

Understanding Food Partnership Impact

Applying Monitoring, Evaluation and Learning (MEL) to the work of your food partnership

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This toolkit is designed to help you think about how to capture and communicate the impact of your food partnership. We introduce you to the concepts of monitoring, evaluation, and learning (MEL) and provide a framework for applying them to your work.

While MEL may initially seem vast and complex, understanding some key aspects will enable you to quickly and confidently start applying them. This toolkit aims to equip you with this foundation. We will highlight many excellent free online resources throughout to help you dive deeper into the concepts introduced here. In particular, we recommend the website betterevaluation.org which offers a wealth of free guidance and resources taking you through the MEL journey.

This toolkit will help you:

- Gain a basic understanding of Monitoring, Evaluation, and Learning (MEL) and their application to the work of a food partnership.
- Understand the Theory of Change process and how it can guide your impact journey.
- Evaluate and communicate your food partnership's impact.
- Develop practical monitoring and data collection systems that help you evidence your value.
- Develop approaches to evidence your role in driving systems change.

Click [here](#) to watch a webinar taking you through this toolkit!

What is Monitoring, Evaluation, and Learning (MEL)?

Monitoring, Evaluation and Learning (MEL) encompasses a set of approaches that allow us to ask and answer practical questions about our work:

- What are we doing?
- Why are we doing it?
- What is the anticipated result?
- Are we achieving our intended result? If not, why not?
- How can we adapt and improve our approach?

The acronym, MEL (also known as MEAL, or MERL), is used to refer to all the many activities involved in answering these questions. Broadly speaking, we can break these concepts into:

Monitoring: which involves the continuous, real-time gathering and scrutiny of data to track progress and identify areas for improvement.

Evaluation: which encompasses any systematic approach to assess the merit, worth, or significance of our activity.

Learning: which involves using the outcomes of monitoring and evaluation processes to refine and enhance our approach, fostering a culture of continuous improvement, adaptability and resilience.

Resources to check out:

<https://www.betterevaluation.org/getting-started/what-evaluation>

<https://policy-practice.oxfam.org/resources/a-quick-guide-to-monitoring-evaluation-accountability-and-learning-in-fragile-c-297134/>

<https://www.betterevaluation.org/tools-resources/what-evaluation-aea-statement>

Why is MEL important to the work of a food partnership?

Food partnerships are doing fantastic work. I know that, you know that - but our job is to ensure the rest of the world knows it. To do this, it's vital that we capture and communicate the value of our work. This is where MEL approaches come in, enabling us to approach this process in a structured and systematic way that effectively evidences our impact, while also providing opportunities for learning and adaptation along the way.

Without effective MEL processes, we will struggle to:

- Evidence our value to key stakeholders (funders, policy makers, etc.).
- Adapt and improve our approach.
- Remain accountable to our funders and beneficiaries.
- Discover unplanned effects of our work.

The different types of MEL

Think of MEL as like a toolbox, filled with various tools and parts that can be combined to meet your needs. While we can use many different approaches to MEL for different purposes, there are four main variations that you should be aware of:

1. **Formative Evaluation** focuses on making improvements to work that is ongoing. These approaches act as a guide, pointing out areas for improvement as you navigate the implementation process.
2. **Summative Evaluation** focuses on steering your work in the right direction by providing insights on whether to continue, expand, or adjust your efforts.
3. **Process Evaluation** provides a behind-the-scenes look at your intervention's inner workings, revealing whether everything is running smoothly or if adjustments are needed.
4. **Impact Evaluation** takes a bigger picture look at your work and assesses whether it is leading to the longer term, wider, systems changes that you aspire to.

These approaches are usually not used in isolation. Instead, they are often combined and used to support one another. It is just as important to know whether the overall approach is delivering the

intended long-term impact as it is understanding the effectiveness of the nuts and bolts of the project. The table below summarises how these approaches can combine and overlap.

	Formative evaluation	Summative evaluation
Process evaluation	Focused on processes: intended to inform decisions about improving (primarily implementation)	Focused on processes: intended to inform decisions about stop/go
Impact evaluation	Focused on impact: intended to inform decisions about improving (primarily design characteristics)	Focused on impact: intended to inform decisions about stop/go

Source: Better evaluation (<https://www.betterevaluation.org/getting-started/what-evaluation>)

How do we 'do' an evaluation?

Choosing appropriate approaches depends both on what it is you are seeking to evaluate and the unique context in which you operate. Providing training on these different approaches is not within the remit of this toolkit, but thankfully, there are many great online resources that can help guide this process

The free to access website, BetterEvaluation, offers one framework for getting to grips with the evaluation process. Their "[Rainbow Framework](#)" offers a step-by-step guide for thinking it through. Click on the headings in the box below to learn more.

The Rainbow Framework

[Manage](#) – how decisions will be made for each step of the evaluation and ensuring they are implemented well.

[Define](#) – the project and how actions are understood to contribute to impact (Theory of Change).

[Frame](#) – being clear about the boundaries of the evaluation.

[Describe](#) – collecting or retrieving data and analyzing it to answer your evaluation questions.

[Understand Causes](#) – addressing questions about cause and effect.

[Synthesise](#) – bring together data to provide an overall conclusion.

[Report and Support Use](#) – communicate findings, facilitate learning and adaptation.

Theory of Change

If you take away one thing from this toolkit, let it be that if you haven't yet gone through a Theory of Change process, go away and do so!

A **Theory of Change** is a useful tool for helping us understand and communicate how the work of a food partnership is understood to contribute to a chain of results that produce intended impacts.

It is a critical part of the evaluation process, as it allows us to understand how actions are linked to impact.

You can think of a Theory of Change as both a process and a product. The end goal of a Theory of Change is to produce a document that clearly outlines how your activities lead to intended impact. This is often referred to as a *logical chain model*:

Activities -> Outputs -> Outcomes -> Impact

In this approach, you identify how the outputs of your activities lead to outcomes which, when combined, contribute to your overall impact.

Activities: the actions that you are undertaking.

Outputs: the product of your actions, e.g. projects ran, workshops organised, etc.

Outcomes: the short-to-medium term consequences of your outputs.

Impact: the longer-term, wider changes that you are hoping to bring about.

When thinking through a logic chain, you can start from either direction: you can start by identifying your intended impact and work back towards your activities, or you can start with your activities and work towards the impact you hope they will lead to.

There are many ways of approaching a Theory of Change that differ from the logic chain model explained above, however for those new to Theory of Change work, we recommend this as the most straightforward approach.

While it is possible to conduct a Theory of Change at any stage of your work (including at the very end), we highly recommend doing it at the start of any new project or programme, as it can help refine and develop your approach.

The NCVO offer some great training and resources on Theory of Change processes. [Here is a link](#) to one of their helpful guides.

Takeaway activity

In Annex.1 below you will find a template for conducting a Theory of Change that you can go away and immediately apply to the work of your food partnership. Take it away and spend some time with your steering group thinking through the specifics of how your work is intended to bring about the changes you wish to see. It might be a good idea to get each one of your working groups to spend time applying this thinking specifically to their area of work.

Resources to check out

<https://www.ncvo.org.uk/help-and-guidance/strategy-and-impact/strategy-and-business-planning/theory-of-change/>

<https://www.theoryofchange.org/what-is-theory-of-change/>

<https://unsdg.un.org/sites/default/files/UNDG-UNDAF-Companion-Pieces-7-Theory-of-Change.pdf>

Applying MEL to the Food Partnership Context

Applying the concepts introduced above presents specific challenges for our work as food partnerships. The issue, which we call the **twin attribution problem**, involves the challenges of attributing impact specifically to the actions of a food partnership.

There are two components of this problem:

1. Working in partnership:

Our work inherently involves working in partnership with a wide range of organizations, often blurring the lines between roles and responsibilities. This makes it difficult to isolate the impact of the food partnership from that of partner organizations.

2. Addressing systems level challenges

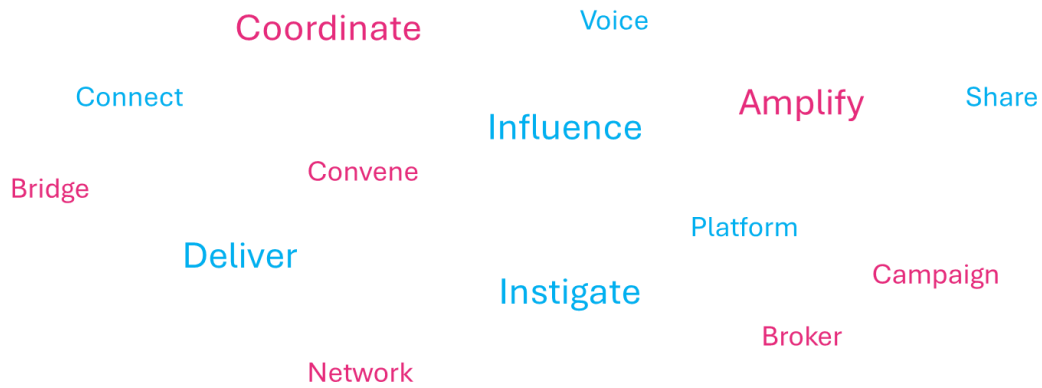
Our work focuses on addressing systems-level challenges, involving complex dynamics and difficult to predict feedback loops. The complexity of this system, combined with long-time frames for tangible change, makes identifying the cause and effect of our efforts challenging.

To address this dual attribution problem, we need to go back to our Theory of Change to think about what it is that food partnerships do and why we do it.

Activities -> Outputs -> Outcomes -> Impact

Activity: What do food partnerships do?

While it may seem like a simple question, identifying the specific activities of food partnerships is not always an easy task. Food partnerships all work a little differently, responding to unique structures and the specific demands of local contexts. However, from our experience, there are activities that all food partnerships engage in to a lesser or greater extent. To help identify these activities, we reviewed reporting data submitted by food partnerships to isolate the different types of activities that they engaged in. We grouped activity around key themes and produced a word cloud capturing the headings.



You may notice that many of these headings are what you might think as ‘soft skills’, attributes emphasising the importance of coordination, teamwork, communication and collective problem solving in bringing about cross-sector, systems level change.

The challenge with these attributes is that they are often nuanced and less tangible in nature. Our role is to bring together stakeholders to enact wider changes, but the ways we do that are often subtle, and the resulting impacts are often difficult to directly attribute to our activity.

Our experience is that food partnership coordinators often undervalue the work they do in these areas in favour of more tangible project deliverables. But it must be emphasised that it is through these less tangible activities that food partnerships really deliver their added value – by convening and coordinating stakeholders across scales, connecting work across boundaries, and creating synergistic outcomes. We call this function of a food partnership, the ‘**backbone function**’. More on this below.

Outputs: Measuring the intangibles

As much of our impact as a food partnership is derived from these less tangible aspects of convening and coordinating work across a food system, it is vital that we try to capture how, when and where this is adding value.

To help us think through how we capture this impact, we have created a framework which highlights the different areas of activity you engage in and the things that you might be able to track or measure.

This framework categorises food partnership activities into five broad impact categories:

Deliver – You engage directly in local food action by executing your own projects and programs.

Coordinate – You synchronize efforts across the food system, fostering collaboration, sharing knowledge, and connecting stakeholders from various sectors.

Influence – You shape local food decision-making processes, making policies, strategies, and action plans more inclusive and representative. This includes influencing public opinion through campaigns and engagement.

Instigate – You initiate new projects by identifying gaps, mobilising funding, promoting good practice and facilitating collaboration among stakeholders.

Amplify – You promote and enhance the efforts of others, contributing to the momentum of the local good food movement.

The Backbone Function:

The role of a food partnership is to provide backbone support infrastructure that fosters the cross-sector communication, alignment, and collaboration required to achieve the systems change we strive for. We refer to this convening and coordination role as providing the 'backbone function'.

Check out this great resource by the [Collective Impact Forum](#) to learn more about the backbone function. In this resource, they offer a helpful framework for thinking through the different roles you play in performing that backbone function:

Guide vision and Strategy:

- Build a common understanding of the problem.
- Serve as a thought leader/standard bearer for the initiative.
- Ensure common agenda is updated as need as strategy unfolds.

Advance policy:

- Advocate for an aligned policy agenda.
- Stay on top of policy developments that impact the effort.

Mobilize resources:

- Mobilize and align public and private resources to support initiative's goals.

Build community engagement:

- Create a sense of urgency and articulate a call to action.
- Support community member engagement activities.
- Produce and manage communications (e.g., news releases, reports).

Support Aligned Activities:

- Coordinate and facilitate partners' continuous communication and collaboration (e.g., run taskforce meetings).
- Recruit and convene partners and key external stakeholders.
- Seek out opportunities for alignment with other efforts.
- Ensure taskforces are being data driven.

Established Shared Measurement Practices:

- Collect, analyse, interpret, and report data.
- Catalyse or develop shared measurement systems.
- Provide technical assistance for building partners' data capacity.

This framework provides another way of thinking through the general areas of your activity and how they contribute to that backbone function.

Resources to check out

<https://collectiveimpactforum.org/wp-content/uploads/2021/12/Backbone-Starter-Guide.pdf>

<https://collectiveimpactforum.org/resource/the-value-of-backbone-organizations-in-collective-impact/>

By categorising food partnership impact activity in this way, it can enable us think through what data we are able to collect. Below contains a list of some of the things you can collect, although this is by no means exhaustive.

Area of Work	Outputs
Deliver	Project impacts, partner impacts, people reached, activities ran, food distributed, etc.
Coordinate	Connections made, acts of regional coordination, cross-sectoral bridges built, partners engaged, knowledge shared, etc.
Influence	Strategies/policy designed, Influential contacts engaged, policies influenced, decision making processes participated in, etc.
Instigate	Funding mobilized, projects seeded, ideas shared, collective actions mobilized, etc.
Amplify	Partners work platformed, campaigns engaged in, learnings shared, events held etc.

Takeaway activity:

We recommend that you go away and think about your work in relation to these different activity areas. Think about how your work fits into these different categories and the kinds of things that you might be able to measure in relation to them.

Tracking your activity and impact

Once you have identified what aspects of your activity are useful to track, it’s time to develop a tracking system. Going back to our earlier MEL concepts, we can think about this as forming the *monitoring* aspect of our work: the continuous, real-time gathering of performance indicators and metrics to track progress and identify areas for improvement.

This doesn’t have to be a complicated system. All that is required is keeping a record of the work that has been done. We recommend keeping this simple. Create some kind of database where you can make a brief note of what you have done, when and with whom. Make sure you record at least enough information to capture the basics of the activity, allowing you to follow up later.

Top tips from SFP award holders: start this process early!

Our members who have achieved Silver and Gold SFP awards tell us that the best way of making this process as straight forward as possible is starting to log your activity early and make a regular habit of it. This saves having to come back and remember all the great work that you have done at a later date.

Building an evidence database

Interested in learning more about how to create your own evidence database? [Check out this video](#) where we take you, step-by-step, through how to build a monitoring database using the free online database software, Airtable.

Using your activity data

One thing to keep in mind when building an evidence database is that small activities often add up to big impacts over time. That connection between stakeholders that you made two years ago may result in a multi-million-pound programme that has a real impact on reducing food poverty in your area. But the only way you will be able to evidence your role in helping to instigate that is by having a clear record about what you did to do so.

“Small activities often add up to big impacts over time”

Your new evidence database is the perfect place to keep a record of the role that your food partnership has played in delivering wider-spread impact.

From this information you can start building a compelling case as to the role your food partnership plays in delivering, coordinating, instigating, influencing and amplifying the collective impact of your partners.

Activity data of this kind can open up a wide range of possible different MEL approaches and methodologies that identify the cause and effect between your activity and the wider impacts it leads to. While beyond the scope of this toolkit, here are some great resources to learn about some of those different approaches:

- [Ripple Effect Mapping](#)
- [Contribution Analysis](#)
- [Innovation History](#)
- [Outcome Harvesting](#)
- [Outcome Mapping](#)

Evaluating the effectiveness of your backbone function

One way of using your activity data is to evaluate how well you are performing your role as a backbone organisation (see box above). The team at the [Collective Impact Forum](#) have put together this [helpful list of indicators](#) which provide a way of approaching this. Comparing your activity data with this list is a good way of evaluating the extent to which your activities are contributing to this function.

Backbone Effectiveness: 27 Indicators

Guide Vision and Strategy	<ul style="list-style-type: none"> Partners accurately describe the common agenda Partners publicly discuss / advocate for common agenda goals Partners' individual work is increasingly aligned with common agenda Board members and key leaders increasingly look to backbone organization for initiative support, strategic guidance and leadership
Support Aligned Activities	<ul style="list-style-type: none"> Partners articulate their role in the initiative Relevant stakeholders are engaged in the initiative Partners communicate and coordinate efforts regularly, with, and independently of, backbone Partners report increasing levels of trust with one another Partners increase scope / type of collaborative work Partners improve quality of their work Partners improve efficiency of their work Partners feel supported and recognized in their work
Establish Shared Measurement Practices	<ul style="list-style-type: none"> Shared data system is in development Partners understand the value of shared data Partners have robust / shared data capacity Partners make decisions based on data Partners utilize data in a meaningful way
Build Public Will	<ul style="list-style-type: none"> Community members are increasingly aware of the issue(s) Community members express support for the initiative Community members feel empowered to engage in the issue(s) Community members increasingly take action
Advance Policy	<ul style="list-style-type: none"> Target audience (e.g., influencers and policymakers) is increasingly aware of the initiative Target audiences advocate for changes to the system aligned with initiative goals Public policy is increasingly aligned with initiative goals
Mobilize Funding	<ul style="list-style-type: none"> Funders are asking nonprofits to align to initiative goals Funders are redirecting funds to support initiative goals New resources from public and private sources are being contributed to partners and initiative

Source: FSG and Greater Cincinnati Foundation

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With an activity tracking system in place, you should be well on your way to addressing the first of our attribution problems, working in partnership, as you will have a clear and accountable record of exactly what the involvement of the partnership was in any subsequent partner impact.

Now we will move on to the second of our attribution problems: demonstrating impact at a systems level.

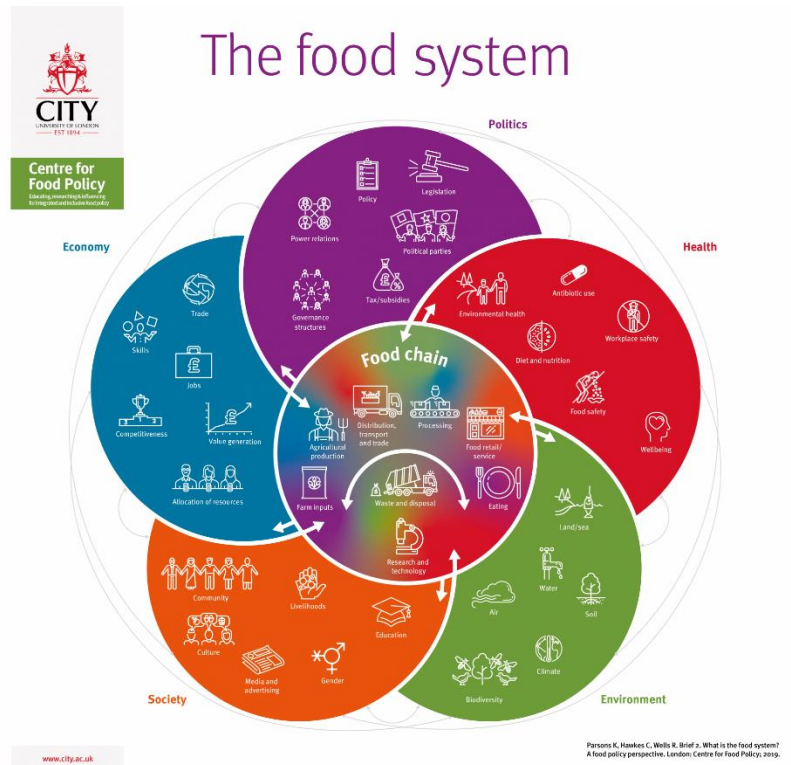
Demonstrating Systems Level Impact

The work of a food partnership focusses on bringing together action across the food system to address our most pressing social and environmental challenges. These challenges are in their very nature complex, involving feedback loops that are difficult to track and predict. But if we are to demonstrate that our food partnerships are having an impact, we need to think how we can track how our actions are linked to changes in the wider system.

What is a food system?

A food system comprises all the activities and outcomes involved in the production, transportation, marketing, distribution, consumption and disposal of food^{1,2}

A food system approach acknowledges that none of these steps happen in isolation, feedback loops connect stakeholders across the system, where decisions made in one area spill over and affect others. Choices made around how food is produced, how it is transported, how it is marketed and sold, and the impact this has on our health and the health of the environment are all intimately connected.



What can we measure?

To identify what changes to a food system we can measure, it's worth again thinking back to our Theory of Change model. How does our activity lead to positive outcomes in the food system? What are those positive outcomes, how can they be measured, and crucially, how do we evidence our role in delivering those outcomes?

Activities -> Outputs -> Outcomes -> Impact

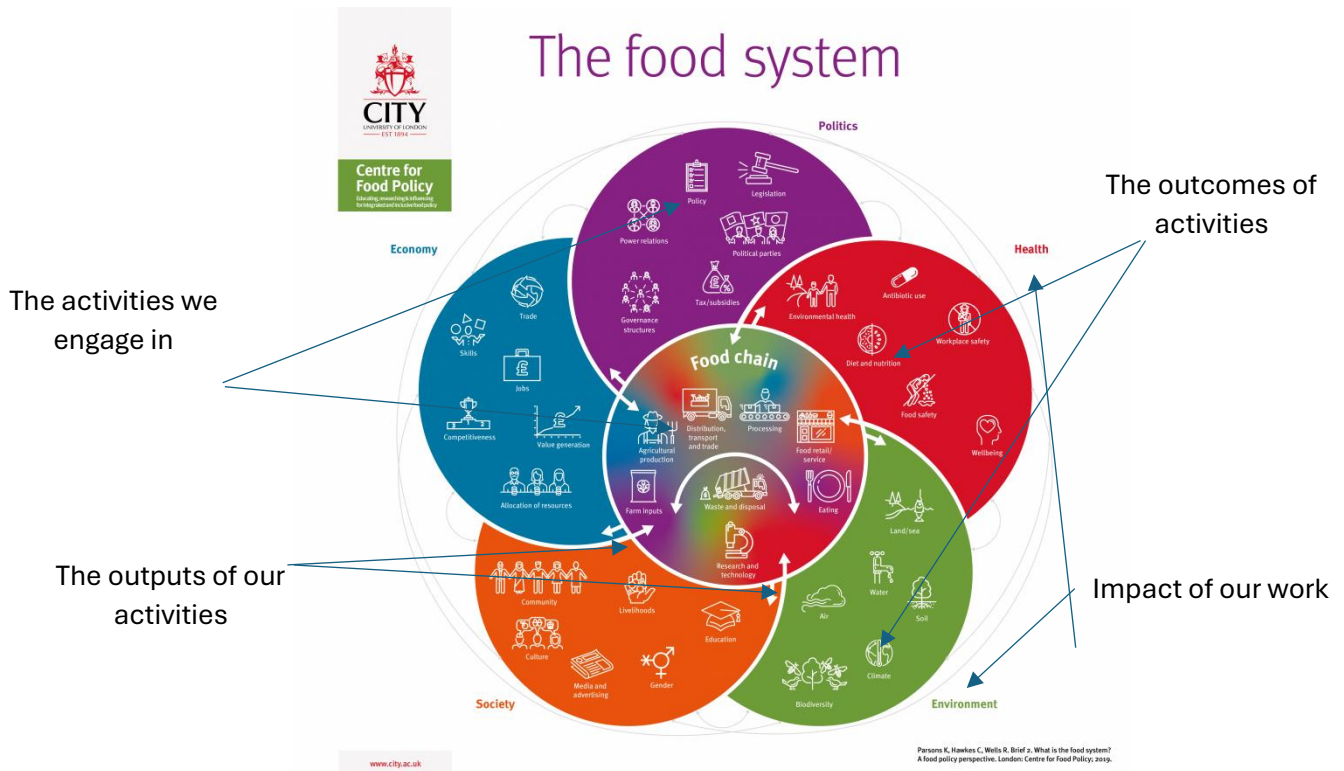
In the previous section we looked at how we can track and measure our immediate activity and outputs. We discussed the types of activity that food partnerships engage in and provided a framework for thinking through how to track and monitor those activities. In this section, we will focus on the remaining two aspects of our Theory of Change: outcomes and impacts. What are the key long term impact goals that you are trying to achieve? And what outcomes (the shorter-term tangible products of activities) can you measure that give you an indication of whether you are moving closer to this goal?

To explore this, let's use a worked example for one aspect of the food system: public health and wellbeing.

Let's say that you have an impact goal:

Improving physical and mental health and wellbeing by reducing food poverty; improving access to affordable healthy food; promoting healthy weight and healthy diets; and increasing participation in food related physical and social activity.

What outcomes could you measure that would give an indication as to whether you are moving closer to achieving this impact objective?



Here are just a few examples of some of outcomes that could be measured:

- Decrease in the number of people requiring emergency food aid
- Decrease in the number of people overweight or obese
- Decrease in the number of people malnourished
- Decrease in the consumption of salt, sugar, fat and meat
- Increase in the consumption of fruit and vegetables (5 a day)
- Increase in the number of healthy options in takeaways and vending
- Increase in the availability of free drinking water
- Increase in the number of people

Keeping track of changes to these outcomes overtime provides one way to measure changes to your food system. However, tracking data of this kind presents two challenges:

1. Collecting and analysing changes to outcome data of this type can be expensive, time consuming and may require a significant amount of data know-how. However, it's worth noting that some of your partners (particularly local authority stakeholders) may already be tracking these outcomes – more on this below.
2. While we can measure changes to outcomes, it remains difficult to link the cause and effect of our activity to these wider outcomes, as observed changes could have been caused by a host of other system dynamics.

Proxy indicators and levers for change

To address these challenges, we need a way to identify measurable intermediary outcomes that link our activity to wider impact.

While the direct causal chain between our activities and wider outcomes may not be possible to explicitly identify, there are some measurable outcomes that may give an indication of the likelihood of seeing wider change. We call these measures **proxy indicators**. Proxy indicators give us an indirect measure that approximately represent a phenomenon without measuring it directly.

In simple terms, you can think about a proxy indicator as:

‘if X happens, Y is also more likely to happen’

Proxy indicators can give us tangible things to measure that, if achieved, may help us move closer to our overall impact goals and outcomes.

Proxy indicators can be thought of as representing key **levers for change**: an area of work that has the potential to deliver wide-ranging positive change beyond its immediate focus.

Identifying these levers change in the context of your food partnership is an important step in getting to grips with identifying measurable impact within the food system.

Let’s go back to our public health example and think through what proxy indicators (or levers of change) are possible for you to measure:

- A multi-agency partnership is established to strategically address the full range of issues that contribute to food poverty and inequality.
- Public and private sector organisations adopt healthy food policies including nutrition standards and healthy options in retail, catering and vending.
- A range of healthy eating and healthy weight services are provided.
- Public understanding of healthy eating issues are being raised through campaigns and other communication tools.
- More healthy options are available in supermarkets, convenience stores, restaurants, etc.
- Healthy Start vouchers, free school meals and other social food provision for vulnerable people are being provided and promoted.

Identifying key levers for change

At the Sustainable Food Places, we have been working alongside food partnership coordinators and researchers at Cardiff University to create a long list of these levers for change that will help you capture and document the wider changes that you are bringing about in your local food system (see Annex 2.). This tool was co-developed with food partnership coordinators across the UK and offers a detailed, if not yet comprehensive, list of indicators that you can track.

Individual food partnerships have also been working with their local stakeholders to develop their own list of measurable indicators. Bristol Good Food has been working to develop one such list to assess progress towards their Bristol Good Food 2030 strategy. Click [here](#) to learn more about their approach.

Working with partners to collect and consolidate impact data

So far, we have identified two types of data that you can collect to evidence food system change: outcome indicators and proxy indicators. But who's responsibility is it to start collecting this data?

Data collection can be an expensive and time-consuming process that you may not have the capacity to commit to. However, while you may not have this capability, your partners might. In fact, many local authorities already collect a huge amount of data that may be useful to you.

Example of potential data sources:

- Local Authority Health Profiles – Public Health England's Local Authority Health Profile
- Data on free school meals eligibility, uptake and nutritional standards compliance– Department of Education
- Local authority environmental health reports – local authority websites
- Food bank usage statistics – local community food providers
- Local authority open data portals – local council websites
- National Open Data Platforms – Government Data Portals (e.g., data.gov.uk)

While it may not be your responsibility to go out and collect data yourselves, **food partnerships can play an important role in collecting and consolidating data from partner organisations.**

In some cases, the data may be publicly accessible allowing you to freely download and analyse the data. At other times, you may need to work with your partners to agree data collection and submission processes.

Collecting this data can be hard work, involving lots of chasing up. There are no easy answers to making this process less burdensome, but our experience is that you can take steps to ease and facilitate it. Here are some top tips for how you can make this process of collecting data from partners easier:

Incentivize – communicate to your partners the value of submitting data to you. Make a case for how the data you collect will help amplify and support their work. At Sustainable Food Places, we incentivize data submission by offering to platform information submitted to us on our social media platforms.

Simplify – make data submission as quick and streamlined as possible. Create easy to use, non-time intensive systems for collecting and storing data.

Necessitate – add clear and accountable data expectations into your partnership agreements.

Diversify – be open to diverse approaches to data collection including both quantitative and creative, qualitative methods.

Standardize – where quantitative data is concerned, it is good to agree standardized metrics across partners so that they can be easily compared and combined.

Bringing things together

We have looked at two of the problems facing food partnerships in demonstrating impact (working at a systems level and working in partnership with other organisations) and have suggested some practical ways you to approach them.

To address the challenges of demonstrating your impact while working in partnership, we suggested a framework for thinking about how the activities of a food partnership add value. We talked about the often 'soft' nature of this activity and identified an approach to tracking these activities, enabling you to clearly identify your role in adding to the wider impact of your partners.

To address the challenges of working at a systems level, we introduced the idea of identifying measurable indicators. Utilizing proxy measures and Levers for Change is one way of identifying tangible and measurable outcomes that may indicate pathways towards systems change. In Annex 2, we provide you with a list of these proxy indicators that can be readily applied to your work.

We hope that you will find both approaches, and the associated resources, a helpful jumping off point for thinking through the challenges involved in evidencing the value of a food partnership.

These approaches are innovative and experimental. They are also far from the only way of approaching it. If you are approaching things in a different way, we would love to hear from you so that we can include that information here. Reach out to Callum@foodmatters.org.

Key takeaways from the toolkit

- MEL offers a set of approaches for thinking through what it is we do, why we do it, how effective it is and how we can make improvements.
- A Theory of Change is a useful process for thinking through the causal chain that links your actions to your impact. If you haven't yet gone through a Theory of Change process at your food partnership, go away and do so!
- We face two added challenges in evidencing the impact of our work: 1. Identifying our value while working partnership, 2. Demonstrating impact in the context of complex systems.
- To address these problems, we must:
 - Track our activity! Don't undervalue the importance of the 'backbone function' and put together a system that allows you to evidence the role that you played in supporting wider partner impact.
 - Identify what's realistically measurable and work with your partners to collect and consolidate data.

Annex 1 – Food Partnership Theory of Change Template

CONTEXT
What is the **problem** that you are aiming to address?

VISION
What is the **long-term change** that you are hoping to deliver?

OUTCOMES
What changes do you need to achieve to fulfil your **VISION**?

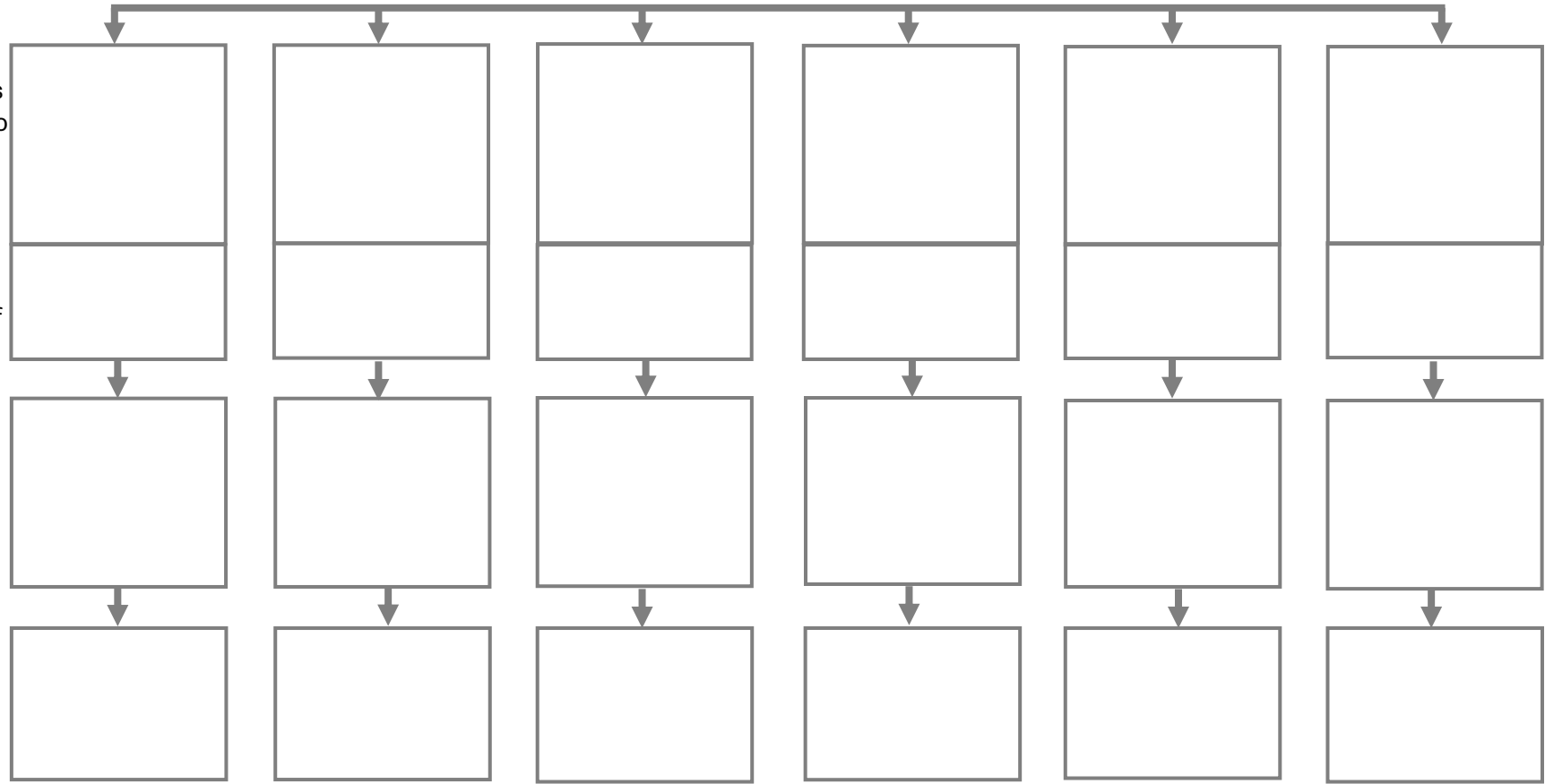
IMPACT
What is the likely impact of delivering these **OUTCOMES**?

ACTIVITIES
What will you actually do to deliver these **OUTCOMES**?

INDICATORS
What will demonstrate that your **OUTCOMES** are being achieved?

CHALLENGES
What are the likely challenges to

BOTTLENECKS
Where might there be bottle-necks?



Annex 2 - Measuring Food Systems Change – Key Outcomes and Levers for Change

Dimension	Health	Economy	Environment
Goal	Improving physical and mental health and wellbeing by reducing food poverty; improving access to affordable healthy food; promoting healthy weight and healthy diets; and increasing participation in food related physical and social activity.	Creating new and sustainable jobs and businesses as part of a vibrant, culturally diverse and prosperous local food economy that provides fair and equitable economic benefits to all actors involved in both local and global supply chains.	Reducing the negative ecological and ethical impacts of the food system from production, processing and distribution to consumption and waste, including GHG emissions, soil and water degradation, biodiversity loss, waste and poor animal welfare.
Outcomes (meta indicators)	<p>Decrease in the number of people requiring emergency food aid</p> <p>Decrease in the number of people overweight or obese</p> <p>Decrease in the number of people malnourished</p> <p>Decrease in the consumption of salt, sugar, fat and meat</p> <p>Increase in the consumption of fruit and vegetables (5 a day)</p> <p>Increase in the number of healthy options in takeaways and vending</p> <p>Increase in the availability of free drinking water</p> <p>Increase in the number of people</p>	<p>Increase in the number of jobs in the local food economy</p> <p>Increase in the amount of money circulating in the local food economy</p> <p>Increase in gross value added within the local food economy</p> <p>Increase in the number of viable independent local food businesses</p> <p>Increase in the proportion of retail food sourced from local producers</p> <p>Increase in the proportion of catered food sourced from local producers</p> <p>Increase in the proportion of food workers earning the living wage</p> <p>Decrease in the number of food</p>	<p>Decrease in food related greenhouse gas emissions (GHG)</p> <p>Decrease in the consumption of meat and meat-based products</p> <p>Decrease in the consumption of highly processed products</p> <p>Increase in the consumption of seasonal fruit and vegetables</p> <p>Increase in the consumption of low input, organic, sustainable products</p> <p>Increase in the consumption of high animal welfare products</p> <p>Increase in urban and peri-urban food production</p> <p>Decrease in food waste (at all points</p>

	<p>cooking from scratch</p> <p>Increase in the proportion of mothers breastfeeding</p> <p>Increase in oral health evidenced by levels of dental cares</p> <p>Increase in the number of people involved in community food activities</p>	<p>workers on zero hour contracts</p> <p>Increase in the number of young people training for a career in food</p> <p>Increased consumption of Fairtrade and other 'fair price' products</p> <p>Retention of and investment in local food system infrastructure</p>	<p>in the supply chain)</p> <p>Decrease in food related waste (packaging, energy, water)</p> <p>Decrease in the use of pesticides, herbicides and fungicides.</p> <p>Increase in home and community composting</p>			
Levers for Change (proxy indicators)						
Partnership & collaboration	A multi-agency partnership is established to strategically address the full range of issues that contribute to food poverty and inequality.		A multi-agency partnership is established to promote and support the development of a vibrant and diverse local sustainable food economy.			
	A cross-sector sustainable food procurement group has been established to bring together procurement officers, caterers, suppliers and others to promote uptake of healthy, sustainable, local and ethical catering accreditation in all settings.					
Policies & strategies	The Council adopts a city-wide Sustainable Food Procurement policy, incorporating commitments to sourcing more healthy, sustainable, ethical and local ingredients.					

	Public and private sector organisations adopt healthy food policies including nutrition standards and healthy options in retail, catering and vending.		Public and private sector organisations adopt fair and equitable food procurement policies including Fairtrade and paying a fair price/wage to workers in the food chain.		Public and private sector organisations adopt sustainable and ethical food policies such as cage-free, organic, sustainable fish, seasonal and tap water only.	
	Retail, tourism and economic development polices and strategies actively promote and support the growth of local healthy, sustainable and ethical food businesses.					
	The Living Wage is adopted by the Council and is actively promoted to other employers through its incorporation into procurement contracts, business networks, campaigns and support.			The Food Waste Hierarchy is incorporated into policies and practice to minimise waste and ensure surplus food and food waste are diverted to the most appropriate purposes.		
Infrastructure & planning	The Council works to prevent the development of food deserts (where people cannot access affordable healthy food within 500m) and food swamps (where the high street is dominated by fast food outlets).		The Council maps redundant retail and brownfield sites and makes them available to new food enterprises, for example through use of meanwhile and special leases and business rates reductions and holidays.		The Council maps green and brownfield sites that could be used for food growing, composting and local food processing and distribution and makes them available to local communities.	
	The Council/city protects and/or re-establishes vital local sustainable food infrastructure, such as Grade 1 and 2 agricultural land, local processing and wholesale businesses, food hubs and distribution networks.					

	The Council/city increases allotment provision and pushes developers to incorporate food growing space into existing and new developments.				Council planning and/or green spaces policy requires all urban green space and productive land to be managed in an ecologically sustainable manner.	
Public services & support	A range of healthy eating and healthy weight services are provided, from dieting, nutrition and hygiene advice and support to skills training such as menu planning, buying on a budget and cooking from scratch.		Vocational training and business planning, finance, development advice, support and grants are provided to new healthy and sustainable food entrepreneurs, including producers, processors, retailers and caterers.		Farmers, growers and land managers are provided with training, advice and support on ecological production and management techniques such as organic, low input, permaculture and pesticide / herbicide free.	
	The Council ensures high quality and affordable social meal provision such as meals on wheels, lunch clubs and holiday feeding programmes for vulnerable people who might otherwise go hungry or be at risk of malnutrition.		Producers, processors, retailers, caterers and the wider business community are trained and supported on how to reduce food packaging and waste and how to improve energy, water and other resource efficiency.			

	Health professionals, welfare advisers and housing / voluntary organisations are trained in food poverty issues and able to advise clients on accessing affordable healthy food and support services.					
	For those in urgent need - and particularly benefit recipients facing delay or suspension in payments - relevant agencies are providing rapid referral to hardship funds and emergency food aid.					
	Producers, retailers, charities and social enterprises are working together to ensure all consumable surplus food is redistributed to organisations feeding people in need, while raising the nutritional standards of the food being offered.		A food waste collection scheme for homes and for catering, retail and manufacturing businesses is established and is redirecting this waste for composting, energy recovery (AD) or animal feed (where appropriate).			
Knowledge & awareness	The Council incorporates cost-effective food data collection (in residents' surveys and other data gathering mechanisms) that would support an accurate assessment of the impact of food on local health, economy and environment.					

	Public understanding of healthy eating issues such as breastfeeding, healthy weight, 5-a-day, cook from scratch and sugar and salt reduction is being raised through campaigns and other communication tools.		Public understanding of the beneficial impact that buying local food and supporting independent food retailers has on jobs, businesses and prosperity is being raised through campaigns and other communications tools.		Public understanding of sustainable food issues such as seasonal, organic, sustainable fish, high animal welfare, meat free and Fairtrade is being raised through campaigns and other communication tools.	
	Healthy Start vouchers, free school meals and other social food provision for vulnerable people such as lunch clubs, meals on wheels, breakfast clubs and holiday meals are provided and promoted.		Shops, restaurants and markets selling healthy, sustainable and local food are promoted to the public via marketing initiatives, directories, 'restaurants weeks' and food awards.		Campaigns to raise public and institutional awareness of food waste and how to reduce it - such as Love Food Hate Waste, Feeding the 5000, The Pig Idea and Disco Soup - are being delivered.	
	Community food initiatives have been mapped and are being promoted to the public through print, broadcast and on-line media and/or via open days, food trails and volunteer recruitment and support programmes.		Restaurants and other food businesses are improving sustainability across all aspects of their business through peer learning and support from organisations such as the Sustainable Restaurants Association.		Home and community food composting is being promoted through awareness and education campaigns and through the provision of composting tools, demonstrations and sites for communities to use.	
	The public have a wide range of opportunities to see, taste, learn about healthy, sustainable, ethical and local food, through demonstration, sharing and celebration events such as food festivals					

	<p>Primary and secondary schools run holistic school food education, engagement and skills development programmes - such as Food for Life - including cooking, growing, farm visits and improvements to meals and dining culture.</p>		
<p>Market-based mechanisms</p>	<p>Public sector organisations and large private caterers have achieved healthy, sustainable, ethical and local food accreditation, such as the Baby-Friendly Initiative, Fairtrade, Food for Life Catering Mark, Sustainable Fish, Good Egg and other awards.</p>		
		<p>Small scale producers and other sustainable food businesses are better able to access local procurement markets via cooperative marketing and supply initiatives and via on-line tendering.</p>	
	<p>More healthy options are available in supermarkets, convenience stores, restaurants, takeaways, cafes, vending machines and catering settings.</p>		<p>Local producers of healthy and sustainable food can connect direct with consumers through farmers markets, box schemes and buying groups and better access wholesale and retail markets through events, on-line tools, meet-the-buyer events and cooperative marketing, supply and retailing initiatives.</p>

	<p>Food manufacturers are reformulating processed products to reduce their sugar, salt and fat content.</p>		<p>Efforts are being made to increase consumer spending in independent local food businesses through the introduction of local currency and loyalty schemes.</p>		
	<p>People have new opportunities to buy affordable healthy, sustainable, ethical and local food - particularly in areas with little or no existing provision - through markets and pop-up shops/restaurants and street food events.</p>				