, who buys the product, who turns it into another product, etcetera. The key question is: how is the flow of products and services:

which actors are involved in each step? Show the participants that one product might have various “path ways” or “branches” (and thus it is more like a “tree” than a “chain”) since there might be different buyers: e.g. some of the produce might go straight to the consumers, while other part goes to a factory or to a super market, etcetera. The facilitator will ensure that the participants assume the task in a systematic way starting from pre-production stage (all actors that supply inputs and credit and other services to the producer before the production can start), then all actors that have a role in the production phase (e.g. farmer organisation, extension service), then for the storage, transport and processing stage. The drawing should clearly indicate: a. each actor, b. the role of that actor: what does that actor contribute to the chain (e.g. buying off farm gate + transport to tomato sauce factory) and c. how each actor is linked with other actors (indicated by arrows).

- Once the drawing of the chain has been made, each group will discuss what they see as main weaknesses in this chain, and possibilities for improvement, discussing each step in the chain one by one: pre-production stage, production stage, post harvest stage and where needed per main type of actor involved in the chain. Use a large sheet of wall paper to write down the observations and suggestions

Main steps/actors in the chain:								
Main weaknesses of this step/actor								
Main options for improvement								
Other observations								

Suggested changes will also be indicated in the drawing of the product chain (with another colour)

- Finally: make a list of all actors in the chain and their contact information as far as known by the participants:

Name of the organization or enterprise	Name of contact person	Address	Telephone/Fax	E-mail

- Thank the participants for their contributions. Explain the next steps in the process and announce the next meeting before closing the meeting (NB if both groups finalise their task more or less on the same moment you may consider to have them mutually present their results) before closing the session.

- **Making and analysing the seasonal calendar of the selected option** (group 2)

- Explain the participants that you want to discuss with them in more detail the production and marketing of the selected product. This will serve as a basis for the identification of possible improvements and the project planning. NB. If the identified option is not yet produced locally, this session will get the character of a sharing of information by the local team with the farmers and discussion of that information. The procedure will be more or less the same.

- Show the participants an example of a seasonal calendar and explain that we will start with trying to understand which activities have to be performed at what moment in the year regarding this product in order to get inputs, produce it and market it. Show them the empty format and indicate with name and a symbol the various months of the year (add some important annual events to orient people better if needed). Then ask them to mention all activities that they have to perform during the year regarding this product and write each activity on a card (each activity only one card). If people focus only on production activities remind them at certain point about activities to be performed pre and post production. When participants have mentioned all activities, discuss with them the right sequence of these activities (which one comes first which one comes next, and after that) meanwhile putting the cards on a table in the sequence the participants indicate. Once they all agree on a sequence, you write the activities in the vertical column in the order defined by the participants. Subsequently, you go through the list of activities once again, to define for each activity in what period of the year it is implemented, indicating that with a line in the calendar.
- Once the calendar has been completed you proceed to the analytical questions included in the tool “Annual crop calendar for the selected product” to discuss these one by one. The answers are included in the calendar with +++ and --- or with lines that go up (+) or down (-) the middle axis of the row concerned. The last two questions will take most time so don’t dwell too long in the other ones.
The suggested changes can also be inserted in the actual seasonal calendar (with another colour)
- Thank the participants for their contributions. Explain the next steps in the process and announce the next meeting before closing the meeting (NB if both groups finalise their task more or less on the same moment you may consider to have them mutually present their results) before closing the session.

Tools/Materials needed:

- Results of the inventory of farmer options for the FSTT project
- Results of the quick scan market options for the FSTT project
- Tool 2.4.1 “Matrix for the screening of the available options for the FSTT innovation project”
- Tool 2.4.2 “Seasonal calendar for the selected option”
- A drawing with an example of a product market chain
- Drawing materials

Outputs/Reporting

Shortly after the meeting you will produce a **report on the screening exercise** with the following information:

- ***Selection of the most promising option***
Provide the results of the screening in the **screening matrix**. Add observations and considerations that are important to give a good understanding of these results or circumstances that influenced this result (e.g. the local group leader pushed hard for his favourite option; or: the men in the group hardly allowed women to voice their opinion)
- ***Mapping the value chain***
Present –on the basis of the chain maps made by each group - an integrated version made by the local team showing the main types of actors and linkages and their roles; indicate with the thickness of the line the importance of each flow). Also include the **matrix with problems and possible improvements per actor/step in the chain**.
- ***Seasonal calendar***

Present –based on the calendars produced by each group- an integrated version of the crop calendar made by the local team, showing the distribution of the main activities and the answers to the analytical questions.

- ***Possible improvements in the value chain of the selected product***

In this final chapter you integrate the suggestions of the producers (based on the chain mapping and seasonal calendar exercise) regarding possible improvements in the value chain of this product. Add the observations of the local team (what you see as most important and realistic suggestions; which ones seem to be realizable within the project conditions, additional information needed, etcetera)

Tool 2.4.1

Matrix for screening of available options for the FSTT chain innovation project

	Option 1	Option 2	Option 3	Option 4
Labour needed to grow this product is: -high (1) -medium (3) -low (6)				
Costs of inputs needed are: -high (1) -medium (3) -low (6)				
Prices obtained in the market are: -high (6) -medium (3) -low (1)				
Production potential is (productivity in local growing conditions): -high (6) -medium (3) -low (1)				
Production risks (technical) are: -high (1) -medium (3) -low (6)				
Market demand is: -high/stable (6) -medium (3) -low/irregular (1)				
Competitiveness of our product in the market (quality, price, niche) is: -high (6) -medium (3) -low (1)				
Value adding potential is: -high/easy (6)				

-medium (3) -low/difficult (1)				
Getting the required support services for this product is: -easy/cheap (6) -medium (3) -difficult/expensive (1)				
Total points				
Rank				

Tool 2.4.2

Seasonal calendar for selected option

Month	1	2	3	4	5	6	7	8	9	10	11	12
Activities												
1	**	***										
2		****	**									
3			****	**								
Etcetera												
List below the special problems encountered in each period/activity of the production process of this option and indicate with a line in the calendar when each problem occurs) Problem 1 Problem 2 Etcetera		*****					*****	*****				
Periods of low (-) and high market prices (+) for this product?					++	+++	++++	++++	+	-----	-----	-----
Periods with labour shortage at the farm (-) and with labour surplus at the farm (+)?			-----					-----	-----		++++	++++
Periods with a lot of food (+) and with lack of food (-) ?		-----	-----	-----	-----					+++	++++	++++
Periods with enough water (+) and with shortage of water (-)	-----	---	++	+++	+++	++++	++++	-	-----	-----	-----	-----
Seasonal variation in other important production factors for this product? (e.g. fodder availability, compost availability, ??)												
Have farmers recently started doing certain activities in other periods of the year? (list recent changes in the calendar of this product below and indicate with a line in the calendar the related period) Change 1 Change 2 Etcetera												

Guideline 2.5

Analysis of market demand for the selected option

When: week 14-17

Participants

- Local team
- External advisor(s) (during preparation of the market analysis)
- Selected potential buyers
- Selected support and control organisations

Aims

- To analyse the actual market conditions for the marketing of the prioritized product/option
- Further develop the ideas regarding possible improvements in the production and marketing of the prioritized product (in pre-production, production, processing, packaging, certification, etcetera)
- Collect all other information needed for the business and project planning

Preparations

- Invite one expert in the selected option and one expert in market analysis
- Discuss with them the results of the chain mapping and seasonal calendar exercises for the prioritized option and the identified opportunities for improvement (technical and organisational innovations)
- Identify which persons should be interviewed and what information is required in each case.

We may have interviews with / visits to:

a. **Potential buyers of the new or improved product**

First make a list with various categories of potential buyers of the product we have in mind: traders, agro-industry, local shop keepers, and direct sales to consumers (through farmers markets, own shop or mobile cart, box scheme), supermarkets, restaurants and hotels, schools/prisons/hospitals, etcetera. From each category we may identify 2 or 3 that we will interview. You may start with one in each category and add more for the categories for which you see better perspectives. If a new respondent in one category hardly adds any new information/insights, you can stop interviewing in this category. The lists developed during the chain mapping exercise may give you some indications where to go to. Others may be added upon suggestion of the experts. See the Tool 2.5.1 "Guide for the interviews with potential buyers of the selected product".

b. **Potential support organisations and control organisations that will play a role in the new product market chain** (training / extension services, marketing board, municipality departments that provide licenses and can inform about taxes, and sanitary and other legal requirements, credit and finance institutions). See the Tool 2.5.2 "Guide for the interviews with potential support and control organisations"

c. In addition one may pay **visits to some shops and supermarkets** in order:

- to make **observations**, e.g.:
 - regarding the price for which the product that you have selected is sold

- how the product is presented (packaging, brand, size, weight/unit, etcetera)
- o to have **short informal interviews with consumers** that buy these products:
 - do you always take the same brand?
 - why do you prefer that specific one over other offer of that same product?
 - do you always buy it here or also at other places?

See the Tool 2.5.3 Guide for the shop observations and consumer interviews

- Review the draft interview guides in the Tools and specify these for your prioritized product. Define who will do what during the interviews. Timely make appointments, confirm the date time and place in a letter and inform the respondents about the main topics of the interview
- Phone the selected organisations to find out which person might be interviewed best and make an appointment with that person. Send that person a letter or email confirming date, time and place of the interview and information on the topics you would like to interview them.

Implementation

a. the interviews

- Make sure that you always do each interview with at least two persons. A combination of one staff member and one or two producers would be ideal. One person will take notes (normally the staff member) while the other(s) is (are) interviewing. The person(s) interviewing should not interrupt each other or the key informant. If more than one person is interviewing they should decide beforehand who will do the interview on each topic.
- Start the interview by shortly explaining who you are and from where and why you are there. It is recommendable to shortly describe where you are located and what kind of product you want to produce/market to give the person you interview a clear focus. Then deal with your topics one by one. If you get an answer that is not entirely clear to you then respond by saying “could you please clarify this” or “please elaborate a bit more on this” or “could you please give an example”. But don’t dwell so long with one topic that you can’t round off the interview after one hour or maximum one and a half hour.
- When all topics are dealt with, round off the interview by thanking the key informant or his/her collaboration and asking whether you might contact them again if more explanation or other assistance might be needed (network development !).
- Write down the main results of the interview the same or next day (if you wait a few days you will not understand your own interview notes anymore).

b. the shop observations and interviews

- The participants just wait close to the shelf in the market, shop or supermarket where the selected product is presented and interview each person that picks up such a product. If a new customer comes while you are still interviewing a customer, you just let them pass.
- Pick the next one after you have finished the first interview. Don’t let your personal preference for a certain type of person let influence the selection of consumers to be interviewed. Ask permission of the shop keeper or supermarket manager before you start the consumer interviews.
- Use the observations tool to describe the characteristics of other brands/types of the product in offer. Also take pictures of each brand/type.

Tools/Materials

- Tool 2.5.1 Guide for the interviews with potential buyers of the product
- Tool 2.5.2 Guide for the interview with potential support and control organisations
- Tool 2.5.3 Guide for shop observations and consumer interviews

Outputs/Reporting

When you have conducted the interviews and visits, the results will be integrated, analysed and integrated in a concise **report on the market analysis for the selected option** with the following structure:

1. Introduction

Briefly describe:

- The persons interviewed and their function and organisation; include also their contact details (address, telephone, e-mail) and the persons that did realize the interviews and their function and organisation
- The shops visited for the observations and consumer interviews and the persons that did so.
- Factors that influenced the results and that should be taken into account when reading the report (e.g. persons that you had planned to interview but where not available, etcetera)

2. Market information

Provide a summary of the information collected in the interviews with the potential buyers in the following matrix

Demands/suggestions of potential buyers	Buyers type 1	Buyers type 2	Buyers type 3	Buyers type 4	Buyers type 5
Are they actually selling this product? Where?					
Interested in a new supplier?					
Minimum requirements:					
a. The minimum quality of the product					
b. Delivery conditions (where, in what form, etc)					
c. The minimum and desired quantity per week/ month/ other period?					
Buying price indication (where located; how delivered?)					
Terms of payment					
Preferred way to establish a delivery contract					
Recommendations to the producers					
Other information					

Consumer preferences / Shop observations	Selling place type 1	Selling place type 2	Selling place type 3	Selling place type 4	Overall picture
Why they prefer a certain brand/type of the product?					
What aspects do they look at when selecting the product?					
Where they prefer to buy this product?					
Preferred size/weight ?					
Preferred price/unit ?					
Preferred packaging and presentation ?					
What information should be mentioned on the product?					
Other observations/remarks					

3. Legal and sanitary requirements

Provide an overview of the main legal and sanitary requirements mentioned and what should be done to meet these requirements

4. Potential Institutional support

	Organisation 1	Organisation 2	Organisation 3	Organisation 4	Organisation 5
Interested to provide support?					
Types of services it might provide?					
Also financial support?					
How to get such support? Preconditions?					
Other information					

Tool 2.5.1

Guidelines for the interview of potential buyers of the selected product

	Answers of the informant	Observations
Name Organisation or enterprise: Contact person: Address: Tel: Email:		
Do you at present sell product X ?		
To whom do they sell this product mainly (type, locations)?		
Would you be interested in a new supplier ?		
If so, what would be your requirements regarding:	a.	a.
a. The minimum quality of the product		
b. The minimum quantity per week/month/other period?	b.	b.
c. Delivery conditions (where, in what form, etcetera) (NB. If the buyer is not interested in new suppliers: ask what they require from their actual suppliers)	c.	c.
What would be the price/unit you would be willing to pay for this product? Please specify the unit: per kg, bag of 40 kg's, per ton?) and location (off farm, delivered at?)		
What will be the terms of payment (advance payment? Upon delivery in cash or cheque? Within x weeks after delivery by bank? Will they provide an invoice? Other conditions?)		
What is your preferred way to establish a delivery contract ?		
Your recommendations to farmers that want to produce/sell this product?		

Tool 2.5.2

Guidelines for the interview of potential support and control organisations

	Answers of the informant	Observations
Organisation or enterprise: Contact person: Address: Tel: Email:		
Our organisation is planning to initiate a project such and so (shortly describe the selected option) . Would your organisation be interested to assist us in the realisation of this project?		
What kind of services your organisation might provide us?		
What would be the procedure to follow to get such assistance? What would the pre- conditions required by your organisation?		
Could you also assist us with X and Y (specify for each organisation what kind(s) of support you would like to get from them)		
What financing options do exist for such a project? Whom to contact?		
What are specific legal or sanitary requirements related to the production, processing and marketing of this product?		
What is the procedure to obtain the required licenses?		
What recommendations you have for the farmers that will realise this project?		

Tool 2.5.3

SHOP OBSERVATIONS AND CONSUMER INTERVIEWS

Shop Observations	Size/weight	Price/unit	Packaging & Presentation (describe)	Information supplied on the product (origin, ultimate date, contents)	Other observations
Shop 1 name / location:					
Brand/type 1: (include name here)					
Brand/type 2:					
Brand/type 3:					
Shop 2 name / location:					
Brand/type 4:					
Brand/type 5:					
Shop 3 name / location:					
Brand/type 6:					
Etc.					

NB if you encounter the same brand/product type in the next shop don't include it again in this format

Consumer Interviews	Which brand /type you selected?	Why did you prefer this specific brand/type?	What do you look at when selecting such a product?	What would be your preferred place to buy this product ?
Consumer 1 Male/female Age group (10 year categories)				
Consumer 2 Male/female Age group (10 year categories)				
Consumer 3				
Etc.				

Guideline step 2.6

Feedback meeting on decisions taken and desired project

When: week 18

Participants

- Local team
- All interested producers
- MSF-coordinator

Aims

- To present an overview of the activities realized since the introductory meeting and the farmer participation in these activities
- To present the results of the market analysis for the prioritized option
- To present the proposed technical and organisational innovations in the product market chain of the selected product
- To get the green light of the producer groups for the preparation of the intended project;
- Discussion of the criteria for the participants in this project; Start of inscription of interested participants
- Agreements on next steps in the procedure

Preparations

- The local team prepares
 - a summary of the main results of the market analysis (see tool 2.6.1 Matrix to present results of the market analysis)
 - a summary of the main proposed technical and organizational innovations (see tool 2.6.2 Matrix to present the proposed innovations);
copy the matrices on large sheets of wall paper
- The local team discusses what criteria for producer selection and participation will be suggested to the farmers (mix male/female?, interest or actual involvement in market oriented production?, minimum land holding? or minimum number of animals?, access to water?, willingness to participate in a group savings and credit scheme, distance from a central place?, willingness to participate in the UPFS meeting (1-2 meetings/month), etcetera)
- A convenient place and time is selected (especially the convenience for women!)
- The local producers are timely invited (both male and female household members) through the farmer representatives in the local FSTT team and other group leaders.
- Planning who will chair/facilitate the meeting (preferably another person than the local coordinator who will do the presentations and give reactions to questions) and who will make notes during the meeting and how /on what/level of detail.

Implementation

- Welcome by the leader of the farmer organisation;
- Explication of the aims of the meeting and its agenda

- Presentation by the local coordinator (but team members may do parts of the presentation) on:
 - a. what has the local team done since the Introductory meeting
 - b. the results of the market analysis
 - c. the proposed technical and organizational changes in the product chain of the selected product
- Divide the audience in smaller groups of about 10-20 persons each with a discussion leader (from the local team) to discuss the proposed innovations and to answer questions. The group after half an hour identifies 2 issues for discussion (question or recommendation)
- Plenary listing of the issues for discussion (write these on a black board or flipchart), followed by plenary discussion of each issue.
- The discussion is summarized by the local coordinator. Not all issues have to lead to a consensus. Some discussions may lead to formulation of a task for the local team to further investigate or develop certain aspects in the coming period.
- One of the farmer representatives presents a number of considerations regarding the type of participants needed for this project (criteria/commitments) leading to a discussion on such (self-selection) criteria;
- Interested/committed producers register themselves (others may still do so in the coming months)
- The local coordinators explains the next steps in the process and thanks the participants for their participation

Tools/Materials:

- Tool 2.6.1 Matrix to present the results of the market analysis
- Tool 2.6.2 Matrix to present the proposed technical and organizational innovations

Outputs/Reporting:

- **Report on the feedback meeting**, containing:
 - Matrix proposed technical and organizational innovations
 - Main issues raised by the producers regarding the above and the conclusions/tasks agreed upon (as summarized by the local coordinator)
 - The results of the discussion on the participation criteria
 - The provisional list of participants in the FSTT project.

Tool 2.6.1

Matrix to present results of the market analysis of the selected option

Production potential of this product (productivity in local growing conditions) is: ?? (high, medium, low)	
Production risks (pests, diseases, drought, etcetera) are ?? (high, medium, low)	
Labour needed to grow this product is: ?? days /unit	
New equipment and infrastructure needed are: Related investment is ?? per unit Of this investment ?? /unit can be covered by the project	
Costs of inputs needed are ??/unit	
Potential buyers are:	
Prices these buyers are willing to pay are ?? per unit, when delivered at ??	
Estimated net profit /unit	
Market risks (fluctuations in demand and prices) is (high, medium, low)	
Minimum quantity requested by above mentioned buyers is ?? units per period (specify for different buyers)	
Minimum quality requirements are (including sanitary requirements):	
Required delivery conditions (where, in what form, etc) are:	
Terms of payment	
Other requirements (e.g. legal requirements)	
Support needed from other organisations and to what extent that support is secured	

Tool 2.6.2

Matrix to present the proposed technical and organization innovations in the selected market chain

	Proposed Technical innovations	Proposed Organizational innovations
Pre-production stage (inputs, credit, access to land and water)		
Production stage		
Post-harvest stage (processing and marketing)		

Guideline 4.1

In-built monitoring of progress and outputs and systematization of lessons learned

First draft (for use in the first four months only); this draft will be elaborated and expanded further for the second training workshop.

When: documentation / monitoring: every week; systematization: at the end of each trimester

Participants

- the local team and the urban producers groups preparing the FSTT innovation project
- the NGO-FSTT coordinator, and members of the MSF involved in upgrading and implementation of the City Strategic Agenda on urban agriculture

Aims

In all main activities that will be implemented by RUAF and their local partners, a monitoring component will be built in, in order:

- to measure **progress** (did we do what we planned to do), **process** (how did we do it and how did that work out) and **outputs or direct results of the activities implemented** (e.g. number of participants in the various activities, number and type of publications, etc.).
- to enable a **joint learning process** among those actively involved in the preparation and implementation of the local FSTT innovation project or in the upgrading and implementation of the City Strategic Agenda on Urban Agriculture and to **improve the strategies and working methods** of the FSTT programme (here in this location and/or for future replications elsewhere): What are our results? What can we do better? What have we learned?
- To create an **information basis for evaluation** in a later stage (the final assessment of the results achieved and analysis of the relevancy, effectiveness and cost efficiency of the project).

Preparations

To be able to monitor progress and outputs/results of the project during the coming 3 months (preparations; diagnosis and selection of the most promising option), we need a clear point of reference: the detailed 3 month work plan for this period indicating the activities that will be implemented in this period (respectively by the local FSTT team/producers and the MSF coordinator/MSF members) and indicating clearly the and deadlines for and expected results of each main activity planned for (see also the reporting guidelines). For example, if you plan to do a market analysis in this period, you should clearly define which results one expects of the implementation of this activity. If one plans to produce a certain publication, one should define in the work plan for what specific target group the publication is meant to be, what use we expect that they will make of this publication and what specific information the publication should include. For each main activity included in the 3 month work plan, the first column of the “**Process Documentation Matrix**” will be filled out (“planned”): expected results, participants, methods, means needed, etcetera.

Implementation

1. Documentation / inbuilt monitoring

During weekly team meetings, the local team (including the farmer representatives) will:

- a. **Document** all main activities implemented by the local team with urban producers and other actors this past week with help of the Tool “**Process Documentation Matrix**” (one activity, one sheet). See Tool 4.1.

With help of this tool, one will document which activities were implemented, when, with what results, with whom (number, type and gender of participants), how (steps, methods, problems encountered) and what were the resources used. This information is crucial to be able to improve local processes as well as guide future processes with other farmer groups or in other cities. Try to describe the results planned/obtained in concrete terms. For the realised results: also include unplanned results. In case a certain result was obtained due to activities implemented jointly with -or co-funded by- other organisations, please indicate this clearly and where possible try to differentiate between the RUAF contribution and the contribution of other organisations. When filling in the “Process Documentation Format” one should also describe the problems encountered and how you handled these problems, as these constitute important learning elements. If the problems still persist what should be done to overcome these problems? In the last column observations regarding the factors that influenced the work positively or negatively will be included as well as first thoughts on possible improvements and eventual follow actions needed.

The attached example shows the process documentation sheet after realising the activity: “Introductory meeting”

Next to the Process Documentation sheets an **images register** will be maintained that includes all photos (and eventually videos) taken during the implementation of these activities. Each image in the register will have a description indicating: date when and place where the picture was taken, the name of the photographer, some keywords indicating what is to be seen on the picture.

The Process Documentation sheets (and the images in the photo register) will be of help:

- To share information in the local team and with other partners
- As a basis for review of progress and performance (see b below)
- To maintain memory of what was done and how and with what direct results (for later systematisation of experiences and drawing lessons; see 2 below)

The images will also be of use

- To document the initial situation for later comparison with the final situation
- To show certain aspects of the methodology applied and the outputs/results
- For use in training sessions and in presentations and illustration, reports and publications

- b. The Process Documentation Matrix sheets will be used to **review** past week's progress and experiences, answering questions like "what did we do so far?; Are we on the right track? Should we speed up? Do we need any changes in our working methods?"

2. Systematisation of lessons learned

At the end of each three month period the team will review all Process Documentation sheets that were prepared on the main activities implemented in the past months in order to draw some lessons and to formulate some recommendations for future practice, with help of Tool 4.2 "Systematisation of lessons learned"

First one will refresh the memory regarding we set out to achieve this trimester. Secondly we list our results and subsequently compare whether we achieved what we planned to do and discuss the factors that hampered or facilitated the work. Then we discuss what lessons we can learn from the above for our activities and working methods in the coming period, as well as what recommendations we could make to others that are about to undertake the same activities (How to obtain better results than we had; How to improve strategies and working methods? What to do to prevent or solve the problems and obstacles that we experienced?)

The results of the systematisation will form the basis for the preparation of your three-monthly progress reports, in which you will describe what you have done (briefly) and with what results (ample), what you have learned so far and how these lessons learned will be applied in the coming three months.

At the end of 2010 also a regional and interregional systematisation process will be undertaken in order to draw some lessons and formulate some guidelines for replication of similar processes by other farmer groups and in other cities.

TOOL 4.1

PROCESS DOCUMENTATION MATRIX

Name Activity:			
	Planned	Realised (including problems encountered during implementation and how these were handled)	Observations and follow up actions needed
Date:			
Results:			
Team members involved:			
Participants Type of participants: Number of men: Number women:			
Outside Experts			
Agenda / topics / main contents			
Working methods, tools			
Use of resources / materials / etc			
Related pictures (numbers in photo register)			
Other relevant aspects			

Example:

Name Activity:			
Introductory meeting with the farmers group			
	Planned	Realised (including problems encountered and how these were handled)	Observations and follow up actions needed
Date:	03-02-2009	07-02-2009	Farmer leader fell ill
Results:	a- basic commitment of the producers for FSTT is obtained b- producers understand focus and main concepts of an FSTT innovation project c- Producers know the main activities to be realised in the coming months d- Their representatives in the local team have been selected	a. The farmers group (although a bit hesitant) agreed to participate in the project b. A work plan for the coming 6 months was developed with the group (see attached) c. Criteria for selecting of farmer representatives in the local team were identified (see attachment). The selection itself was postponed to the next meeting (on 10/02) d. Then also a work plan will be discussed (plus further clarification of the steps)	It turned out time consuming to clarify the main focus and concepts in such a short time. Farmers want to know the work plan better before selecting their representatives
Team members involved:	Local FSTT coordinator and local facilitators	Coordinator and 1 facilitator	1 facilitator had to go to a meeting of another project
Participants Type of part.: Number men: Number women:	Minimum 70 of the 100 producers targeted (50 men, 30 women)	20 men and 65 women	Most men seem to see this as a women's project. more men to be personally invited for the next meeting
Agenda, working methods / tools	1. Farmer leader welcomes the participants and introduces the members of the local team 2. Local coordinator explains the aims and agenda of the meeting 3. Local coordinator presents the focus and main concepts of an FSTT innovation project; 4. Facilitator collects questions and observations from the participants, followed by explanations by the local coordinator 5. Local coordinator presents the steps / activities that will be done to analyse the actual situation and to prepare the project + timing 6. as 5 6. Facilitator guides selection of the farmer representatives in the local team after discussion of the criteria 7. Local coordinator summarizes final agreements and commitments 8 Closure by farmer leader	The group was therefore split up in 2 smaller groups (one male and one female group) and results were shared later. Lots of children running around or on the lap of the women creating lots of noise and distraction Step 3 and 4 took lot of time. We had to split in two groups to better explain and discuss the nature of an FSTT project. Lots of expectations, most of them not fitting in our framework (larger infrastructure, lorry, etcetera) As a consequence for step 5 and 6 there was too little time	Maybe next time we better organize a crèche during the meeting? Develop before the next meeting on 10/2 a clear proposal / work plan for the coming months indicating: - what time the farmer representatives will need to spend on FSTT - when local team meetings and other activities will take place - how they will be compensated (or not) for their time, transport etc.
Use of resources / materials / etc	US 1 x 80 for meals US 50 for collection of producers from XX 10 Flipcharts/felt pens	US 45 for transport US 110 for meals We should have brought at least 15 flipcharts	
Related pictures	At least 5 pictures	The series "Intro meeting 001 – 016"	
Other relevant aspects			Bring drinking water next time

TOOL 4.2

Matrix Systematisation of lessons learned

1. What did we aim to do and to achieve in the past project period?

2. What were our main results (successes and failures)?

3. Compare 1 and 2: have we done and achieved what we set out to do/achieve?

If so, why?

If not: why not? What could or should we have done differently or better?

4. Did we have any unplanned results? How did these come about?

5. What consequences should the above have for our work in the coming period? Things we should do differently, inclusion of new activities in our planning, training needed, etcetera

6. What recommendations we have to others in case they want to implement similar activities (please be specific about to what type of activities and what kind of actors you refer)

Handout 7:

Minutes for Local team Meeting

Date:	Time:	Place:
I. Summary of Issues Discussed:		
Issue 1		
Issue 2		
Issue 3		
II. Decisions Taken		
1.		
2.		
III. Follow-up Action and Responsibilities		
Activity	Responsible	Date
1.		
2.		
3.		
IV. Date and Place next meeting		
V. Agenda Points next Meeting		

Developing a ToR for a Consultant

Consultant with specialisation in Finance (for agricultural development)

Period of assignment: May - July 2009 (3 months)

Value of contract: between Euro 2000 and 3000 (**bit more?**) (depending usual consultancy rates and the size and complexity of the city). The above mentioned payment for the assignment includes all related costs to fulfil it. The Payment will be made in two terms. The first instalment (25%) will be paid upon approval of the work plan and the design of field work. The remaining and final instalment (75%) will be paid upon approval of the final document by the contracting institution.

Consultant qualification

The successful applicant will have the following essential skills, and preferably also the desirable skills listed below.

Essential

- Be educated, at least university degree, in finance or economics, preferably with knowledge on urban agriculture in developing cities, and possess strong analytical skills.
- Have accumulated at least three years of experience in finance for development, preferably for agriculture.
- Drafting ability, ability to summarize and good capacity to turn an assessment into feasible proposals.
- Demonstrate competency in the fulfilment of assigned tasks and have the ability to work effectively to deadlines as part of a team and individually.
- The applicant should speak the local language(s).

Desirable

- Preferably have good contacts with local credit and financing organizations in the city
- Previous experience with similar type of assignment will be considered an advantage
- Functional management of English language.
- Experience in micro finance or municipal finance

Application process:

- Send CV, references, motivation letter (max 600 words) and preliminary work plan and method (maximum 1000 words) before March 30, 2009 to xxx (regional coordinator of the RUAF Foundation).
- Date for publication of results: April 10, 2009. The selected candidate will be informed through email.

Terms of reference

Applied study on local finance for poor urban and peri-urban producers

Draft

February 20, 2009

1. Background and context

RUAF Foundation

The RUAF Foundation seeks to contribute to urban poverty reduction, enhanced food security and a sustainable urban environment by strengthening urban and peri-urban producer organizations, awareness raising and capacity development of local stakeholders, facilitating the integration of urban agriculture in the policies and action programs of local governments, civic society organizations and private enterprises and the documentation and exchange of experiences and research results.

Since January 2009, RUAF Foundation is implementing a new program called From Seed To Table (FSTT) that will last 24 months. The FSTT program seeks to continue and consolidate the processes set in motion in the past years by the RUAF partners in the 20 partner cities by further strengthening of local organizations of urban producers, farmer led technology development and innovation in urban farming systems, micro-enterprise development and marketing and facilitating enhanced local financing for urban agriculture. RUAF's strategy, together with its partners in the 20 partner cities, focuses on further integration of poor urban producers in the market and development of the product market chains they are (or become) part of.

Access to finance as a major bottleneck for urban producers

The experience gained in the pilot projects implemented by the RUAF city partners in the years 2007-2008 has shown that access to credit and to subsidies/grants are crucial to further development of their agricultural production and/or processing and marketing activities. Most of the urban producers have only limited access to credit and finance. In addition, available loans are not adapted to the specific conditions of poor urban producers. Most of the available credit is either from institutions financing rural agriculture that still do not consider urban agriculture as an issue by itself or existing credit programmes for the urban poor (e.g. for micro-enterprises) that hardly have experience with financing agricultural activities. As a consequence the lending conditions are poorly adapted to the poor urban producers farmers in terms of collateral and guarantees required (most urban producers don't have formal land use rights), amount of down payment, duration of the loan (often not allowing longer terms investments) and length of the grace period (often both too short to be able to pay back), interest rates (often too high),

process to instruct a loan (often too lengthy and therefore costly), etc. Moreover, most available loans and subsidies are primarily focused on the production phase of the urban agriculture cycle, growing crops or raising animals, and few experiences are found in subsequent phases such as (value adding) processing and marketing of agro-products (for conventional markets as well as for innovative market niches “fair-trade” or “biological products” or by direct sales to consumers (farmers markets, pick your own fruit, home delivery schemes). Nonetheless and despite these current difficulties, some very innovative initiatives are taking place in various RUAF partner cities such as participatory budgeting, farmer savings and credit schemes, corporate responsibility financing, public-private partnerships funding, micro-credit for urban agriculture, etcetera, generally to a limited scale and serving therefore only a portion of the current needs for finance of the urban producers.

2. Objective of the study

The overall aim of the study is to contribute to broaden collective and individual financing opportunities for poor urban and peri-urban producers, located in the 20 RUAF partner cities.

The study has three specific objectives:

(i) Identification and assessment of current practices of institutions and programmes that finance urban agriculture in this city and the existing opportunities, difficulties and bottlenecks for financing small scale urban and peri-urban agriculture they encounter.

When doing so both for short term financing needs (e.g. for buying inputs) and longer term financial support needs (e.g. for a shed, irrigation equipment, processing equipment, a greenhouse, etc.) will be taken into account (both for individual producers as well as for farmer groups).

(ii) Identification of the demand for finance from urban poor engaged in urban agriculture, agro-processing or marketing. The study is focusing on resource poor urban producers with some degree of market orientation. The study will identify the way they finance their activities at this moment (informal sources e.g. relatives, rotating saving and credit schemes, prefinancing by input providers or traders; and by formal sources: credit institutions, banks, etcetera), the obstacles that they are facing at financial level to get credit or subsidies, their specific financial conditions and their financing needs for the coming years (both qualitative as well as quantitative).

(iii) Proposal and recommendations to facilitate the access of small scale urban producers to finance. This objective refers to two different aspects. The first is to *generating a more enabling environment for financing urban agriculture* through changes in the existing financial programmes which probably requires institutional changes and support from third parties (e.g. provision of guarantees and other risk reducing mechanisms, provision of additional resources, policy changes). The second is to provide practical advice to the NGOs and producer organisations involved in the RUAF-FSTT programme in city with regards to the development of concrete *practical solutions to meet on the short term the financial needs of the producers* that are part of the local FSTT innovation projects

4. Specific aspects

What the consultancy is not (or not only):

- The study is not a brainstorming exercise, just opening up a wide range of potential ideas. The study should result in concrete, sensible and practical solutions, recommendations and proposals to enhance financing for small scale urban agriculture, taking into account their specific socio-economic context and financial conditions.
- It is not only a study of credit, but of all types of financing of urban agriculture: mobilization of farmers' resource through savings systems (either in kind or in cash, individual and/or collective), credit and micro-credit, subsidies/grants (either in cash or in kind: e.g. providing land or certain equipment, subsidized technical assistance or marketing studies).
- The study should focus on urban producers with low resources that already sell part of their produce (and interested to further develop this) and poor urban households involved in processing and marketing agro-products. Hence the study does not include the households that are producing only for their own consumption (survival agriculture), neither the medium and larger scale agro-enterprises.

Regarding the proposals and recommendations

The proposals and recommendations should be targeted at specific financing organizations such as saving and loans cooperatives, banks, municipalities, micro finance institutions, while others may relate to a combination of them. The proposals could consider the following issues:

- Clearing of existing bottlenecks: both for the institutions (for instance: access to additional financial resources and/or a guarantee) and for the loan takers (for instance enhancing their security of tenure or an individual or group guarantee).
- Unblocking existing resources, for instance from social subsidized public programs at present not eligible for urban farmers;
- Scaling up of innovative approaches existing locally but that are facing difficulties to shift scale.
- Transferring innovative approaches from another city to this city. However, cases to be considered are only those who have been previously identified. A study to identify innovative approaches could divert too much attention).

This sort of recommendations should be limited in scope, given the limitations of resources available.

5. Key tasks (link with objectives; categorization of financing institutions; selection and how many focus groups?)

- *Collection and review of primary and secondary data available* at city level in order to identify financing institutions and explore their existing financing practices, as well as to find out about the various types and locations of small scale urban producers in the city.
- *Interviews of main local RUAF partners* in order to further develop the list financing institutions that are involved with (peri-)urban agriculture or that have certain potential for enhanced access to financing for urban agriculture.

- *Preparation of a work plan and a survey method for the fieldwork*, well adapted to the local situation and building on the indications given in the present terms of reference. The work plan and methodology for the field work require the approval of the regional RUAF coordinator. It is recommended to read first the chapter 4 by Dr Yves Cabannes *in* Van Veenhuizen (ed) *Cities Farming for the Future*, RUAF Foundation, Leusden, 2006 available at www.ruaf.org
- Realisation of *telephone calls* or short visits to all institutions included in the list mentioned above in order to gather basic information regarding their financial offer to small scale urban producers and urban poor involved in agro-processing and marketing.
- Realisation of *in-depth interviews* with senior representatives of these institutions in order to analyse their existing financing practices in relation to urban agriculture, and the *establishment of profiles of these institutions* (See annex 1)
- *Focus group interviews with representatives of (various categories of) small scale urban producers and urban poor involved in agro-processing and marketing* in order to address issues such as: (i) how they have been financing their activity so far; (ii) their past experiences with financing institutions and the key challenges, benefits and risks that they learned from these experiences, (iii) their demand for loans (value, conditions, what for, ...); (iv) their expectations in relation to subsidies/grants if they were made available by the public sector (what should it finance? technical assistance? provision of land or water, etc...);
- *Presentation of the main findings and recommendations of the study in a feedback workshop* for the institutions and producer farmer groups that were interviewed, as well the members of the local Multi-Stakeholder Forum on Urban Agriculture. This workshop will be realized in close cooperation with the regional RUAF partner and the local MSF coordinator. During this workshop the preliminary proposals and recommendations will be presented and validated.
- *Preparation of the draft report on the study* (see deliverables below for the required contents) taking the results of the feedback workshop into account which will be shared with the regional RUAF partner with cc to the local RUAF MSF coordinator. After having received his/her comments, the *final report* will be produced.
- *Presentation of the main findings and recommendations of the study in a regional systematization workshop* organized by RUAF. Travel and staying costs will be covered by the regional RUAF partner.
- *Advice/assist the farmer organisation(s) and NGO(s) participating in the RUAF-FSTT programme on the design and testing (or strengthening) of a savings and credit system and/or other practical financial system and in accessing available sources of financing.*

6. Deliverables

Each consultancy should produce the following four deliverables:

1. **Work plan** and survey method for field work (week 3)
2. **Draft report** (1 electronic copy; week 11) with the following contents:

- 2.1. Objectives and methodology of the study (annexes: instruments and tools used); Limitations of the study; problems encountered
- 2.2. Analysis of the findings
 - 2.2.1. The current practices of the local financial institutions and related opportunities, difficulties and bottlenecks for financing small scale urban and peri-urban agriculture (in annexes: the institutional profiles ; see annex 1)
 - 2.2.2. The demand for finance from urban poor engaged in urban agriculture, agro-processing or marketing and their specific conditions (in annexes: the minutes of the focus group interviews that were realised).
- 2.3. Proposals and recommendations to create a more enabling/facilitating financing environment for small scale urban producers and urban poor involved in agro-processing and marketing
3. **Final report** (1 electronic and 3 hard copies). The (draft and) final report will be in the language agreed upon with the regional RUAF partners. The report should contain a summary of main findings and recommendations in English.
4. **Presentation** (power point) with main findings and recommendations for feedback workshop (12th week) and regional systematization workshop (week ??)
5. **Memo on the advice supplied to the local FSTT partners**

Annex 1. Profiles of financial institutions and their practices regarding urban agriculture; a format and guideline

The institution (the financial intermediary)

- Basic data: Year of creation, number of employees, legal status (cooperative, bank, private enterprise, etc).
- Financial situation: origin of resources, capital, value of outstanding loans

Its financial products (loans, grants, etc.) of relevance for urban producers

- Overview of the different “products” available that are used by or could be used by urban producers and households involved in agro-processing and marketing.
- Description of each of these “products” including: what aspects of urban agriculture this institution is financing, max/min value of loans or subsidies; nature of subsidies; conditions of access; grace period; guarantees required; down-payment; previous savings or not; duration of loans; interest rates; specific aspects of the loan (for instance, premiums or insurance rates).
- The portfolio of loans and/or subsidies by the institution in the last few years

The factors that facilitate or hamper financing small scale urban agriculture

a. The perception of the financial sector

- What are -in the perception of the financial institutions- the main factors that facilitate or hamper financing of the small scale producers? For instance, if there is no mechanism in the city to get secure tenure, and a title or a formal deed is necessary as a collateral for a credit, loans will not be given, despite resources. Other limiting factor can be the lack of legislation for cooperatives or organizations to be eligible as loan takers.
- What -in the perception of the financial institutions- might be done to foster financing of urban agriculture? Under what conditions they would be interested to open up or expand?

b. The perception of the beneficiaries.

- What are –in the experience of the receivers of the loan or subsidy, either on an individual or a collective basis- what is positive or negative in the financial practices of this institution?
- What in their view could be done to solve the financial problems they face?

Your vision on future prospects for financing urban agriculture by this institution

- According to your observations, what may be realistically expected from this institution regarding financing urban agriculture and under what conditions?

Other relevant information regarding the financing by this institution



STIMULATING INNOVATION IN URBAN AGRICULTURE

Guidelines for the Strengthening of the Multi-Stakeholder Forum and the City Strategic Agenda on Urban Agriculture

ETC Urban Agriculture
January, 2009
Leusden

INTRODUCTION

The process set in motion by RUAF-CFF during 2005-2008 in the RUAF partner cities regarding multi-stakeholder policy making and action planning will need continued support and encouragement in the FSTT programme. This, in order to further upgrade and consolidate the City Strategic Agenda on urban agriculture that was prepared during CFF and to promote:

- a. Operationalisation of the Strategic Agenda on Urban Agriculture into concrete projects, their integration in Municipal budgets and the institutional budgets of other Forum members, and their implementation
- b. Formulation and formal approval of policies, norms or regulations on urban agriculture, leading to a better legal status and more funding and technical support for urban farmers
- c. Enhanced coordination of the implementation and monitoring of projects on Urban Agriculture by the various MSF members

These guidelines have been prepared for use by the staff of the regional and local (NGO-MSF) RUAF partners that will be responsible for the strengthening and consolidating the (recently) established Multi-stakeholder Forums on Urban Agriculture and enhancing capacities of the Forum members for joint action planning, policy formulation and implementation. These guidelines complement RUAF guidelines on the implementation of From Seed to Table projects.

A short explication of the terminology used in the overview:

- *MSF-UA*: the local multi-stakeholder forum on urban agriculture established in each of the RUAF partner cities during the RUAF-CFF programme
- *CSA-UA*: the City Strategic Agenda on Urban Agriculture developed during the RUAF-CFF programme
- *Regional Coach*: the person in the regional RUAF team that is responsible for coaching the local partners in a specific city (coaching visits; support by email, phone and SKYPE; sharing relevant experiences from other cities, etcetera)
- *Local MSF coordinator (or: -facilitator)*: the person coordinating the activities related to the strengthening of the MSF and the implementation of its CSA-UA in a particular city
- *NGO-MSF*: the local NGO responsible for facilitating the strengthening of the MSF and CSA-UA
- *MSF Platform*: Integrates all organisations that are member of the MSF
- *MSF Core-group*: A smaller group of active MSF-members taking the lead in upgrading/updating the CSA-UA and development of a workplan for its implementation.

Below, an overview is provided of the steps/activities to be implemented with regards to the strengthening and consolidation of the MSF-UA and the implementation of the CSA-UA.

Overview of the steps in strengthening/consolidation the MSF and upgrading, implementing and monitoring the CSA

Steps	Activities / methods	By whom	Expected results	Related RUAF materials	Implement in week #
1 Briefing the local MSF	<p>First MSF Platform meeting in each of the cities in order:</p> <p>a. to inform the local MSF partners on the results of RUAF-CFF in their city and region</p> <p>b. to inform the local MSF partners on the FSTT programme</p> <p>c. to present local FSTT partners that are not yet a member of the MSF and agree on their participation in the MSF</p> <p>d. agree on the dates for the next MSF meeting (see step 2)</p>	<ul style="list-style-type: none"> * Regional coordinator/coach * Local FSTT and MSF-coordinators * MSF-members * Representatives local FSTT partners 	<ul style="list-style-type: none"> * MSF supports the FSTT-progr. and agrees with the proposed MSF related activities * MSF agrees on proposed local MSF facilitator and his/her role * local FSTT partners have become a member of the MSF * agreements on dates next MSF meeting * Minutes on the MSF Platform meeting 	<p>MSF-Guideline Step 1: First MSF Platform meeting</p> <p><u>Materials</u></p> <ul style="list-style-type: none"> * PP presentation on results CFF * PP presentation on objectives and main components of RUAF-FSTT programme and the role local partners involved * PP presentation on further strengthening of the MSF and implementation of the City Strategic Agenda * Document with summary of FSTT-programme 	Week 5 latest
2. Upgrading/ updating the CSA-UA	<p>The upgrading/ updating of the CSA-UA will be done in the following steps:</p> <p>a. MSF-Coregroup meeting: identify needs for further elaboration, upgrading and updating of the CSA-UA and plan how and by whom this will be done</p> <p>b. Working groups prepare upgraded/update the CSA with support of the MSF coordinator</p> <p>c. MSF-Platform meeting to amend/approve the upgraded CSA-UA</p> <p><i>NB: Time needed for this step depends on the status of the current CSA-UA and the needs for its further revision, upgrading and updating.</i></p>	<p>*Local MSF coordinator</p> <p>* MSF core-group members</p> <p>*Supported by: Regional coordinator (regional coordinator)</p> <p>* Inputs to be provided by global and regional RUAF coordinatnor</p>	<ul style="list-style-type: none"> * The CSA-UA is revised and updated/upgraded * MSF members committed to facilitate formal adoption of the CSA in their own institutions and strategies defined to do * Minutes on the Second MSF Platform meeting 	<p>MSF-Guideline Step 2: Upgrading/ updating the CSA</p> <p>MSF-Thematic text 1: Upgrading/ updating the CSA-UA</p>	<p>Week 7 MSF core-group meeting</p> <p>Week 7- 18 Upgrading/ the CSA-UA</p> <p>Wk 19 latest: MSF Platform Meeting</p>

Steps	Activities / methods	By whom	Expected results	Related RUAF materials	Implement in week #
3. Formal approval and publishing of the CSA-UA	<p>a. Meeting with MSF directors and Mayor to present the upgraded/updated CSA-UA</p> <p>b.(Guiding the) Formal approval and adoption of the upgraded CSA-UA by the MSF institutions and definition of commitments of these organisations to implement parts of the CSA-UA and include urban agriculture in their institutional programmes and budgets.</p> <p>c. (Guiding the) Formal approval and adoption of the updated/upgraded CSA-UA by the Municipality and definition of commitments to implement parts of the CSA-UA and include urban agriculture in their programmes and budgets..</p> <p>d. Publication and wider dissemination of the adopted CSA-UA</p>	<ul style="list-style-type: none"> * MSF members * Municipality * Supported by the MSF coordinator and the regional RUAF coordinator 	<ul style="list-style-type: none"> * CSA-UA has been formally adopted by the MSF member institutions * CSA is in the process of being formally adopted by the Municipality/city council * MSF institutions have defined which parts of the CSA they will finance and implement in 09-10 	<p>Guidelines step 3. Formal adoption of the CSA-UA</p> <p>MSF-Thematic text 2: Main policy instruments</p>	
4. Developing a work plan for implementing and monitoring of the CSA	<p>1. Drafting an MSF- work plan based on inputs and commitments made by the MSF member organisations</p> <p>b. Discussion and validation of the MSF workplan in a third MSF Platform Meeting</p>	<ul style="list-style-type: none"> *Local MSF coordinator and core-group *All MSF members *Regional coordinator/coach 	<ul style="list-style-type: none"> * An MSF work plan (2009-2010) * Coordination, monitoring and information sharing mechanisms have been agreed upon and put in place * Minutes Third MSF meeting 	<p>MSF-Guideline Step 4 Development of an MSF work plan</p> <p>MSF-Thematic text 3: -Principles for coordination and information sharing</p>	In the 2-3 weeks after formal approval of the MSF by at least the MSF member organisations
5. Implementation, regular review, exchange and planning meetings	<p>1. Implementation of activities, according to the MSF work plan</p> <p>2. Review and exchange meetings</p>	<ul style="list-style-type: none"> *Local MSF coordinator *All MSF members *Regional coordinator/coach 	<ul style="list-style-type: none"> * Progress on implementation is regularly reviewed * Sharing of experiences is enhanced *Three-monthly activity plans 	MSF-Guideline Step 5 Review and exchange meetings	Every 3 months

NB: At the end of 2010 the CSA-UA will again be reviewed and upgraded/updated where necessary, by defining priorities for the coming years and eventually including additional policy goals, strategies and courses of action of relevance for the coming years. Following this revision a new MSF- work plan 2011-2012 will be developed.

MSF-Guideline step 1

First MSF Platform Meeting

When: week 5 (latest)

Participants:

- Regional coach (where possible also the regional coordinator)
- MSF-members
- Representatives of the local FSTT partners
- Local FSTT- and MSF-coordinators

Aims:

At the end of this meeting the MSF members will:

- Have a clear picture of the results achieved in RUAF-CFF in their city, as well as in their region.
- Have a clear view on the challenges ahead regarding the consolidation of the MSF and the upgrading and implementation of their City Strategic Agenda on Urban Agriculture and what the RUAF-FSTT will do to support that process
- Have a good understanding of the other components of the RUAF-FSTT-programme and are committed to support such activities
- Have accepted the proposed MSF facilitator, agreed on his/her roles and agreed that the FSTT partner organisations become a member of the MSF
- Have agreed on their next MSF meeting and the agenda for that meeting

Preparations:

- The local MSF coordinator will contact leading MSF members to propose this MSF meeting and to agree on agenda, date, time and location. The MSF coordinator will provide the MSF chairperson concise documents on CFF results, state of affairs of the MSF and the Strategic Agenda, and on the FSTT-programme (to be prepared by the regional coach) to be attached to the invitation letter that will be send around by him/her.
- The regional coach in coordination with the MSF facilitator will prepare power point presentations on the above mentioned subjects.
- Plan who will make notes during the meeting and develop the minutes (to be prepared and distributed within three days after the meeting).

Implementation:

- Welcome by the MSF chairperson, Introduction of invited participants that are not a member of MSF; Explication of the aims of the meeting and its agenda
- Presentation (PP) by the RUAF regional coach of the results of the RUAF-CFF programme in this city and this region. Short plenary discussion on results obtained and challenges ahead.
- Presentation by the local MSF coordinator regarding the state of affairs regarding the MSF and CSA-UA and the challenges ahead regarding its upgrading, formalisation and development of a work plan for implementing the CSA-UA.
- Explication how the new FSTT programme will assist the MSF. Short discussion on the challenges and how to go ahead in the coming period

- Presentation (PP) by the regional coach on the objectives and various components of the FSTT programme (other than MSF) and the local partners involved. Short plenary discussion on the proposed programme.
- Formal acceptance of the FSTT programme as part of the implementation of the CSA-UA and of FSTT partners as MSF members
- Summary of main agreements and commitments and closure

Tools/materials needed:

- PP presentation on results CFF
- PP presentation on objectives and main components of FSTT programme and the local partners involved
- PP presentation on further strengthening of the MSF and implementation of the CSA-UA
- Document with summary of FSTT-programme

Outputs/Reporting:

- **Minutes of the MSF meeting** with main decisions taken and commitments made

MSF Guideline step 2

Revising/upgrading of the CSA-UA

When: in the period up to the second MSF meeting (week 7-19 latest)

Who: MSF-core-group + local MSF coordinator, supported by the regional coordinator (or coach)

Aims:

- To revise, upgrade and update the CSA-UA
- To prepare activities to be undertaken for formal approval/adoption of the CSA-UA

Preparation:

- RUAF global and regional coordinator to make an assessment of the current CSA-UA and needs for further upgrading/updating

Implementation:

- (1) MSF- core group meeting
- (2) Individual members/small working groups work on upgrading/updating parts of the CSA-UA
- (3) MSF Platform meeting to amend/validate the upgraded/updated CSA-UA

(1) MSF-core group meeting

As a first step, an MSF-Core-group meeting (week 7) will be organised to re-take the CSA-UA as elaborated during RUAF-CFF and identify needs for further elaboration, upgrading and updating of the CSA-UA (see MSF-Thematic text 1 on Upgrading/updating the CSA-UA), as well as plan how and by whom this will be done. They will use the inputs/observations on the CSA-UA provided by the global and regional RUAF coordinator.

At the end of this meeting the MSF core-group will:

- Have a clear understanding on the what an upgraded/updated CSA-UA should look like
- Have identified needs for further elaboration, updating and upgrading of the CSA-UA
- Have agreed on how and by whom this will be done, and have set a time-frame for this
- Have agreed on next core group meetings to discuss progress and share results.

Preparations:

- The local MSF coordinator will contact leading MSF members to propose this MSF core-group meeting and to agree on agenda, date, time and location. The MSF coordinator will provide the participants a copy of the CSA-UA as elaborated during RUAF-CFF
- The MSF coordinator prepares a presentation on the need for upgrading/updating the CSA-UA and the observations made by the global and regional RUAF coordinator.
- Plan who will make notes during the meeting and develop the minutes (to be prepared and distributed within three days after the meeting).

Implementation:

- Welcome by the MSF chairperson, Explication of the aims of the meeting and its agenda
- Presentation by the local MSF coordinator of the current CSA-UA
- Presentation by the local MSF coordinator of the characteristics of a “good CSA-UA”
- First discussion on and identification of areas where the current CSA-UA needs to be upgraded/ updated.
- Local MSF-Coordinator shares observations made by the global and regional RUAFC coordinator and their assessment of the current CSA-UA, followed by a second discussion and identification of needs for further upgrading/updating
- Summary and agreement on aspects of the CSA-UA that need to be revised and upgraded
- Discussion and division of responsibilities and development of a work plan: who will do what, how and when. This can be done by individual persons on small working groups. .
- Summary of main agreements and commitments
- Agreement on dates/time of next core-group meeting(s) to share progress and results and closure

Output/reports:

- **Minutes of the MSF core-group meeting** with main decisions taken and commitments made

(2) Upgrading/updating of the CSA-UA by working groups

After the core-group meeting, the identified responsible individuals/working groups will start working on upgrading/updating the various parts of the CSA-UA, according to their tasks assigned during the core-group meeting. During this work they will be supported by the local MSF coordinator and further core-group meetings might be organised to share progress and results. At the end of this process, a draft upgraded/updated CSA-UA will be put together, integrating results of the different working groups. This draft will be discussed and validated in an MSF-Platform meeting.

NB: Depending on the quality/content of the current CSA-UA this activity may take more or less time. If a good CSA-UA was already developed this step can be implemented much more quickly and the group can advance with the formal approval and adoption of the CSA-UA (Step 3) and development of a work plan (Step 4). If the current CSA-UA is still weak, upgrading and updating might take 2-3 months.

(3) Second MSF-Platform Meeting

As soon as the working groups have completed their tasks and a draft upgraded/updated CSA-UA has been elaborated, a second MSF-Platform meeting will be organised to share and approve the upgraded CSA-UA.

Participants:

- Regional coach (where possible also the regional coordinator)
- Local MSF coordinator
- All MSF members

After this meeting, the MSF Platform will:

- Have amended and validated the upgraded/updated CSA-UA
- Agreed on the steps to be taken to have the CSA-UA formally adopted by the Municipality and other MSF member organisations

- Agreed on the next MSF meeting to develop a work plan for implementation of the CSA-UA during 2009-2010.

Preparations:

- The local MSF coordinator will contact all MSF members to propose this MSF Platform meeting and to agree on agenda, date, time and location.
- The MSF coordinator will provide the participants a copy of the draft upgraded/updated CSA-UA as elaborated by the core-group over the past weeks.
- The MSF coordinator prepares a presentation on the need for formal approval of the CSA-UA by the Municipality (city council) and the MSF member institutions
- Plan who will make notes during the meeting and develop the minutes (to be prepared and distributed within three days after the meeting).

Implementation:

- Welcome by the MSF chairperson, Participant registration; Explication of the aims of the meeting and its agenda
- Local MSF coordinator presents/explains the activities implemented by core-group members over the past week and presents the draft revised/updated CSA-UA
- Local MSF coordinator presents the CSA, followed by plenary discussion and identification of general areas where the CSA needs to be updated and upgraded.
- MSF Platform members split up in working groups to discuss the draft upgraded/updated CSA-UA and come up with proposals to further amend the CSA-UA where needed.
- Plenary presentation, discussion and agreements on proposed changes, and validation of the final updated/upgraded CSA.
- Local MSF coordinator then explains that the validated and final upgraded/updated CSA-UA will be printed (in a nice lay-out) and presents the need for formal adoption of the CSA by the Municipality (or one of its Commissions) and the other MSF member institutions and development of a work plan for implementation of the CSA in 2009-2010 (see also **Guideline step 3**)
- Plenary discussion on steps to be taken to by various MSF-members to assure such adoption by their own institution.
- Agreements on individual commitments and strategies to facilitate formal approval/adoption of the CSA-UA by the Municipality and the MSF members institutions
- Summary of main agreements and commitments, agreements on the dates for a next meeting and closure

Tools/materials needed:

- Minutes of the first MSF meeting
- Hard copies of the draft upgraded/updated CSA-UA
- PP presentation on formalisation and implementation of the CSA-UA
- Materials for the working groups (large paper sheets, markers)

Outputs/Reporting:

- **Minutes of the MSF meeting** with main decisions taken and commitments made
- **Validated (upgraded) CSA-UA**

MSF-Thematic text 1.

Upgrading/updating the CSA-UA

In many cases the CSA-UA developed during RUAF-CFF needs to be revised, upgraded and updated. A “good” CSA-UA consists of the following three parts:

Part 1: Background/justification

This part should include:

1. The **formal decision** to design and adopt a municipal policy and programme on urban agriculture,
2. The **city’s vision regarding the desired development of urban agriculture for the coming 5 years**: why do we want to support urban agriculture (what are our policy objectives?). This entails the functions one expects urban agriculture to play in the realisation of the city’s strategic development plan and municipal policy objectives or the kind of developments in urban agriculture that will be supported or conditioned,

Part 2: Key issues, strategies and institutional framework

In this part the following are identified:

1. A set of **key issues**: what are the main issues for (policy) intervention we will work on (for example: Enhancing access to land and water for urban agriculture, Financing of urban agriculture, Promoting marketing of urban agriculture)?
2. **Identification of the main strategies or courses of action to be applied for each of the key issues, an assessment of their likely impacts, target groups** (whose behaviour and decisions are to be influenced) and **beneficiaries** (who are intended to benefit from this strategy). In most cases the strategies proposed are not alternatives, but overlap and complement each other,
3. **Defining the institutional framework** (which actors should be involved in implementing the CSA-UA and in what role) and **time-frame**

In many cases, the current CSA-UA still mainly only include proposals for the design and implementation of specific projects only. As to enhance however the further development and sustainability of urban agriculture, there is also a need for revision or formulation of policies, norms, regulations, zoning and land use plans and further institutional uptake of urban agriculture. We can thus distinguish three main types of strategies to be included in the CSA-UA:

- a. Proposals for **specific projects**,
- b. Proposals for reformulating existing or designing alternative **bye-laws, norms and regulations** re. UPA, and
- c. Proposals for **integration of urban agriculture into municipal and institutional programmes, plans and budgets**.

Furthermore, specific attention should be paid to:

Enhancing gender sensitivity and mainstreaming: In many cases the integration of gender mainstreaming in the CSA should be further strengthened, as to come to real formulation and implementation of gender-affirmative actions, that will make a difference in women’s lives.

Updating the CSA-UA e.g by defining priorities for the coming years and eventually including additional policy goals, strategies and courses of action of relevance for the coming 5 years (2009-2014). In some cities, large parts of the CSA-UA have already been implemented over the past years or new strategic needs or opportunities for development of urban agriculture have been identified. In these cases, the CSA should be updated to include such new perspectives, define new priorities and priority actions for existing goals and strategies and/or inclusion of additional policy goals with related strategies of

relevance for the coming years. In other cities, the CSA-UA still mainly focus on one UA-type (eg. community gardening) and needs to be broadened to also include strategies for development of other UA-types. In cases for example, where the innovation of urban agriculture production and marketing systems (focussed on emerging or small-scale commercial farmers) was not yet included, this aspects needs still to be integrated.

Part 3: Project profiles

For each of the strategies identified above, clear (one-page) **project profiles** should be developed, outlining in more detail (expected project results, proposed activities, partners involved and their roles/contributions, approximate budget per activity line, available and potential funding sources and coordination mechanisms,

MSF-Guideline step 3.

Formal approval and adoption of the CSA-UA

When: Once the CSA-UA has been upgraded/updated, over a period of 2-3 months (though formalisation by the Municipality may take longer)

Who: MSF-members, supported by the MSF core-group, local MSF coordinator and regional RUAF coordinator

What:

Once the CSA-UA has been revised and upgraded it should be formally approved and adopted by the Municipality (or one of its Commissions) and the other organisations participating in the MSF. This will be done in the following steps:

- (1) Organising a meeting with the directors of the MSF member organisation and the Mayor to present the upgraded/updated CSA-UA.
- (2) Guiding formal approval of the CSA-UA by the MSF organisations and Municipality (or city council)
- (3) Publishing the formally adopted CSA-UA

(1) Meeting with directors of MSF organisations and the Mayor

Especially in cities where MSF representatives are lower-level representatives and are not directly involved in institutional decision-making, it might be good to organise a meeting with the Mayor and directors of the MSF organisations to present them the upgraded/updated CSA-UA and call for their support and commitment to formally approve and adopt the CSA-UA. It would be good to prepare such meeting with one or more directors who can already publicly announce their formal support in this meeting and indicate for example their commitment to discuss the CSA-UA in their next institutional planning meeting or even already indicate their commitment to implementing part of the CSA-UA. If one Director sets such an example, others will be more willing to follow.

Participants:

- Local MSF coordinator
- All MSF members
- Regional coordinator/coach

After this meeting, the Mayor and Directors of the MSF organisations will:

- Have been informed on the MSF activities and the upgraded/updated CSA-UA
- Hopefully have agreed to further discuss and support a process of formal approval/adoption of the CSA-UA within their own organisation

Preparations:

- Individual MSF members will inform their Directors, discuss the proposed meeting, agenda, date, time and location, and prepare –where possible- with them a public statement of support
- The local MSF coordinator (and preferably the Mayor) will officially invite all Directors to the meeting and send them further information on the agenda, date, time and location as well as a copy of the updated/upgraded CSA-UA
- Plan who will make notes during the meeting and develop the minutes (to be prepared and distributed within three days after the meeting).

Implementation:

- Welcome by the MSF chairperson and Mayor, Participant registration; Explication of the aims of the meeting and its agenda
- Local MSF coordinator presents the upgraded/updated CSA-UA and explains the importance of formal approval/adoption of the CSA-UA by the organisations, while clarifying what such formal improvement entails.
- Followed by a round of questions and clarifications
- Local MSF coordinator asks each Director to share with the group if such process of approval/adoption is feasible within his own organisation and what steps would need to be undertaken or when this should be prepared (what are for example dates for development of institutional work plans and budgets)
- Summary of main agreements and commitments, agreements on the follow up activities with each organisation.

Tools/materials needed:

- Hard copies of the upgraded/updated CSA-UA

Outputs/Reporting:

- **Minutes of the meeting**

(2) Internal process of formal approval and adoption of the CSA-UA by the MSF organisations and Municipality

Individual MSF members, supported by the MSF core-group, local MSF coordinator and the regional RUAF coordinator, will guide the process of formal approval and adoption of the CSA-UA by their organisations and Municipality.

This formal approval consists of:

- a. Institutions officially adopting the CSA-UA as their joint agenda for development of urban agriculture
- b. Institutions committing to support (a) further institutionalisation of urban agriculture and its integration into institutional budgets and programmes and (b) implementation of the CSA-UA in so far its strategic actions coincide with the institutional mandate and programmes
- c. Institutions formalising the participation of its institutional representatives in the MSF and further work planning and implementation of the CSA (in case not done yet).

Such approval should be formalised by means of official and signed letters by the directors/Heads of the Institutions (eg the Mayor, the NGO director). Adoption of the CSA-UA by the Municipality should be preferably formalised by means of a decree or ordinance. In Villa Maria del Triunfo for example the local government for example committed itself to promote: "articulating the CSA-UA to other municipal plans and management mechanisms, such as the city's or urban development plan, the economic development plan, zoning and land use plans, as well as other sectoral plans related to urban agriculture" (Excerpt from the Ordinance adopted by Villa Maria del Triunfo, April, 2007).

When discussing such formal approval, institutional commitments and support to implementing part of the CSA-UA should also be identified. What specific projects can the organisation/Municipality (co)finance and implement? What support will be given to convert the CSA-UA into formally policies, norms and regulations on urban agriculture? And what activities will be undertaken to institutionalise urban agriculture into institutional and municipal programmes and budgets? These organisational commitments will be reflected in the MSF- work plan to be developed as the next step (see MSF Guideline Step 4).

In all these discussions, it should be made very clear that the MSF members themselves are responsible for (financing) the implementation of the CSA-UA. The experiences to date indicate that it is crucial to first build on the resources and means available in the organisations and institutions participating in the MSF through joint budgeting and inclusion of priority actions in the annual operational plans and budgets of these organisations and institutions. This may require further explaining how (some of) the strategic actions are relevant to their institutional work.

Individual MSF members are in principle responsible for guiding formal adoption/approval by their own organisations, but will be supported by the local MSF coordinator, MSF-core-group and regional RUAF coordinator where needed. The MSF coordinator and regional coordinator are however specifically responsible for facilitating the formal approval and adoption of the CSA by the municipality, the city council or one of its commissions.

(3) Publishing the CSA-UA

Once the MSF member institutions have formally adopted the CSA-UA, the CSA will be published –according to standard RUAF publication format.

MSF Guideline step 4

Developing the 2009-2010 MSF work plan for implementing the CSA-UA

When: within 2-3 weeks after formal approval of the CSA-UA by the MSF member organisations

Who: MSF local coordinator, core group and MSF Platform

What:

To facilitate implementation and monitoring of the CSA, an **MSF work plan for 2009-2010** will be developed. This will facilitate inclusion of activities in the 2010 municipal and institutional budgets.

This MSF work plan will describe:

- a. The activities (specific projects) that will actually be implemented by the various MSF partners and to which they have committed themselves
- b. Concrete activities that will be implemented to convert the City Strategic Agenda into formally approved policies, norms or regulations on urban agriculture, leading to a better legal status and more funding and technical support for urban farmers. Please take into account that when planning the revision of existing or formulation of new bye-laws, norms and regulations, many tend to emphasise legal instruments, which often have a reactive character (action is taken only in the form of sanctions if legal rules and regulations are not followed properly by the social actors). The use of economic, educative and design instruments however have to be combined with supporting legal instruments in an effective “package” of policy measures in order to arrive at a development-oriented policy on urban agriculture (see further MSF-Thematic text 2 Main types of policy instruments)
- c. Concrete activities that will be implemented to **integrate urban agriculture into institutional programmes, plans and budgets.**

For each of the activities, the work plan should define:

- Who will be involved and in what role (coordination, support to implementation etc)?
- When?
- With what resources?

Implementation:

1. Development of a draft work plan by the MSF core-group
2. Third MSF Platform meeting to discuss and approve the 2009-2010 MSF work plan

(1) Development of draft work plan by MSF core-group

Based on the organisational inputs and commitments made by the MSF member institutions (throughout the process of formal approval/adoption of the CSA-UA), the local MSF coordinator and MSF core group will develop a draft 2009-2010 MSF work plan.

(2) Third MSF Platform Meeting

The draft work plan will be discussed, amended where necessary and approved during the **Third MSF Platform Meeting.**

Participants:

- Regional coach
- Local MSF coordinator
- All MSF members

Aims:

At the end of this meeting:

- The 2009-2010 MSF work plan for implementing the CSA-UA will have been finalised and approved
- MSF members will have agreed on coordination, monitoring and information sharing mechanisms
- MSF members will have agreed on dates and frequency of future review and exchange meetings

Preparations:

- The local MSF coordinator will all invite all MSF members to this Third MSF-Platform meeting and send out an invitation outliningg the agenda, date, time and location.
- Make hard copies of the draft MSF work plan
- The local MSF coordinator will prepare a presentation on the proposed coordinating, monitoring and information sharing mechanisms during implementation of the CSA-UA
- Plan who will make notes during the meeting and develop the minutes (to be prepared and distributed within three days after the meeting).

Implementation:

- Welcome by the MSF chairperson, Participant registration; Explication of the aims of the meeting and its agenda
- The local MSF coordinator presents the draft MSF work-plan that was developed based on inputs of the various MSF member organisations
- Plenary discussion on the draft work plan and identification of needs for further amending the plan
- Working groups to make further concrete inputs into the plan
- Plenary discussion of revised work plan and approval of the MSF- workplan
- The local MSF coordinator then highlight the need for coordination, monitoring and regular information sharing, followed by discussion and agreements on coordination, monitoring and information sharing mechanisms
- Summary of main agreements and commitments
- Agreements on next review and exchange meeting (see MSF-guideline Step 6) and closure

Outputs/Reporting:

- **Minutes of the MSF meeting** with main decisions taken and commitments made
- **Approved 2009-2010 MSF work plan**

MSF-Thematic text 2

MAIN TYPES OF POLICY INSTRUMENTS

Contrary to what many people seem to believe, legislation is just one of the available policy instruments. Local governments have four main policy instruments available to them (each of which is based on a specific hypothesis regarding how behaviour of actors in society can be influenced). These are legal, economic, communicative / educative and urban design instruments.

Legal instruments

The logic underlying legal instruments is that the actors can be forced to adopt the desired behaviour through legal norms and regulations (municipal bye laws, ordinances, etc.) and that it is possible to control whether these actors adhere to these rules and norms. Actors who do not adhere to the rules will be sanctioned. This policy instrument is especially useful in cases when 1) the desired behaviour cannot be realised in another way; and 2) the rules can easily be controlled. In addition, the other instruments (economic, educational and design) also require an adequate legal basis. As such, the urban agriculture programme in Governador Valadares-Brasil, for example, was formalised by law.

The most common problems with the application of this instrument are the following:

* The *increasing number of laws, bye laws, regulations*, etc. leads to contradictions (what is allowed or promoted in one law or regulation may be prohibited or restricted in another). This situation regularly occurs regarding urban agriculture due to its multi-sectoral character (e.g. a recent urban agricultural policy of a city supports urban agriculture while its environmental or health regulations still forbid or severely restrict it).

* The *mechanisms to enforce the law are often weak* due to the related costs and/or lack of political will, leading to a low level of control and sanctioning of undesired behaviour and/or to unequal treatment of the various actors (some are sanctioned while others are not; the latter are often the more powerful or influential people). Such a situation (prohibited in law, but tolerated in practice until further notice) is quite common as far as urban agriculture is concerned especially in cities in Sub-Saharan Africa.

An alternative to issuing general bye laws, norms and regulations, is the **contract or covenant**. The government and certain actors sign an agreement in which the social actors (e.g. urban farmers' organisations) agree to adhere voluntarily to certain norms and regulations, often in exchange for certain support by local government or other organisation (e.g. access to municipal land, obtaining a license for a farmers' market, technical support, etc.). A good example is the agreement that is being prepared between the municipality of Governador Valadares (Office of Environment, Agriculture and Food Supply), the Autonomous Water and Sewer Service Authority and the Association of Urban Agriculture and Community Farming on the reduction of water tariffs for urban agricultural producers, which clearly establishes the obligations for each of the three parties. Whereas a municipal bye law or ordinance generally contains do's and don'ts that are enforced for all citizens (in principle equally), the covenant is an agreement voluntarily made between local government and specific actors in a city, and that applies to (and by) only those groups. This makes it possible to establish more specific norms and regulations for specific situations.

Economic instruments

The logic behind the application of economic instruments is the assumption that social actors will adopt the desired behaviour if this gives them some economic gains (or losses if they continue the undesired behaviour). Local governments may grant tax incentives or subsidies if actors adopt the desired behaviour or levy special taxes for undesired behaviour (like a levy on cigarettes or alcohol). Such economic instruments also need a legal basis, but the essential element here is not the law but the economic incentive/loss.

For example, the municipality of Rosario-Argentina grants tax exemptions to land owners who allow poor urban farmers use of vacant private land. The municipality of Gobernador Valadares reduced the tariffs for irrigation water and provides incentives for composting and reuse of household wastes. The City of Cape Town-South Africa provides incentives in the form of the supply of irrigation water, tools and compost to poor urban farmers.

This policy instrument is especially useful in cases when:

- * the economic incentive is easily recognisable and substantial enough to have an effect
- * the economic incentive is directly related to the desired/undesired behaviour.

The most common problems with the application of this instrument are the following:

- * The costs of the policy measure cannot be controlled and may become unfeasible when many actors make use of it.
- * Levies and subsidies often enhance social inequity.

Communicative / educative instruments

The assumption behind the use of these types of instruments is that people will adopt the desired behaviour if they are well informed about the positive effects of the desired behaviour and the negative effects of the undesired behaviour. Accordingly, information, education and persuasion tools (extension visits, training courses, leaflets, websites, etc.) will be applied to make people understand the importance of the desired change and to assist them in the change process. These instruments are often used complementary to the other policy instruments mentioned. The lack of an adequate communication and education strategy may strongly reduce the effectiveness of the other policy instruments used.

For example, the municipality of Gobernador Valadares provides technical training to urban farmers and the municipality of London provides education on healthy food, food growing and food preparation to school kids.

Urban design instruments

The logic behind urban design instruments is that actors will adopt the desired behaviour if their physical environment has been designed in such a way that the actors are more or less "automatically" prompted to; if public dustbins are widely available, people will throw less waste on the street. Examples related to urban agriculture are zoning, combining or separating certain land uses depending on the degree of conflict/synergy, inclusion of space for home or community gardening in social housing projects, etc. Montreal-Canada included land designated for urban agriculture in its urban land use plan and Cape Town includes land for home or community gardening in slum upgrading projects.

Available policy documents on urban agriculture reveal that many cities emphasise legal instruments, which often have a reactive character (action is taken only in the form of sanctions if legal rules and regulations are not followed properly by the social actors). In such cities urban agriculture is often restricted or at best tolerated if the capacity of the city to enforce the existing regulations is too limited.

As noted above, the economic, educative and design instruments however have to be combined with supporting legal instruments in an effective "package" of policy measures in order to arrive at a development-oriented policy on urban agriculture.

Such an approach is for example taken by the city of Rosario, where the emphasis is mainly on the economic and communicative and educative instruments: that city has chosen an approach that focuses on stimulating good behaviour by means of positive incentives (tax reduction for landowners, farmer education

and technical assistance – specifically in the field of organic farming, subsidies for composting, support to marketing –all financed and supported by the municipal urban agriculture programme).

Many of the reviewed policy documents neither differentiate between policy measures for various types of urban agriculture existing in a city, with the exception of the national guidelines on urban agriculture for Cuba that includes 27 sub-programmes (one for each main type of urban agriculture). Kampala-Uganda developed separate ordinances for horticulture, livestock keeping and fisheries. In Bulawayo-Zimbabwe, specific policy proposals have been sent to the city council on maize cultivation. Differentiation of the policy measures for the different types of agriculture (according to main product, level of technology and scale) is important since each type of urban agriculture has specific characteristics in terms of its relevance for certain policy goals and the level and type of externalities (e.g. health and environmental impacts) that they cause. But this is hardly practiced so far.

MSF Guideline step 5

Review, planning and exchange meetings

When: every 3 months

Where: preferably rotating among MSF member organisations

Participants:

- Local MSF coordinator
- All MSF members
- Regional coach

Aims:

At the end of each meeting the participating organizations will have

- Discussed progress of implementing the work plan over the past 3 months and reviewed coordination and information sharing mechanisms
- Discussed possible solutions to problems encountered
- Defined the activity plan for the coming 3 months
- Learned from each other's experiences or those of other RUAF partner cities

Preparations:

- The local MSF coordinator will contact leading MSF members to propose this MSF meeting and to agree on agenda, date, time and location. The invitation will highlight the subjects of the meeting.
- The MSF coordinator (supported by the regional coach) will prepare a power point presentation on the proposed methodology and format for development of an operational plan for implementing and monitoring the CSA-UA.
- Plan who will make notes during the meeting and develop the minutes (to be prepared and distributed within three days after the meeting).

Implementation:

- Welcome by the MSF chairperson, Participant registration; Explication of the aims of the meeting and its agenda
- Short round in which all MSF members briefly present the **activities implemented** since the last meeting, **their results and main problems** encountered, followed by stock-taking of overall levels of progress and a discussion on further steps to be taken to solve the problems encountered
- Plenary discussion on coordination, monitoring and sharing mechanisms: does it work well? What can be improved?
- Discussion and agreements on activity planning for the next three months
- Exchange between MSF members. This exchange can be organised around one of the following : (1) one MSF members present in more detail the project they are working on, their institutional programme; (2) exchange of experiences in other partner cities by regional coach/coordinator; (3) showing a video or organising a field visit etc.
- Summary of conclusions and agreements, decisions on agenda, time and location of next review and exchange meeting and closure.

Outputs/reporting:

- **Minutes on the review, exchange and planning meeting**
- **Three monthly activity plans**