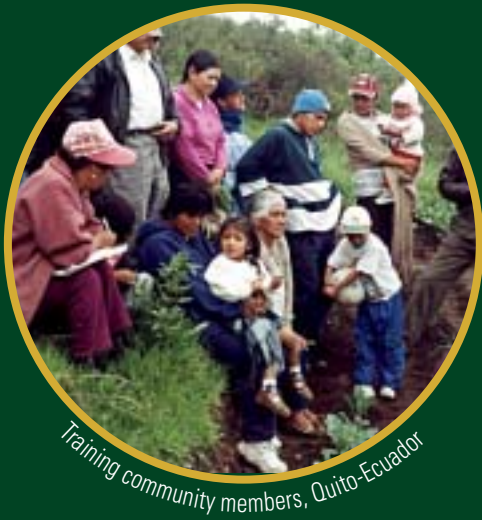


GUIDELINES FOR MUNICIPAL POLICYMAKING ON URBAN AGRICULTURE

Urban Agriculture and Citizen Involvement



Training community members, Quito-Ecuador

Four Reasons Why Urban Agriculture Matters

Hunger is growing

In less than 30 years, the number of people who go to bed hungry in Latin America has increased by 20%: as many as 65 million people are now affected. Feeding the entire population is a challenge that cities must meet.

Natural medicines for all

The poor spend between 40 and 60% of their scarce incomes on food and almost 15% on health care and medicine. The production of medicinal plants and derived products — infusions, extracts, and essences, — facilitates access to health care for the very poor and marginalized.

Recycling wastes and wastewater can help ensure food security in cities

Only 2% of the waste produced in our cities is treated properly. Thousands of cubic meters of wastewaters are not being used or are treated at a high cost. These can be transformed, however, into excellent sources of natural fertilizer, irrigation water, and nutritional supplements for animals.

Creating low-cost employment and generating income

Urban agriculture (UA) generates employment at a low cost in relation to the estimated costs of other productive sectors. Creating on job in UA costs less than US \$ 500, an investment that can be recovered through micro-credits.

The benefits in terms of food, health, the environment, and job creation explain why an increasing number of municipalities want to develop and modernize their urban agriculture programs.

This series of guidelines is based on current scientific and technological research and reflects innovative practices in cities in the region. These practices are a source of inspiration: we invite you to share them and, in turn, enrich the experience.

Happy urban harvesting!

Y.C.



Developing a land use diagram, Montevideo - Uruguay

Challenges

The development of urban agriculture policies and programs should stem from a dialogue between local governments, non-governmental organizations (NGOs), academic organizations, producers, the private sector (formal and nonformal), social movements, and grassroots organizations. Special consideration needs to be given to the nonorganized and marginalized segments of the population.

To do this, it is necessary

- To open and formalize spaces for participation within the municipal administration.
- To support capacity building among local actors for developing processes related to urban agriculture (UA), such as diagnosis, problem identification, implementation of solutions according to previously established priorities, conflict mediation, joint implementation of actions, systematization, monitoring, and the creation, follow-up, and control of municipal policy.
- To facilitate access to the necessary funds for implementing joint actions and policies.

This document provides guidelines and suggestions for promoting the participation of all actors in urban agriculture.

"Dreams and cities are built together."

Natasha Reyes. Director of the Metropolitan Directorate for Sustainable Human Development. Municipality of the Metropolitan District, Quito.



Workshops on gender and urban agriculture issues, Lima - Peru

Six Guiding Principles for Policymaking

In support of citizen involvement

1. Awareness-raising and mobilization of actors

A first step in local participatory consultation and action processes is to raise the level of awareness and mobilize multi-actor and inter-institutional groups, in order to establish links between local, national, and regional governments; civil society actors; communities; and the private sector.

Special consideration should be given to:

Implementing communications and dissemination strategies adapted to different audiences

It is important to develop a strategy for publicizing the UA program through different media, including electronic (Internet) and traditional information media (radio, television, and newspapers).

Nonorganized sectors of the population need to be included, especially producers, micro-businesses, and business people not included in the formal trading sector.

Formalizing commitments

Commitments among different actors can be formalized by means of an Inter-Actor Agreement or other formal arrangement for promoting transparency and the institutionalization of the process.

To develop the AGRUPAR Program (Agricultura Urbana Participativa) in **Quito (Ecuador)**, the local government, several NGOs, PGU-ALC/UN-HABITAT, and community representatives signed an Inter-Actor Agreement for carrying out a participatory diagnosis and for developing an action plan.

2. Participatory Diagnosis

The UA process should begin with a participatory study or a diagnosis of the situation to prioritize people's concrete problems and needs, as well as to analyze opportunities and constraints to the development of UA in the municipality. To formulate more inclusive proposals for action, the

diagnosis should explore issues of gender, generation gaps, and ethics, and should include the communities' perceptions and values. (See Guideline 7).

In **Montevideo (Uruguay)**, several participatory diagnostic techniques were used, including lot diagrams, participatory surveys, and observation tours. Different production systems were identified, as well as their locations and main features, legal frameworks, and the needs and viewpoints of the actors involved in the development of UA.

3. Formulating joint action strategies

Definition of strategies and actors

This requires defining in a participatory manner activities, objectives, approaches and tools, inputs required, strategies for mobilizing resources, and the expected results. This can be accomplished by strengthening the capacities of the local actors.

The roles of different actors should also be described, recognizing their diverse interests. Spaces and tools need to be created to facilitate negotiations and conflict mediation.

The selection of action strategies requires considering their validity in social and political terms, as well as their viability in terms of resources.

Building multi-actor platforms

The creation of multi-sector platforms, local forums, coordination tables, or working groups for defining and implementing joint action plans and for seeking formal approval by the local government are all elements that reinforce and legitimize the agreed-upon initiatives.

In **Cuenca (Ecuador)**, a multi-actor platform was created to promote the municipal UA program: the local government and more than 30 grassroots organizations, NGOs, and international agencies participated. Through meetings and surveys, participants were able to decide on the type of activities to be developed as part of the UA program, supported by commitments and resources from the municipality.



Mayor signing a UA agreement, Quito – Ecuador



Participatory diagnosis, Maracaibo – Venezuela

4. Implementing projects and programs

Actions that produce tangible results help to reinforce the commitment and participation of those involved and inform public policymaking. It is useful to develop, from the outset of the process, pilot projects, or actions that produce outputs or have an impact in the short term, and that create a positive environment for more complex and long-term processes.

Roles of the different actors

At this stage:

- Communities and grass-roots organizations have a key role in project management and coordination, and in the evaluation and control of the activities carried out.
- NGOs provide technical assistance and complement the work done by the community.
- Universities and research centres provide support for the development of appropriate technologies for food production and processing and provide methodological support for the diagnosis, monitoring, and training processes.
- The private sector facilitates access by the most marginalized to financial services (e.g., micro-credit, input, marketing, etc.).
- Local and national governments play a key role, ensuring the availability of land, access to public services, approval of regulations and standards. They also regulate UA activities (See Guideline 3).

In El Rímac (Lima-Perú), the municipality signed a cooperation agreement with a private corporation, Purina Center Rimac Corn (producer of poultry food), whereby the company would provide training and technical assistance in poultry raising to the community and municipal representatives, free of charge.

5. Institutionalizing and scaling-up

Together with the implementation of concrete projects, a municipal UA policy should ensure the sustainability of the program beyond a given political administration and should facilitate a change in the program's scale: from one neighbourhood to many; from one city or municipality to many others.

Including land management plans and sector programs

One way of institutionalizing urban agriculture is to include it in the city's strategic plans, development plan, and land management plans, as is done in Havana (Cuba) (See Guideline 3).

Including UA in sector programs (health, environment) should also be considered or municipal UA programs can be created.

Inclusion in the municipal budget

The inclusion of UA in the municipal budget was an essential component in the promotion of urban agriculture activities in Rosario (Argentina), where the City Council guarantees resources for promotion, training, and marketing activities (See Guideline 4).

6. Monitoring and evaluation

Monitoring and evaluation activities are an integral part of UA and should not be considered isolated actions that are only implemented at a certain stage or at the end of a process. A participatory evaluation exercise that includes internal and external viewpoints in the assessment of outcomes and impacts allows for the consolidation of results and for sharing lessons learned concerning both the successes and failures that would inform the planning of new actions.

Participatory monitoring and evaluation system

It is necessary to put in place a participatory system for monitoring and evaluation, giving special consideration to the quality and relevance of the indicators defined.

The state government of Mato Grosso do Sul (Brazil), for instance, is planning to include social and economic conditions, gender and generational gap issues, local development, technology transfer, and environmental impacts in the evaluation of its agro-industrial program. Surveys of producers and the business community will be carried out.



Field visit, Belo Horizonte – Brazil



The community develops an action plan, Iquitos – Peru

"Local urban agriculture programs may become a key element in building participatory and democratic governance in the cities of the region."

Carlos Carignano. Mayor of Camilo Aldao. Argentina.

Selected bibliography:

Cruz, María Caridad. *Sistematización de políticas municipales e intervenciones en agricultura urbana.* Programa de Agricultura Urbana, Municipalidad de Cuenca. Cuenca, 2000. (www.pgualc.org)

Dubbeling, Marielle and Santandreu, Alain. "Diagnósticos participativos en agricultura urbana: lineamientos metodológicos y conceptuales". In: *Cuadernos de Trabajo* 86. CIID, CLAES, IPES, PGU-ALC/UN-HABITAT. Quito, 2002. (www.pgualc.org)

RUAF, RED AGUILA y PGU-ALC. *Revista Agricultura Urbana*, No 5. "Métodos apropiados para la investigación, planificación, implementación y evaluación en agricultura urbana". Lima, 2002. (www.ipes.org/agUILA)

Contacts:

Rufo Cabrera. Coordinator of the Urban Agriculture Program. Municipality of Cuenca, Ecuador. Tel.: (593 7) 845 499 / 831 353; Email: cabreraruf@hotmail.com

César Jaramillo. Coordinator of the AGRUPAR Program. Metropolitan Directorate for Sustainable Development. Municipality of the Metropolitan District of Quito, Ecuador. Tel.: (593 2) 2583 285 / 2289 214; Email: aurbana@quito.gov.ec

Luis Lobatón. Mayor of the Municipality of Rímac – Lima, Peru. Tel.: (51 1) 48 23101; Email: morenocharles@hotmail.com

Lilia Moedejar. Director. Provincial Directorate for Physical Planning. Havana, Cuba. Tel.: (53 7) 33 4589

Alberto Gómez Perazzoli. Director of the Urban Agriculture Program. Montevideo Rural Unit, Municipality of Montevideo, Uruguay. Tel.: (598 2) 901 3451; Email: umr@piso3.imm.gub.uy

Antonio Lattuca. Coordinator of the Urban Agriculture Program. Secretariat for the Social Promotion of the Municipality of Rosario, Argentina. Tel: (54 341) 4802444; Email: lattucario@arnet.com.ar

Humberto de Mello Pereira. IDATERRA-PROVE. State Government of Mato Grosso do Sul, Brazil. Tel.: (55-67) 318-5276; Email: humbertocrba@hotmail.com



Urban Agriculture and Citizen Involvement

No. 2

This document was developed from a background paper written by Fernando Patiño (Consultant).

Edited by Yves Cabannes (PGU-ALC), Marielle Dubbeling, and Alain Santandreu (IPES/PGU-ALC)

Text copy-edited by Nancy Sánchez and Mónica Rhon D.

Advice on Communication and Design:
Roberto Valencia (Zonacuاريو)

This policy document is part of a series of nine guidelines on different urban agriculture themes:

1. Urban agriculture: A tool for sustainable municipal development
2. Urban agriculture and citizen involvement
3. Urban agriculture: Land use management and physical planning
4. Micro-credit and investment for urban agriculture
5. Recycling organic wastes in urban agriculture
6. Treatment and use of wastewaters in urban agriculture
7. Urban agriculture: Fostering equity between men and women
8. Urban agriculture and food sovereignty
9. Processing and marketing urban agriculture products

The series is available on the Web sites of the Urban Management Program (www.pgualc.org) and IDRC (www.idrc.ca)

This work was coordinated and financed by the International Development Research Centre (IDRC), of Canada, the Urban Management Program for Latin America and the Caribbean (PGU-ALC/UN-HABITAT) in Ecuador, and IPES, Promotion of Sustainable Development, Peru.

IDRC  CRDI

International Development Research Centre
250 Albert St, PO Box 8500
Ottawa, ON, Canada K1G 3H9
Tel.: (613) 236-6163, ext. 2310
Email: blwilson@idrc.ca
www.idrc.ca

IPES

Promotion of Sustainable Development

Jorge Price,
Executive Director
Calle Audiencia N° 194, San Isidro
Apartado Postal 41-0200
Tel.: (51 1) 440-6099/ 421-6684.
Email: ipes@ipes.org.pe



Programa de Gestión Urbana

Regional Office for Latin America and the Caribbean



UN-HABITAT

Yves Cabannes, Regional coordinator
García Moreno 751 entre Sucre y Bolívar
Fax: 593-258 39 61 / 228 23 61
Email: pgu@pgu-ecu.org
www.pgualc.org

Canada 