

Action Plan template

The Action Plan is a key learning component within the From Fork to Table training programme. It is designed to help participants apply the programme's learnings directly to their city's context, ensuring that the theoretical knowledge acquired is translated into practical strategies. This document will be developed gradually throughout the programme, allowing participants to continuously refine and expand their plans as they gain new insights and get feedback from trainers and peers. By the end of the programme, the Action Plan will provide a framework that cities can build upon for future food policy development.

In this context, the Action Plan is intended to be an informal, working document. It does not require formal approval by the city government before the end of the programme. Instead, it serves an exercise in strategic planning, providing a foundation for cities to develop more formalised plans post-training.

The structure of the Action Plan is designed to be completed in stages, aligning with different moments of the training programme. For instance, project objectives should be drafted before the in-person training, while other sections will be filled in as the programme progresses. This iterative process ensures that the Action Plan evolves in response to ongoing learning and collaboration. The document includes key sections such as the city's vision for its food policy landscape, detailed project objectives, stakeholder analysis, diagnosis of potential bottlenecks, strategic actions, and a roadmap for implementation.

This is a proposed structure for each city's Action Plan. However, it can be adapted by participants so that it best fits its needs. The template includes a fictional example (in *Italics*) to illustrate each section, find a blank example and a space for reflection below.

City: *Eurocity*

Challenge: *Reducing food waste in the city centre.*

Executive summary

- **Overview:** briefly describe the purpose and scope of the Action Plan, including the urban challenge it wishes to address.

The Action Plan seeks to tackle the growing issue of food waste in Eurocity, where an estimated 40% of edible food is discarded each year. This waste contributes to greenhouse gas emissions, strains waste management systems, and reduces the efficiency of the food supply chain. The plan will focus on prevention, redistribution, and recycling, aiming to create a circular approach to food in the city. Key interventions will include awareness campaigns, digital tools to link surplus food with charities, and incentives for businesses and households to reduce waste.

- **Objectives:** state the main goals the city aims to achieve with this Action Plan.
 - *Reduce waste in Eurocity by 25% over the next five years.*
 - *Launch a public awareness campaign to encourage sustainable food practices.*
 - *Connect food retailers and restaurants with community kitchens to give a second life to food waste.*

- **Key stakeholders:** identify the main stakeholders involved in the project, including internal department and external partners, as well as their role in it.
 - *City departments and agencies:*
 - *City government food policy unit: project coordination and cross departmental integration.*
 - *External Stakeholders*
 - *Eurocity University: provides research support and expertise in food systems policy support and analysis.*
 - *City Center residents, local food retailers, and restaurants: beneficiaries of cleaner, less wasteful food systems.*
 - *Food Banks & Charities: manage food redistribution of surplus food.*
 - *Citizens: adopt waste prevention practices at the individual and city level.*

1. City information

Provide basic information about the city:

- **Number of inhabitants:** 1.2 million
- **Size of the municipal budget:** €2.5 billion annually
- **Main city challenges:** *Eurocity faces significant challenges related to reducing food waste, particularly in the City Centre District. The density of food suppliers and restaurants leads means that stakeholder coordination and logistical gaps may provide a challenge.*
- **Overall role of food policy in the city's strategy:**
 - *Food policy is a central pillar of Eurocity's strategy to build a more sustainable, inclusive, and resilient urban system.*
 - *By addressing food waste, the city aims to reduce greenhouse gas emissions, ease pressure on landfill sites, promote public health, and strengthen the efficiency of local food supply chains.*

2. A vision for urban food policy: learnings from Session 1

Articulate your city's vision for meeting its food policy goals. What are the main challenges and opportunities you aim to address? Who will benefit from adopting holistic food systems management policies? What outcomes do you expect from implementing your action plan? How will your actionable outcomes interact with existing policy structures and systems?

Eurocity aims to build a circular food system that reduces waste, improves food security, and lowers environmental impact. The action plan integrates redistribution, composting, and awareness into existing city programs, with expected outcomes of reduced food waste, better access to surplus food, lower emissions, and more efficient waste management.

Project objectives

The purpose of this section is to help participants start defining the specific challenge they would like to develop and focus on during the training programme. This involves identifying the concrete urban challenge your city aims to solve, the expected outcomes, and the key elements necessary for successful implementation.

- **Problem description.** What is the specific problem or challenge you want to address? Why is this problem relevant for your city?

Eurocity faces a significant challenge with high levels of food waste across households, businesses, and institutions, which contributes to greenhouse gas emissions, strains waste management systems, and wastes valuable resources.

Addressing this problem is relevant for Eurocity because reducing food waste can improve environmental sustainability, support vulnerable populations, and create a more efficient, resilient urban food system that benefits both people and the planet.

- **Expected output.** What outcomes do you expect to see from the implementation of your action plan? How will these outputs help in solving the identified problem?
 - *25% reduction in food waste*
 - *Redistribution of surplus food to vulnerable populations*
 - *Expansion of composting programs*
 - *Improved sustainability practices among citizens*
- **Target audience.** Who are the people that will be most effected? Which municipal department or policy-makers will need to be involved to meet the challenge?
 - *Residents across Eurocity, with a particular focus on low-income households and food-insecure populations who will directly benefit from increased access to surplus food. Key stakeholders also include local businesses, supermarkets, and food service providers.*
- **Other stakeholders involved/External partnerships.** Who are other key stakeholders (inside and outside the municipality) that might need to be involved? What roles do these stakeholders play in the development and implementation of your action plan? Are there any potential conflicts of interests or challenges in working with external partners?
 - *Local businesses, supermarkets, restaurants, and food service providers: supply surplus food and participate in waste reduction initiatives.*

- *Community organizations, food banks, and charities: manage redistribution to vulnerable populations.*
- *Academic institutions and technology providers: support monitoring, data analysis, and digital tools.*

3. Diagnosis: bottlenecks and obstacles

The purpose of this section is to help participants identify potential bottlenecks and obstacles that could hinder the implementation of action plan outlined in the previous section. This involves assessing whether the necessary requirements and capacities are present within the city administration. By identifying these challenges early, participants can develop strategies to address them, ensuring a smoother implementation process.

- **Political leadership.** Are key political leaders committed to the project? If not, how can you convince local leaders to get involved?
 - *Yes, key political leaders in Eurocity are committed to the food waste reduction initiative, supporting it as part of the city's broader sustainability, public health, and social equity agendas.*
 - *Their endorsement ensures the project receives the necessary visibility, resources, and policy support for successful implementation.*
- **Procurement.** If the municipality requires the services of an external providers, what criteria are used to evaluate bids and select suppliers? Are these criteria aligned with your project goals and needs? What are the operational responsibilities of the external providers?
 - *If external providers are required, bids will be evaluated based on experience in food redistribution or waste management, capacity to meet project goals, cost-effectiveness, and alignment with sustainability and social objectives.*
 - *Selected providers will manage logistics, storage, distribution, and digital tracking of surplus food, ensuring operational responsibilities support the city's circular food system strategy.*
- **Other.** Are there other obstacles or bottlenecks that you envision? What are some solutions you could take to meet them?

4. Strategic actions and timeline

This section outlines the strategic actions required to achieve the goals outlined in Section 2 address the challenges identified in Section 3. Participants should identify and devise concrete actions and works lines by analysing the specific challenges and opportunities within the city context. For this, participants may

consult with colleagues and key stakeholders, review best practices from other cities, and incorporate the learnings and insights gained during the training. Strategic actions should be procedural, beginning with foundational steps and progressing through to final implementation and evaluation stages.

	Goal	Action	Timeline
Develop a unified vision for urban food policy	<i>Ensure all departments and partners are aligned in their understanding and objectives as well as on the initial role distribution.</i>	<i>Conduct workshops and meetings with all key municipal stakeholders.</i>	<i>Months 1-3</i>
Establish a governance framework	<i>Facilitate coordinated efforts and clear accountability across all involved parties.</i>	<i>Create a governance task force comprising representatives from the municipality and external stakeholders. Define roles, responsibilities, and decision-making protocols.</i>	<i>Months 2-4</i>
Secure political buy-in and funding	<i>Ensure sustained financial and political support for the project.</i>	<i>Present your food policy strategy to political leaders, highlighting its benefits such as reducing traffic congestion and improving air quality. Apply for grants from the European Union, establish public-private partnerships with local businesses, and allocate municipal funds.</i>	<i>Months 1-6</i>
Align procurement processes	<i>Secure the best possible partners and for the project. For instance, updating procurement policies to prioritise vendors with proven experience.</i>	<i>Revise procurement criteria to focus on sustainability, innovation, long-term value, and alignment with project goals. Ensure transparency and fairness in the selection process.</i>	<i>Months 12-18</i>
Train policy-makers	<i>Build capacity sustainable food policy development and</i>	<i>Develop and deliver training programmes for policymakers to provide a sound baseline for future collaboration.</i>	<i>Months 12-24</i>

	<p><i>implementation within the city administration.</i></p>		
Monitor and evaluate progress	<p><i>Ensure the project stays on track and meets its objectives, allowing for continuous improvement. For example, generate monthly reports on project performance.</i></p>	<p><i>Establish monitoring and evaluation frameworks to track the progress and impact of the food policy project. Develop and monitor key performance indicators (KPIs).</i></p>	<i>Months 18-36</i>

5. Further development:

The action plan is also useful if you want to go into greater depth in designing your sustainable food systems policy. These sections can help you get into the details involved in creating, implementing, and evaluating your policy innovations.

- **Urban governance.** Who will be responsible for developing, managing, and assessing the impacts of food policy? How will collaboration between the municipal department in charge of food policy and other municipal departments collaborate?
 - *The Municipal Food Policy Unit will lead the development, management, and evaluation of Eurocity's food policy.*
 - *Collaboration will involve the Department of Waste Management, Health Department, Social Services, and Education, working together to coordinate redistribution programs, expand composting, and track outcomes.*
 - *Regular cross-departmental meetings and shared data platforms will support effective monitoring and evidence-based decision-making.*
- **Funding.** How much might implementation cost? What are the potential sources of funding for your project? How will you secure the necessary financial resources? Are the sources of funding secure (can they be sustained over time)? Are there any financial constraints that could limit the project's scope or sustainability?

- *The implementation of Eurocity's food waste reduction plan is estimated to cost between €2–3 million over three years, covering infrastructure for redistribution and composting, digital tracking tools, and public awareness campaigns.*
- *Potential funding sources include municipal budgets, national sustainability grants, EU urban development funds, and partnerships with private businesses or NGOs.*
- **Monitoring.** How will you measure progress toward your project's objectives? What indicators will you use to track impact? How will monitoring results be shared with stakeholders? What mechanisms will be in place to adjust or improve the project based on monitoring findings?
 - *Progress will be tracked through indicators such as amount of food waste diverted from landfill, volume of surplus food redistributed, and number of residents reached through awareness campaigns.*
 - *Monitoring outcomes will be published in quarterly sustainability reports, visualized on the city's open data platform, and presented to community forums and policy committees to ensure transparency and accountability.*

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Executive summary

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1. City information

Provide basic information about the city:

- **Number of inhabitants:**
- **Size of the municipal budget:**
- **Main city challenges:**

- **Overall role of food policy in the city's strategy:**

2. A vision for urban food policy

Articulate your city's vision for meeting its food policy goals. What are the main challenges and opportunities you aim to address? Who will benefit from adopting holistic food systems management policies? What outcomes do you expect from implementing your action plan? How will your actionable outcomes interact with existing policy structures and systems?

Project objectives

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- **Problem description.** What is the specific problem or challenge you want to address? Why is this problem relevant for your city?

- **Expected output.** What outcomes do you expect to see from the implementation of your action plan? How will these outputs help in solving the identified problem?
- **Target audience.** Who are the people that will be most effected? Which municipal department or policy-makers will need to be involved to meet the challenge?
- **Other stakeholders involved/External partnerships.** Who are other key stakeholders (inside and outside the municipality) that might need to be involved? What roles do these stakeholders play in the development and implementation of your action plan? Are there any potential conflicts of interests or challenges in working with external partners?

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- **Monitoring.** How will you measure progress toward your project's objectives? What indicators will you use to track impact? How will monitoring results be shared with stakeholders? What mechanisms will be in place to adjust or improve the project based on monitoring findings?

Reflections

This section is for you to write down your reflections from the in-person sessions as well any comments you get during the peer feedback session. Think about how what you have learned in each session can be applied to your action plan.

Session 1: Urban food policy: governance, systems and strategic framing

Session 2: Food justice and food insecurity

Session 3: Sustainability and resilience in urban food systems

Session 4: Funding and implementing urban food policy

Session 5: Parallel sessions

Peer feedback:

