



INITIATIVE ON  
Sustainable  
Healthy Diets

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# Capabilities Assessment to Support Food Systems Transformation towards Sustainable Healthy Diets in Viet Nam

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The CGIAR Research Initiative on Sustainable Healthy Diets through Food Systems Transformation (SHiFT) combines high-quality nutritional and social science research capacity with development partnerships to generate innovative, robust solutions that contribute to healthier, more sustainable dietary choices and consumption of sustainable healthy diets. We build on CGIAR's unparalleled track record of agricultural research for development, including ten years of work on food systems and nutrition under the CGIAR Research Program on Agriculture for Nutrition and Health (A4NH), particularly under the research flagship Food Systems for Healthier Diets.

To learn more about this Initiative, please visit [on.cgiar.org/SHiFT](https://on.cgiar.org/SHiFT).

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*Photo credit (front cover): A dish of fresh chayote shoots, a vegetable in Northwest Viet Nam. Photo by Neil Palmer/CIAT from Flickr.*

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# Abbreviations and acronyms

5Cs Framework	5 Capabilities Framework
FST	food systems transformation
FST-NAP	National Action Plan on Food Systems Transformation in Viet Nam towards Transparency, Responsibility, and Sustainability by 2030
IPSARD	Institute of Policy and Strategy for Agriculture and Rural Development
M&E	monitoring and evaluation
MARD	Ministry of Agriculture and Rural Development
MEL	monitoring, evaluation, and learning
NIN	National Institute of Nutrition
NNS	National Nutrition Strategy
SHiFT	CGIAR Research Initiative on Sustainable Healthy Diets through Food Systems Transformation (2022-2024)
UNFSS	United Nations Food Systems Summit
VAAS	Vietnam Academy of Agricultural Sciences
WCDI	Wageningen Centre for Development Innovation

# 1. Introduction

## 1.1 Background

Collaborative governance processes are increasingly recognized as critical for normative food systems transformation (FST) globally. For instance, collective action and multistakeholder partnerships is one of the main levers of change stated in Viet Nam's "National Action Plan on Food Systems Transformation in Viet Nam towards Transparency, Responsibility, and Sustainability by 2030" (FST-NAP). The collaborative processes bring together government, private actors and citizens in collective forums and networks to engage in long-term goal-oriented decision making and implementation, for example, change towards sustainable healthy diets and better planetary health for all populations (Ansell and Gash 2008). Forming and maintaining collaborative governance processes entail navigating different challenges attributed to the inherently dynamic nature of such partnerships.

Tonelli et al. (2018) describe various properties of collaborative governance processes, including partnerships that address multiple competing goals of different actors, which make them highly political processes. Such arrangements differ in scope, scale of operation, formality and strength. There is an urgent need for continuous investment in 'new' capabilities and capacities and solutions to realize the networks' ambitions. The context-specific nature of collaborative processes underscores the value of understanding the localized capabilities and capacities that drive systems change at different governance levels.

Capabilities refer to the collective abilities and processes that organizations, networks, or systems have to successfully understand and shape situations, harness opportunities, and reinvent resources in pursuit of shared goals in rapidly changing operating environments (Mirzoev et al. 2022; Vu 2020; Teece et al. 2007). Capabilities integrate various technical oriented and functional focused capacities that are important for effective initiation and sustained implementation of interventions towards identified goals, such as FST for sustainable healthy diets. Technical capacities comprise the specific expertise and knowledge required in a particular field, for example, in agriculture, nutrition, trade and public administration (Aryeetey and Namukolo 2020). While functional capacities are core, competencies including managerial, logistical, relationship building, learning, norms and values are needed for effective implementation of solutions (OECD 2011). These capabilities are all required at multiple interacting and intersecting levels of governing food systems within countries and across geographical boundaries.

Through the CGIAR Research Program on Agriculture for Health and Nutrition, Aryeetey and Covic (2020) identified various technical and functional capacities that are critical for translating multisectoral policy instruments, such as FST agendas into effective collective action. However, there are limited insights into how capacities required to nurture and sustain partnerships are shaped in different country contexts. Furthermore, there is still vagueness of what constitutes the functional capabilities necessary to drive FST. Second, the question of how the functioning and impact of collaborative processes can be measured and monitored remains. Third, capacity strengthening initiatives often tend to focus on individual-level technical capacities. Nevertheless, facilitating systemic change draws attention to the importance of simultaneous nurturing of the collective capacities of individuals within and across organizations and networks to amplify the potential of reaching system-level outcomes (Mirzoev et al. 2022). Understanding the organization-level capacities brings to prominence the intangible and invisible elements of organizations (e.g., values, norms, and attitudes) that may support and hamper the

realization of transformative actions (Vu 2020). Fourth, from an economic perspective, the capacities to facilitate normative transformation are dynamic capabilities. Organizations and networks should be able to integrate, create, and reconfigure their internal and external resources in step with rapidly changing environments (Leemann & Kanbach 2021; Teece et al. 2007). There is an urgent need to explore and clarify the capabilities critical for facilitating FST and how these can be strengthened and sustained in different contexts. Understanding the dynamics in different contexts is essential for developing the right individual, organizational and network capacities to support transformation towards healthy and sustainable food systems.

## ***1.2 Sustainable Healthy Diets through Food Systems Transformation***

The CGIAR Research Initiative on Sustainable Healthy Diets through Food Systems Transformation (SHiFT) aims to support FST processes in Viet Nam, Bangladesh and Ethiopia through: evidence building on the drivers of food consumption and policy challenges; identifying scalable innovations and policies to stimulate the supply and consumption of sustainable healthy diets; supporting the design and implementation of transformative policy bundles; and strengthening capacities of stakeholders at different governance levels to guide FST. In Viet Nam, SHiFT is collaborating with the Vietnam Academy of Agricultural Sciences (VAAS), National Institute of Nutrition (NIN) and the Institute for Policy and Strategy for Agriculture and Rural Development (IPSARD) to strengthen stakeholder participation in the FST processes in the country. These three Strategic Partners are expected to advise SHiFT and ensure that project activities align with national policy priorities and to accelerate the utilization of the co-designed innovative bundles of solutions which ensure more sustainable healthy diets for all in Viet Nam.

Representatives of the three Strategic Partners and other food system actors participated in an online course about food systems governance from November 2022 to March 2023. Feedback from the course participants underscored the need for practical application of the theoretical insights. It is important to understand the capacity assets to leverage and the needs of each Strategic Partner, which have to be strengthened to increase their ability to translate ‘new’ learnings and support transformative pathways in the country. This is especially crucial to support implementation of Viet Nam’s FST-NAP.

## ***1.3 Objectives of capabilities assessment***

Assessing the capacities of actors participating in transforming food systems in Viet Nam will support:

1. Identification of the capacity assets and challenges of Strategic Partner organizations, which can be used to develop context-focused capacity strengthening strategies.
2. Dialogues about the processes and milestones to consider in shifting towards effective collective action. Suggested milestones can serve as proxy measures of contributions to systemic capacities that will, in the long term, facilitate normative transformation towards healthy and sustainable diets.
3. Inform decisions about which capacities to be supported per country. Various capacities will be identified, however, not all of them will be considered.

## 2. Approach

### 2.1 Dimensions of the 5 Capabilities Framework

We adopted the 5 Capabilities Framework (5Cs Framework), (ECDPM, 2011) to assess and monitor the extent to which SHiFT's Strategic Partners are equipped to support processes that will transform food systems in their country towards providing sustainable healthy diets. The framework underscores the importance of viewing organizations and collaborative processes as dynamic social systems that continuously evolve and adapt to changing environments. This implies various interactions occur within and across different components in an organization and with other actors in the implementation context. The 5Cs Framework presents five complementary core capabilities to understand the vast multi-actor views on capacity to change under different conditions. We adapted and contextualized the framework for use in SHiFT as presented below:

1. *Capability to commit and act* is about the ability of organizations to (re)design food system challenges related to sustainable healthy diets, address multiple realities, and to collectively develop appropriate (new) solutions. Are the Strategic Partners committed and able to inspire other food system actors to act in ways that enable sustainable healthy diets?
2. *Capability to deliver results* is the ability of organizations to ensure that they realise what they agreed to do in terms of facilitating and advocating for radical food system changes towards providing sustainable healthy diets. Can the Strategic Partners implement strategies and monitor their actions and those of others involved to produce the necessary outputs for transforming food systems in the country?
3. *Capability to relate with key actors* is about building and maintaining networks within the organization, with external actors and beyond that are important to achieve sustainable healthy diets. Can a strong network of engaged partners be built, expanded, and maintained within and outside the Strategic Partners to support transformation towards sustainable healthy diets?
4. *Capability to adapt and self-renew* is about the ability to monitor, learn, and use new information to contribute to context-specific food system adaptations to realise sustainable healthy diets. Can the Strategic Partners design and implement monitoring and learning systems, and utilise the learning to be adaptive and innovative in transforming food systems?
5. *Capability to achieve coherence* is about ensuring that organizations and other food system actors are working together towards a common goal or vision of driving food system changes towards achieving sustainable healthy diets, and they know how to get there. It is about being able to create synergies, while acknowledging potential trade-offs of selected strategies.

The framework is applied to explore the ability of the Strategic Partners to sense opportunities and threats to changing the food systems operation and utilize the opportunities to transform capacities and resources to support systemic changes towards sustainable healthy diets. The 5Cs Framework is beneficial in many ways. It can be used to explore and monitor the capacities required to support more effective collaborative processes. It can be used to understand what capabilities already exist and can be utilized as well as what more is required. Strategic Partners, SHiFT itself, and other supporting organizations can make targeted decisions about which capabilities to strengthen. The framework enables understanding of the relations among capacities, changes, and performance of the different Strategic Partners in fostering systemic change.

## **2.2 Administering the 5 capabilities assessment**

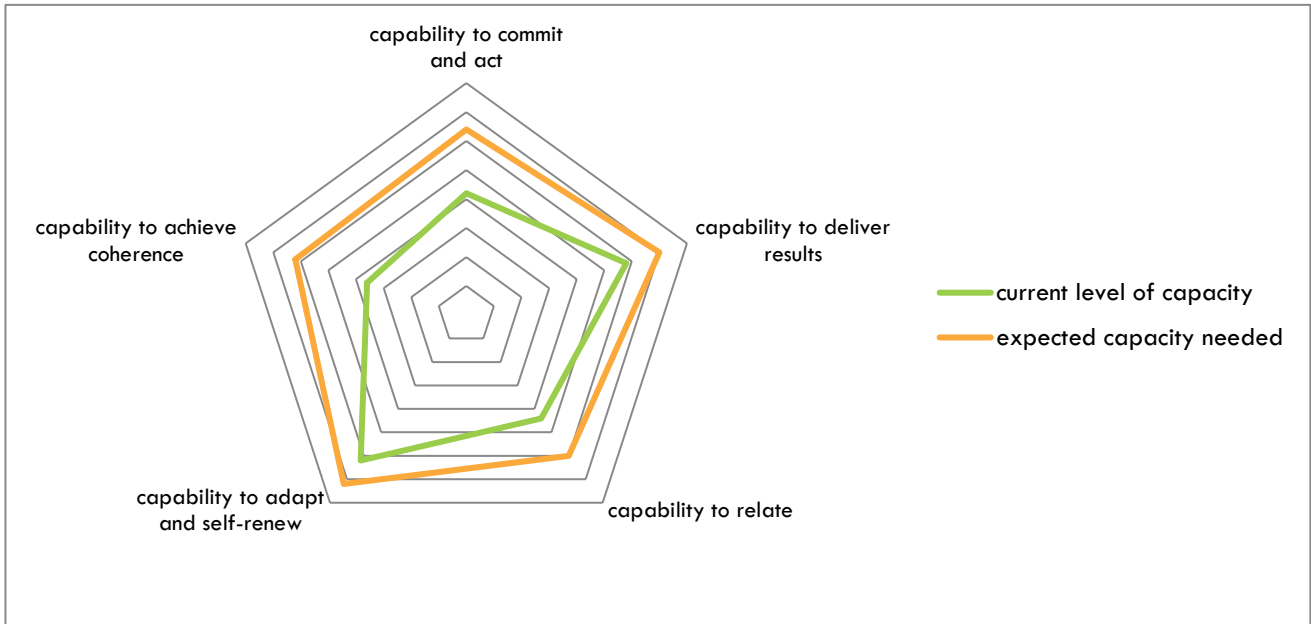
The 5Cs Framework is a self-assessment instrument. Each capability has four statements that participants reflect upon and allocate a score that indicates how accurate the statement is for their organization. A four-point scale is used for scoring where: Score 1 is very poor or non-existent; Score 2 is poor or some elements exist but need major improvements; Score 3 is satisfactory with room for improvement; and Score 4 is excellent. The detailed 5Cs Framework is provided in the Appendix. The tool was translated into Vietnamese and cross-checked by SHiFT researchers in Viet Nam to ensure it was well-understood by all participants.

The Wageningen Centre for Development Innovation (WC DI) and representatives of the SHiFT Country Coordination Unit in Viet Nam facilitated three concurrent focus group discussions with representatives of the Strategic Partners in Viet Nam, IPSARD, NIN, and VAAS. The capabilities assessment was conducted on July 11, 2023, in Ha Noi, Viet Nam. Participants represented specific departments engaged in fostering food system changes. This was necessary to have a wholesome perspective of the shared views and practices that are important to facilitate the capacity development processes necessary to bring about systemic changes.

For each capability, representatives of the Strategic Partners were asked to read each statement individually and allocate a score based on the four-point scale. Then, discuss with others representing their organization to arrive at a jointly agreed score. Next, they would collectively agree on the rationale for the allocated score for contextual insights. These steps were repeated for all four statements under each capability. Lastly, the scores allocated per statement were aggregated to calculate the overall average score for each capability. The facilitators guided the group to reflect and make sense of the final score and the rationale. In cases where participants did not reach consensus about the final score, facilitators steered the dialogue to reach agreement and took note of the areas of contention. The steps were repeated for each of the capabilities.

All the average scores were plotted in a representation graph, e.g., spider diagram (**Figure 1**) or bar graph, to illustrate the status of each capability. The resultant graph was the basis for all Strategic Partners to collectively reflect and identify their priority objectives and strategies for capacity strengthening, discuss how to leverage and sustain their existing capacity assets, and agree on a potential performance monitoring plan. Note that the average scores point to processes to strengthen and opportunities to leverage at a specified time in an organization to support transformative processes in food systems.

**Figure 1: Illustration of the 5Cs output**



**2.3 Visioning and developing a capacity sharing plan**

WCDI facilitated the online interactive session with all the Strategic Partners in September 2024 to support them in visioning their roles in facilitating FST towards provision of sustainable healthy diets in Viet Nam. Teams from each organization reflected on their capacity assessment results and brainstormed ideas envisioning their roles in 2030, the activities and outcomes, as well as the capacities they would use. Each Strategic Partner developed an online mind map illustrating this vision.

The Strategic Partners reflected on what needed to change in their organizations, the specific capabilities that needed strengthening to achieve the specified vision, the support required and the actors to engage to reinforce the steering towards more sustainable healthy diets. The Strategic Partners identified the explicit capacities to strengthen, the activities/approaches to build these capacities, and developed a timeline for the capacity sharing processes (**Table 1**).

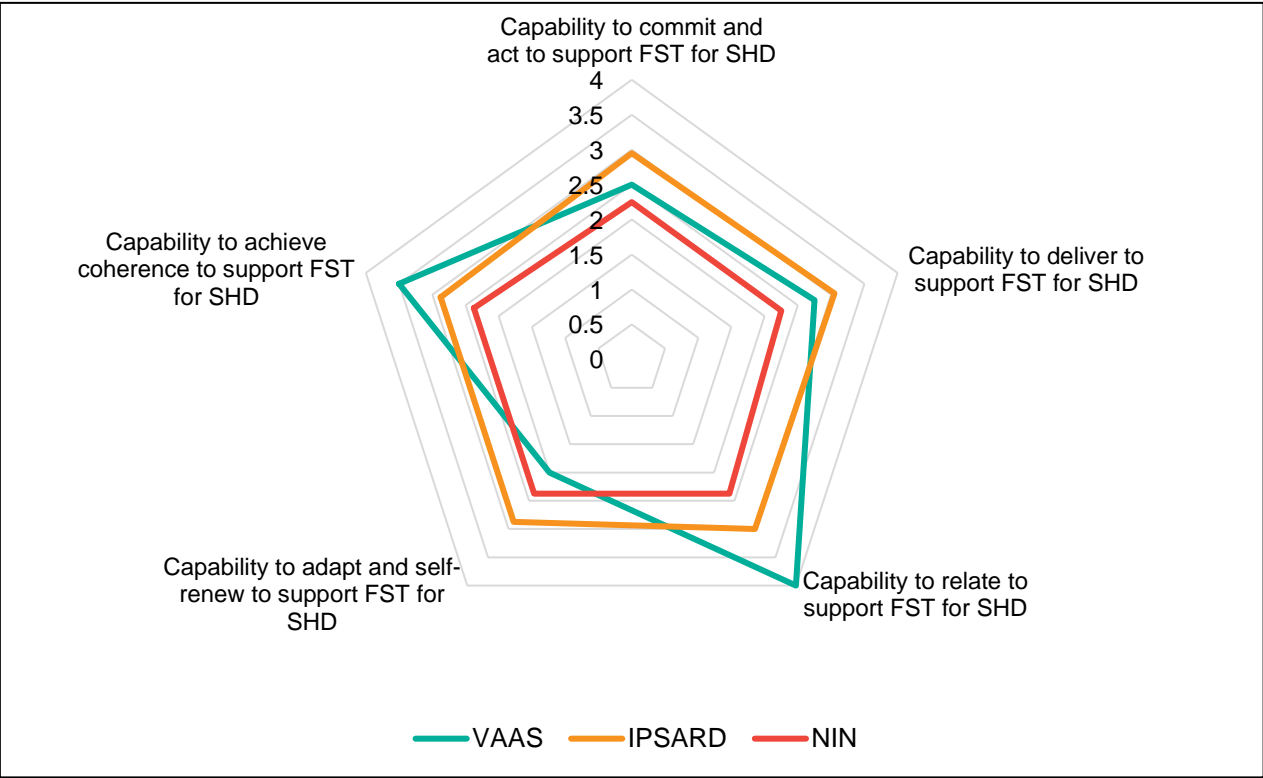
**Table 1: Illustrative outline of capacity sharing activities**

Activity	When	Lead	Who to involve
1. XXX			
2. XXXX			
3. XXXX			

### 3. Results

Overall, the capability to support FST towards more sustainable healthy diets received high scores across the Strategic Partners compared to the capability to adapt and self-renew which is the least scored. However, there are variations in the scores allotted within and across the capabilities hence there are variations among the Strategic Partner organizations (**Figure 2**). For instance, VAAS allocated high scores for the capability to relate and the capability to achieve coherence. The lowest score is for the capability to adapt and self-renew. IPSARD has an average score of 3 for the capability to deliver and the capability to relate. Scoring was lower for the capabilities to adapt and self-renew and to achieve coherence. NIN has the lowest scores (below 2.5) of the three organizations. Whereas there is no significant difference in the average scores allotted for the five capabilities, NIN has capacities to facilitate collaboration, achieve coherence and to adapt and self-review. The rationale for the allocated scores is provided in the progressive paragraphs.

**Figure 2: Capabilities assessments for SHiFT’s Strategic Partners in Viet Nam**



#### 3.1. Capability to commit and act

The assessment specifically asked whether the Strategic Partners have a clear vision, goals and strategic policies. The highest score was from IPSARD and the lowest from NIN.

IPSARD has a mandate to develop agricultural policies and conduct policy advocacy, including those related to sustainable food systems. The institute contributed to different food and agriculture policymaking and planning processes including the National Action Program for Zero Hunger, FST-NAP, Agroecosystems and Growth Green Strategies. IPSARD recently integrated food systems concepts and sustainable healthy diets into their Q&A guidelines for Strategy for Sustainable Agriculture and Rural

Development 2021 – 2030.<sup>1</sup> Nevertheless, despite having a Vision 2050 that includes transforming food systems, there is limited effort to reformulate goals and strategies to clarify how this ambition is to be realized. The institute supports staff to participate in trainings about food systems, however, there is no specific focus on sustainable healthy diets.

VAAS does not use the term *food systems transformation* in its current vision, mission or strategy. The organization may integrate this concept during the review of the current national action plan in 2025. In general, there is good theoretical understanding of the FST concept. Dr. Dao The Anh, Vice Director of VAAS, is a national co-convenor of the United Nations Food Systems Summit (UNFSS) process leading to the FST-NAP formation in Viet Nam. However, there are challenges associated with the practical implications and interventions required in the different provinces in Viet Nam. Moving from theory to practice is a key hinderance. VAAS conducts various types of research in the fields of agriculture production, value chain development and food safety, but has less focus on the wider food system dynamics such as consumer demand and behavior and limited technical know-how on social aspects (e.g., gender and inclusion). The organization does not have a clear strategy or interventions which focus on consumers or the food environment. VAAS has various staff capacity strengthening opportunities in the areas of sustainable development, agroecological transition, marketing, FST, and communication. The organization is the biggest institution working in crop science communication. It has a present in all provinces and has good relationships with local government. VAAS holds strong influence with other organizations in the agriculture sector and good relationship with the government and ministries, which provide opportunities to influence decision making.

NIN is a research agency under the Ministry of Health engaged in research, implementation, and coordination in 63 provinces and cities to implement nutrition improvement activities in communities, hospitals and schools. NIN conducts assessments and provides scientific evidence to government institutions to develop nutrition policies, strategic plans, and communication materials. Such evidence has been used to guide the implementation of healthy diets approaches in the country. NIN engages directly with the Ministry of Agriculture and Rural Development (MARD) and the Ministry of Education and Training to introduce tools, techniques, and behavior change communication materials to promote appropriate nutrition practices. For instance, there is ongoing research and implementation of nutrition-sensitive agriculture models. NIN supports the Ministry of Education and Training with the design of school nutrition programs. Without support from NIN, ascertaining the outputs and outcomes of these programs, including the current sustainable food system program would be difficult. While nutrition activities focus on the sustainability aspect of the concept of sustainable healthy diets, Viet Nam does not yet have compelling interdisciplinary studies showing the correlations between nutrition and the environment. It was mentioned that the nutrition status of the Vietnamese population has significantly improved, depicted by the realization of policy goals and improvement in malnutrition targets.

### **3.2 Capability to deliver**

The scores for this capability are similar with those assigned under commitment and action. IPSARD has the highest score followed by VAAS. NIN has the lowest score. The capability explores whether Strategic Partners have clear operational works plans and budgets, and mechanisms for convening, verifying implementation, as well as for receiving feedback.

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<sup>1</sup> <https://ipsard.gov.vn/Strategy-Guidelines/index.html>

IPSARD has a clear work plan until 2026. This is updated annually to incorporate emerging issues, such as, sustainable healthy diets. However, not all planned activities are allocated funding. The organization has varied networking and monitoring mechanisms, which include, monthly or quarterly meetings depending on the topic, and taskforces for macro and micro markets to meet the information needs of projects. IPSARD joins regular internal meetings (i.e., global one health, animal health, food systems) and regional events (e.g., with Bangladesh and India) about FST.

VAAS has clear project-based workplans and budgets. Projects are secured from the government and international funding agencies who provide strict procedures and regulations for accountability mechanisms. The organization generally has a good system of knowing what works well and what does not work. VAAS strengthens network engagement (in)formally; there are no clear feedback mechanisms, and no guidance is provided by provinces or districts. Information about implementation is obtained informally from different stakeholders. A participatory information sharing process is stated in the FST-NAP, however, the feedback system from implementation to the central level is non-existent. The organization hosts the national convener (Dr. Dao The Anh) for the UNFSS process and works with various international partners (iNGOs) and donors. Whereas there are lots of learning and sharing for staff at international and regional events, there is limited joint monitoring and learning with national actors operating at provincial and district levels (i.e., local-level learning).

NIN supports the government to issue a National Nutrition Strategy (NNS) every 10 years. The NNS and plan highlight the goals, targets and solutions as well as assigns tasks to relevant ministries and the People's Committees in different provinces and cities. Each ministry, including the Ministry of Health and all 63 provinces and cities develop the ministerial or provincial action plans to ensure implementation of the NNS at each government level. For example, all departments at provincial, district, and commune levels have to implement direct nutrition interventions (e.g., the first 1000 days, micronutrient supplementation, micronutrient fortification, nutrition counselling) and indirect interventions (e.g., related to agriculture, clean water supply, sanitation, environment, social security, gender equality). NIN is the focal point for the integration of nutrition programs implemented in agriculture, food and education. However, most implementation remains project or department specific (siloes working) with minimal meeting to learn whether the NNS works. The feedback from staff and partnering actors about knowledge and service needs is limited or almost non-existent.

### **3.3 Capability to relate**

Overall, this was the best scored capability by all Strategic Partners. The organizations were asked about their ability to develop and maintain networks with various food system actors at different governance levels in Viet Nam and external actors. The score assigned by VAAS is significantly higher compared to other Strategic Partners. The variation in scoring may be attributed to the nature of work undertaken by the organizations.

IPSARD partners with many international organizations, such as CGIAR (International Food Policy Research Institute and the Alliance of Bioversity International and CIAT), Australian Centre for International Agricultural Research, and the Food and Agriculture Organization of the United Nations, to ensure that policies that are developed address the country's needs in the context of emerging issues at global level. The institute organizes policy dialogues and dissemination workshops where relevant information about changes towards sustainable healthy diets is provided. Representatives of the institute join various meetings hosted by different food system actors. For instance, IPSARD conducts frequent

visits for the micro and macro markets depending on the issues raised and convened an Agri Outlook event with several food system actors. However, such events are irregular due to human and financial resource constraints. The organization requires additional support to develop transformative food system policies and strategies.

VAAS applies a participatory approach in all the research projects that are implemented. These approaches include co-designing solutions with consumers, farmers' unions (at central, provincial, district and community levels), and small and medium enterprises. They also visit different system actors to understand their experiences in using their interventions. For example, VAAS conducts surveys and stakeholder meetings with the Women Consumer Association, the Hanoi Women Club, and the Food Transparent Club for developing brands and value chains and to ensure geographic identification of products. The organization works with farmers through farmers' unions and emphasizes grassroot level engagement to improve crop production. Furthermore, VAAS participates and shares in various online and offline platforms in-country, regional and globally. These include an entrepreneurs platform (Horticultural Innovation Club), Agroecological Coalition (e.g., AliSEA), and a value chain capacity building network, which includes six Asian countries, Laos, Cambodia, China, Bangladesh, Indonesia, and Viet Nam.

NIN monitors and provides strategic guidance on nutrition to a large network of actors operating in all 63 provinces and more than 700 districts and 10,000 communes in Viet Nam. NIN has a systematic approach of engaging with different stakeholders. NIN participates in and organizes the Nutrition Technical Working Group, which meets regularly and cooperates with United Nations agencies (i.e., UNICEF) to organize meetings related to nutrition and healthy diets. Second, NIN is the focal point of the Nutrition Technical Working Group network, the Food Safety Technical Working Group and the Nutrition Extension Network. At the same time, NIN is the focal point with the network for building sustainable food systems.

### ***3.4 Capability to adapt and self-renew***

This is the least scored capability by the Strategic Partners. The capability assesses whether the Strategic Partners have the ability to monitor, learn and utilise the 'new' acquired information to make strategic changes in policies, service delivery and project design. None of the organizations has an integrated monitoring, evaluation, and learning (MEL) framework or system. Most MEL systems are either project focused or address specific domains such as nutrition impact indicators or crop yields. IPSARD scored highest for this capability, followed by NIN, and the least score was from VAAS.

In IPSARD, monitoring and evaluation (M&E) systems focus on specific sectors in agriculture, for example, land use and particular crop yields. As a result, the vast majority of IPSARD staff have expertise in data collection and analysis through an agriculture production lens but not food systems perspective. It is worth noting that IPSARD convenes regular meetings in relation to the FST-NAP and has published update reports about the process. The organization faces challenges related to reaching consensus on the roles of different actors (with varied interests) in transforming food systems in Viet Nam and capacities to evaluate the impact of the FST-NAP.

This is the least scored capability for VAAS. The organization establishes project-specific M&E systems and does not have a whole encompassing organizational system. That is, there is no specific organizational MEL focused on FST. VAAS works with Ministry of Health, MARD, and Ministry of Industry and Trade. The ministries have MEL systems to regularly assess relevant issues, for example, food

safety management. VAAS is not engaged in the government MEL activities, but they are requested to provide feedback on policies under development. On the whole, the organization does not have reflections and learning related to FST through sustainable healthy diets.

NIN has an established system to monitor impact indicators (malnutrition and micronutrient deficiencies, nutrition knowledge and practices) implemented across Viet Nam annually, every 5 to 10 years. M&E information is used in national action plans and is shared and serves as a basis for implementing nutrition programmes and programmes linked to agriculture and education, including the SDGs. However, there is minimal nutrition information integration or exchange among different ministries.

### **3.5 Capability to achieve coherence**

The capability to achieve coherence examined the ability of Strategic Partners to work together with other food system actors to realize the ambition of transforming food systems towards sustainable healthy diets. The FST-NAP is enacted at Prime Minister level to make sure it can be integrated into the current sector system for food. FST-NAP is led by MARD in coordination with other ministries.

IPSARD acknowledges the existence of a national vision, not organization specific, focused on food systems and healthy diets. Though documented, the vision is not yet exchanged, discussed and adopted countrywide. IPSARD has a list of partners, portfolio of projects and networks of different food systems actors with whom they work, for example, the Vietnam Food Association and private sector (Loc Troi group, TH True Milk, Vinamilk, Coffee, Nestle). The institute has a few sporadic activities. Its position in the current FST process can be strengthened and linked with more concrete actions in the trajectories at country level.

On the other hand, VAAS scored highest based on the fact that they participate in and work with networks of different food system actors from production to consumption to governance (refer to *4.3 capability to relate*). In addition, VAAS leadership is committed to creating awareness, lobbying for support, and collaborating to drive food system changes in Viet Nam. Yet, the organization has no clear vision and goals focused on FST for sustainable healthy diets.

NIN has had a strategic vision to achieve nutrition targets and indicators, by promoting inter-sectoral coordination and international cooperation for more 40 years. NIN is the focal point in the program to promote nutrition movements with domestic and foreign organizations. NIN is a member of the Scaling up Nutrition movement, ASEAN countries on health and nutrition. NIN provides scientific evidence for stakeholders to have a basis to develop policies and propose appropriate intervention solutions. However, some activities are not highly connected, because stakeholders do not have enough resources and capacity to participate in implementation. NIN has been proactive in leading cooperation and coordination among parties in implementing nutrition targets and indicators.

# 4. Capabilities prioritized for strengthening

## 4.1 Priority capabilities by Strategic Partner

All capabilities, except the capability to achieve coherence, were selected for capacity strengthening by one or two organizations (**Table 2**).

**Table 2:** Capabilities prioritized for strengthening

Capabilities	IPSARD	VAAS	NIN
Capability to commit and act	2.95	2.5	2.25
Capability to deliver	3.05	2.75	2.25
Capability to relate	3	4	2.38
Capability to adapt and self-renew	2.88	2	2.38
Capability to achieve coherence	2.88	3.5	2.38

**Note:** The scores reflect the capabilities of the organizations in 2022.

Both VAAS and NIN prioritized the capability to commit and act. IPSARD, VAAS, and NIN emphasized the need to strengthen their capacities to adapt and self-renew. Investment in the capability to relate was selected by NIN, while IPSARD highlighted the urgency to further develop the capability to deliver such that its well positioned to translate knowledge and cascade the processes to transform food systems to provincial and district levels where most implementation takes place. The organization would like to strengthen the capacities to provide integrated M&E for support the FST-NAP.

## 4.2 Reflections

The FST-NAP was enacted at Prime Minister level to make sure it is integrated into different sectors engaged in the food system. These ambitions need to be integrated in different sectoral policies and programs at national and subnational level. Clarity of expectations and solutions required per stakeholder (e.g., Strategic Partners) is needed to be able to implement the FST-NAP.

There is limited integration of knowledge from different sectors. Information is either production/ agriculture value chain focused or health focused. There are no clear M&E systems for information that falls outside these domains. There are various informal feedback systems, that is, monitoring organized to meet project/funding requirements. It is outward focused and there is limited internal learning from the bottom-up learning procedures. Assessing FST requires a meta-MEL system with supra-indicators that the organizations can contribute to tracking. One question for SHIFT is, what comprise FST indicators, be they processual or impact? How different are the indicators from the routine business of government?

Further, the narratives about FST are not yet accompanied by projects/initiatives labelled as such (*food system transformation* project) which makes it difficult to monitor. The Strategic Partners mentioned supporting some aspects of food systems, such as nutrition in health care, marketing, and agroecological transitions. While there is global and regional momentum to transform food systems, more work and clarity is necessary within national governments to ensure these ambitions are effectively translated at different implementation levels.

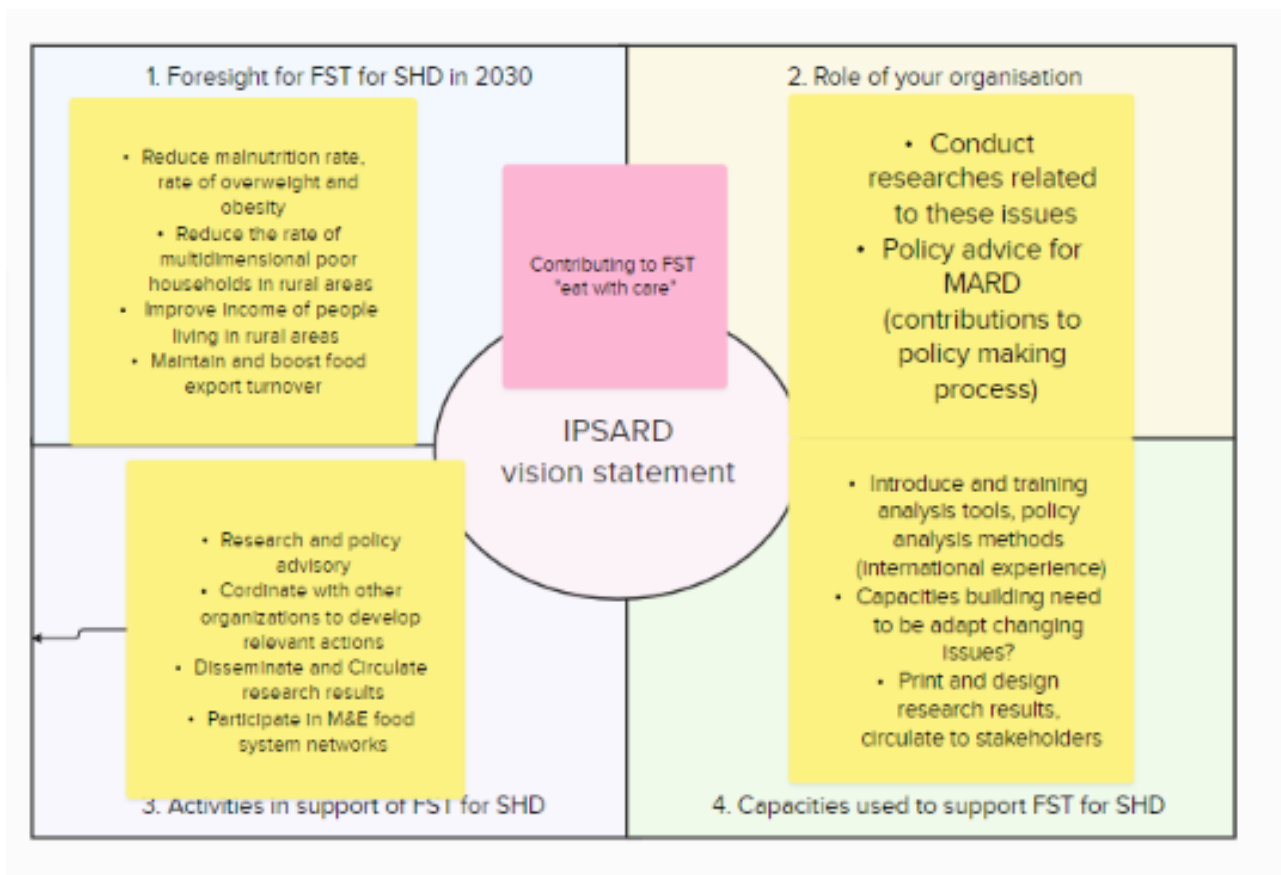
## 5. Visioning and capacity sharing plans

Representatives of IPSARD, NIN, and VAAS made propositions of visions indicating their expected roles and actions in supporting food system changes to provide sustainable healthy diets in Viet Nam by 2030. The visions and the associated capacity sharing plan are presented in this section.

### 5.1 Institute for Policy and Strategy for Agriculture and Rural Development

The vision for IPSARD is to contribute to FST by ensuring there is responsible consumption ('eat with care') by all in Viet Nam (**Figure 3**). The IPSARD team anticipates that there will be a reduction in forms of both under- and overnutrition, improvement in incomes, and reduction in rates of multidimensional poverty in rural households, as well as a boost in food export turnover.

**Figure 3:** Mind map showing IPSARD's vision of organizational capacity strengthening



To realize the vision, IPSARD will conduct research on food system related issues and provide policy advice to MARD to influence policymaking processes and collaborate and coordinate with other organizations, such as the M&E food systems network, to develop context relevant actions and disseminate results to different stakeholders in Viet Nam.

Training on 'state of the art' analytical tools, such as policy analysis methods, that are applied internationally, capacity building approaches that are adaptable to changing needs, packaging research into useable knowledge for dissemination to stakeholders are some of the capacities that IPSARD seeks to strengthen to support FST for sustainable healthy diets. The activities proposed for capacity sharing are summarized in Table 3.

**Table 3: IPSARD’s capacity sharing plan over the next 1-2 years**

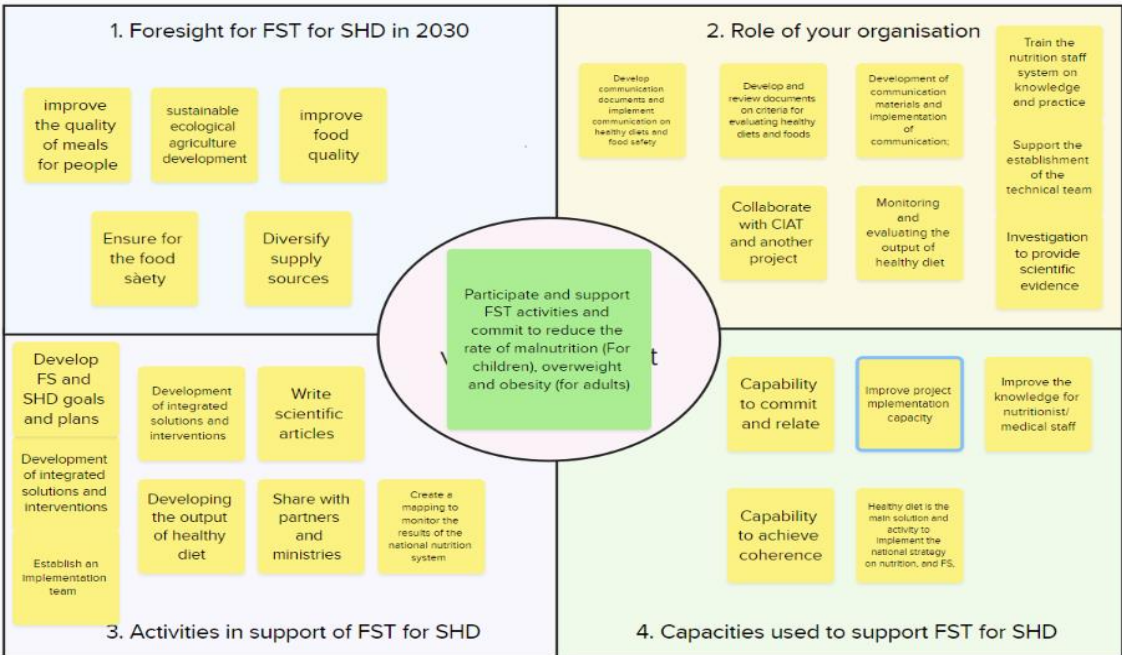
Activity	When	Lead	Whom to involve	Commitment
Identify successful models/lessons about FST for sustainable healthy diets and conduct training to support integration in policy processes	2025, 2026	WUR, CIAT	IPSARD, other MARD organizations	Mobilize young researchers in IPSARD and other potential leaders
Training on healthy/unhealthy food concepts and approaches to secure access to healthy foods	2025	WUR, CIAT	IPSARD, other MARD organizations, MOH, MOIT	
Analyzing data and scenario planning (FST, sustainable healthy diets)	2025, 2026	WUR, CIAT	IPSARD, other MARD organizations	

Source: Generated by IPSARD representatives in a visioning and capacity planning workshop online, 2024.

**5.2 National Institute of Nutrition**

The Ministry of Health, including NIN, continues to commit to and support FST activities to reduce child malnutrition and adult overweight and obesity in Viet Nam (Figure 4). By 2030, the institute envisions that Vietnamese people will consume safe and quality meals, there will be improved food safety, sustainable ecological agriculture development and diversified sources of food supplies. The role of NIN in realizing these ambitions comprise of training nutrition staff on FST and sustainable healthy diets knowledge and practices, establishing technical teams and collaborating with projects (e.g., CIAT), monitoring, evaluation and research on healthy diets to generate scientific evidence, developing documents on healthy diets and foods, and implementing communication activities focused on healthy diets and food safety.

**Figure 4: Visioning for NIN organizational capacity strengthening**



The main capacities considered to be necessary to facilitate FST for sustainable healthy diets in the country that require strengthening include: the capability to commit and relate, capacity to achieve coherence, improve the (technical and functional) knowledge for nutrition/medical staff, capacity to implement projects such as actions to implement the national strategy on nutrition and food security. **Table 4** shows the activities proposed to strengthen the forementioned capacities.

**Table 4: NIN’s capacity sharing plan over the next 1-2 years**

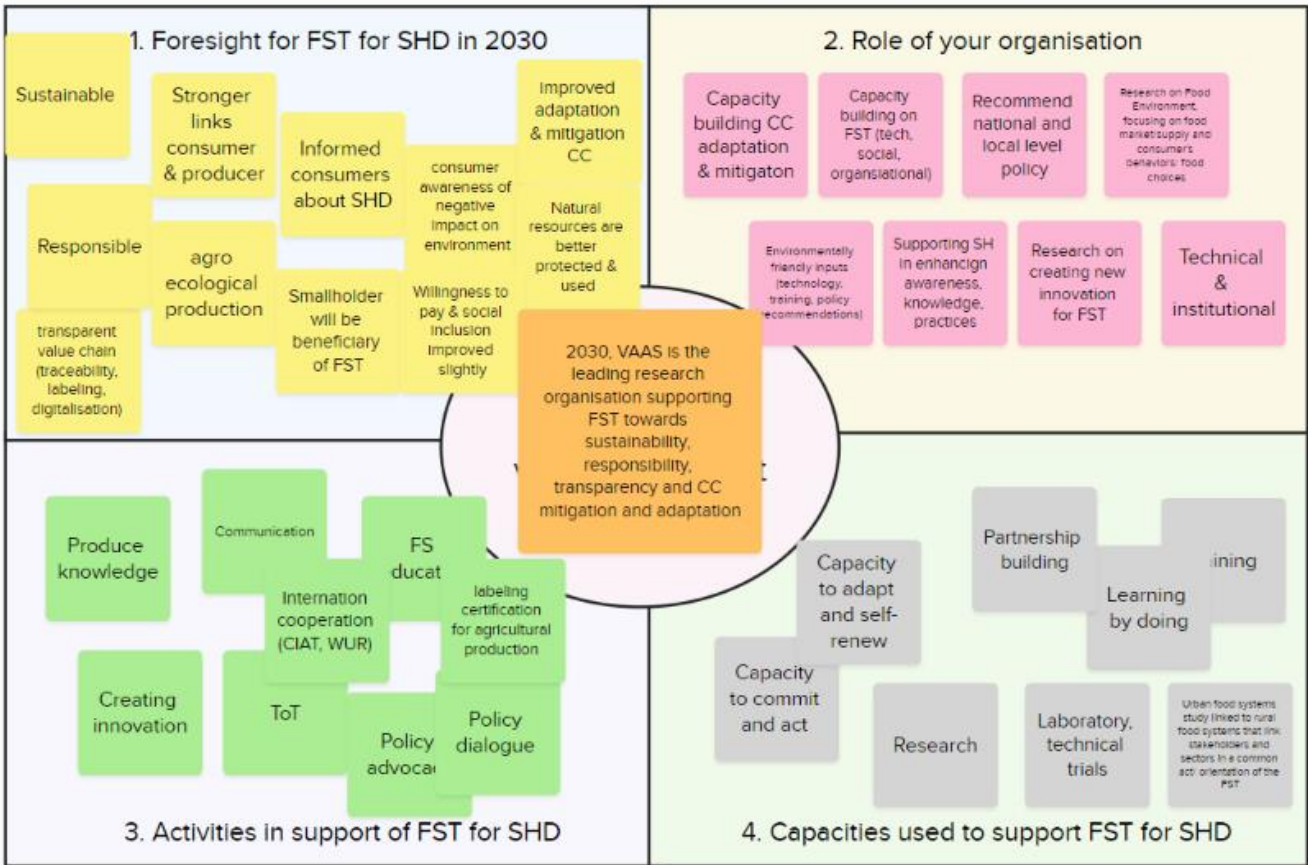
Activity	When	Lead	Whom to involve	Commitment
Develop FST and sustainable healthy diets goals and plans	2024 - 2025	WUR, NIN, Food Systems Team (CIAT)	VAAS, IPSARD, CASRAD	Commit to join and contribute relevant information to support the Food Systems Teams (and WUR) to advance the goals towards sustainable healthy diets in Viet Nam over the next 5 years
Training to increase knowledge about food systems	2024 - 2025	WUR, NIN, Food Systems Team (CIAT)	Department of Health, CDC, Universities	
Develop training materials and documentation of training	2024 - 2025	WUR, NIN, Food Systems Team (CIAT)	Department of Health, CDC	
Implement practical (FST, sustainable healthy diets) activities in the community	2025	NIN, Food Systems Team (CIAT)	People’s Committee, Department of Health, CDC, Universities	

**Source:** Generated by NIN representatives in a visioning and capacity planning workshop online, 2024.

## 5.2 Vietnam Academy of Agricultural Sciences (VAAS)

VAAS will be a leading research organization in supporting FST towards sustainability in a responsible and transparent manner. Climate change mitigation and adaptation will be one of the issues addressed (**Figure 5**). Roles to be undertaken by VAAS are capacity building on the technical, social and organizational aspects of FST, climate change mitigation and adaptation, sustainable healthy diets and environmentally friendly (agriculture) inputs. The organizations will undertake food environment research to understand consumer behavior and food markets and logistics, as well as innovative solutions contributing to FST. VAAS envisions providing policy recommendations at national and local levels and creating awareness about sustainable healthy diets.

**Figure 5:** Mind map from VAAS showing the vision and prioritized areas of organizational capacity strengthening



The organization plans to train staff and relevant stakeholders to adapt and localize methodologies and technologies to understand and support FST for sustainable healthy diets in Viet Nam, build platforms and facilities for learning, and to share experiences at national and international level learning events. VAAS indicated that the capacities for strengthening to enable them to facilitate FST for sustainable healthy diets processes were capacity to adapt and self-renew, commit and act, partnership building, learning by doing, research approaches (e.g., laboratory trials and analyses) and training approaches.

### 6. Conclusion

This exercise is an initial step towards deeper reflections about how the identified organizational capacity gaps could potentially be addressed to ensure that Strategic Partners are well-empowered to contribute towards facilitating FST. The capacity sharing ideas and plans for each Strategic Partner are informative for designing strategies in the subsequent phases of SHiFT and other capacity sharing initiatives.

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## 5Cs Framework adapted for SHiFT

The 5 Capabilities Framework (5Cs Framework) has been adapted to the objectives of SHiFT. Insights of the functional capabilities of the Strategic Partners, and of the networks, is important to support the Strategic partners to become better positioned actors in steering and supporting changes food system transformation in Viet Nam.

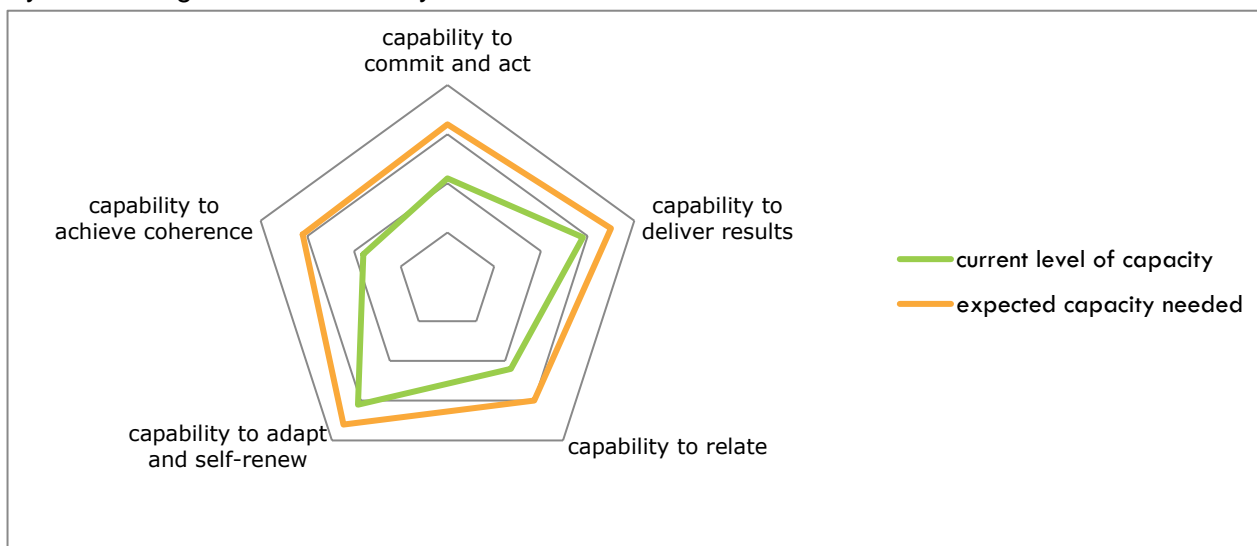
The 5 capabilities assessment is a way of assessing and for continuous monitoring of the extent to which Strategic Partners in the SHiFT project proactively support processes that will radically change the food systems in their country towards providing sustainable healthy diets. Radical change refers to transforming the food system which involves complete rethinking of the purpose, norms, power structures and outcomes of system activities.

The 5 capability approach assesses the capabilities to: commit and act, deliver results, relate with key actors, adapt and self-renew, and achieve coherence. The framework provides complementary multi-actor views on capacity to change across very diverse conditions. The 5Cs Framework has been adapted to contextualized to the food systems thinking and to country contexts.

### Using the 5Cs for self-assessment

This questionnaire is developed as a tool to assess capabilities at this moment in time. The five capabilities chosen are 1) capability to commit and act; 2) capability to relate; 3) capability to deliver results; 4) capability to adapt and self-renew; and 5) capability to achieve coherence. For each of the five capabilities, a statement is given. Respondents are asked to reflect and allocate a score indicating how accurate the statement is for their organization. Select a score based on a four-point scale of: (1) (very poor or non-existent), (2) (poor or some elements exist but needs major improvements), (3) (satisfactory but room for improvement), and (4) (excellent).

After scoring, the Strategic Partners in the SHiFT initiative, can decide which of the capabilities they should focus on for strengthening. The example below shows a scoring of current levels of capacity (in green) and expected capacities needed to make the work of the Strategic Partner in promoting food system changes to more healthy and sustainable diets more effective.



### Start of the self-assessment questionnaire

Each of the five capabilities has four statements which can be scored. For each statement provided under a capability;

Individuals should first read the statement and then discuss others representing the same Strategic Partner organization to arrive at a jointly agreed score.

The group can then collectively agree on the rationale for the allocated score to provide some background information.

Together aggregate the scores allocated per statement and determine the overall average score for the capability being discussed. Repeat the steps for each of the capabilities.

Plot the average scores in the spider diagram provide and reflect on the implications for steering towards food system transformation.

### Assessment

#### 1. Capability to commit and act

This section is about the ability of the **Strategic Partners** to be open to (re)define food system challenges related to sustainable healthy diets, address the multiple realities and to collectively develop appropriate (new) solutions. Read the statements below and score (use 1, 2, 3, or 4) depending on your observations.

<b>STATEMENT 1.1</b>			<b>YOUR SCORE (1, 2, 3, 4)</b>
[Strategic partner], as an organisation, has a clear vision and goals that clearly align with the United Nations Food Systems transformation agendas, in particular changes towards sustainable healthy diets in Vietnam.			
<b>(1) non-existent</b>	<b>(2) limited</b>	<b>(3) adequate</b>	<b>(4) excellent</b>
There is no vision, goals or strategies to support change towards sustainable healthy diets	Strategic partner, to a limited extent, has a vision but show no effort to reformulate goals or strategies	Strategic partner has a vision, goals and adequate strategies to promote sustainable healthy diets	Strategic partner has a clear vision, goals and strategies for different actors to support sustainable healthy diets
<b>STATEMENT 1.2</b>			<b>YOUR SCORE (1, 2, 3, 4)</b>
[Strategic partner] has a good understanding of key concepts related to 'food system transformation' <sup>2</sup> and is equipped to (co-)facilitate country-wide transformation towards sustainable healthy diets.			
<b>(1) non-existent</b>	<b>(2) limited</b>	<b>(3) adequate</b>	<b>(4) excellent</b>
Strategic partner does not have the necessary knowledge and skills needed to facilitate and implement transformative strategies	Strategic partner has some knowledge but not the skills they need to facilitate and implement transformative strategies	Strategic partner has the knowledge and skills they need to facilitate and implement transformative strategies	Strategic partner has most of the knowledge and skills they need to facilitate and implement transformative strategies
<b>RATIONALE</b> (for selected score)			
<b>STATEMENT 1.3</b>			<b>YOUR SCORE (1, 2, 3, 4)</b>

<sup>2</sup> Food system transformation refers to change through radical rethinking of the attributes of a food system including its purpose, rules and power structures to shift towards delivering sustained healthy diets for all without exceeding the planet's resources, attributes being essential to achieve sustainable national, regional, and international development priorities (Dengerink et al 2022, Brouwer et al. 2021)

[Strategic Partner] has incentives in place to motivate and commit to the vision and goals towards sustainable healthy diets <sup>3</sup> . Incentives could be financial, accountability, strengthening position in the field, clear mandate, training opportunities, social responsibility etc.			
<b>(1) non-existent</b>	<b>(2) limited</b>	<b>(3) adequate</b>	<b>(4) excellent</b>
There are no incentives in place to motivate and commit staff.	There are limited incentives in place to motivate and commit staff.	There are adequate incentives in place to motivate and retain staff.	There is a variety of incentives in place to motivate and commit staff.
<b>RATIONALE</b> (for selected score)			
<b>STATEMENT 1.4</b>			<b>YOUR SCORE (1, 2, 3, 4)</b>
[Strategic partner] has transparent and agreed upon procedures for making decisions related to realising sustainable healthy diets, and is able to influence decision-making processes of other organisations or networks in the domains of food and agriculture.			
<b>(1) No clear guidance</b>	<b>(2) Limited guidance</b>	<b>(3) Adequate guidance</b>	<b>(4) Excellent guidance</b>
Decision making procedures are unclear/absent, and there is no capacity to influence other organisations/networks.	Limited clarity on decision making procedures and information use inside and outside the organisation.	Decision making procedure is available and mostly followed, most information on healthy diets is used.	Decision making procedures are clear and followed, information on sustainable healthy diets is always used internally and to influence others.
<b>RATIONALE</b> (for selected score)			

Is there anything else that you would like to add?

Aggregate scoring for this section:

## 2. Capability to deliver

This section is about the ability of the **Strategic Partners** to ensure that they realise what they agreed to do in terms of facilitating and advocating for radical food system changes towards providing sustainable healthy diets. It is about being able to implement strategies and monitor their actions and of others involved in transforming the food systems in the country. Read the statements below and score (use 1, 2, 3, or 4) depending on your observations

<b>STATEMENT 2.1</b>			<b>YOUR SCORE (1, 2, 3, 4)</b>
The [Strategic Partner] has a clear operational work plan and budgets that are specifically earmarked for achieving sustainable healthy diets and/or allow for activities that support radical changes in the food systems (for example training initiatives, policy plan, research projects, service delivery, network engagement...)			
<b>(1) non-existent</b>	<b>(2) limited</b>	<b>(3) adequate</b>	<b>(4) excellent</b>
Strategic partner does not yet have an explicit work plan and budgets focused sustainable healthy diets	Unclear workplans- There is a work plan but is not clear, and a limited budget that is hardly enough to cover the day-to-day operations (Budget for salaries)	Clear workplan- Strategic partner has a clear operational work plan and some budgets that is used but not all activities are funded	Strategic partner has clear operational work plan and budgets that are always used in daily activities that support shifts towards sustainable healthy diets
<b>RATIONALE</b> (for selected score)			
<b>STATEMENT 2.2</b>			<b>YOUR SCORE (1, 2, 3, 4)</b>
[Strategic partner] has mechanisms (e.g., quarterly meetings, inspections, planning and accountability mechanisms, consultations) in place to verify that activities towards sustainable healthy diets are implemented.			
<b>(1) non-existent</b>	<b>(2) limited</b>	<b>(3) adequate</b>	<b>(4) excellent</b>
No mechanisms -The Strategic partners does not know whether systemic actions are implemented	The Strategic partner has inadequate mechanisms in place and limited evidence of	The Strategic partner has adequate mechanisms and knowledge that systemic	The Strategic partner has a comprehensive system in place to verify whether systemic actions are implemented by the

<sup>3</sup> Sustainable healthy diets are "dietary patterns that promotes all dimensions of individuals' health and wellbeing; has low environmental pressure and impact; is accessible, affordable, safe and equitable; and is culturally acceptable" for everyone, everywhere (FAO 2019).

	whether and how actions are implemented	actions are implemented in the organisation.	organisation and is well-informed about actions of other organisations.
<b>RATIONALE</b> (for selected score)			
<b>STATEMENT 2.3</b>			<b>YOUR SCORE (1, 2, 3, 4)</b>
[Strategic partner] has mechanisms to receive feedback from staff and actors (in their network) who are also active in food system transformation at different levels.			
<b>(1) non-existent</b>	<b>(2) limited</b>	<b>(3) adequate</b>	<b>(4) excellent</b>
There are no reporting mechanisms in place to meet the information needs of staff and other food system actors.	The Strategic partner has inadequate reporting and only partly knows whether information needs of staff and other food system actors are satisfied.	The Strategic partner has adequate reporting mechanisms in place that meet the information needs of staff and other food system actors.	The Strategic partner has a comprehensive reporting system in place that meets information needs of staff and other food system actors
<b>RATIONALE</b> (for selected score)			
<b>STATEMENT 2.4</b>			<b>YOUR SCORE (1, 2, 3, 4)</b>
[Strategic partner] convenes and or participates in joint monitoring meetings with food system actors to learn what works and what does not work well in changing the food systems to provide sustainable healthy diets.			
<b>(1) No monitoring</b>	<b>Some monitoring</b>	<b>(3) Adequate monitoring</b>	<b>(4) Excellent monitoring</b>
Strategic partner does not convene joint monitoring meetings with food system actors to learn what works and what does not work well in changing the food systems to provide sustainable healthy diets.	Strategic partner sometimes convenes joint monitoring meetings with food system actors to learn what works and doesnot work well. But this is only done sporadically.	Strategic partner regularly monitors convenes joint monitoring meetings with food system actors to learn what works and what does not work well.	Strategic partner has a system in place to regularly conduct joint monitoring sessions with food system actors and to systematically learn what works and what does not work well in changing the system to provide sustainable healthy diets.
<b>RATIONALE</b> (for selected score)			

Is there anything else that you would like to add?

Aggregate scoring for this section:

### 3. Capability to relate

This capability is about building and maintaining networks within the organisation, with external actors and beyond that are important to achieve sustainable healthy diets. These actors include governmental structures, private sector parties, civil society organisations, researchers and consumers or citizens. Read the statements below and score (use 1, 2, 3, or 4) depending on your observations.

<b>STATEMENT 3.1</b>			<b>YOUR SCORE (1, 2, 3, 4)</b>
[Strategic partner] maintains good relations/ collaboration/ alliances with different actors within the country food system at different levels to develop food systems transformative strategies for sustainable healthy diets.			
<b>(1) none or very little actor engagement</b>	<b>(2) some actor engagement</b>	<b>(3) adequate actor engagement</b>	<b>(4) excellent actor engagement</b>
When developing food system transformative policies and corresponding sets of strategies, different actors are not or only very sporadically informed.	When developing food system transformative policies and corresponding sets of strategies, different actors are sometimes, but not systematically engaged.	When developing food system transformative policies and corresponding sets of strategies, different actors are engaged most of the time.	When developing food system transformative policies and corresponding sets of strategies, different actors are always systematically engaged in most processes.

<b>RATIONALE</b> (for selected score)			
<b>STATEMENT 3.2</b>			<b>YOUR SCORE (1, 2, 3, 4)</b>
[Strategic partner] strategic partners organise frequent visits to or dialogues with different food system actors in their operational context, including grassroots level actors.			
<b>(1) none or limited engagement with grassroots actors</b>	<b>(2) some engagement with grassroots actors</b>	<b>(3) adequate engagement with grassroots actors</b>	<b>(4) excellent engagement with grassroots actors</b>
Strategic partner hardly or never visits or holds dialogues other food systems actors in their operational environment	Strategic partner on average conducts biannual visits to or dialogues with other food systems actors in their operational environment	The Strategic partner on average visits to or dialogues with other food systems actors on a quarterly basis in their operational environment	The Strategic partner on average visits to or dialogues with other food systems actors more than once a month in their operational environment
<b>RATIONALE</b> (for selected score)			
<b>STATEMENT 3.3</b>			<b>YOUR SCORE (1, 2, 3, 4)</b>
[Strategic partner] has access to / is able to convene platforms where food systems issues can be discussed with different stakeholders representing different positions and degrees of power			
<b>(1) non-existent</b>	<b>(2) limited convening</b>	<b>(3) adequate convening</b>	<b>(4) excellent convening</b>
There is none or very limited mechanisms of convening food system stakeholders.	Strategic partner annually convenes a food system related platform, and sporadically participates in other networks	Strategic partner frequently discusses food system issues with different food system actors, but has limited resources to convene platforms	Strategic partner routinely convenes and accesses platforms to discuss and build trust relationships with food system stakeholders
<b>RATIONALE</b> (for selected score)			
<b>STATEMENT 3.4</b>			<b>YOUR SCORE (1, 2, 3, 4)</b>
[Strategic partner] links regularly with different food system actors at various levels in the country (and the region) and shares progress, news, (training) events, resources and other relevant information to ensure continued participation and commitment to provide sustainable healthy diets.			
<b>(1) Not linked</b>	<b>Limited interaction</b>	<b>(3) Adequate interaction</b>	<b>(4) Excellent interaction</b>
Strategic partner does not participate and/or share information with other food system actors.	There are a few food system actors with whom the Strategic partner maintains contact, but there is little use of this information	The Strategic partner is fairly linked with different food system actors, that provide some information on relevant context issues and learning new possible ways to change towards sustainable healthy diets	The Strategic partner has strong links with different food system actors, including national actors, local government, private sector, and citizens; and shares relevant information and lessons about sustainable healthy diets
<b>RATIONALE</b> (for selected score)			

Is there anything else that you would like to add?

Aggregate scoring for this section:

#### 4. Capability to adapt and self renew

This capability is about the ability to monitor, learn, use new information about to contribute to context specific food system adaptations to realise sustainable healthy diets. It is also about openness to learning, sense making, creativity and flexibility in making use of emergent opportunities and incentives for change such as policy changes, financing service delivery, information use. Read the statements below and score (use 1, 2, 3, or 4) depending on your observations.

<b>STATEMENT 4.1</b>	<b>YOUR SCORE (1, 2, 3, 4)</b>
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[Strategic partner] has a monitoring, evaluation and learning plan/system (MEL) to track implementation of activities promoting sustainable healthy diets and to assess planned and unplanned outcomes.			
<b>(1) none or weak</b>	<b>(2) Limited M&amp;E application</b>	<b>(3) adequate MEL application</b>	<b>(4) excellent MEL application</b>
There is no MEL system in place, and monitoring and evaluation hardly takes place	There is no MEL system in place focused on sustainable healthy diets, but some irregular monitoring and evaluation takes place.	A MEL system has been established, and monitoring of activities takes place every now and then.	There is a comprehensive MEL system in place, monitoring of dietary practices and influencing dynamics takes place on a regular basis and results shared.
<b>RATIONALE</b> (for selected score)			
<b>STATEMENT 4.2</b>			<b>YOUR SCORE (1, 2, 3, 4)</b>
[Strategic partner] regularly reflects on results of monitoring, evaluation and learning activities and overall performance as the organisation with respect to their roles and position in food system transformation processes; and of other food system actors (linking to its own goals and vision).			
<b>(1) No critical reflection</b>	<b>(2) Poor reflection</b>	<b>(3) Adequate critical reflection</b>	<b>(4) excellent critical reflection</b>
There are no meetings/dialogues scheduled to inspire staff and other food system actors to critically reflect on successes and failures to achieve sustainable healthy diets.	Meetings are not frequently planned. During meetings, staff and other food system actors find it difficult to reflect on successes or failures; and how to adapt in changing food systems contexts.	Strategic partner convenes or participates in regular meetings. But sometimes find it difficult to reflect on successes or failures and to make the necessary changes.	Strategic partner inspires critical reflection of successes and failures, and stakeholders are comfortable talking about the successes and failures; there are frequent meetings with regular relevant context updates.
<b>RATIONALE</b> (for selected score)			
<b>STATEMENT 4.3</b>			<b>YOUR SCORE (1, 2, 3, 4)</b>
[Strategic partner] has competencies to reflect on food system information and to facilitate reflections on what is and isn't working in the changes required to provide healthy sustainable diets.			
<b>(1) weak competencies</b>	<b>(2) limited competences in facilitating sensemaking and interpreting information</b>	<b>(3) adequate competences in facilitating sensemaking and interpreting information</b>	<b>(4) excellent competences in facilitating sensemaking and interpreting information</b>
Strategic partner does not understand importance of food system driven monitoring and what needs to be done	Strategic partner relies on other actors (NGOs and research) to provide food systems driven MEL and does not actively contribute to MEL	There is one or more staff members experienced in food systems driven MEL; and to some extent know how to collect, analyse data and inform decision processes	The Strategic partner has dedicated food systems MEL members, who know what data to collect, how to analyse the data and facilitate sense making, interpretation to influence policy and operational decision processes
<b>RATIONALE</b> (for selected score)			
<b>STATEMENT 4.4</b>			<b>YOUR SCORE (1, 2, 3, 4)</b>
Learnings from M&E are effectively applied to assess the effects of food systems transformation strategies to provide healthy sustainable diets and their outcomes for future strategy and policy development.			
<b>(1) No use of M&amp;E</b>	<b>Limited use of M&amp;E</b>	<b>(3) Adequate use of M&amp;E</b>	<b>(4) Strong use of M&amp;E</b>
No M&E is used for future strategies to provide sustainable healthy diets	Some limited use of M&E for future strategies and policies. Reports on sustainable healthy diets and food systems are assessed, but they are rarely used in strategic planning	Some food system reports are assessed and mostly used to inform progressive strategic planning and policies	Strategic partner uses various data and reports on sustainable healthy diets to inform progressive strategies and policies to change the food systems.
<b>RATIONALE</b> (for selected score)			

Is there anything else that you would like to add?

**Aggregate scoring for this section:**

**5. Capability to achieve coherence**

This capability is about ensuring that Strategic partner and other food system actors are working together towards a common goal/vision of driving food systems changes towards achieving sustainable healthy diets, and they know how to get there. It is about being able to create synergies, while acknowledging potential trade-offs of selected strategies. Read the statements below and score (use 1, 2, 3, or 4) depending on your observations.

<b>STATEMENT 5.1</b>			<b>YOUR SCORE (1, 2, 3, 4)</b>
The [Strategic partner's] vision, goals and strategies to support food system transformation towards sustainable healthy diets are documented and regularly discussed and adapted with different food system actors.			
<b>(1) no documented vision, goals or strategies</b>	<b>(2) sometimes revisits vision, goals and strategies</b>	<b>(3) Adequate revisits vision, goals and strategies</b>	<b>(4) Regularly revisits visions, goals and strategies</b>
The vision, goals and strategies of the Strategic partner are not reviewed and discussed. They do not focus on FST for sustainable healthy diets	Sometimes meetings to review the vision, goals and strategies to integrate sustainable healthy diets into FST process are held. Not all relevant food system actors are involved	Reviews of the vision, goals and strategies to integrate sustainable healthy diets into FST process are conducted at least once a year, and most food system actors are involved.	Reviews of the vision, goals and strategies to integrate sustainable healthy diets into FST process are conducted every year, and most food system actors are involved in co-creating the revised plans.
<b>RATIONALE</b> (for selected score)			
<b>STATEMENT 5.2</b>			<b>YOUR SCORE (1, 2, 3, 4)</b>
[Strategic partner] has a portfolio of activities and a network of different actors operating in different parts of the food system (e.g. Government, Private sector, Civil Society, consumers,...) that they engage in dialogues and decision making processes.			
<b>(1) none or focus on one actor category</b>	<b>(2) limited -focus on few other food system actors</b>	<b>(3) Fair representation of different food system actors</b>	<b>(4) Diverse, inclusive portfolio that is regularly used and updated</b>
No database, and were present it focuses on counterparts in government	Portfolio comprised of actors from government organisations, donors and NGOs	Most food system actors (including representatives of private sectors and citizens/consumers) involved in ensuring sustainable healthy diets are included in the portfolio.	Strategic partner has a portfolio of majority of the food system actors operating in different spaces and levels of operation; and has evidence of regular interaction with them
<b>RATIONALE</b> (for selected score)			
<b>STATEMENT 5.3</b>			<b>YOUR SCORE (1, 2, 3, 4)</b>
[Strategic partner] supports/provides opportunities to strengthen coherence (alignment between activities) by fostering integration of different dimensions of nutrition, well-being and sustainability in policy making and implementation in a balanced manner			
<b>(1) no mutually supportive efforts</b>	<b>(2) few mutually supportive efforts</b>	<b>(3) many mutually supportive efforts</b>	<b>(4) routine organised mutual supportive efforts</b>
No activities or opportunities to facilitate alignment of activities	Strategic partner has only a few sporadic supportive activities.	Strategic partner has various mutual supportive efforts but targets a few food system actors (i.e. government, NGOs)	Strategic partner routinely organises supportive activities and projects involving most categories of food system actors
<b>RATIONALE</b> (for selected score)			
<b>STATEMENT 5.4</b>			<b>YOUR SCORE (1, 2, 3, 4)</b>
Leadership at the organisational level is committed to create awareness, lobby support and collaborate in driving changes in food system operations towards realising sustainable healthy diets.			
<b>(1) No leadership support</b>	<b>Limited commitment and collaboration</b>	<b>(3) Adequate commitment and collaboration</b>	<b>(4) Strong commitment and collaboration</b>

No clear leadership support for FST for sustainable healthy diets	Some elements of collaboration exist, but weak focus on FST for sustainable health diets objectives	Leadership supports objectives to achieve FST for sustainable healthy diets and collaborates with other food systems whenever necessary or invited.	Leadership explicitly promotes efforts for FST for sustainable healthy diets and proactively seeks collaborations to reach this ambition
<b>RATIONALE</b> (for selected score)			

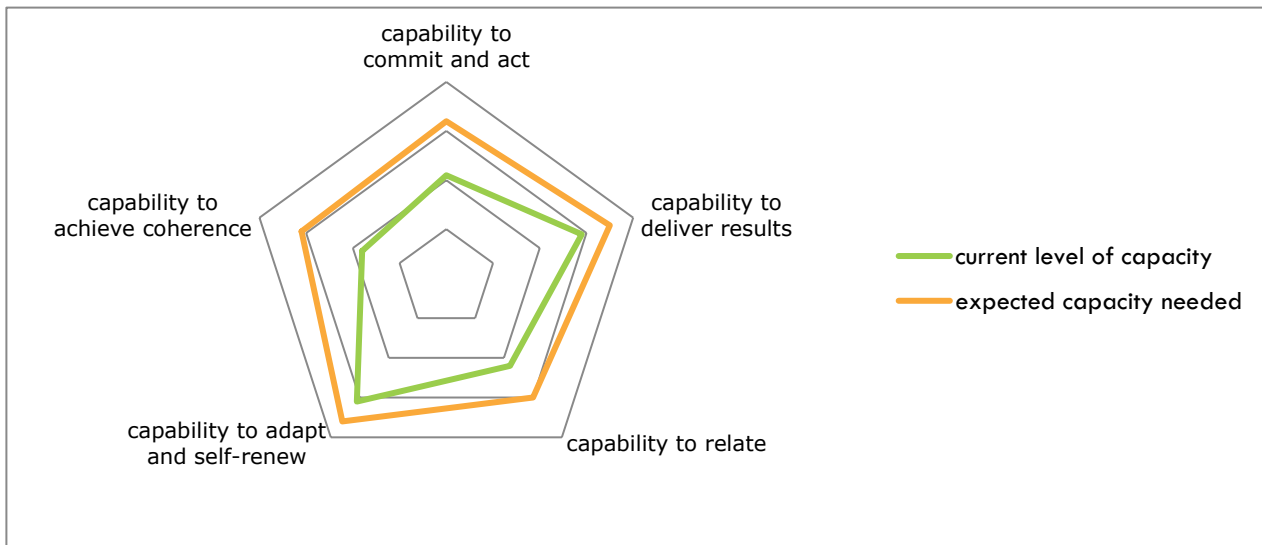
**Is there anything else that you would like to add?**

**Aggregate scoring for this section:**

## Analysis

**Step 1:** Please make your spider web using the current average scores for each of the 5 capabilities. The spider web reflects your current capability situation.

Capability	Strategic Partner
	Average SCORING Score (use 1, 2, 3, or 4) based on observations
Capability to commit and act	
Capability to deliver	
Capability to relate	
Capability to adapt and self-renew	
Capability to achieve coherence	



**Step 2:** Reflect on which capabilities you would like to strengthen to realise your roles in promoting food system change towards sustainable healthy diets.

**Step 3:** Co-design the capacity strengthening strategy (note: this will be a different consultative process)

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