Appendix 4
Implementation plans of food policy, Tanzania

A foresight workshop held in Dar es Salaam, Tanzania is the final case. The workshop was initiated by the project TRANSMANGO and brought together a range of stakeholders to draft plans for the implementation of Tanzania’s food policy (Mhamba 2016). With several food-related policies and plans under development, a foresight process was organised between the Tanzanian government, the TRANSMANGO project and international project partners. Its objective was to propose pathways towards more sustainable food and nutrition secure futures for Tanzania. The objective revolved around creating multi-stakeholder governance platforms in several key areas including public procurement and human and institutional capacity development. The foresight process was timed to fit with the development of relevant policies and implementation plans: the ultimate aim for the workshop was to integrate results into the new ‘National Five-Year Development Plan’.

After the initial scoping of opportunities for change, the goal for the foresight process was set to draft plans for the implementation of Tanzania’s food safety policy. The workshop was attended by participants from government, a handful of actors from the private sector, academia and education sectors as well as civil society. However, overall the process had insufficient opportunities to connect to ongoing policy cycles. Secondly, the process coincided unexpectedly with another high-level meeting that was attended by the more influential government representatives need to create this embedding. Consequently, participation from the government was limited to mostly junior representatives from the ministries. These participants had little executive power in the departments they represent to take any plans forward. Other participants did include private sector representatives, participants from academia and civil society – but these participants could not help connect the process to national policies. Restricted by time and financial resources, the workshop was organised in two days. The visioning process was partly successful. Highlighted during this phase was the need for a better understanding of the current problems around food and nutrition security among the participants. The identified knowledge gaps within the participant group made a strong pre-conceptualisation of change difficult. Nonetheless, the participants emphasised this as a personal learning experience around the subject of food systems. During the explorative foresight, new ideas were also harvested. For example, it stressed the need for awareness raising and education on food and nutrition security, capacity development across the food value chain and different sectors, and close involvement of local government authorities. Outcomes were policy insights directed at the need for transformative approaches to data and knowledge collection. Improved coordination and collaboration needs to be based on sectors that deal with issues around food and nutrition security. However, the outcomes did not specify the need for integration into public policy.

While directed at formulating plans for the new National Five-Year Development plan, this process was short of strong institutional embedding. The participation of mainly junior representatives signals two reasons for that: On the one hand, this could be explained by the absence of higher-level representatives that have executive power. On the other hand, it signals a lack of commitment to the process from the government, as representation by more junior actors need not result in inactivity from the government. Both of these are partly explained by the process being dependent on one researcher with limited time available for intensive process
follow up. The overall foresight process was unsuccessful in establishing transformative change, as is explored in more detail in the analysis.

cess went ‘too slow’ and was not ‘active’ enough. Meaning, they wanted to move into the implementation phase. Now mid-way in the foresight process, the back-casting and scenario exercises were to take place. The number of participants gradually shrunk, especially as some CSOs were let down by the pace of the process. Nevertheless, the back-casting contributed new ideas. Examples are the consideration of green procurement and circular economy as macro-themes for transformative change. During this more normative phase of the process, the back-casts were turned into pathways of change by adding a significant layer of detail on to how to meet these macro-themes. Not long after, the scenario exercises took place, to test these pathways. This rigorous testing of these pathways resulted in several useful ideas. For example, the idea to ‘re-brand’ urban agriculture in the Netherlands. This was done in order to make it less associated with ‘hippie’ or ‘green elite’, which have made it more marginal in its use. This adjustment makes urban agriculture more likely to be a viable way to address future challenges facing the food system. The results of these efforts were then synthesised by Proeftuin040 in a larger vision document. This was to be presented to the council, who then were to turn it into policy.

At the beginning of the initiation stage with a vision in place, the organisation Proeftuin040 had trouble mobilising people around the pre-designed plan. Urban agriculture was not considered a priority by the more institutionally embedded actors, such as the housing association. Civil society looked to the municipality for leadership. The local government itself, however, was difficult to mobilise because of uneven political support, which mainly came from the local arm of the party ‘GreenLeft’. At the time of writing Proeftuin040 is still attempting to find a way to increase institutional embeddedness and persuade more actors in the local government to accept the urban agriculture vision that emerged out of the foresight process. While it represents the desires of non-governmental actors in the city, it only partly aligns with city council priorities. Arguably, the minimal involvement of the local government resulted in a lack of policy-coherence with respect to the other policies and the political environment within the city, as some of the content was perceived as too radical. While the foresight process had a lot of potential to be transformative, it had not resulted in transformative change at the time of writing.

LITERATURE CITED