©FAO/Fahad Kaizer

The contribution of City Working Groups to Dhaka's Food System Governance: first experiences and insights

Case-based experiences from the Dhaka Metropolitan Area

The contribution of City Working Groups to Dhaka's Food System Governance: first experiences and insights

Case−based experiences from the Dhaka Metropolitan Area

This report can be downloaded for free at https://edepot.wur.nl/575023 and at www.wur.eu/cdi (under publications).

Contents

Abbreviations and Acronyms

BN	Briefing Note
CC	City Corporation
CEO	Chief Executive Officer
CFC	City Food Council
CiCo	City Coordinator
CRFS	City Region Food System
CWG	Food System City Working Group
DFS	Dhaka Food System
DLS	Department of Livestock Services
DMA	Dhaka Metropolitan Area
FAO	Food and Agriculture Organization of the UN
FLW	Food Loss and Waste
FPMC	Food Planning and Monitoring Committee
FPMU	Food Planning and Monitoring Unit
FPWG	Food Policy Working Group
LGD	Local Government Division
LGRD&C	(Ministry of) Local Government, Rural Development & Co-operatives
(i)NGO	(international) Non-governmental organisation
ToR	Terms of Reference
WCDI	Wageningen Centre for Development Innovation
WUR	Wageningen University & Research
ZEO	Zonal Executive Officer

Summary

Context and aim of the case study

Dhaka is one of the largest megacities in the world and experiences pressing issues around food safety, malnutrition among the urban poor, inadequate functioning of market systems, and food loss and waste. However, there is no policy or strategy that is specifically dedicated to food and nutrition at the city-level or at the level of the wider Dhaka metropolitan Area (DMA) that covers four different cities. Although multiple institutions around food and nutrition exist, they often work in a fragmented way. This raises challenges on how to feed Dhaka's growing urban population in a healthy and sustainable way, and how food system governance can be strengthened.

This case study is an exploratory and descriptive documentation of how food system governance is approached in the specific context of the DMA. Governance is understood as the formal and informal processes and structures through which decisions are made, implemented and enforced at various levels and scales.[1] This means that food system governance is about decision-making processes within the food system; how decisions are made, by whom, and how these decisions are consequently enforced and implemented. Termeer et al.[2] propose a framework of five guiding principles that are important for food system governance: using a systems-based problem framing, boundary-spanning structures, adaptability, inclusiveness, and transformative capacity. This case study draws on these principles as a lens to explore how these principles are visible in the work done under the FAO-WUR Dhaka Food Systems project.[3] Thereby the study focuses on four governance arrangements developed under the project, called City Working Groups (CWGs). These CWGs are multistakeholder platforms that bring together actors from the food system to discuss and address key issues in their respective cities.

This case study aims to build insight into how these new governance arrangements can contribute to or strengthen food system governance in the four cities in the DMA. The case study was developed using qualitative methods; review of project documents, observations, and exploratory and in-depth interviews with key figures from the project team and CWG members. Two validations workshops were organised for feedback. Data were analysed using Nvivo.

Key findings

Findings are presented guided by the principles for food system governance arrangements by Termeer et. al.[2] These findings described how these different aspects of good governance became visible in the CWGs and thus how the CWGs thereby contributed to food system governance in their cities.

Systems-perspective – Each CWG started by identifying a variety of key issues in their cities such as malnutrition, food safety, managing waste and markets. Based on these, briefing notes and food charters were developed for each city, which served as communication tools to frame these issues in an integrated way. Also, the multidisciplinary of the CWG helps members to understand issues from different perspectives and identify underlying causes. However, as discussions evolved, the focus of discussions and actions shifted towards food safety. Although food safety is consequently approached from various perspectives, this focus means there has been less attention for other aspects of the food system.

Boundary-spanning structures – The CWGs facilitate vertical and horizontal connections across food system actors in the DMA and across levels. This CWG allows members to have direct access to decision-makers by sitting around the same table in the CWG meetings. They also help to create overview of who is working on what and it allows members to raise a more powerful voice to higher levels of government to take action on food. The City Corporations (CCs) are mentioned as key connector between the CWG and other governance levels.

Adaptability – The four cities have their own CWG, which allows each CWG to adapt to the specific needs of the city and create their own focus. Over time, the CWGs also started to look at and learn from activities initiated by other CWGs and are planning similar activities in their own cities. Members appreciated how they can learn from others, but also mentioned the challenge of active monitoring and follow-up, and the need for data to adopt an evidence-based approach.

Inclusiveness – The CWGs members represent a diversity of stakeholder groups, including government, (i)NGOs, civil society and community-based organisations, knowledge institutes and others. Members were generally satisfied about the diversity of stakeholders around the table, especially the presence of government officials. They appreciated the platform that CWGs offer to contribute to the dialogue. Yet, representation of other actors (e.g. producers, vendors) and perspectives (environmental) could be stronger.

Transformative capacity – Overall, the CWGs have served particularly as a hub where coordinated action is initiated such as urban gardening, mobile courts and workshops and trainings. Although the focus is now on mobilising action, members indicated the need to work towards a sustainability strategy and point out the need for stronger leadership from the City Corporations to embrace the CWG as part of their own work.

1. Adapted from Roosendaal, L.C., Herens, M., Roo, N. de, et al. (2020). City Region Food System Governance - Guiding principles and lessons learned from case studies around the world. Wageningen Centre for Development Innovation, Wageningen University & Research. Report WCDI-20-118. Wageningen.

2. Based on Termeer, C.J.A.M. & Drimie, Scott & Ingram, John & Pereira, Laura & J. Whittingham, Mark. (2017). A diagnostic framework for food system governance arrangements: The case of South Africa. NJAS – Wageningen Journal of Life Sciences. .10.1016/j.njas.2017.08.001.

3. Formal name: Support for Modelling, Planning and Improving Dhaka's Food System. Implemented by the Food and Agriculture Organisation (FAO) in collaboration with Wageningen University and Research, funded by the Embassy of the Kingdom of the Netherlands.

Reflections and emerging insights

These findings shed light on what aspects of good governance are visible within the CWGs and how the CGWs contribute to good governance. Looking at the principles, all principles are emerging in the CWGs, and all are contributing to change. While some aspects of the principles are clearly visible – e.g. using a systems-perspective to understand complexities and dependencies, and contributing to boundary-spanning by linking stakeholders to each other and provide a platform for different voices in the system – others are less evident. For example, reflectivity on the composition and focus of the CWG is important to maintain a systems-perspective and ensure that relevant voices are included. These reflections could also touch upon the CWGs connectivity to other cities and peri-urban and rural areas. Other reflections include how the CWGs provide a new decision-making structure for CCs that did not exist before. In addition, attention for the continuity of the CWGs, ownership and the position of the CWGs in existing governance structures are topics for further reflection.

From the findings, a number of cross-cutting insights for CWG development in the future emerge:

Key insights

1. Ensure for someone to take the lead
2. Start with where the energy is and what resonates to keep member engaged
3. Engage the government from the very start, it takes time
4. Build strong links between CWG, City and National level for the CWGs to sustain
5. Formalise and strategize for the long-term, alongside short-term action
6. Knowledgeable and experienced convenors are key catalysts to spark action

©FAO/Fahad Kaizer

5

1. Context: Food System Governance in the Dhaka Metropolitan Area

Dhaka is one of the largest megacities in the world and experiences pressing issues around food safety, malnutrition among the urban poor, inadequate functioning of market systems, and food loss and waste. However, there is no policy or strategy that is specifically dedicated to food and nutrition at the city-level or at the level of the wider Dhaka Metropolitan Area (DMA) that covers four different cities. Although multiple institutions around food and nutrition exist, they often work in a fragmented way. This raises challenges on how to feed Dhaka's growing urban population in a healthy and sustainable way, and how governance can be strengthened.

1.1 Food and nutrition security situation in the Dhaka Metropolitan Area

The Dhaka Metropolitan Area (DMA) is an area comprising four City Corporations (CCs): Dhaka North (DNCC), Dhaka South (DSCC), Narayanganj (NCC) and Gazipur (GCC). Together, they cover an area of over 700 km2 (figure 1). The DMA is home to approximately 26 million inhabitants.[4]
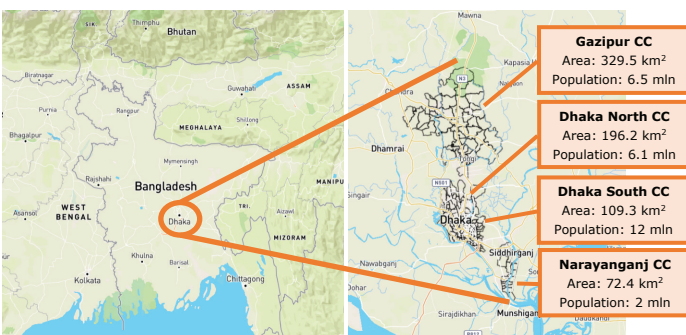

Figure 1. *Four City Corporations together forming the Dhaka Metropolitan Area in Bangladesh (source:* https://dhakafoodsystems.wenr.wur.nl/*)*

Providing the growing DMA population with affordable, safe and nutritious food is a pressing challenge that needs urgent attention. A few of the critical issues are:

Food safety issues occurring at various stages of a wide number of food value chains. A few of the major challenges are: high levels of pesticide use by producers, adulteration throughout the chain, and low adoption and monitoring of food safety practices by vendors and retailers.

Food loss and waste (FLW) along the chain and on fresh markets. Food loss happens at every stage of food value chains, affecting the quality and quantity of food items that reach the markets. Food waste happens at the household level, but also in large quantities on fresh markets, contributing to already existing waste management issues. This results in waste piling up on streets, overloaded waste collection stations and pressure on landfill sites closely outside the city.[5]

Malnutrition among the urban poor. Limited access to safe, affordable and fresh products of good quality form major barriers to a large number of people to follow a healthy diet, especially those in slum areas. National income levels have increased by over 2.6 times between 1980 and 2020[6], but in the same period inequality increased[7]. To date, poorer households spend about 52% of their income on food, meaning that these households are more vulnerable to price volatility or sudden disasters. In addition, Dhaka has a growing triple burden of malnutrition: while rates of poverty, malnutrition and stunting remain high, overweight and obesity are on the rise. Obesity rates among women in urban areas rose from 5% in 1999 to almost 20% in 2014[8]. Although declining, stunting, wasting and micronutrient deficiencies remain a concern, especially in slum areas.

Inadequate functioning of market systems. About 85% of all consumers in Dhaka purchase their foods from fresh markets. However, facilities and good practices in these markets needed to ensure safe and hygienic handling of food and waste disposal are lacking. About 60% of the fresh markets are over 20 years old and have hardly been upgraded, and infrastructures needed to supply these markets are increasingly under pressure.

Environmental issues. Climate projections indicate, amongst others, increased salination, drought and flooding risk in key production areas in the DMA[9]. Land-use change projections indicate a loss of agricultural land in the peri-urban areas due to urban expansion[10]. These changes impact the countries' productive capacity negatively, while increased population in the DMA increases pressure on the metropole to provide food to its population.

Food is not on the urban agenda. City Corporations do not include food and nutrition in urban planning, and there is no policy or strategy for the future to specifically address and organise food and nutrition for the cities' inhabitants in a centrally coordinated manner.

Limited collaboration and coordination. A wide number of government agencies is responsible for food-system related issues, and

4. Official websites of the City Corporations
5. DNCC Waste Report 2018-2019, available at: link
6. World Inequality Data Base, available at: https://wid.world/country/bangladesh/
7. World Bank data, available at: https://www.theglobaleconomy.com/Bangladesh/gini_inequality_index/
8. Bangladesh Demographic and Health Survey 1999–2014
9. Interactive GIS Map Dhaka Food System, available at: https://dhakafoodsystems.wenr.wur.nl/
10. Interactive GIS Map Dhaka Food System, available at: https://dhakafoodsystems.wenr.wur.nl/

they have a clear mandate. However, coordination between them is often limited. In addition, numerous non-governmental institutions around food and nutrition exist, such as development agencies, but they often work in a fragmented way and are not always well-aligned with the local government. Similarly, coordination on food and nutrition between the four cities within the DMA is limited.

In the DMA, each of the four CCs experiences similar challenges when it comes to food and nutrition. However, these issues manifest in different ways because of different sizes of the cities, different contexts such as availability of space or characteristics of the population, and different budgets and staff capacity on selected topics. Even so, these issues show how the current food system is failing the citizens of the DMA, some more than others, and stresses the need to strengthen governance of food and nutrition security. The complexity of these issues, and their connection to each other also emphasise the need for a systemic perspective in this to properly address underlying causes.

1.2 Governance institutions for food and nutrition security in the DMA

Food and nutrition security is governed by several institutions in Bangladesh from the national to the local level (box 1). Various sectors and disciplines are represented in these institutions, including agriculture, rural development, women and children affairs, health, finance, commerce and disaster management. Four main structures are charged with formulating and implementing food security policies, in particular the National Food Policy and its associated Plan of Action:

1. Food Planning and Monitoring Committee (national level): inter-ministerial committee for overall leadership and oversight in the formulation of food security and nutrition policies, monitoring and advice to the national government
2. Food Policy Working Group (national level): inter-ministerial coordination mechanism to support the FPMC by organising technical input from Thematic Teams.
3. Thematic Teams (national level): specialised inter-ministerial teams focusing on specific sub-themes.
4. Standing committees (city level): formed upon request of city corporations to inform policy and formulate recommendations on selected issues, including food and nutrition-related issues.

Box 1. Governance levels in Bangladesh

In Bangladesh, governance structures are organised at different levels by a range of institutions operating at national to divisional, district, sub-district, and local level. In cities, there is a distinct governance structure. There, City Corporations are the governance institutes that operate at the local level. For better performance of the CCs, the big cities in Bangladesh including DNCC, DSCC, GCC and NCC have a zonal structure next to the headquarters of CC. Each zone is headed by a Zonal Executive Officer (ZEO). Zones are in turn divided into wards, headed by Ward Councillors, who support the ZEO and CC in executing their tasks.
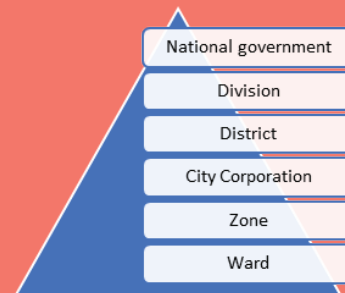
These governance structures mainly operate at the national level, and their focus is on food and nutrition security rather than food systems as such. This means there are no dedicated governance structures that focus on food systems at the national, metropolitan or the city level. See Annex 1 for more detail.

Box 2. *"Food systems encompass all the people, institutions and processes by which agricultural products are produced, processed and brought to consumers. They also include the public officials, civil society organisations, researchers and development practitioners who design the policies, regulations, programmes and projects that shape food and agriculture."*

However, when looking at the DMA from a food systems perspective (box 2)[11], it becomes clear that these cities are strongly connected to each other, as well as to the peri-urban and rural production areas on which the cities depend for food supply. Socio-economic and environmental developments and decisions in rural areas may affect safety, availability, accessibility of nutritious food in the DMA. Similarly, developments and decisions around food made in one city may affect food and nutrition outcomes in another. As the population of these four cities is projected to further grow, and income per capita is expected to increase, while land for agriculture is declining[12], the need for

11. FAO. (2013). The State of Food and Agriculture. Rome. Rome. https://doi.org/ISBN: 978-92-5-107671-21
12. Interactive GIS Map Dhaka Food System, available at: https://dhakafoodsystems.wenr.wur.nl/

coordination and the development of an integrated strategy to addressing food system issues become evident. In doing so, inclusive and integrated decision-making is key, meaning that involvement of stakeholders throughout the DMA food system is crucial to harmonise social, economic and environmental interests and arrive at coordinated action.

1.3 The Dhaka Food Systems Project

The DFS project[13] (2018-2023) aims to contribute to the development of a safe, inclusive, sustainable and resilient food system for the DMA. A substantial part of the project strategy focuses on strengthening food system planning and governance to support food system transformation in the DMA. In doing so, the project seeks close collaboration with the national and local government. The focal point at national level is the Local Government Division (LGD) under the Ministry of Local Government, Rural Development & Co-operatives (LGRD&C). At city-level, the project works closely with the City Corporations such as the CEOs, Chief Health Officers, ZEOs and Ward Councillors.

The DFS project aims to strengthen food system governance through development and improvement of decision-making structures and supporting actors in the food system to build relationships and connect to formal government structures. One of the ways to do so is by setting up new governance arrangements at the city level: Food System City Working Groups (CWGs). These CWGs, initiated by and formed under the DFS project since 2019, are multistakeholder platforms that discuss and analyse food system challenges, identify and prioritise action

points at city level and develop joint plans and policy recommendations. The CWGs are led and chaired by the CEO of each City Corporation, working in the administrative department under the mayor's office.

1.4 Scope and aim of the case study

The case study focuses on the four City Working Groups (CWGs) developed under the DFS project in Bangladesh. These are multistakeholder platforms established with support of the DFS project with the aim to bring together actors from the food system to discuss and address key issues in their respective cities. This case study aims to build insight into how the CWGs can contribute to or strengthen food system governance in the four cities in the DMA. Underlying objectives are to:

1. Describe the CWGs and document the experiences from key stakeholders involved, including their reflections on different aspects of food system governance.
2. Gain insight in what aspects of food system governance arrangements are emerging and how these contribute to DMA food system governance.

This paper started with setting the scene for food systems governance in the Dhaka Metropolitan Area. Chapter two describes the methodology including the five guiding principles for food system governance arrangements as guiding framework. Then, chapter three presents the findings of this case study, describing the features of the CWGs their contribution to food system governance. Finally, chapter four synthesises key insights based on these experiences from the CWGs. These insights create a starting point for further reflection and learning within the CWGs.

---

13. Formal name: Support for Modelling, Planning and Improving Dhaka's Food System, see also project website

2. Methodology for the case study

This case study is an exploratory and descriptive documentation of experiences from four CWGs. The study aims to provide insight in how the CWGs are contributing to food system governance in their cities and provide a starting point for further reflection within and across these cities.

2.1 Data collection and analysis

The sample for this case study included all four CWGs established under the DFS project. Data for this case study was collected through review of project documents such as project plans, meeting notes of all meetings in all cities and presentations. In addition, interviews with key figures in the DFS project involved in governance strengthening, complemented with observations made during CWG meetings in all four cities. The case study was conducted by researchers from Wageningen University & Research (WUR).

As knowledge partner, WUR is closely involved in the DFS project, meaning that the researchers had an insider position within the DFS project. This provided the opportunity to enrich interview data with exploratory conversations and observations, and build rapport between the researcher and the interviewees. However, this position could also increase confirmation bias, in which interviewees are more inclined to focus on successes and results that are in line with the project goals. For this reason, the researchers opted for the method of appreciative inquiry. This method focuses on creating dialogue and taking a participatory approach to reflect on an ongoing process[14].

In total 16 interviews were conducted along the lines of appreciate inquiry (see Annex 2 for interview guide) and interview summaries were shared with interviewees for comments. Moreover, several short and informal conversations were held to enrich insights and collect more experiences from CWG members. Two validation workshops were organised to obtain further input and feedback from interviewees on preliminary findings. Qualitative data analysis was done using NVivo.

2.2 Theoretical grounding: Five principles for food system governance

This case study focuses on food system governance arrangements of the DMA food system, and how the DFS project aims to strengthen governance processes as key strategy to contribute to a safe, sustainable and resilient food system. The term 'governance' is defined in this case study as ''the formal and informal processes, structures and rules through which decisions relevant to the food system are made, implemented and enforced at various levels and scales''[15]. This means that food system governance is about decision-making processes in the food system, how these decisions are made and by whom. In addition, it also links to how these decisions are followed up by institutions at different levels that are involved in or affected by these decisions, for example through policies and regulations. Such processes can be steered by governance arrangements: a form of collaboration between actors with a common purpose. These arrangements can develop their own way of working, generate their own resources, facilitate collaboration and shape decision-making processes. The city working groups are one example of a governance arrangement.

Termeer and colleagues (2017)[16] recognise the challenges around food system governance, and identify five guiding principles for such governance arrangements to strive for in transforming food systems. These principles offer a guiding framework to look at the CWGs. Below, each of the principles is briefly introduced, including how they are considered in this case study, thereby also drawing on work by Herens and colleagues[17].

1. Systems-based problem framing

Using a systems perspective to frame problems is key to address underlying causes and drivers of these problems and seek integrated solutions. A systems perspective means looking at the different socio-economic, political, and environmental dimensions of food and nutrition outcomes and drivers and feedback loops. In this case, the researchers observed how the CWGs formulate problems and how they develop an integrated narrative that shows the different aspects and actors that are related to that problem. It was identified how the CWGs develop a common goal, reach agreement on the urgency and priorities of the problems at hand, and how they reflect on those priorities over time.

2. Boundary-spanning structures

Boundary spanning structures are connections between different sectors,

14. Coghlan, A.T, Preskill, H., Tessie Tzavaras Catsambas, T. (2003). An Overview of Appreciative Inquiry in Evaluation. New Directions for Evaluation. 100. Retrieved from: http://blogs.ubc.ca/evaluation/files/2009/02/appreciative20inquiry.pdf

15. Adapted from Roosendaal, L.C., Herens, M., Roo, N. de, et al. (2020). City Region Food System Governance - Guiding principles and lessons learned from case studies around the world. Wageningen Centre for Development Innovation, Wageningen
University & Research. Report WCDI-20-118. Wageningen.

16. Termeer, C.J.A.M. & Drimie, Scott & Ingram, John & Pereira, Laura & J. Whittingham, Mark. (2017). A diagnostic framework for food system governance arrangements: The case of South Africa. NJAS – Wageningen Journal of Life Sciences. .10.1016/j.njas.2017.08.001.

17. Herens, M.C., Pittore, K.H., Oosterveer, P.J.M. (2021). Transforming food systems: Multi-stakeholder platforms driven by consumer concerns and public demands. Global Food Security (32). https://doi.org/10.1016/j.gfs.2021.100592

sub systems, formal and informal structures, types of stakeholders and levels of governance. There are horizontal connections that link actors working at the same level (for example between different stakeholders within a CWG, or between CWGs). There are also vertical connections that link between different layers of authority and scales (for example between a CWG and the Mayor's office or the national government or institute). This case study observed the composition of the CWGs and how the CWGs connect with each other and different levels and scales. The key connectors that drive these linkages have also been identified.

3. Adaptability

Adaptability is a principle that links to the need to cope with uncertainties and volatility in a system. A governance arrangement should be organised in such a way that there is room for flexibility to adapt as needed, to organise itself and learn while doing, for example through experimenting and monitoring. This case study looks at how the CWGs are able to create their own focus and organise themselves to fit their cities' context. The study also identified how they are able to respond to sudden changes or emerging needs, and how they organise their own monitoring and learning.

4. Inclusiveness

Inclusiveness refers to the extent in which an MSP provides a space that includes a diversity of voices, especially marginalised voices in that food system[18]. It is key to address legitimacy, accountability, justice, equity and fairness that are needed for sustainable development. This case study observed the composition of the CWGs, and the inclusion of marginalised voices and communities. The study also identified how the CWG includes a diversity of voices in its dialogue and how the CWG responds to the different needs of its members to engage.

5. Transformative Capacity

Compared to the other principles this one can be more broadly defined, but it refers to the ability of a governance arrangement to trigger fundamental change. This is change that goes beyond optimising or enhancing current practices and institutions and refers to a shift in how things are done, norms and values and power structures. For this case study, it was too early to look at the CWGs from a transformational perspective, but rather the study looked for pointers of how the CWG is able to develop a rolling dialogue, come to a shared aim, and foster new practices, leadership and political will around key food system issues. The study also observed the CWG from a future perspective, looking at what stakeholders mention as key requirements for the CWG to continue and further consolidate after the DFS project ends. This theme has been placed under the fifth principle with the assumption that continuity and anchoring of the CWGs are key to develop their transformative capacity.

The assumption in this paper is that governance arrangements that follow these guiding principles are able to approach key issues from a systems perspective thereby balancing different views, interests and needs of the multitude of actors involved in the food system. When decision-making processes are shaped by the actors of the food system themselves, decisions may generate wider acceptance, support, political will and follow-up. This would then enable change to take place more deeply. In addition, when those governance arrangements have the capacity to monitor, learn, evolve, organise themselves and necessary resources, they are able to respond to sudden changes and deal with the complexities and uncertainties that are inherent to a food system.

2.3 Four cities, four working groups: a brief introduction

Rationale for the CWGs

The main objective of the formation of CWGs in the four cities, Dhaka North, Dhaka South, Narayanganj, and Gazipur, is to contribute to improved food system performance in the respective cities. The overall formation process started based on the acknowledgement that governance structures work in very distinct way in different contexts. The CWGs are city-level multistakeholder platforms established to act in and respond to the unique contexts of Dhaka's food system. It is the belief that these stakeholders, through the CWG, are better positioned to achieve their goals and interests for an improved food system by working together. In addition, the CWGs are organised as a space that brings out leadership for steering towards a more coherent approach to improve the food system in each city.

The overall process towards the establishment of the CGWs started late 2019. Launch events were organised in each of the four city corporations to kick-off the project and introduce 'food systems' approach as innovative approach to this project. City officials and other relevant food system actors were invited to these launches. At these events, the need was expressed to set-up a working group that would meet on a regular basis and further discuss food system issues in each city. After this, FAO collaborated closely with the city corporations to consult with key stakeholders on priority issues in the city's food system, develop terms of reference and organise the first meetings in each city to kick-off the CWGs. For each CWG a City Coordinator (CiCo) was appointed by the DFS project to convene and facilitate bi-monthly CWG meetings. These meetings continue to the present day.

Although in hindsight this process may seem clear and straightforward, it should be emphasised that this was an iterative and explorative process, in which steps were not predefined.

---

18. Hospes, O., & Brons, A. (2016). Food system governance: a systematic literature review. Food Systems Governance: Challenges for Justice, Equality and Human Rights, (May 2016), 13–42.

The Gazipur CWG was initiated in December 2019. The overall objective is to turn Gazipur into a city with a safer, inclusive, resilient and sustainable food system. The Gazipur CWG is composed of all the relevant stakeholders involved in the city food system (Table 1). Since its launch, the Gazipur CWG identified four priority issues related to the food system and outlined the key areas for action for the Government. The four food issues prioritised by the CWG are:

- Ensuring nutrition and food security for urban poor
- Ensuring public health and food safety
- Ensuring safe and functional food market
- Managing mobile food vendors

Meetings are on a regular basis. CWG members discuss the prioritised issues, identify problems and define joint actions to improve the food system in Gazipur city. Key include (i) Promoting Urban Gardening, (ii) Piloting awareness raising of street food vendors and consumers, (iii) Development of Gazipur City Food Charter, and (iv) Awareness and capacity building of meat sellers on safe handling of meat and hygiene practices in meat shops and slaughterhouse. The Gazipur City food charter was released in April 2022.

The Dhaka South CWG was initiated in July 2020. The CWG is composed of all the relevant stakeholders involved in the city food system (Table 1). Since its launch, the priority food issues identified for action f are:

- Ensuring nutrition and food security for urban poor and engage them in the food supply chain
- Ensuring public health and food safety
- Reducing food loss and waste
- Improve food markets and rural-urban linkages
- Managing Mobile Food Vendors

Meetings are on a regular basis. Fresh markets are a central theme in the CWG. Key activities include (i) Promoting Urban Gardening, (ii) awareness raising of street food vendors and consumers, (iii) improve monitoring on fresh markets, (iv) Piloting waste segregation at wet markets, (v) Food safety awareness raising of poultry vendors.
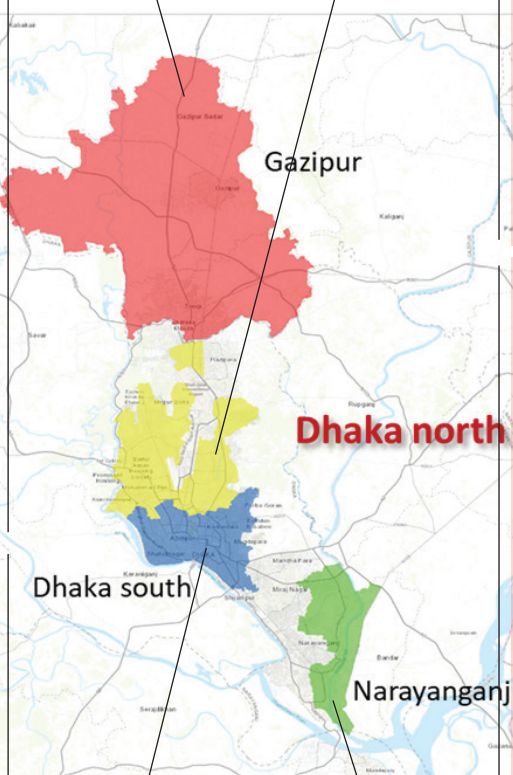
The Dhaka North CWG was initiated in December 2019 and is composed of all the relevant stakeholders involved in the city food system (Table 1). Since its launch, the Dhaka North CWG identified four priority issues related to the food system:

- Malnutrition and food insecurity among the urban poor
- Ensuring public health and food safety
- Managing food loss and waste

Meetings are on a regular basis. CWG members discuss the prioritized issues, identify problems and define joint actions to improve the food system in the city. Key activities include (i) Promoting Urban Gardening (ii) promote roof top gardening (iii) hanging practices of food vendors and in slaughter houses, (iv) improved food safety monitoring, and control through mobile courts. The Dhaka North City Food charter was released in Aril 2022.

The Narayanganj CWG was initiated in November 2019 and developed into a vibrant platform led by the chair and Chief Social Welfare. The Slum Development officer is the city focal person. There are 26 members in CWG. Actions are taken up in collaborative ways and through a wide variety of events. Public health, food safety and hygiene practices are central themes for the CWG. The priority food issues for the Narayanganj CWG are:

- Ensuring public health and food safety, with a focus on hotels and restaurants and slaughter houses
- Reducing and managing food waste
- Addressing malnutrition and ensuring food security of the urban poor, with a focus on awareness raising and creating opportunities to produce food at the household level.

Meetings are on a regular basis. Key activities in NCC include the introduction of a food safety grading system for hotels and restaurants to improve food safety and personal hygiene, safe food handling at the level of street food vendors, and improving hygiene practices in fresh markets through training and awareness raising based market monitoring by the lead of MMC and relevant stakeholders. The Narayanganj City food charter was released in November 2021.

@WUR/Lotte Roosendaal

The establishment of the CWGs across the four cities was hampered during times of Covid in 2019 and 2020 when lock downs prevented people to meet in person, but the process was maintained through online sessions. Annex 3 provides a detailed timeline of meetings and topics discussed for all four CWGs.

Overall, the structure and composition of the CWGs across the four cities are largely similar (Table 1): the CWG is chaired by the CEO of each City Corporation. Stakeholders engaged in the CWGs represent, amongst others, the relevant government departments at city- and district-level (Agricultural extension, livestock, and fisheries, health, sanitation, urban planning), (i)NGOs and community-based organisations, and the private sector (Market committees, but also some supermarkets, and representatives from restaurants, hotels and (street) food vendors).

Table 1. *Participating organisations in each CWG over time**				
	DNCC CWG	**DSCC CWG**	**NCC CWG**	**GCC CWG**
GOVERNMENT – CITY CORPORATIONS				
• CEO (Chair)	X	X	X	X
• Health department	X	X	X	X
• Waste management department	X	X	X	X
• Revenue department (markets)	X	X	X	X
• Planning department	X	X	X	X
• Slum development & social welfare department	X	X	X	X
• Zonal Office (ZEOs)	X	X	X	X
• Ward Councillor Office	X	X	X	X
GOVERNMENT – OTHER				
• Department of Environment	X	X	X	
• Department of Agricultural Extension (DAE)		X	X	X
• Department of Livestock Services (DLS)		X	X	X
• District Health Office			X	X
• Department of Fisheries	X	X	X	X
• Department Agricultural Marketing (DAM)	X	X	X	X
• Bangladesh Food Safety Authority (BFSA)	X	X	X	X
CIVIL SOCIETY/(I)NGO				
• Town Federation	X	X	X	X
• Consumer Association Bangladesh (CAB)	X	X	X	
• Work for a Better Bangladesh Trust (WBB)	X	X		
• Karmojibi Nari				X
• EatSafe	X	X		
• Bikoshito	X			
• UNDP	X	X	X	X
• PROKAS, British Council	X	X		
• Alive and Thrive	X			
• GAIN Health	X	X		
• CARE				X
• BRAC	X	X		
• Islamic Relief Worldwide	X			
• SNV				X
• Save the Children	X			

* Participation and representation are subject to change.

3. Findings: CWGs' contribution to food system governance in DMA

This chapter describes the features of the CWGs and uses the guiding principles to reflect on their contribution to food system governance. These findings are based on interviews, observations and document review, such as CWG meeting notes. The findings include reflections and experiences by stakeholders such as CWG members and City Coordinators.

3.1 Systems–based problem framing

How do CWGs frame the problems in their cities?

Looking at the documentation of the CWGs and keeping in mind the first principle of systems-based problem framing, the CWG selected their focus areas from a series of key issues. Led by the DFS project, the CWGs kicked off with an introduction meeting in which the city coordinators presented pre-identified key issues. From these issues, members voted for the priority issues that they would further focus on during CWG meetings (see introduction of the four CWGs in previous chapter).

These issues shed light on different aspects of the food system such as health and nutrition outcomes, the feedback loop created by waste issues, and logistics and management related to food value chains and markets. Over the course of time, as the CWGs discuss these issues, a wide variety of perspectives is brought in by the members, shedding light on financial accessibility to nutritious food for the urban poor, availability of food products, the impact of food losses, quality and safety of food products, law enforcement and monitoring, safety and hygiene practices by vendors, and organisation of markets. Hence an agenda emerged determining the topics of interest over time (Annex 3).

One of the strategies used by the project to guide these discussions is through minutes of all meetings and the development of briefing notes (BNs) in each city. These BNs describe the prioritised issues in more depth, looking at the different aspects within the theme, what is done and by whom, what challenges are being faced and what needs to be done. These BNs were developed in consultation with the CWG members and formed a starting point for discussing the issues and needs for action. In addition, each CWG developed its own City Food Charter, a statement in which the CWG describes the key issues regarding food and nutrition in their respective cities and their vision on how these issues should be addressed (figure 2). Thereby aspects such as the right to healthy, affordable and safe food, dependence on food supply chains from outside the city, quality of food, access by the urban poor, and the need for multistakeholder collaboration to address these issues. These BNs and food charters tell an integrated narrative on food and nutrition issues in these cities.

Figure 2. *Example City Food Charter (GCC)*

Perspectives of the City Coordinators and their role

An important role of the city coordinators in developing this integrated narrative is by setting the scene from a systems-perspective. From the very beginning at the launch meetings, the project clearly communicated the concept of the 'food system' and the need for an integrated approach. Presenting a variety of issues to spark the discussion and developing briefing notes and city food charters were all helpful means to keep in mind the different aspects of a food system. These products contributed to creating a shared language, agreement on urgencies and priorities, and provided direction to further the dialogue towards formulating joint action.

What are the stakeholders' experiences?

Almost all interviewees indicate that the uniqueness of the CWGs is their ability to bring together actors from different organisations and sectors under one umbrella: the food system. The CWGs are first in their kind and an opportunity for stakeholder to bring their perspective and priorities to a central table. At the same time, being mentioned as one of the biggest contributions of the CWGs, these CWGs create a platform where awareness is raised. Through the CWG, members connect, learn about the work of others, and gain an understanding of the different facets there are to an issue and better understand underlying causes. From this more comprehensive understanding of the complexity of key issues, the CWG can move towards identifying priorities and actions.

Interviewees also observe how the discussion in the CWG enables them to create a joint focus to address food and nutrition issues. Food safety was already a known issue, but through the CWG, members started to look at food safety from a systems perspective. As a result, the group developed attention for different aspects of food safety, such as the role of different actors in the value chain from farm to fork and their interdependency, the different sectors and ministries that are involved in addressing food safety, and the role of government in developing, harmonising and enforcing food safety regulations. This focus on food safety also shapes the actions formulated in the CWG meetings. For example, butcher trainings on safe slaughtering and processing in GCC, food safety monitoring of hotels and restaurants in NCC, training of street food vendors on hygiene practices in DSCC, or mobile courts revolving around safety in fresh markets in DNCC. However, as indicated by the city coordinators, food safety is only one aspect of the food system meaning that other aspects receive less attention in the discussions.

Several interviewees also highlighted how the CWGs create a platform to discuss and initiate integrated approaches to address priority issues. CWG members from NCC particularly highlighted the integrated approach to improve food safety in hotels and restaurants, thereby establishing an integrated monitoring team, developing a grading system, raising awareness of hotel and restaurant owners through training (Box 3.)

Box 3. Improving food safety and hygiene in hotels and restaurants in Narayanganj

One of the themes that found a strong position on the NCC CWG agenda is food safety and hygiene practices in hotels and restaurants. The CC already had this issue on their agenda, and BFSA was already working on a grading system to inform consumers on the level of food safety in restaurant through a traffic light system. In addition, some hotels were already taking action to improve food safety. Through the CWG discussions, momentum was found to bring this work together and take it forward as a group.

The CWG selected one ward to set-up a pilot: 20 hotels and restaurants were jointly selected by City Corporation, BFSA and Hotel & Restaurants association. BFSA had already developed a training module and with feedback from the CWG they adapted it. Then, BFSA, City Corporation and FAO jointly provided the training to hotel and restaurant owners, managers and head cooks. After this training, the CWG set-up a joint monitoring team to continue monitoring these restaurants. The team exists of, amongst others, the sanitary inspector of the CC, BFSA, Civil Surgeon Office, the ward councillor, representative of hotel and restaurant association and FAO. In parallel, BFSA and the CC continue working on further refining and implementing a grading system.

However, some of the challenges are reluctance among some hotel and restaurant owners to address food safety issues, staff rotation in these hotels and restaurants and finding ways to coordinate well among the many different government departments involved in food safety. Still, CWG members mentioned this work as exemplary of how the CWG collaborates to develop an integrated and multi-faceted approach to address this issue. Although this work has only recently started, and the numbers are still small, the CWG is eager to continue and scale this work to other wards.

In conclusion, the very existence of the CWGs – as multistakeholder platforms centred around food systems – is a practical way to start framing issues as food system-issues. As members exchange knowledge and perspectives, they learn about the complexity of issues and create oversight and a deeper understanding of them. The briefing notes and City Food Charters were useful tools to create this overview and frame issues through a food systems lens. However, as discussions evolve, it seems the focus of discussions and actions shifts towards food safety, leaving other aspects of the food system off the radar.

@FAO/Kazi Riasat

3.2 Boundary−spanning structures

How do the CWGs contribute to boundary-spanning?

Vertical and horizontal connections are created in both formalised structures as well as activity-driven collaborations. The establishment of the CWGs aimed to support and regulate connectivity between different stakeholders across different types of organisations and sectors (horizontal connections) and across stakeholder working at different levels (zonal- and ward-, district, national (vertical connections).

As shown, the CWGs form a hub to connect different departments within the CC as well as government officials working at district-level, for example from ministerial Departments of Fisheries, Livestock, or Agriculture. Some members are part of a national organisation, such as the Bangladesh Food Safety Authority (BFSA), the Hotel and Restaurant Owners Association, or Consumer Association Bangladesh. The members of the CWGs are sometimes also connected to other governance platforms, and other cities. For example, CWG members in DNCC also attending the meetings in DSCC and vice versa. In addition to the CWG meetings, the CWGs also spark activity-driven collaborations, such as teams created to set up urban gardening, mobile courts, or a hotel and restaurant monitoring team in NCC. These examples illustrate the complexity of the networks emerging, as well as the importance to acknowledge the unique context of how cities operate, and which administrative entities should be engaged.

Perspectives of the City Coordinators and their role

The city coordinators form a driving force in setting up, organising, facilitating and anchoring these working groups in the CC. Apart from facilitating CWG meetings, they actively connect with individual members through meetings and phone calls to engage and motivate them to participate. They see this as crucial investments in their relations with the members. In Gazipur and Narayanganj CC, the city coordinators hold an office within the CC building, allowing easy access to the city authorities as well as other CWG members that also work in the CCs building. In addition, the city coordinators play a key role in following up on actions formulated in the CWGs and taking the lead in proposed initiatives and events.

> *"You have to draw interest of the stakeholder. When I called him (stakeholder), he first asked: 'what is my role there, what do I have to do? What is my responsibility?' [...] What is the benefit for the community, not only his interest."* (CiCO)

Finally, the city coordinators organise information flows between different entities. For example, between the CC and CWG through meeting reports to inform the CC on CWG progress or by inviting the mayor to key events. But also between the DFS project and CWG by presenting project research and activities, between the different CWGs to align meeting agendas and organise learning and sharing, and in the future between the CWGs and CGUFSS to organise input for the Dhaka Food Agenda 2041.

What are the stakeholders' experiences?

Interviewees widely share the believe that the issues around food and nutrition in their cities are complex and require collaboration between a range of actors to be properly addressed. They also share the believe that the CWG provides a good platform to achieve this. The fact that these actors are jointly talking about food is in itself considered a major achievement. It was mentioned that, for example, the representation of different government departments is unique and necessary to be able to address issues that are outside one's mandate. For example, BFSA may identify the need to change a certain policy or regulation to increase food safety, but depends on the cooperation of different government departments to achieve this. Similarly, Department of Livestock Services (DLS) mentioned that through the CWG they were able to better regulate trade licences for qualified butchers given out by the CC. These examples show how the CWG offers a space for organisations to connect with others, clarify dependencies and responsibilities, and find their role in addressing issues around food.

> *"A success of the CWGs is that we can sit together. Many actors are involved in ensuring safe food for the city dwellers. And previously, we never sat together [...] and they can now sit together, and they can discuss about the matter. It's an opportunity and the CWGs create it."*
> (DNCC & DSCC CWG member, Gov't Department)

Interviewees mention several motivational benefits that the CWG offers by bringing together this wide variety of stakeholders:

- **Raise awareness** – coming to a common understanding of the different aspects there are to an issue. Especially by inviting voices from society (slum dwellers, vendors, restaurant owners) CWG members were able to have a much more comprehensive understanding of the underlying causes of issues.
- **Gain overview and collaborate** – interviewees mentioned the benefit of gaining overview of what other actors are working on which issues, what knowledge and experiences they have, and what tools and resources they could share. For example, for BFSA it is helpful to know which organisations have mobile testing labs that they could use, while others learned that BFSA already had a training manual on food safety in store.
- **Agree on priorities and solutions** – having a more thorough understanding of key issues allows the members to identify better fitting solutions or strategies, not only to be implemented as CWG, but also within their own organisation.
- **Joint advocacy** – Several interviewees mentioned the value of being part of a bigger group. They felt the CWG is able to raise one powerful voice and advocate for issues and solutions they feel are important.
- **Access to other organisations and decision-makers** – the CWG offers access to a wide range of actors. Through the CWG, individual organisations are now able to speak directly with decision-makers such as ward councillors and mayors and they are able to build a network amongst themselves.

In conclusion, a key value that CWGs provide is that they connect practitioners and decision-makers, creating a unique opportunity to coordinate on food across institutions and leverage action. The CWGs actively facilitate such linkages on a regular basis and are able to draw in specific key figures to discuss pressing issues in a meeting. The CWGs form a hub where stakeholders connect, share and define roles and responsibilities. The CCs are acknowledged as key connector that provides a hub where stakeholders at city level can meet, but also forms a linking pin to higher levels of government such as district and national level. Since there is no comparable platform that offers this space at the city level, the CWGs fill an important institutional gap.

3.3 Adaptability

How do the CWGs contribute to adaptability?

The CWGs are established at city level, meaning that they each have their own composition in terms of members, have the liberty to select their own priority issues, and develop their own activities. This resulted in different focus areas and different activities in each CWG. Narayanganj set up activities to improve food safety practices among butchers and monitor food safety at hotels and restaurants. In Dhaka North, a first awareness raising mobile court focused on food safety and the first pilots on urban gardening were set-up. The set-up of this mobile court is unique in its kind, thereby responding to what the CWG identified was needed to start addressing underlying causes of food safety issues in fresh markets (Box 4). In Dhaka South the focus was rather on training poultry vendors on fresh markets. In Gazipur, amongst others, street food vendors were trained to improve food safety and hygiene practices. These different focus areas illustrate the effect of having a decentralised structure, meaning that each CWG is able to adapt to its own context and develop its own City Food Charter.

Box 4. Awareness raising mobile courts on food safety and hygiene

The CWG in DNCC developed a novel format for the traditional monitoring and law enforcement tool by the government: the mobile court. A mobile court is an activity implemented by the local government in which experts form a team to visit sites where monitoring is needed. Mobile courts to fresh markets to enforce food safety laws are one example, but other mobile courts on other themes exist as well.

In the DNCC CWG, members felt that such mobile courts are not effective because vendors on fresh markets are often not aware of the laws they need to adhere to and do not always know about appropriate food safety and hygiene practices. Instead, the CWG organised a mobile court that focuses on awareness raising, detecting problems, and providing advice to vendors on how to apply food safety laws and regulations. The first awareness raising mobile court was organised in the Mohakhali Fresh Market and team comprised of a wide range of experts of food safety law (such as BFSA and various government departments) and the magistrate. A second mobile court was conducted in Mohammadpur New Fresh Market.

As stated by one of the ZEOs (and magistrate), this type of mobile court acknowledges that vendors cannot be punished for what they do not know. Rather, this mobile court is seen as a learning opportunity and a way to motivate vendors to adopt good practices. He feels that vendors are happily surprised as regular mobile courts can raise fear for punishment, but now instead they feel acknowledged. The delegation participating in the mobile courts also feels their message comes across more strongly when they are present as a group. In addition, recent mobile courts managed to attract significant media attention. This created yet another opportunity to share messages on food safety practices on fresh markets through a much wider platform beyond the fresh market that was visited.

This set-up of a mobile court illustrates how the CWG not only mobilises its members to take their role in addressing food system issues through a unique collaboration, but also how they design the activity in a format that is adapted to its context. Some challenges that were raised are that ZEOs need to distribute their time over several types of mobile courts and multiple fresh markets within their Zone as well as other obligations. Also, a lack of staff is one of the major obstacles to organise these courts on a regular basis. In addition, mobilising the experts needed for these mobile courts, especially when they need to travel from outside the city, can be a challenge. Finally, considering the quick rotation of vendors, the awareness raising mobile courts can only be used as a mitigation measure rather than a structural solution to low adoption of food safety practices on fresh markets.

One of the effects of this varied focus areas of each CWG is that they can learn from each other. Pilots set up in one city now provide opportunities for learning visits from other cities, something that CWGs have picked up on late 2021. These visits offer inspiration and encouragement for other cities to organise similar activities, hence other cities are now also organising awareness mobile courts on a regular basis

and the farmers' market in Dhaka North will be scaled up to other cities. In addition, members are sharing activities and experiences from their own organisation to enrich the discussion and inspire others to follow their example. An example of this are the model markets developed by GAIN and EatSafe, which are now visited by different CWGs to learn from.

The ability of the CWG to respond to emerging issues and deal with uncertainties is illustrated by their response to the Covid-19 crisis. When Covid-19 hit Bangladesh early 2019, the first official meeting had to take place online. Although the CWGs kicked-off with enthusiasm, over time energy reduced as action stayed out due to Covid-19 restrictions. To respond to the needs of the CWG, the City Coordinators decided to meet again face-to-face as needed, and actively invited members to share what they did and how they responded to the crisis. Due to this crisis, discussions also shifted to discussing the cities' Covid-response, the need to address food safety and hygiene on markets, urban gardening as coping strategy for the poor, and activities were set up accordingly. Then, as soon as field work was possible again, action started to prepare and implement activities as identified by the CWG.

Perspectives of the City Coordinators and their role

The city coordinators fulfil three main roles that support adaptability of the CWG: feed and guide discussions with knowledge products and data, coordinate and align between cities, and actively organise learning and exchange to allow for cross-pollination.

Studies from the DFS project are presented in the CWG meetings to spark discussion about the topic under research, for example GIS mapping, consumer behaviour, market assessments or organisation of key value chains. In addition, discussions from the CWG and identified priorities are captured in guiding documents such as the briefing notes and city food charters. Although these documents are created in consultation with the CWG members, the DFS project is taking the lead in this. City coordinators also work in close collaboration with each other to ensure that cross-cutting topics such as the Dhaka Food Agenda 2041 or updates from DFS project should be on all CWG agendas. This collaboration also enables learning across cities, for example by inviting members from other CWGs to present something or by organising field visits. This shows that the city coordinators play a critical role in connecting the CWGs, guide and consolidate discussions and organise learning.

> *"Due to the COVID-situation, there we no activities in the field. So when they saw that no activities happened in the field, they were confused. And our project barrier was that there were no pre-set interventions. After discussion and recommendations from the CWG meetings we designed activities." (CiCo)*

What are the stakeholders' experiences?

CWG members appreciate how the CWG facilitates learning through a multistakeholder dialogue. This increases their understanding of the complexity of issues and makes the need to collaborate in addressing these more evident. Interviewees mention that these learnings are taking place in different way: learning from other members (who is doing what, what are their successes?) and learning from other cities (what pilots are they doing and what can we learn from that?). One NGO also mentioned the potential to learn from other MSPs in terms of how the CWG could organise itself and make impact, for example by looking at the Task Force Committee on Tobacco Control.

Yet, various members also indicated the need to learn as a CWG and that this needs more attention. One interviewee mentions that, despite the centrality of the 'food system' in the discussions, they feel the need to learn more about what the food systems thinking entails and what that means for their work. Other members indicate a need to gain more expertise on how to organise and manage themselves as a CWG and become sustainable.

Discussions in the CWGs also contribute to the realisation that data or evidence is needed to gain a better understanding of an issue. For example, technical input on management of food waste in a city, best practices, overviews of who is working on a specific issue, or databases on vendors, butchers or other actors the CWG wishes to work with. As one of the government officials mentioned, this can support research-driven activities and policies, which is needed to work more effectively on food system improvements. Several members acknowledge that the DFS project is actively feeding the discussion with knowledge and data, and that the CWG needs to find a way to organise their own data-inputs in the future. Moreover, they mention the need to organise monitoring of and follow-up on activities more diligently to increase their impact. These are a few of the key challenges member identify and that the CWGs need to address to increase their impact.

In conclusion, the four cities have their own CWG, which allows each CWG to adapt to the specific needs of the city and create their own focus. Over time, the CWGs also started to look at and learn from activities initiated by other CWGs and are planning similar activities in their own cities, but interaction remains limited. Members appreciate how they can learn from others, but also mention the challenge of active monitoring and follow-up, and the need for data to adopt an evidence-based approach.

@FAO/Kazi Riasat

3.4 Inclusiveness

How do the CWGs contribute to inclusiveness?

Keeping in mind the principle of inclusiveness, the CWGs members represent a diversity of stakeholder groups, including government, (i)NGOs, civil society and community-based organisations, knowledge institutes and others. They are invited by the city coordinators; hence they created an invited space for stakeholders to join the dialogue. The majority of the members is affiliated to the government. In addition, every CWG includes representation of food system actors through relevant associations, such as the Dhaka Chambers of Commerce and Industries in DNCC, Bangladesh Agro Processors Association in NCC and DSCC, and Consumers association in Bangladesh in all four CWGs.

Decision-making in a CWG generally happens in a participatory manner, for example through voting and by asking for feedback after presentations of plans and documents. Also, input is collected by city coordinators on draft versions of key documents such as Terms of References (ToRs), BNs and City Food Charters. This allows members to provide their ideas and perspectives to be taken along in decisions.

Perspectives of the City Coordinators and their role

The role of city coordinators is diverse but generally revolves around setting the scene. From the start, they played a key role in who was invited for the first meeting and set an example of how the CWG will operate. The working language being Bangla, the habit of distributing meeting notes of the previous meeting, allowing for time for members to provide feedback on draft documents and inviting new participants as suggested by the CWG members are all examples of how the DFS project helped to set the rules of the game in the CWG. In addition, project funds allowed the supply of lunch and transportation allowances to encourage participation of all.

What are the stakeholders' experiences?

Interviewees are generally satisfied about the diversity of stakeholders around the table, especially the representation of a wide range of government actors. They also feel the CWG provides them a platform to share their own view and experiences, both from organisational level and personal level. For example, based on previous jobs, international experience, or knowledge of work done in other cities. Also, interviewees mention the openness they feel in the CWG to share and enquire in a critical but constructive manner to gain a deeper understanding. In most CWGs, there is a rather solid core group of members that have been engaged from the very start, which helped them to build a good relationship and appreciation of one another. For example, in NCC members mentioned that they feel these good relations and a positive atmosphere in the meetings help them feel like a team.

Yet, several members also suggest increased presence of specific actors and perspectives, amongst others (representatives of) producers and farmers, fresh markets, supermarkets, wholesale markets and street food vendors and those involved in water management in the city. In addition, increased representation of communities, and particularly students, would be appreciated because this is where consumption choices are made and FNS outcomes manifest. Although some of these actors are already included in some of the CWG, their presence could be stronger. Restraining factors mentioned were: farmers and street food vendors are marginalised groups in the food system and not easily included in the discussion, while issues such as food safety can only be addressed when those actors play their role in the solution; and these groups operate at the ground level and therefore know exactly what happens, why, and how bottlenecks can best be addressed. In a way they can ensure a reality check. A stronger presence of these groups can therefore contribute to discussions that touch on the core of issues and lead to more effective or feasible solutions. Also the environmental perspective was mentioned as a perspective that could be stronger represented in the CWGs.

In conclusion, an important value that the CWG offers is that is links a wide variety of stakeholders directly with each other, thereby providing an inclusive platform where voices of practitioners and other actors on the ground can be raised. This can help to shed light on what is happening on the ground, what underlying causes need to be addressed or what solutions are desirable. However, to fully reap this benefit, it is key that CWGs remain reflective on who should be invited and how these connections can be shaped in a fruitful way.

3.5 Transformative capacity

What aspects of transformative capacity are emerging in the CWGs?

Although it is too early to say something about the CWGs' contribution to transformation, different aspects linked to the principle of transformative capacity are emerging in the CWGs:

Rolling dialogue - From the very beginning, the dialogue in the CWGs was aimed at coming to agreement on key food system issues, priorities and action to address these issues. Especially in the early stages of the CWGs, the agendas were closely coordinated between the city coordinators and the respective CCs to structure the dialogue and step-by-step work towards a deeper understanding of selected issues. Here you see a rolling dialogue developing in which CWGs create their own focus and develop plans for action.

Government involvement - Alongside these developments, the importance of government involvement began to take an increasingly significant role. City coordinators work closely with the CEO of the CC to prepare the CWG meeting, press on the importance of the CCs involvement in meetings and events and gradually develop a relationship of trust and understanding. This is seen as an important strategy to create legitimacy and endorsement of the work done under the CWGs.

Political will - The extent to which the CWG have been able to create political will to address issues in the DMA food system through the CWGs is difficult to say at this stage. However, over time the city coordinators are steadily building relationships with the government at different levels and actively engaging media to cover events related to Dhaka's food system. Some key events such as mobile courts were able to generate attention by a wide range of local and national media channels. Yet, the role of the CWGs in these was not explicitly mentioned.

Organise resources – resources needed for the organisation of the CWG meetings are partially covered by the DFS project, for example time, facilitators, meeting space, catering and allowances. Still, in-kind contributions are made by the CCs (hosting meeting space), the members (people, time, energy). In addition, cost-sharing is increasing in the joint of actions on food system coming forth from the CWGs. Looking at the future of the CWGs, there is no clear exit strategy yet, in which the organisation of resources such as funds, human capacity, leadership and other resources is described.

Foster change – The CWGs and the DFS project are seen as catalysts for action relating to key issues and actions already featuring on the CCs agenda e.g. street food vendor training and monitoring, whereby the CWGs provide momentum to align (e.g. setting up food safety training, or monitoring hotels and restaurants). One member from an NGO mentioned that a potential role of the CWG could be to support the scaling of successful pilots initiated by members.

Perspectives of the City Coordinators and their role

The city coordinators play a key role in convening the CWG, developing the agendas, facilitating the meetings themselves and work closely with a focal point with each CC who liaises with the Chair (CEO of the CC) of each CWG. From the beginning there was a clear intention of formalising the CWGs – being an output of the DFS project – into City Food Councils with a formal role and mandate beyond the scope of the project. In this process, engagement of the CCs along every step of the road was seen as vital to increase acknowledgement and endorsement of these new governance structures by the CCs.

Also, the use of briefing notes to lay out key issues and city food charters as milestones in the process were determined from the start as described in a ToR. City coordinators organised necessary feedback from the CWG members on draft products and ensured feedback mechanisms to the CC.

> *"I try to convince them: this project is your project. This project is not a DFS project, it's not an FAO project, it's not a WUR project. It is your project. We have a certain time, but after a certain time we will exit here, but you will continue."* (CiCo)

In addition, city coordinators form a driving force behind any action coming forth from the CWG meetings. They invite and engage with new members to the CWG, allowing the CWGs to grow into their current size and composition. Moreover, the project often takes the lead in organising joint activities formulated by the CWG members and convening actors necessary for their implementation. At the same time, the CiCos realise that they play a key role in handing over work to the CWG members, to become self-organising platforms led by the CC.

What are the stakeholders' experiences?

Members of the CWG themselves indicate that these platforms bring the topic of food and nutrition to a central table. This is what creates the added value of the CWGs compared to other institutions working on FNS, including the CC. Various interviewees mention that change in the system starts by raising awareness and knowledge. For this reason, the CWGs set-up a variety of activities that focus on these two things: training street food vendors, market vendors and butchers on food safety and hygiene, train communities on urban gardening and nutrition, organise awareness raising mobile courts. Especially urban gardening is mentioned by several members as key success of the CWG, showing how the group identified needs in the city and joined forces to develop an integrated approach to address this need (Box 5).

> *"The only difference is that the CWG is 100% dedicated to food safety and hygiene."* (CC Official, DNCC).

Box 5. Urban gardening across three cities

Urban gardening activities started in three cities, coming forth from discussions in the CWGs as one of the needs to increase availability of fresh foods in slum areas. As explained by a representative of the Town Federation of the Korail slum (DNCC): when COVID-19 hit, prices of food were increasing and the CWG felt action was needed to support the urban poor. The Town Federation asked for inputs and training for the slum dwellers to grow their own food. In response, the CWG started to plan for activities, led by the DFS project. First, 420 community people were trained on urban gardening, and later these trainings were set up according to a training of trainers (ToT) strategy. With support of the Town Federation, 60 master trainers were selected and trained in DNCC, DSCC and GCC. These master trainers then trained a total of 450 community members, who in turn share their learnings with other community members. Training manuals were developed with inputs from several CWG members and inputs such as seed, fertilizer and saplings were provided. In addition, the Department of Agricultural Extension provided advice on inputs, connections were built with local nurseries to provide inputs in the future.

One of the reasons for success of the urban gardening activities, is because of the collaboration between involved institutions. Town Federation representatives feel supported and see improvements in their own community: because of the urban gardening activities, more slum dwellers have knowledge of urban gardening and are able to provide or themselves. They now have access to affordable and safe foods that they didn't have before, for example cabbage and cauliflower. Some are able to generate additional income by selling the surplus to neighbours who now also reap the benefits. Other CWG members mention the ToT approach being one of the successes, as they see the potential for urban gardening activities to further expand. Yet, there are also challenges to be resolved. Limited space, quality seed, seedling, fertilizer, and good soil are the biggest challenges.

In addition, two workshops on urban gardening were organised by the DFS project. One focused on sharing experiences and learnings on urban gardening within each city. The second workshop focused on creating linkages between the Town Federation and private sector actors. These workshops created opportunities for the Town Federation and the community to reflect on their work and develop relations with potential partners to sustain and further expand urban gardening activities.

Even though it is too early to point out robust evidence of the CWGs transforming their cities' food system, several members feel that their CWG has potential to achieve that. They feel that their joint actions are unique in their cities, and they feel part of a bigger movement that is able to raise a strong and unified voice to decision-makers and advocate for their cause, which has the potential to grow.

> *"I'm one officer, it is very hard to achieve action (referring to food safety in hotels and restaurants), but with the collaboration of other government officials, I think we can achieve more."* (Adapted from NCC CWG member, Gov't Institute)

At the same time, CWG members express concerns around the future and anchoring of the CWGs. First of all, they mention the need for more resources to set up activities in a sustainable way. In addition, one member mentions that such activities can only become sustainable when adopted by actors involved. For this you need persistence to connect with these actors, long-term commitment to work with them and inputs motivation and compensate for time-investments made by these actors. Not having sufficient manpower in the CWG and within organisations is mentioned as key obstacle to sustainably organise action at scale and contribute to deep systems change.

Second, the availability and continuous engagement of expert staff is mentioned as a challenge. Organisations tend to send different staff to each meeting, meaning that these new attendants cannot easily contribute to the ongoing dialogue that is held within the CWG, resulting in a lack of continuity and input from these organisations. In addition, time constraints are mentioned as reasons for participants to cancel a meeting or to join only briefly.

Third, interviewees stress the importance of the CCs taking the lead in the continuation of the CWGs. Currently, the role of the DFS project is significant, especially in the practical organisation of the CWGs and following up on actions. Interviewees express the need for a longer-term strategy for the CWG, developed in leadership of the CC, that includes the mission of the CWG, its roles and responsibilities, an action plan and monitoring strategy and funding strategy. Only when the CWG is embraced by the CC as being part of their responsibilities, the CWG will have a chance to last. As mentioned by one of the NGOs, by placing food under the umbrella of the city authorities, impactful change might be

achieved for example through the establishment of new laws and policies on food.

Apart from the role of the CC, a crucial factor that was mentioned is the role of national government. One of the strengths of the CWG is considered it bottom-up approach; it's ability to listen to what the city needs and responding to that need. Yet, the CWG as governance arrangement can only operate effectively when acknowledged and endorsed by higher governance levels such as the Ministry of LGD.

"At the city level, there are a lot of food issues. These issues should be addressed in a coordinated way so that it can be most successful. To do this in a coordinated way, we have the city working group and so it should continue beyond the project. The CC can continue this group and lead the meetings. So if the ministry instructs the CC, then it will

In conclusion, an important function of the CWGs is that they provide a platform to coordinate decision-making and as such provides a new decision-support structure for the CCs. Organisations were already addressing pressing issues in the cities' food system prior to the CWGs, but through the CWG they are able to harmonise their focus and approach. This contributes to a sense of coherence and empowerment; members realise that they can use their joint capacity to work (more) effectively towards improvement in the food system. Although the focus is now on mobilising action, stakeholders also indicated a need to work on a long-term strategy, including stronger leadership from the City Corporations to embrace the CWG as part of their own work.

4. Reflections and emerging insights

This final chapter reflects on the findings, and describes emerging themes and insights that support further reflection and learning on CWG development.

4.1 The contribution of CWGs to governance in food systems

Looking back on the guiding principles, this case study unfolds that CWGs contribute in ways that are fitting and resembling the principles for food system governance.

The **boundary-spanning principle** and **inclusiveness principle** have perhaps become most visible and concrete. This is mainly due to the invitation and engagement of a diversity of stakeholders. They bring different perspectives to the system and amplify voices that were maybe less heard. The challenges that multiple perspectives and stakeholders bring is that more time is needed to bring those perspective in alignment, to collaborate and find a common pathway for the future. It is exactly this systems thinking and leadership that is required for food systems transformation.

The **systems perspective** is addressed in the CWGs by the stakeholders who represent various components of the system. The urgencies of every day do not always allow for stakeholders to work at understanding root causes of issues in the CCs, reformulating problems and steering away from immediate solution-oriented thinking. Engaging the unusual stakeholders and viewpoints and taking action collectively can lead to new incentives or power shifts in high-level decision making bodies. A diverse composition of the CWGs allows for a deeper understanding of a food system, and having a shared language are necessary steps to embrace systemic work.

The **adaptability** within governing Dhaka's food system is by its context very high. Natural events (disasters, floods or the pandemic) have been part of the cities' collective experiences and citizens and decision makers can relate to that strongly. The conscious effort of policy makers to respond to upcoming issues and to create bandwidth in policies for changes and responses to urgencies will further enhance this principle. In that sense it gives extra value to working at a city level, since they have specific contexts and therefore specific issues and needs.

The **transformative capacity** of the decision-makers in Dhaka's food system will be depending much on leadership. Food systems leaders are critical for transformation. It is those leaders who are not leading by inspiration and powerful decision making only, but merely those who are capable listeners, and who dare to take risk by inviting multiple perspectives. To ensure a balanced composition and sustainability for a food systems approach it is crucial that policy makers, political leaders and other **food systems leaders** (from private or civil society organisations) collaborate. Food systems transformation is about the long-term perspective.

4.2 Emerging insights for further reflection and learning

The experiences described above, are only the beginning of the learning journey that the CWGs are on. As activities start to unfold, and signs of ownership are increasing, it must be acknowledged that documentation of experiences and reflections on those remain important. Based on the findings above, the following themes emerge for further reflection and learning.

A new decision-support structure for City Corporations

With the establishment of the CWGs, a unique platform has been created that provides the opportunity for a new decision-support structure for CCs. Discussions in the CWG can support the CC to identify, understand and prioritise food and nutrition-related issues in their cities. As such, the CWGs provide a two-way channel of communication where priorities and recommendations for action can be brought forward to the CC, and where the CC can access a diverse group of stakeholders to coordinate and implement action. This new governance platform can provide an opportunity, but also requires careful consideration of how the CWGs fit into existing governance structures and how the groups can effectively contribute to existing governance processes. This is a learning journey for both the CWGs and the CCs themselves, in which those involved need time to adjust and get used to new roles and modes of decision-making.

Continuity and anchoring of the CWGs

A major theme that emerged throughout the process of developing this case study was the question on what is needed for the CWGs to sustain. Almost all interviewees stressed the importance of the CWG to sustain, and the need to discuss this within the CWG. This should include the formulation of a vision and goals, development of a work plan and monitoring strategy, and a clear mandate and accountability structure within the existing institutional landscape. The CWGs are currently not a formal part of the CC's role, and accountability is mainly towards its own members. Also, members feel that the positionality of the CWG within other existing governance structures is not well-defined. These issues raise questions about the role and mandate of the CWGs, and pose a concern for their level of embeddedness in formal structures and hence their continuity and legitimacy.

The role of the DFS project in anchoring the CWGs are topics for discussion as well. CWG members mentioned that the DFS project plays a vital role in convening and facilitating the CWGs and feeding discussions with evidence and data from the DFS project. The role of the CC to take leadership and embrace the CWGs as part of their own was deemed vital by those interviewed. These observations underline that, alongside the need for action, discussions on the longer-term perspective of the CWGs are necessary.

Reflectivity on composition and focus of the CWG

The members of the CWGs are generally satisfied about the composition of the CWG. In some groups, a larger representation of value chain actors (farmers, retailers, wholesalers etc) was suggested, but only few participants pointed out limited presence of environmental agencies. Even though Dhaka is facing issues related to climate change, (waste) water management and declining agricultural land area, this was not mentioned by interviewees. On the one hand, this could be linked to the notion that groups tend to self-reinforce their focus, in this case: on food safety. This can make it more difficult to point out missing perspectives or other issues than what the group focuses on. On the other hand, this could be linked to the fact that the DFS project itself is not specifically addressing environmental issues in the DMA, and therefore that these issues are less so on the radar. These observations highlight the need to remain reflective over time on who to include, or who else to connect with, and what themes to discuss.

An observation linked to this, is that the main focus of the CWG is on their own cities. Although over time they started to exchange on pilots and activities in their cities, connectivity between the cities or peri-urban and rural areas seems limited. Reflections on the composition and focus of the CWG could therefore also include reflections on geographic focus and connectivity.

4.3 Key insights for CWG development in the future

Based on the insights from this case study, this paper concludes with six practical key insights:

1. **Ensure for someone to take the lead**
    The role of the DFS project in initiating and anchoring the CWGs has been vital. Having a leading party – this could be the city corporation, a development partner or another organisation – is necessary to mobilise and engage key stakeholders. Especially in

the early phase of a process this takes much time and requires dedication.

2. **Start with where the energy is and what resonates to keep member engaged**
    A common denominator in all CWGs is that they linked up to the existing priorities of the CCs and existing work by the CWG members. Rather than starting from scratch, the CWGs tried to bring together what was already done by their members and address issues that matter to them to create and maintain their engagement. As such, the CWG is supposed to help members do their job, rather than add to their workload.

3. **Engage the government from the very start, it takes time**
    Engagement of the local government is important but takes time. Building a close relation with the local government was mentioned as key factor to increase legitimacy of the CWG. In addition, the presence of a focal person in the government – in this case, not the chair of the CWG - who is approachable and has a direct link with decision-makers was considered essential to tap into government priorities and agendas, meeting cycles and organise the practicalities around the CWG meetings.

4. **Build strong links between CWG, City and National level for the CWGs to sustain**
    It is important for the CWG to become an embedded structure within the existing institutional landscape. This means that the CWG should develop a clear mandate and position within that landscape. Strong links to the city government and national government are key to determine lines of accountability and increase legitimacy of the work that CWGs do.

5. **Formalise and strategize for the long-term, alongside short-term action**
    Striking a balance between immediate action and a longer-term perspective is a challenge but necessary. Whereas the development and implementation of activities can help to motivate and engage stakeholders, a longer-term strategy is needed to guide the group towards a bigger vision. In addition, a long-term strategy is key to buy time as a group to find and reinforce their role as governance platform and contribute to systemic impact.

6. **Knowledgeable and experienced convenors are key catalysts to spark action**

The City Coordinators have played and essential part to bring the right people to the table. Each of the them had professional experience in working with the government and development partners. This made them knowledgeable about how to work with government officials, how to deal with protocols, hierarchies and power structures. This made them valuable facilitators of links within the CWGs as well as between the CWG and other institutions. For these convenors to take this role and grow in it, capacity building and ongoing reflection are key.

@FAO/Fahad Kaizer

Annex 1: Food and Nutrition Governance in Bangladesh

Food security is governed by several institutions in Bangladesh. Four main structures are charged with formulating and implementing food security policies, in particular the National Food Policy and its associated Plan of Action:

1. Food Planning and Monitoring Committee — National level

The Food Planning and Monitoring Committee (FPMC) is a cabinet-level committee headed by the Minister of Food. Drawing on the work of the Food Planning and Monitoring Unit (FPMU), it provides overall leadership and oversight in the formulation of food security and nutrition policies. Fourteen Ministries including the Minister, Ministry of LGRD&C are member of this Committee. The role of the committee twofold: monitor overall food security in Bangladesh and advice the government to take appropriate decisions for action based on food production, stock, demand information and issues relating to all other aspects of food security including overall food management and "food and nutrition security.

2. Food Policy Working Group — National level

The Food Policy Working Group (FPWG) is an inter-ministerial coordination mechanism to support the Food Planning and Monitoring Committee. It focuses on strategic issues related to food security, and coordinates the work of the Thematic Teams and cross-cutting issues of food security. The FPWG is chaired by the Secretary of the Food Division in the Ministry of Food and has about 13 members from amongst others the Ministry of Finance, Ministry of Planning, and the Planning commission.

3. Thematic Teams — National level

Thematic Teams are specialized inter-ministerial teams led by each Directorate of the Food Planning and Monitoring Unit. They are organized according to the three dimensions of food security (availability, access and utilization). One additional team facilitates information exchange between FPMU and data providers.

4. Standing committees – City level:

As per City Corporation Act 2019, the Mayor of the City Corporation can meet with relevant government and non-government organizations for consultation on any issue related to the welfare of the city dwellers. However, such meetings are often only called upon by the Major for emergency purposes for joint action, such as floods or epidemics/pandemics. City Corporation can also form 14 standing committees on different issues such as waste management, urban planning and development, water and electricity, environmental development,

Governance structures at the city level

- **Zones:**

For better performance of the CCs, the big cities in Bangladesh including DNCC, DSCC, GCC and NCC have zonal structure next to the headquarters of CC. There are 10 zones in both DSCC and DNCC, 3 zones in NCC and 8 zones in NCC. Each zone is normally divided in 3 to 9 wards. Each zone is headed by a Zonal Officer (most of them are also Magistrate of the Government of Bangladesh). Zonal Offices collect taxes, render birth and death registration certificate to the citizens, and supervise work on infrastructure, waste management, public health, and markets. Zonal Officers are also responsible for conducting mobile courts on a variety of issues. There is no food system governance structure at the zonal level.

- **Wards:**

Most of the bigger cities in Bangladesh, including DSCC, DNCC, GCC and NCC, have Ward level Officers that are headed by the respective Ward Councillor and administrative staff. The Ward officers perform several tasks as part of activity plan of their respective zonal office and some tasks are directly assigned by the headquarter of the CC. There is a provision, that Ward Councillors can call meetings with the government and non-government offices to coordinate efforts, but such meetings do not happen on regular basis. There is dedicated food governance structure at ward level.

Annex 2: Interview Guide

Interview guide

NB: probing questions such as why and how are asked throughout

Introduction (discover)

- Name, organisation, role/position
- What do you do and what do you like about it?
- When did you become a member of the CWG and how did you connect/become engaged?
- What does participation in the CWG bring you?
- And what motivates you to participate

Challenges and successes (dream)

- What would you say is the biggest success of the CWG so far? What made it a success?
- What would you (or the CWG) need to generate even better results? Explain?

Governance structure & dynamics (design)

- If it were up to you, who would you like to have or bring on board in the CWG?
- Do you know if your CWG is also connecting to other CWGs? How does this work? How is driving this?
- How can this working group, in your opinion, contribute to improvements in the food system in your city? What would be needed to achieve that?

Governance structure & dynamics (destiny)

- How do you see the future of this CWG, after the project ends?
- What would you need to sustain the CWG (as an individual, as a group)?

Insights from DMA

- What would you like to share about your experiences with the CWG with other cities in BGD? (thinking for example about other cities who would be considering to start such a group)

Annex 3: Timelines of the CWG development in the four cities

Timeline CWG Dhaka North and topics addressed

DNCC		dec-19	XXX	jul-20	aug-20	sep-20	okt-20	nov-20	dec-20	jan-21	feb-21	mar-21	apr-21	may-21	jun-21	jul-21	aug-21	sep-21	okt-21	nov-21	dec-21
	National/regional happenings		Lockdown COVID-19										Lockdown COVID-19								
													Ramadan								
	Meetings	Introduction		1st meeting		2nd meeting	3rd meeting	4th meeting		5th meeting			6th meeting			7th meeting				8th meeting	
	# attendees meeting (excl. FAO)	21 (in person)		9 (online)		8 (online)	9 (online)	9 (online)		15 (in person)			16 (online)			18 (online)				23 (in person)	
	Issues discussed																				
	Malnutrition urban poor	x		x		x							x								
	Urban gardening					x															
	Public health and food safety	x		x		x	x														
	Safety slaughter houses					x															
	Safety practices vendors																				
	Managing food vendors	x				x	x	x													
	Lack of knowledge / awareness																				
	Nutritious food supply	x																			
	Planning food future	x																			
	Reducing and managing food waste	x		x		x	x														
	Safe and functional markets	x						x					x			x				x	
	Mobile court																			x	
	Other																				
	City Food Council			x						x										x	
	Data and knowledge needs to understand issues																				
	Coordination of efforts between actors					x															
	Lack of enforcement/implementation																				
	Spatial analysis of DMA food system						x														
	Rooftop gardens																				
	City Food Charter									x			x			x				x	

Timeline CWG Dhaka South and topics addressed

DSCC	jul-20	aug-20	sep-20	okt-20	nov-20	dec-20	jan-21	feb-21	mar-21	apr-21	may-21	jun-21	jul-21	aug-21	sep-21	okt-21	nov-21	dec-21
National/regional happenings		Lockdown COVID-19								Lockdown COVID-19								
										Ramadan								
Meetings	Introduction		1st meeting	2nd meeting	3rd meeting		4th meeting		5th meeting		6th meeting			7th meeting			8th meeting	
# attendees meeting (excl. FAO)	18 (online)		13 (online)	10 (online)	11 (online)		21 (in person)		13 (online)		22 (online)			13 (online)			22 (in person)	
Issues discussed																		
Addressing malnutrition and ensuring food security of the poor	x		x	x	x												x	x
Urban gardening/agriculture					x	x	x	x	x	x	x							
Engage the poor in food supply chain	x																	
Ensuring public health and food safety	x																	
Reducing food loss and food waste	x		x	x	x													
Environmental education to reduce waste at sources			x	x	x													
Waste recycling management				x	x	x	x	x	x									
Managing mobile food vendors	x																	
Improving food markets	x		x	x	x	x												
Safe food by appropriate market infrastructure			x	x	x	x	x	x										
Awareness raising/training poultry vendors on hygienic practices				x	x	x	x	x	x	x							x	
Capacity developing of MMC				x	x	x	x											
Building mass awareness regarding food safety	x																	
Integrating food into urban planning	x																	
Strengthening food system governance	x		x	x	x	x												
Food safety committee > capacity building				x	x	x	x	x	x	x	x			x	x	x		
Establishing farmers' market to connect consumers and farmers	x			x	x	x			x	x	x	x	x	x	x	x	x	
Search for specific places for farmers market				x	x	x	x	x	x	x	x	x	x	x	x			
Roundtable meeting on farmers' market, include farmers					x	x	x	x	x									
Other																		
City Food Council	x		x		x									x	x	x	x	x
More monitoring needed				x														
City Food Charter							x	x	x	x	x	x	x	x	x	x	x	x
Mobile court														x	x	x	x	x

Timeline CWG Gazipur and topics addressed

GCC		dec-19	xxx	aug-20	sep-20	okt-20	nov-20	dec-20	jan-21	feb-21	mar-21	apr-21	may-21	jun-21	jul-21	aug-21	sep-21	okt-21	nov-21	dec-21
	National/regional happenings		Lockdown COVID-19									Lockdown COVID-19								
												Ramadan								
	Meetings	Introduction		1st meeting	2nd meeting	3rd meeting		4th meeting		5th meeting		6th meeting	7th meeting			8th meeting			9th meeting	
	# attendees meeting (excl. FAO)	24 (in person)		10 (online)	8 (online)	6 (online)		4 (online)		14 (in person)		11 (online)	14 (online)			18 (in person)			17 (in person)	
	Issues discussed																			
	Ensuring nutrition and food security for urban poor	x		x	x					x										
	Urban agriculture > promotion and training for farmers											x								
	Ensuring public health and food safety	x		x	x					x										
	Awareness raising																			
	Managing food vendors	x					x		x											
	Training street food vendors					x				x									x	
	Ensuring nutritious food supply	x																		
	Planning food future	x																		
	Reducing and managing food waste	x																		
	Ensuring safe and functional markets	x		x	x					x										
	Establishing farmers' market					x				x		x								
	Training farmers safe handling and production					x				x		x								
	Renovating/cleaning drainage system markets					x														
	Other																			
	City Food Charter											x	x	x		x			x	
	City Food Council											x							x	
	Mobile court																		x	

Timeline CWG Gazipur and topics addressed

NCC		nov-19	XXX	aug-20	sep-20	okt-20	nov-20	dec-20	jan-21	feb-21	mar-21	apr-21	may-21	jun-21	jul-21	aug-21	sep-21	okt-21	nov-21	dec-21
	National/regional happenings		Lockdown COVID-19										*Lockdown COVID-19*							
													Ramadan							
	Meetings	Introduction		1st meeting		2nd meeting	3rd meeting	4th meeting					5th meeting			6th meeting			7th meeting	
	# attendees meeting (excl. FAO)	32 (in person)		10 (online)		13 (in person)	18 (in person)						12 (online)			19 (in person)			23 (in person)	
	Issues discussed																			
	Malnutrition urban poor	x		x		x	x						x	x	x	x	x	x	x	x
	Awareness nutritious food					x	x													
	Producing own food / poultry rearing / urban gardening					x	x						x	x	x	x	x	x	x	x
	Public health and food safety	x		x		x	x						x	x	x	x	x	x	x	x
	Hotel and restaurants grading system												x	x	x	x	x	x	x	x
	Slaughterhouse/butcher shops			x	x	x										x	x	x		
	Managing food vendors	x		x		x	x						x	x	x	x	x	x	x	x
	Lack of awareness/knowledge > streetfood vendor training	x					x						x	x	x	x	x	x	x	x
	Lack of monitoring	x		x		x	x													
	Nutritious food supply	x																		
	Planning food future																			
	Reducing and managing food waste	x		x		x	x													
	Safe and functional markets	x					x						x	x	x	x	x	x	x	x
	Other																			
	City Food Council			x															x	
	City Food Charter													x	x	x	x	x	x	x