



SEVENTH FRAMEWORK PROGRAMME

THEME “Environment”

ENV.2010.4.2.3-3 Brokerage activities to promote sustainable consumption and production patterns

Collaborative Project

Project acronym: FOODLINKS

Knowledge brokerage to promote sustainable food consumption and production: linking scientists, policymakers and civil society organizations

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Final Report CoP Urban Food Strategies

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1. Introduction

The overall aim of the FOODLINKS Project is to *develop and experiment with new integrative modalities of linking research to policy-making in the field of sustainable food consumption and production, thereby contributing to the establishment of new policy-relevant communities of researchers, policy makers and civil society organisations (CSOs) and enhancing the use of research insights in policies to promote sustainable food systems.*

The strategy designed to accomplish this purpose comprised three different phases of knowledge brokering (KB) activities. The **first phase** (WP2) focused on reviewing different knowledge brokering activities and methods that could be useful for this project. The result of this work is a database of KB instruments and methods (Deliverable 2.3), from which the participants of subsequent WP can select the most promising/appropriate ones. The **second phase** of the project (WP 3,4 and 5) involves establishing three Communities of Practice, each representing one axis/dimension of the integrated territorial food geography (see Figure 1.), that is Short Food Supply Chains (SFSC), Revaluing Public Procurement (RPP) and Urban Food Strategies (UFS). The basic idea is that researchers and policymakers and CSOs experiment with different tools and methods to foster the science-policy-society interaction as a means to improve the sustainability of the food system. Finally, a **third phase** comprises the elaboration of recommendations regarding effective modalities for linking research and policy making.

This document aims to report on the second phase of the FOODLINKS Project, particularly on the process of knowledge brokerage between researchers, policymakers and CSO representatives around Urban Food Strategies in the related Community of Practice. Following the collective nature of the CoP work this document has also been instrumental in reflecting and continuing the learning process of the CoP, consequently the report is the result of a collaborative writing exercise. The report describes and analyses the CoP process attending to different aspects. In the first place, the **Chronology** section describes thoroughly the CoP process including key activities and moments that were designed in order to accomplish the initial objectives of WP 5 and consequently of the UFS CoP, namely:

- 5.1 To create a shared interpretation of the meaning of “urban food strategies”;*
- 5.2 To prioritize the most important aspects of urban food strategies by considering the current political framing;*
- 5.3 To explore the existing research reservoir on urban food strategies in light of meeting the needs of the ones using the knowledge requested;*
- 5.4 To reflect on the relevance of the learning outcomes (related to the defined questions) for the non-scientific context, and to identify future research needs*

However, not only the activities within the CoP were instrumental to reach these goals, but also the interaction of CoP members with their respective cities created an important space for expanding knowledge on the urban food strategies domain. This duality participation-reification (Wenger, 1999) constitutes an essential part of the UFS CoP work and it is thoroughly described in section 2.

Section 3 analyses the chronology of the CoP under the lens of the **learning cycle framework** which is intimately related with the initial objectives of communities of Practice. The learning cycle framework was a useful device to rethink the CoP process. However, UFS CoP reflections led us to re-

consider the learning cycle; the development was not a cyclical but rather a spiral process that built upon previous stages, enlarging the knowledge contained in the community as well as evolving in terms of group dynamics.+

In the following section (4) particular attention is paid to how CoP participants have experimented with **knowledge brokerage** tools and subsequently evaluated the usefulness of these techniques, underlining those elements that enable effective knowledge brokerage. In section 5 we present our insight regarding the importance of the **group dynamics and facilitation** process, which CoP members considered to play a key role in creating an effective space for knowledge co-production.

The final **conclusions** of this report relate to the objectives of the WP 5, but also to the following key issues:

- a) Creation of effective linkages and stimulated interaction between science, civil society and policymakers
- b) UFS CoP objectives and learning cycle process
- c) Experimentation with and evaluation of KB tools
- d) Group dynamics
- e) Reflection on the usefulness of CoPs for linking research and policymaking in the food domain.

2. Chronology

In this section we describe in depth the chronology of the Urban Food Strategies (UFS) Community of Practice (CoP). For explanatory purposes our work can be divided into two main arenas, that are, however, closely interrelated. These two arenas are (1) the interaction inside the core CoP group, comprised of FOODLINKS project team members; and (2) the expanded CoP that includes new members from outside the FOODLINKS project. This expanded CoP has also included the interaction with key stakeholders from the cities where core CoP members are based. The interaction taking place in the two arenas reflect the two processes that Wenger (1998) distinguishes when describing how communities of practice work. At the one hand CoP members need to agree about the abstract representation of what is often a complex practice; Wenger calls this the reification of knowledge. This is necessary in order to talk and share experiences as a first step to create meaning. Besides, it is necessary to engage in practice. This CoP has done so through expanding its members and hence participating in new practices developed in different European cities.

Following these two arenas, this section firstly describes the activities and interaction developed in the core FOODLINKS UFS CoP (involving only project partners). These activities and dynamics generated in the core CoP are mainly related to reification processes, that is, making abstract representations of what is often a complex practice in order to share within the CoP. Reification involves a wide range of processes such as making, designing, representing, naming, encoding and describing as well as perceiving, interpreting, using, reusing, decoding and recasting. Secondly, this chronology section also describes the second arena, comprising the activities and interactions that have expanded our CoP work beyond its FOODLINKS members, particularly through engaging with different European cities. This aspect of our work refers mainly to the participation sphere,

understood as the process of “engaging directly in activities, conversations, reflections, and other forms of personal *participation* in social life” (Wenger, 2010: p.180). Both chronologies are described below.

2.1 FOODLINKS UFS CoP Chronology

The UFS CoP officially started in the second meeting of the project FOODLINKS in June 2011. As Table 1 shows, most members of the FOODLINKS UFS CoP have participated in a continuous basis, although there have been some changes through time in membership.

Table 1 . Time line and information of participants of UFS CoP

Timeline	06/11	07/11	08/11	09/11	10/11	11/11	12/11	01/12	02/12	03/12	04/12	05/12	06/12	07/12	08/12	09/12	10/12	11/12	12/12	01/13	02/13	03/13	04/13	05/13	06/13	Type of actor	Affiliation	
Meetings	Wageningen								Pisa								Vitoria	Malmö			Riga					Edinburgh		
Kevin Morgan	●															●	●			●						Academic	Cardiff university	
Arthur Getz Escudero	●							●																		Academic	Cardiff University	
Heidrun Moschitz	●							●								●	●									Academic	The Research Institute of Organic Agriculture, Switzerland	
Talis Tisenkopfs	●							●								●	●			●						Academic	Baltic Studies Centre,	
Roberto Ruiz																	●				●					Academic	Basque Institute for Agricultural Research and Development in Spain (Neiker).	
Miriam Pinto	●							●								●	●			●						Academic	Basque Institute for Agricultural Research and Development in Spain (Neiker).	
Helen	●							●								●	●			●						Policy maker	The city of Malmo	
Harald Rohrer	●							●								●	●									Academic	Centre for Technology, Work and Culture, Austria;	
Sonja	●																									Civil society organisation	Via Campesina Austria	
Monika Thuswalk								●								●	●			●						Civil society organisation	Via Campesina Austria	
Ilze Neimane								●								●										Policy maker	Municipality of Tukums	
Ana Moragues																●	●			●						Academic	Cardiff University	
Jess Halliday																	●				●					Academic	City University of London, UK	

Since the beginning of the UFS CoP, face-to-face interactions as well as on-line collaboration have been used to develop and experiment with new integrative modalities of linking research to policy-making and civil society in the field of Urban Food Strategies. Face-to-face interaction has constituted a key space to accomplish knowledge brokerage activities but mainly to re-visit objectives and feed the CoP’s work plan. These meetings have marked critical moments of the UFS CoP timeline. Therefore, the rest of this section is organised by periods of time marked by the CoP face-to-face meetings. These meetings are also highlighted in the following table which represents the chronology of the main activities and outputs developed by the UFS CoP.

Table 2. UFS CoP Chronological timeline¹

Main activities / Time	06/11	07/11	08/11	09/11	10/11	11/11	12/11	01/12	02/12	03/12	04/12	05/12	06/12	07/12	08/12	09/12	10/12	11/12	12/12	01/13	02/13	03/13	04/13	05/13	06/13
Meetings		Wageningen							Pisa							Vitoria		Malmö			Riga		Edinburgh		
<u>Brochure</u> : document to disseminate CoP knowledge on UFS to wider audience																									
<u>City mind-maps</u> : representation of urban food strategies developing in cities																									
<u>City to city learning</u> : meetings between cities including organisation of event in Malmö with guests from cities																									
<u>Conceptual paper</u> : collective document characterising the phenomenon of UFS																									
<u>Core mindmap</u> : collective representation of UFS																									
<u>Dynamic Learning Agenda</u> : tool to focus on developing actions for the core problems and issues faced by the CoP																									
<u>Good practice examples</u> : re-framing some of the short stories for a wide audience focusing on sharing good practice																									
<u>Graphic structure of a Food Policy</u> : conceptualisation of process of developing UFS from local government																									
<u>Knowledge Brokerage Lattice</u> : conceptual tool to think about flows and interrelations between stakeholders																									
<u>Knowledge Brokerage toolbox</u> : description and assessment of KB tools used by the CoP																									
<u>Knowledge Hub</u> : setting up, facilitating and participating in online portal																									
<u>Learning cycle</u> : explicitly reflect on the stages of the learning cycle and translate them into activities																									
<u>Mission statement</u> : shared vision on UFS and the aims of the CoP																									
<u>Poster</u> : representation of the common understanding of the CoP work																									
<u>Reflection on the CoP process</u> : personal and collective activities and writing to develop reflections on CoP functioning, group dynamics and facilitation																									
<u>Research reservoir</u> : selection of key literature on the topic of Urban Food Strategies																									
<u>Short stories</u> : examine in depth the process occurring in members' cities and link them with knowledge from other experiences and stakeholders																									
<u>Webinar</u> : open activity to engage with a wide audience on UFS academic literature and future agenda																									

¹ The name of the activities are underlined, they also appear underlined throughout the text in order to identify them in the table if necessary.

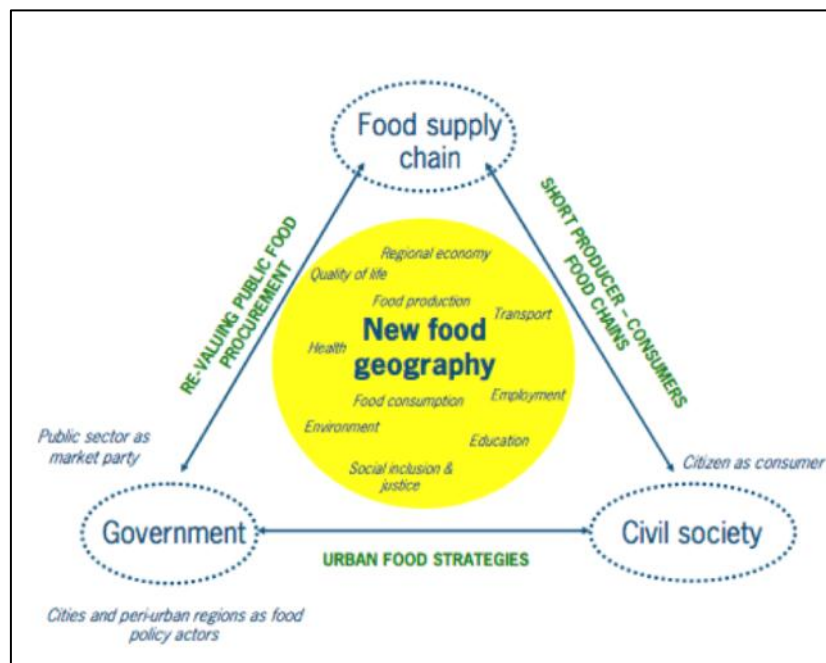
Legend Table 2

	CoP meetings
	Joint activities between CoP meetings
○	Inter-city meeting
◆	Joint activity at CoP meeting
★	Public event

Period 1: June 2011 – February 2012

In the second meeting of the Project FOODLINKS, held in June 2011 in **Wageningen**, the Community of Practice (CoP) on Urban Food Strategies (UFS) was created. Drawing upon the learning cycle stages, this first encounter comprised the introduction of participants and mainly revolved around the exploration of the notion of Urban Food Strategies and how a shared vision on this topic could be created. The first phase of scoping included a roundtable discussion on the different dimensions of sustainability and how they relate to UFS. This exercise led to a more complex debate on the interrelations of government, civil society and food supply chains and how they were creating a 'New Food Geography'. The diagram (see Figure 1) that exemplifies these relationships (and constitutes one of the theoretical underpinnings of the project) was used as the basis for discussion.

Figure 1. Representation of the New food geography (Wiskerke, 2009)



The larger group was then broken in pairs and trios to discuss this diagram as an overall framework, and relate the core concepts within the triangle to the different working groups: Public Procurement, Short Producers-Consumers Food Chains and particularly Urban Food Strategies. The process of reporting back to the group included the development of a matrix with rankings (see table 3).

Table 3. Ranking the importance of new food geography issues in each working group

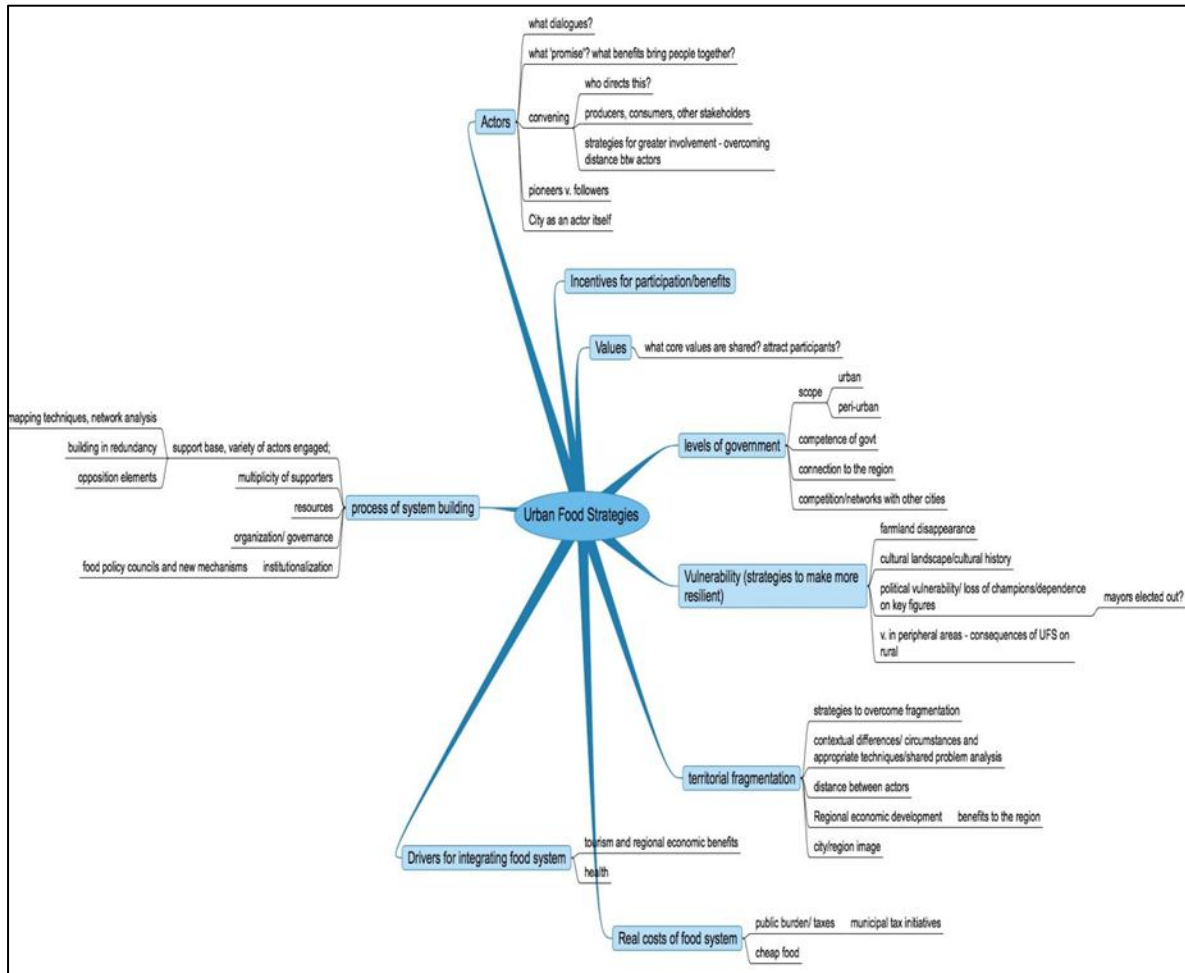
	Re-valuing Public Food Procurement	Short Producer-Consumers Food Chains	Urban Food Strategies
Regional economy	High	Medium	
Quality of life			
Food production			
Transport			Low
Health			
Employment			
Food Consumption			
Environment			
Education			
Social Inclusion & Justice			

Parallel to this process of scoping, the participants also brainstormed and discussed key issues at stage in developing a Community of Practice (CoP), drawing on our previous collective experiences. The key issues identified were the following:

Scale- level of governance
 Actors' roles
 Strategies: top-down \leftrightarrow bottom-up
 Longevity
 Vulnerability to: political decisions/ funding
 Partnerships: between cities; between cities & farmers; with tourism; etc.
 Size of a city/region
 Vehicle – role (e.g. for increasing recreational value of surrounding region)
 Point of departure/ perspective/ framing
 Actors' opportunities & constraints
 Actors' values
 Organisation, governance
 Incentives of participation, benefits
 Drivers

These two parallel discussions on the content and the process produced an early draft of a core mind-map on issues at stake (see figure 2).

Figure 2. Urban Food Strategies CoP core mind-map



This “core mind-map” constituted the base for each CoP member to create a mind-map describing the food strategy or a food initiative in his/her city (see Annex 1 for individual city mind-maps). The “core mind-map” as well as the “city mind-maps” were created with the online software “Mindmeister”. This software allowed the sharing of individual mind-maps with others as well as adding and commenting on the initial “core mind-map”.

The finished mind-maps were made available on the Intranet, an online platform for FOODLINKS project members provided by the FIBL partner. Online communication during that period intensified through this tool, which served as a platform to discuss collectively practical issues, such as the program for the following meeting in Pisa, but also allowed engaging in debates on the content of Urban Food Strategies. For instance, there was a discussion on the differences between top-down and bottom-up strategies; a topic that remained a key issue of the CoP work since then.

Period 2: February 2012 – September 2012

In February 2012, the third meeting of FOODLINKS was held in **Pisa**, including space for the UFS CoP work. This meeting served as a first opportunity to discuss face-to-face the advances on the “core mind-map” and incorporate the new insights gained on UFS through the process of constructing our “city mind-maps”. The procedure consisted of an extended brainstorm, which led to a group modelling approach to modify the previous collective mind-map. This process created a very fruitful discussion which resulted in adding new content into the mind-maps as well as exploring the different dimensions of UFS in depth.

In this meeting, the CoP members learned about the activities in other cities through a very lively speed-dating session, starting a tradition of city-to-city learning that extended throughout the project.

City-to-city learning (in the context of the UFS CoP) refers to the action of critically compare how two different cities approach food and sustainability. This process involves sharing the goals, strategies and actions that a city is undertaking and compare them to another city. This city to city learning requires participation from engaged stakeholders in shaping the food system of their specific cities. The process of learning directly from another city while being able to translate and question the suitability or adequacy of others’ activities and processes to your own context constitutes a powerful tool for positive change. It also leads to reflect on your own city practice and potential to develop a more sustainable food system.

For example, when Malmö meets Bristol different conversations arise such as how Bristol engages with civil society in comparison with Malmö, where the food strategy is mainly led by the local government. Also Bristol learns how Malmö is radically changing school meals to reach the target of 100% organic products without increasing costs. However, more conceptual questions also arise, such as why public procurement in Bristol is stagnated in terms of sustainability goals or why civil society is less engaged in Malmö. This process leads to learn from others and also to improve your own practice.

This comparison between emerging urban food strategies in the cities of the CoP’s members led to identify different key aspects of UFS . In this case, and related to the FOODLINKS Project goals, there was a particular interest in what role knowledge brokerage could play in the unfolding of UFS around the world.

A crucial part of the Pisa meeting concerned collective strategic planning and time lining of future activities which mainly aimed to develop a common vision of what participants wished to achieve as a CoP. Following the guiding question “What is our CoP about”, partners individually brainstormed, and the statements were then grouped into the following clusters which constituted working groups for the day:

a) *Conceptualizing UFS and developing a common UFS document.* This group discussed the need to establish a shared vision on UFS and concisely defined the aims of the CoP. We agreed that this process of conceptualization required exploring not only the different types of knowledge embodied by CoP members but should go beyond the core participants of the project.

b) *Linking practice, co-production of knowledge and advocacy for UFS.* The work of this group focused on exploring how different knowledge brokerage activities correspond to distinct context/locales. Special attention was directed towards mapping the direction of flows of knowledge between stakeholders. This work was transformed into the Knowledge Brokerage lattice (see Annex 2) a representation of stakeholders and flows in KB processes. Consequently this Lattice constituted an output to think about flows and interrelations between distinct stakeholders in order to understand better which KB activities/tools are useful in which contexts.



c) *Learning, sharing and dissemination materials.* This group reflected on how to build and share a knowledge source based on our expertise on UFS, which inevitably required reflecting on how to connect to existing relevant networks or initiate new ones. In this regard, key aspects such as how to provide opportunities for interested cities/newcomers to get in touch with more experienced cities were discussed.

d) *Establishing knowledge brokerage documentation and products.* This group envisaged short stories on the “city-cases” as a useful documentation of the process. For that purpose, the group developed guidelines for writing the stories and also conducting cross-analysis of the cases.

This work was translated into a wall-sized timeline which led to agreeing upon the sequence of activities, deadlines, and particular roles. In summary, the CoP members decided to focus on the following activities:

- Elaborate a Mission statement (see Annex 3). Stemming from the clusters identified as defining the UFS CoP, a first draft of the mission statement was outlined during the meeting. This draft was further commented and amended by some CoP participants in a co-writing exercise taking place online by way of the intranet. The document was finalised in July 2012.

- Develop a Conceptual paper on Urban Food Strategies, with the purpose to characterise the phenomenon of UFS (see Annex 4). This conceptual paper included the description of processes taking place, the identification of the main elements of the strategies and most relevant contents, a description of how these strategies are implemented and conclusion on their added value. This document was a key tool to pull together knowledge from participants of the CoP as well as exploring the existing research reservoir. Some CoP participants were in charge of developing the document further, although the intranet served as a space for co-writing and commenting throughout the whole process.
- Transform and further elaborate the “city mind-maps” into narratives, the so called “Short Stories” (see Annex 5). The outline to develop these short stories originated from the main issues identified through the process of building the “core mind-map”. These short stories were a means to examine in depth the process occurring in the cities and to link them with knowledge from other experiences and stakeholders.

The work of the CoP was further enlarged through cross-CoP activities; of particular importance was the reflection on Knowledge Brokerage tools that started during the Pisa meeting. It continued during the following months of the project and eventually resulted in the collective assembly of a Knowledge Brokerage toolbox for the UFS CoP.

These processes of reflection and decision making were further assisted by the elaboration and updating of a Dynamic Learning Agenda (see Annex 6). This tool supports the development of actions that tackle the core problems and issues faced by the CoP throughout its life time. For us, , the tool was instrumental to make us reflect on the activities and process of the CoP– ranging from how to communicate better and share project leadership, to issues that related to CoP facilitation and the division of CoP tasks, as well as the exchange of ideas on how to “externalise” the CoP, that is, how to incorporate new members and new interests to the CoP.

As part of the process of engaging with other stakeholders -and linked to the discussion of the group on sharing, learning and disseminating - an external internet platform was launched, the “Knowledge Hub”, where people from outside the FOODLINKS project interested in the topic could participate in debates and share knowledge. The urban food strategy-group on the Knowledge Hub (KH) was opened in April 2012. In order to manage the site, the CoP decided on a rotating system of facilitation with a group of three people in charge of facilitating the online platform at one period of time, and then transferring the task to the next group after six months. This system involved shared responsibility and workload between all CoP members, and led to the collective development of skills to be transferred from one facilitation group to the next. This arrangement also allowed different facilitators to set differing accents on the online platform.

The KH enabled the sharing of different type of information and supported interaction between participants and interested stakeholders by offering various tools. The main tools that the different participants have used in time are the following:

- forums (to engage in discussions about UFS from all over the world and also to share information on how to use the online platform);

- wikis (to build common documents that reflect the CoP experience and interaction, particularly sharing and critically discussing the short stories);
- blogs (where individual members shared news on UFS and personal experiences) and announcements (to inform about forthcoming events and activities developed inside and outside of the CoP).

Table 4 summarizes some of the main statistics from the 1st of February 2012 until 1st of April 2013.

Table 4. Statistics Knowledge Hub Urban Food Strategies (February 2012-April 2013)

KH STATISTICS	# of total members	52
	# of project people	23
	# of associates (Expert Forum+PureFood)	9
	# of new people	20
	# of total contributors	26
	#of contributors project	19
	#of contributors associates	3
	# of contributors new members	4
	# of contributors/# of total members	50%
	# of new contributors/# of new members	20%
FORUM	# of forum topics	3
	# of threads	15
	# of posts	25
	#of views	213
LIBRARY	# of downloads	69
	Total entries	12
	average downloads per doc	6
	Total likes	0
	Total contributors	6
	average # of docs per contributor	2
WIKI	#of pages	20
	views	174

Interaction through the Knowledge Hub boosted when CoP members uploaded their “short stories” into the Wiki-area in May/June 2012 (see below). These short stories constituted a key tool to engage with local stakeholders but also with people from outside the project, as a way to better understand the processes at stake when developing g Urban Food Strategies. While interaction through the Knowledge Hub increased in time, the FOODLINKS “intranet site” became a tool that was predominantly used for coordinating work within the core CoP. This internal online space enabled sharing draft documents and facilitated collective writing processes.

Period 3: September 2012-November 2012

In September 2012, the fourth FOODLINKS meeting was held in **Vitoria**. This meeting constituted an important step in sharing the collaborative work carried out on-line in the previous months, reflecting on what had been achieved and planning the next steps of the CoP. The main activities and discussions that were held in that meeting can be grouped under four headings:

a) City interaction and short stories

As a starting point, CoP members shared the processes unfolding in their respective cities since the last meeting as well as their reflections on the CoP work. This session was followed by presentations and question & answer session on the Basel and Bristol short stories. This comparative exercise allowed us to dive into the essential elements of urban food strategies and discuss the different forms that the relationships between civil society and local authorities might take. The usefulness of this type of exercise led the group to consider pairing the short stories, as a way to implement city-to-city learning techniques. As mentioned earlier, this pairing was established through the Knowledge Hub and boosted interest and interaction within and beyond the CoP in the following months. Furthermore, as a way to strengthen this city-to-city learning, CoP members decided to invite key actors from these cities as guest to the next CoP meeting, in this case, Malmö. This activity involved more interaction between CoP members with key actors from their respective cities as well as broadening the participation and impact of FOODLINKS project.

b) Conceptualization exercises

The members of the CoP working on the conceptual paper updated the others on the co-writing process. The structure was revisited and the comments from CoP members discussed. We decided that we would further develop the document by incorporating the comments and by adding some of our short stories as illustration.

The Latvian team, which used the occasion of the FOODLINKS project and the UFS CoP for starting the development an Urban Food Strategy in Tukums, conceptualised their process by elaborating a Graphic Structure of Food Policy (Annex 7). They presented this graphic as an abstraction of the short story of Tukums' UFS. The following discussion focused on the question to what extent UFS need to develop bottom-up or can also be organised in a top-down manner. Most UFS experiences recorded so far have been based in civic initiatives. The Tukums case is particularly interesting as it recalls the UFS implementation process from the policy makers' or local authority perspective. The group also discussed the importance of developing documents and tools that are not prescriptive but offer a useful collection of topics, ideas and processes.

c) Reflecting and sharing pressing issues on UFS CoP

In order to analyse in depth the issues arising through our activities around the concept and practice of UFS, a cross-CoP session was designed as part of the learning cycle. The idea was to enrich the discussion by including the insights developed in the other CoPs that represent the m other sides of the new food geography triangle. We started with brainstorming about which pressing issues and/or questions we wanted to discuss at the Cross-CoP session; the brainstorming session was followed by a sticker-voting and prioritization session. The topics selected were the following:

Prioritised pressing issues on UFS CoP

- How do the CoPs' understand scale and how do they deal with it (local-global, geographical-relational)? To what extent are the other CoPs' linked up to something larger and what is the bigger picture then?
- How do CoPs' deal with bottom-up and top-down approaches? What is the interplay between local state and civil society? How to do both and how to deal with it?
- Is there a new research agenda evolving from FOODLINKS? Who is shaping it? And how is the research done – are there new models, new policies?

During the cross-CoP session we discussed these questions in small groups, with one member of the UFS CoP facilitating the discussion for each question. Finally, we shared the insights gained from the exercise by reporting back into the UFS CoP as follows:

- By and large, there is a need to connect with broader agendas. In this regard the EU policy agenda can help to frame new food debates as well as new consumer trends. There are also important large processes to take into account such as globalizing policy trends as well as the rise of supermarkets' role as quasi-public policy agents (eg: health/safety, etc.). Consequently, it is paramount to look at niches but also to consider other actors such as supermarkets and cities since they have a great potential to reshape the mainstream food sector. There is also the rise of new concepts, namely, sustainable consumption and food security. In addition new theoretical challenges emerged, such as the questions if Short Food Supply Chains and Public Procurement are vehicles in UFS or components of UFS. There is a need to take cognizance of new themes and a need for evidence-based policy (even though current policy is not based on evidence).
- After discussing bottom-up and top-down approaches, the general agreement was that bottom-up must be designed in interrelation with top-down, support, but must not hinder the energy from below.
- In relation to new forms of developing research, participants acknowledged that there are new processes of research, online collaboration being a key aspect of it. Although the experience through the FOODLINKS project with these on-line tools revealed difficulties in their spread and wide implementation. Also, the academic framework is changing in some countries, and research impact requirements will expedite a new research model of academia and practice, fostering co-research. In this regard, it is important to think about how to include civil society organizations in disseminating good practice. Also there is a need to further integrate the views of the 3 actors in FOODLINKS (research, CSO and policy).

d) Assessing the work/process and planning ahead

In this meeting, different activities were organised in order to assess and reflect on the process of the UFS CoP, serving mainly two purposes. On the one hand, re-adjust and take decisions on future activities and ways of working. On the other hand, this assessment allowed learning from the process of developing a Community of Practice. The first activity consisted of collaboratively developing a poster that captured the process of the UFS CoP and fostered reflection on the learning cycle process (see Annex 8). This poster served as a way of representing the common understanding of the CoP work as well as highlighted the main elements that arise from it. The poster was

presented to the expert forum, which gave recommendations on future actions, mainly revolving around developing new content-based outcomes and identifying external places to disseminate content. The second activity that assisted the reflection on the CoP work was related to updating the Dynamic Learning Agenda. These two reflections impregnated the session to plan the CoP work ahead. The main decisions on tasks and activities to be carried out in the following months included:

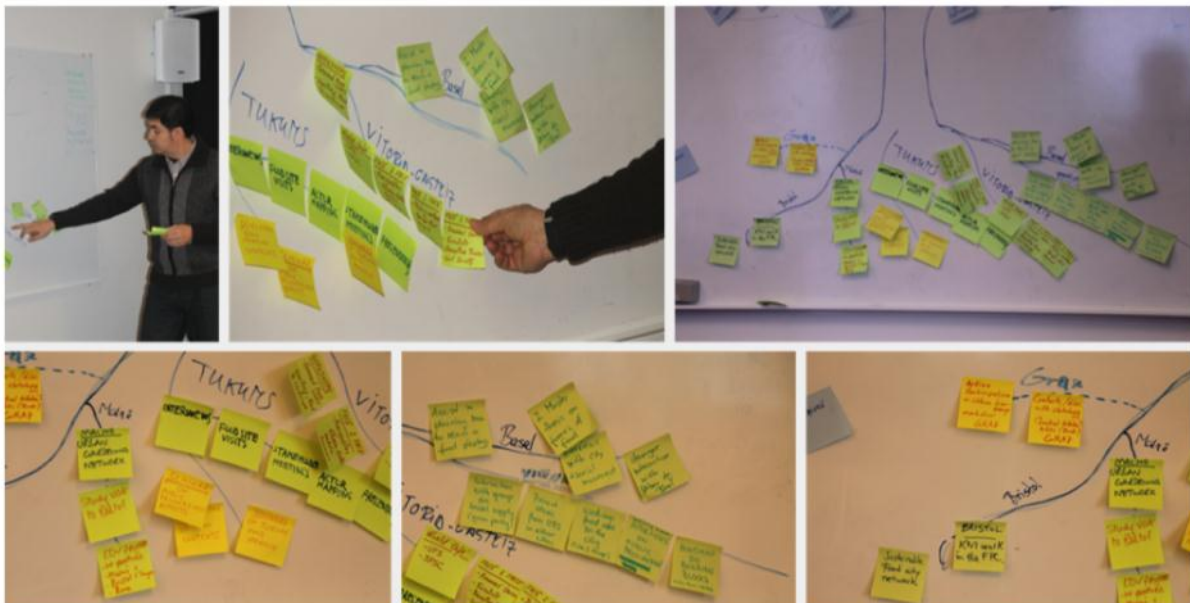
- Broadening and developing further the conceptual framework, including city examples.
- Deepen and sharpen the short stories through a critical friend system that will be implanted in the Knowledge Hub. Also improve dissemination of the short stories by using the Knowledge Hub personal blogs and transforming some of the short stories into good practice examples for dissemination through the FOODLINKS website.
- Develop a research reservoir, consisting of a selection of key readings for the topic of Urban Food Strategies. This compilation was made available in the wiki of the Knowledge Hub platform in October 2012. The compilation identified four key issues in the literature related to the topic: Urban Food Strategies: Governance, Planning, Policies and power; Urban food security (including access issues and food deserts); Urban Food Systems and Urban agriculture (special focus on potential, class-poverty and planning).
- Organise a webinar on UFS that will allow CoP members to explore further the research reservoir and relate it to the actual knowledge and needs from the different types of stakeholders (CSO, policy makers and academics). This webinar will also constitute a tool for dissemination (see below).
- Participate in the forthcoming European Society for Rural Sociology Conference in July 2013. Members of the CoP will take part as convenors of a Working Group on the topic of FOODLINKS and present papers on the experience of the UFS CoP to expand the research reservoir and engage with the wider academic community.
- Organise UFS CoP face-to-face meetings. The agenda for both meetings, Malmö (November) and Tukums (February), was discussed as well as their integration in the CoP objectives and work plan. The Malmö meeting was conceived as an opportunity to bring different stakeholders from our cities together, so that they could experiment in peer-to-peer learning through knowledge brokerage activities and contribute to the on-going discussions and knowledge co-production processes inside the CoP. The organisation of this meeting involved cooperation in the following months from all members of the CoP and involvement with their respective cities.

Period 4: November 2012- February 2013

The meeting in Malmö was held in November 2012, and mainly consisted of developing knowledge brokerage activities between FOODLINKS members and the guests from their respective cities. Inviting guests required liaising with policy makers and civil society organisations engaged in developing urban food strategies in our respective cities. This process became a tool to share knowledge between cities and between CoP members and outside practitioners. The meeting was shared with the Revaluing Public Procurement CoP which also enriched the interaction and co-production of knowledge.

During this meeting there was space for reflection and updating on the UFS CoP workplan, including a session of work in groups on the structure and content of the conceptual framework. However, the main focus was on revisiting the work done since the beginning of the CoP and discussing future outputs that align with the CoP mission and objectives. For that purpose, an exercise was designed which aimed to gather the different activities developed since the beginning of the project and to reflect on how they relate to the objectives of FOODLINKS project in general and the aims of the CoP in particular. Special emphasis was put on re-valuing the CoP work (inside the CoP and in the respective cities) and re-organising and agreeing on how to continue working in the following months. In order to accomplish this, CoP members collectively filled in a tree collectively through post-its, explaining the different activities by distinguishing between roots and leafy branches:

- **The roots** were filled with the experiences that members had in their cities, including activities that were being developed there (i.e. workshops, presentations, participation in different activities, interviews...)



- The trunk represented the connections between the experiences and activities developed in the cities, and the work of the CoP (and, hence, symbolised the participation-reification interface).
- The **leafy branches** were filled in with the work that was being actually done inside the CoP (i.e. conceptual framework, mind maps, Knowledge Hub...)



The final tree showed the connections between the work in the cities and the UFS CoP and how they feed into each other. Having this exercise as a background, the group revisited the objectives and mission of the CoP and related them to the different activities and processes developed since the beginning of the project. This reflection assisted the process of deciding which activities will become outputs that could be disseminated and which ones were tools to assist the process of knowledge brokerage inside the CoP.

In this regard, a key decision was to transform the conceptual paper into a brochure. With this change the CoP members aimed to develop a document that should assist at practitioners (i.e. civil society organisations and policy makers) in the development of Urban Food Strategies. The brochure will contain examples from the short stories that can illustrate particular points of the former conceptual framework. The related tasks were divided with some members assuming the responsibility to transform the structure of the document and to coordinate the writing process, to which all members should deliver in the months to come. Other decisions around the work of the CoP regarded the following: the final formatting of the short stories on the Knowledge Hub, allowing access to the Knowledge Hub without registration; further reflection on knowledge brokerage activities as well as personal reflection about learning experiences. These last two activities were scheduled to take place in the next CoP meeting in Latvia, although they required previous preparation from some members of the CoP.

Period 5: February 2013 – April 2013

In February 2013, the UFS CoP held a meeting in **Riga**, where personal and collective reflections were key to advance and learn from the CoP process. In this regard, a personal reflection on the CoP process was undertaken. The objective was threefold:

- To stimulate personal reflection of CoP members about their individual learning experiences;
- To identify the knowledge brokerage outcomes generated at the CoP level;
- To contribute with this 'newly created' knowledge to WP6 and WP7, and the Final Project Report

This activity involved an individual response to questionnaires (see Annex 9), followed by discussion in pairs of the answers and subsequent reflection of these discussions in posters. These posters were presented in plenary; in addition, participants added more insights to the posters during a poster walk. The discussion, posters and individual questionnaires were collected to be further analysed to gain insights into the CoP process (see section 4 and 5 of this report).

In this meeting the reflection on KB tools continued, with the aim to learn from the experience of the CoP members on implementing different Knowledge Brokerage tools. For that purpose, the members described and evaluated the knowledge brokerage tools used (when, in which situation, for which purpose), following up the work started in February 2012 at the Pisa meeting. We started with a plenary brainstorming session about which tools to add to the table, including not only those tools used inside the CoP meetings and online but also tools that participants had used in their own cities. Once the table was completed, participants divided into smaller groups to assess the tools considering different aspects (see Annex 10). This exercise proved to be a very useful way to reflect

on the experience gained through experimentation with different tools and also to produce a document that advises which KB tools to use for which activity and purpose and in which context.

The face-to-face meeting was also useful to update the work on the brochure. A proposal of the structure had been circulated beforehand and some members of the CoP had added comments through the intranet. In plenary, the structure of the brochure was decided, including three parts:

- i) Why develop an urban food strategy? Introducing the context, including the global rationale and local framing;
- ii) What should an urban food strategy look like?
- iii) How can an UFS be implemented? This last section aims to be a generic checklist but not a template, avoiding overly prescriptive or recipe-like approaches.

The debate on the brochure also led to a discussion of conceptual issues such as the term Urban Food Strategies, and the different approaches to define them. That is, considering urban food strategy as a process or as a plan or document. The general agreement was to undertake a process oriented approach stressing the notion of bringing people together. Illustrating the brochure with examples constituted a key aspect in order to incorporate the CoP experience and to develop a useful document for the targeted audience- i.e. policy makers and civil society. The dissemination part was also discussed, highlighting the need to develop an easy access on-line document. Finally, every member of the CoP was required to develop one of the sub-sections of the brochure.

The CoP started tackling the writing of the [final report](#) in this meeting as well, considering the report as a means to reflect on the work done and to analyse different aspects of the CoP process. The group was divided in two and discussed the content and process of writing the report. The outcomes of these discussions were shared in plenary, where decisions were made around the content of each section (including separate sections on facilitation as well as group dynamics, which required more work on [group dynamics reflection](#)) and the participation of CoP members in them. By and large, the collective writing of the CoP report sections involved a pair of CoP members drafting the sections and sharing them with the rest through the intranet for comments and suggestions.

The Riga meeting also involved visiting different initiatives in Tukums which allowed CoP members to better understand the process at stake in this city. We discussed various issues, such as the competition between private and public research institutes, the contrast between catering services in schools and the sweet shop inside the school building, the importance of entrepreneurship in initiatives such as the restaurant, the high level of organic self-consumption in Latvia and the difficulties to find certified organic food in the market, and a discussion of environmental impacts and local organic foods, highlighting the importance of health issues and also the idealisation of some of these 'labels'.

Finally, in plenary the group discussed different aspects of the work plan ahead, including not only the brochure, personal reflection paper and sections of final report, but also the Knowledge Hub facilitation, the organisation of the webinar, the forthcoming ESRS Conference, the state of the elaboration of good practice examples for the FOODLINKS webpage and the contents for the last CoP meeting in Scotland. To finalise the meeting, CoP members gave an update of the processes occurring in their respective cities and other members asked questions to continue fostering the collective learning processes.

The webinar to explore Urban Food Strategies research reservoir was finally held on 12 of March 2013. The webinar titled *Urban Food Strategies: Frameworks and Governance* included the participation of Professor Kevin Morgan and presentations of Jessica Jane Spayde and Jess Haliday (PUREFOOD Fellows) and facilitated by the WP leader, Dr. Ana Moragues. The event was broadly disseminated in blogs, websites and through food related mailing lists. The number of registered participants reached 202 - the limit of the software used ("Anymeeting"). The final number of attendees was 102, including people from different backgrounds and geographies. We received feedback from 19 attendees. The webinar is still available online and has already received 119 viewings. The experience was overall positive since the tool is very powerful in terms of the potential to disseminate ideas and interact with people from around the globe. The tool is also very flexible, depending on the goals of the activity. However, it requires technical assistance and intense preparation before holding an open event.

Period 6: April 2013-June 2013

The meeting in Edinburgh was instrumental to review and refine the brochure, as one of the main outcomes of the CoP process, and also to continue reflecting on the process of knowledge brokerage. Firstly, the review of the brochure included the analysis of the work done in the previous months and identification of sections that needed reformulation. Part of this reformulation was undertaken during the meeting which allowed to have face-to-face critical friends to review the changes. The timing of the brochure was agreed as well as the need to add examples of more cities that we know and particularly of our cities. The work on the brochure has extended until the end of June, through an online iterative process of assembling the different sections, document reviewing, inserting comments, discussing and making changes. In this process the different members of the CoP have been participating, along with some external experts who added valuable insights to the final output. The document will be edited by the beginning of September and finally presented in October at the FOODLINKS conference in Brussels as well as being widely disseminated in different networks.

The second main strand of work developed throughout the Edinburgh meeting was the reflection on the group dynamics. For this purpose an individual questionnaire (see Annex 11) was elaborated beforehand and individually filled in. The main issues arising from the questionnaire were shared in pairs and afterwards cross-reported in plenary, explaining the main elements the partner had highlighted in terms of the group dynamics. This activity constituted an important part of the CoP reflection on developing effective linkages for knowledge co-production and is further explored in section 5. The reflection on the CoP process was also tackled through the cross-CoP activity on time-lining and also by agreeing the collective exercise of writing this report. In the Edinburgh meeting the participants of the CoP discussed the different sections of the report and how they related to the CoP process. Also decisions were made in relation to the writing process, transforming the report into an analytical process and learning device. The actual writing of sections was done in pairs but included continuous feedback from members. This process has been prolonged until the end of June.

2.2 Chronology of activities in different cities

As noted earlier, a key aspect of the UFS CoP has been the interaction with their respective cities, as a means to engage with our social worlds. This form of participation aims to go beyond the interaction within the FOODLINKS CoP, extending social participation and learning processes through practice. Members of the CoP believe that meaningful learning requires both participation and reification of abstract knowledge to take place in interplay, and therefore the engagement with our respective cities was crucial to further understand the phenomenon of UFS and expand our knowledge within the CoP. This section describes the activities and processes in different European cities where members of the UFS CoP took part during the project.

Basel

There is no official food strategy in the city of Basel, but there is a quite active social movement that is trying to push food on the urban policy agenda. The researcher involved in FOODLINKS from the FiBL team therefore used the project as a way to enter the discussion around urban food in this city. Several informal meetings were arranged with a civil society organisation (Urban Agriculture Net Basel). In these meetings, the researcher learned about their goals and potential interest in the outcomes of the project and reported back from the discussions in the CoP on Urban Food Strategies. The aim of this interaction is to support the planning process for initiating an UFS in Basel. A representative of the social movement was invited to the CoP meeting in Malmö in November 2012, and gave a presentation about their activities. The subsequent discussion allowed her to engage with other researchers, as well as with representatives from other cities. Another representative will be invited to the project's final conference so that the exchange between project and local action can be deepened and broadened (including more people) at the same time.

In the course of continued interaction, the researcher was asked to help with the organisation and facilitation of a forum on Food Policy, which took place in April 2013 in the form of a World Café.

The researcher approached the city administration and interviewed three representatives about their views on and interests in the topic of food in the city. This resulted in commissioning a Master thesis on frames of food in Basel, which is currently being carried out by a Sociology student from the University of Basel.

Apart from one-to-one contacts, the researcher participated in a couple of events related to food planning in the city: a conference on urban green, where food was discussed mainly in the framework of aesthetics and means for urban planning, and an evening event on urban agriculture, where this theme was presented and partly discussed with the interested public.

Via the master thesis and the engagement with the social movement, it is planned to maintain contact with the various stakeholders of the city's food system. Future research projects are planned to continue and deepen the relationship and work on the topic. In sum, the FOODLINKS project has acted as a door-opener for engagement between the Research Institute of Organic Agriculture and the city of Basel on the topic of food.

Bristol

Academics from Cardiff University have been closely linked to practitioners around the topic of sustainable food systems for many years. The work done around local and sustainable food in the School of Planning and Geography has had a worldwide impact and situated some of its prominent researchers as knowledge brokers, disseminating good practice to different audiences as well as highlighting the barriers to more sustainable food systems. The relationship with Bristol builds upon this expertise and engagement.

With a population of 428,000, Bristol is one of the premier cities in England. In economic terms it has a higher average income than the national average and in social terms it has a higher than average skill profile. It is the largest city in the south west region of England, which is believed to be the most advanced of all the English regions in terms of regional food culture. This flourishing regional food culture is both a cause and a consequence of a very green urban civil society. This green urban civil society helps to explain why Bristol was the first city in the UK to create a Food Policy Council (FPC) in 2011 and why it won the European Green Capital Award in the 2013 round.

Prior to the creation of this Food Policy Council, Professor Kevin Morgan (Cardiff University) was invited to be the keynote speaker at an annual food conference in Bristol in 2009, where he promoted the idea of a food policy council as a vehicle for food system reform, drawing on pioneering cities in North America, cities like Toronto for example. This recommendation was also underpinned by an innovative audit of the city's food system, which resulted in the report *Who Feeds Bristol?*, commissioned by Bristol National Health Service Division. Nine months after this conference, Kevin Morgan was invited to Chair the Bristol Food Policy Council by Barbara Janke, the Leader of Bristol City Council. The Bristol Food Policy Council was formally launched in 2011 jointly with the *Who Feeds Bristol?* Report. Since then Kevin Morgan has continued as the Chair of the Food Policy Council, an institution which includes civil servants, civil society organisations and business representatives. The role of Chair involves attending and facilitating meetings, as well as sharing expertise and learning from others. This process is not without its tensions, especially as between the roles of academic analyst and policy advocacy.

In the context of the FOODLINKS Project this engagement has continued and expanded since more members from Cardiff University have approached the Bristol Food Policy Council. Particularly, they are conducting interviews with members of the Food Policy Council in order to analyse the process and the roles of different actors. Particular attention has been paid to the relationships between civil society and local government and how they can be instrumental in transforming urban food systems. This study is currently being extended into a formal comparative study that aims to compare Bristol's food policy experience with that of Malmö - two cities that exhibit very different models of local state/civil society interaction. To execute this comparison the researchers have not only conducted interviews with stakeholders in Bristol and Malmö, but they have also orchestrated meetings between Malmö food policy makers and the Bristol Food Policy Council; so much so that these meetings eventually led to the Malmö civil servants being invited to address the Annual Bristol Food Conference in 2012.

Throughout the FOODLINKS project, the Cardiff University team was also actively involved with the recently created Cardiff Food Council. The main activities in Cardiff involved organising and participating in meetings, helping to draft a Food Plan, developing a food mapping workshop and

hosting a public debate on the horse meat scandal. In addition, the Cardiff researchers were intimately involved in hosting and contributing to a national food policy conference on the theme of *Wales: A sustainable Food Nation*. Finally, academics from Cardiff University are part of the network *Sustainable Food Cities* which aims to bring together cities from around UK to learn from each other in the quest for more sustainable food systems. This network - coordinated by the Soil Association, Sustain and Food Matters - aims to learn from effective knowledge brokerage processes in order to share existing knowledge and create new solutions. The SFC network has much to learn from the FOODLINKS project and the Cardiff University researchers will be directly involved in this knowledge transfer process.

This engagement with both cities and a wider network of interested actors has broadened the experience of the specific academics and also has served as a tool to disseminate and contrast the discussions on the UFS CoP.

Malmö

In Malmö there is an established policy for sustainable development and food that has been in place since 2010. It was implemented by the political majority in Malmö city government as part of a programme to promote Malmö as a sustainable city. The policy focuses on the food in the public sector that Malmö is responsible for, including food in schools, preschools and nurseries, elderly care homes, service homes, children's homes as well as municipal run cafés and catering establishments. The two main goals of the policy are to serve 100% organic food in Malmö by 2020 and the other is to reduce the greenhouse gas emissions from food in Malmö by 40% by 2020 from the 2002 levels. The work in Malmö continues to develop with continuous education and training opportunities for catering staff as well as information being provided for parents and the general public as to the work that we are doing. The whole city is on its way to 35% organic, and the schools have over 50% organic food, with some individual nurseries recording 75% organic food. The policy maker involved in the UFS CoP is an active member in the implementation team of this programme.

Admittedly a lot of the work that is being done in Malmö focuses on the public catering sector, with very little attention being paid to civil society and other sectors of the community. This is being addressed to some extent in other areas of Malmö's work. However, through the interaction and discussions inside the UFS CoP, conversations on the role of civil society in developing UFS as well as the relationships between state and civil society have been established. This has led to the consideration of other elements and processes taking place in Malmö beyond the realm of public procurement powers. For instance, there has been a sharp increase in the number of people interested in gardening and growing their own vegetables in Malmö in recent years, reflecting the global trend in urban gardening. There is already a long waiting list for municipal allotment sites and many landlords are receiving requests from their tenants to grow vegetables around their apartment blocks. In many places in Malmö this started as "guerrilla" initiatives, but dialogue with the municipality has led to land being released to groups to grow their own fruit and vegetables. There have been some initial problems with contaminated soil, which have been resolved.

There are spaces of interaction between different types of stakeholders that can be fostered. Mainly, an informal network was established in 2010 of all organisations and individuals who are interested in urban gardening in Malmö. Members of the organisation include actors from the public sector, civil society and academia. The network allows ideas and information to be exchanged as

well as allowing useful contacts to be made between actors. In addition, Malmö has a cross organisation urban gardening group who are looking at simplifying the process for Malmö residents who want to explore the possibilities of growing vegetables or flowers. The goal is to be able to establish a position within the municipality of an urban gardening coordinator who could act as a contact person for residents interested in learning more about urban gardening and how they can garden in the city.

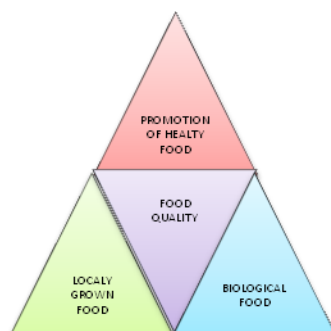
Although Malmö does not have an overarching strategy for urban food or a formal governance mechanism like a food policy council, it has a number of initiatives, both municipally driven and civil society sourced. A survey of all the different actors in Malmö has never been conducted, and this is maybe the next stage.

Tukums

For Tukums municipality the FOODLINKS project was a main initiator to start developing an urban food strategy (representatives of Tukums municipality are members of UFS and RPP CoPs). The municipal authorities got involved in the CoP work and thus devoted more time to food related issues. Also researchers from the Baltic Studies Centre considered the project a good opportunity to actually develop an (urban) food strategy for Tukums and therefore committed to be part of the process.

The first activities took place in 2011, including stakeholder mapping and scoping interviews with local farmers, processing companies, and the municipal administration. These interviews were carried out by the Baltic Studies Centre team with assistance of PUREFOOD project researchers. The interviews helped to identify food related concerns of producers, their attitudes and potential interest to participate in the strategy design. The next step consisted of a number of public consultations and meetings with other stakeholder, including school and kindergarten directors, Tukums hospital, school catering companies, local media and representatives of food safety control and regulation institutions. These meetings were co-organised by Tukums municipality and the Baltic Studies Centre team. The result of these meetings was the identification of potential priority areas in the future Tukums UFS which reflected stakeholder concerns such as public health, promoting healthy nutrition and eating habits of children, supporting local producers and education about sustainable food. Parallel to this process, different barriers hampering sustainable food provision in the municipality were identified; including: the rigidity of public procurement regulations, low public awareness about healthy food and lack of civic food initiatives in the region. As this description shows, this process was mainly steered by the municipality and researchers engaged in FOODLINKS, being rather top-down. In this regard, the municipality decided to use one of their main powers and concentrate on the improvement of public procurement as the main vehicle for food strategy. The experience gained from Malmö city through the CoP work was presented at stakeholder meetings and to the municipal leadership.

In the beginning of 2012 the main strategic goals for the Tukums food strategy (particularly for public procurement) were established, although without defining measurable activities and indicators (see figure). The overall approach to sustainability and food in the strategy was framed under 'food quality' concerns.

Figure 3. Tukums Food Strategy building blocks

One of the main thresholds was the process of agreeing the UFS priorities since actors involved in recognized that a wide range of issues could be tackled by a food strategy. However, to initially focus on food quality allowed involvement of local producers and opened up the possibility of addressing issues related to local organic food chains. In September - October 2012 public consultations about the aims and priorities of Tukums food strategy continued and three priority areas were identified more decisively:

- To promote public health;
- To support the local economy;
- To reduce the impact of local food system on the environment.

In October - December 2012 an audit of public procurement of school food in Tukums municipality was carried out resulting in a detailed assessment of food supplies for every school (including quantities of products by categories, costs, range of suppliers, transportation distances, nutritional quality, etc.). The audit was performed by two experts who later helped the municipality with the elaboration of new public procurement regulations. The main outcomes of the audit showed an important food mile problem with some products, the lack of coordination in procuring food to school and the bias of existing regulations towards big industrial suppliers following the sole principle of lower price.

In March - April 2013 new public procurement guidelines were developed. The new procurement system in Tukums municipality will be centralised for all schools, and will balance the criteria of cost, quality and environmental impact (30% of points will be attributed to price, 40% to quality (freshness, nutritional quality, organic, etc.), and 30% to environmental impact criteria (reduced distances of transportation, preference for local sourcing)). Consequently the strategic objectives agreed in the consultation process– to support local producers, promote public health and reduce environmental impact - have been incorporated in the procurement principles and criteria. However, paths for implementation of these new rules and the establishment of control mechanisms still need to be developed.

In April - June 2013 the new public procurement guidelines were presented and discussed with farmers, suppliers, school cooks and administration, the municipal procurement specialists, and specialists of Rural Advisory and Training Centre. The farmers were interested in the process of localisation of procurement; however, there is a need to inform and mobilise local producers to organise collective supplies in order to respond to new procurement opportunities. The specialists

from Tukums branch of Latvia Rural Advisory and Training Centre expressed interest to act as facilitators and help the farmers to organise themselves.

The process of local food strategy development in Tukums demonstrates on-going stakeholder learning that happens through interaction and guides certain steps in strategy building. Every new step involves the need for new knowledge and negotiation and decision-making processes. Knowledge sharing and mutual discussions between researchers of BSC and representatives of Tukums municipality who are the members of FOODLINKS project, have been an important driver for the strategy. Transnational learning from the examples of other cities involved in FOODLINKS has also played an important role in this process.

Vienna

In Vienna there is nothing like an urban food strategy or food policy council, nor is there a process that may create such a thing. The local FOODLINKS partner, an employee of the farmers' organisation ÖBV – Via Campesina Austria (civil society organisation), therefore aimed to map and to understand different initiatives towards sustainable food in the city, to try to link them and to spread information about urban food strategies.

From November 2011 to July 2012 the local FOODLINKS partner met with an engaged green district politician to discuss approaches for short food supply chains in Vienna and took part in meetings of the working group for local supply of the Green Party Vienna. The approaches of urban food strategies as well as approaches of the working group were discussed. As a consequence the local FOODLINKS partner was asked for advice and invited for future events on sustainable food in different Viennese districts.

The most important top-down initiative in Vienna is the program "Ökokauf" for sustainable public procurement. Hence, three Austrian FOODLINKS members (two civil society actors, one researcher – members of three different CoPs) tried to find out about the status quo and future prospects (e.g. regarding cooperation with local producers) in the Viennese public procurement system. From May to November 2012 they conducted interviews with an official, a researcher and a representative of a farmers' interest group – all three members of the food group within the "Ökokauf" program. A representative from the "Ökokauf" program as well as one person from the Chamber of Agriculture came along to the CoP-meeting in Malmö in November 2012 to give presentations and learn from other cities.

In spring 2012 the local FOODLINKS partner took part in a workshop and networking event on "food sovereignty in the city", organised by grassroots initiatives. Furthermore she discussed the idea of urban food strategies with the platform "agrar attac" (working group of the NGO attac) at their meeting in March 2013.

The local FOODLINKS partner keeps distributing information about urban food strategies through different channels and to all the contacts mentioned above. The webinar resonated in many quarters, especially with researchers at the University of Agriculture, who have not dealt with urban food strategies before. A group of students also got to know about urban food strategies through the "public viewing" of the CoP-webinar at the University of Agriculture in March 2013. The webinar and a further presentation about urban food strategies led to a lively discussion.

In conclusion, it is an on-going challenge to link different stakeholder groups, as they all have their very special way of functioning and different motivations. The FOODLINKS project helped to identify gaps in the communication between civil society organisations, researchers and policy makers and made first steps to bridge those gaps. It can be reported, that there is a lot of interest in hearing about good practises in other cities (abroad). The FOODLINKS project really helped to make good practise travel and introduced Austrian (future and present) researchers and activists to the concept of urban food strategies.

Vitoria-Gasteiz

In Vitoria-Gasteiz there is a very active civil society movement organising activities and working in favour of a more sustainable food system such as: Zadorra Foundation, Slow Food Araba, Transition towns, the associations of organic farmers and organic food consumers, the farmers union, etc. However, sustainable food related issues are still scarce in the policies implemented in the framework of a Green Capital (more devoted to biodiversity indicators, water and waste management, transport, etc.); the existing activities include a number of interesting projects, but they are independently implemented from different departments of the City Council. There is not yet a consolidated food network or official food strategy in the city of Vitoria-Gasteiz, despite the fact that it won a Green Capital award.

The NEIKER researcher involved in FOODLINKS tried to act as a link between the international CoP, the local civil society and the key technical staff of the City Council. He has informed the municipality about the potential of UFS to enrich the agenda, providing the case studies analysed within the project (and others in the consortium) as valuable references. Several informal meetings have also been arranged with the leadership of a civil society organisation (Zadorra Foundation), and the collaboration of other ones (Slow Food and the Farmer's Union) to organise contacts and activities with the municipality and to comment on the advances in the CoP on Urban Food Strategies.

In addition, more formal activities and contacts have been carried out with the municipality. For instance, during 2011 face-to-face interviews were established to inform directly the start of the FOODLINKS project with two key persons from the municipality:

- The Director of Economic Promotion.
- The Director of the Observatory on Sustainability (later in 2012, Coordinator of the Activities of the European Green Capital, and since the start of 2013 Head of the Area of Development of the Rural Area of the city of Vitoria-Gasteiz)

As a result of these contacts, there was the chance to invite Arthur Getz (coordinator of the UFS FOODLINKS CoP) to attend the Annual National Conference of Environmental Issues (CONAMA Conference) held in Vitoria-Gasteiz. On the 30th of November 2011 he took part in:

- A technical workshop about production, health and consumption, where he showed the presentation "Food: a link between the city and the region"
- An Eco-meeting with the citizenship in the Civic Center of Ibaiondo where in addition to the presentation of Arthur Getz, a World Café was organised. The objective was to discuss about the chances that any citizen (as an individual) or the municipality has to improve habits

aimed to increase sustainable food production and consumption. The proposals were gathered into a document and sent to the organisers of the CONAMA project and to the technical staff of the municipality.

More info about these activities can be found in:

- video available in: <http://vimeo.com/36030337> ;
- http://www.conamalocal.org/web/generico.php?menu=388&id=159&op=view&from=view_personas&lang=en;
- <http://www.youtube.com/watch?v=B1DJkAS6B7U>
- <http://blogs.vitoria-gasteiz.org/medios/2011/11/22/conama-se-abre-a-la-ciudadania-de-vitoria-gasteiz-por-medio-de-los-ecoencuentros-y-los-meeting-points/>

On the 17th of January 2012 a first open event was organised in the Granja Modelo de Arkaute (surroundings of Vitoria-Gasteiz) to inform about the FOODLINKS project. More than 80 people representing different stakeholders (scientists, policy-makers, technical staff, farmers, etc.) of Vitoria-Gasteiz and the rest of the Basque Country were invited, and 51 did finally attend. First some key case studies about SFSC (UAGALur: a farmer's shop), UFS (the Ekolapiko project in San Sebastian-Donostia) and UFS (the EKOIZPEN project of Orduña) were presented, and then a world café was organised to discuss in different groups about the current situation of SFSC, PFP and UFS in the Basque Country and potential perspectives. A document with the information gathered within each CoP was prepared.

On the 16th of June 2012 a second meeting was organised within the VI Encuentro Civico Alimentario (organised by Zadorra Foundation and Slow Food) following the similar structure of the previous meet: First a presentation of some interesting agroecological initiatives existing in the city (vegetable and meat box-schemes, organic PFP in Olabide school and the "Baserri Bizi" initiative to promote a sustainable food system in Aramaio); then a discussion in groups about each one of them, and finally a general discussion. The information gathered served for the case studies proposed within the project.

http://www.zadorrafundazioa.com/pdf/VI_Encuentro.pdf ; http://www.zadorrafundazioa.com/es/otras_actividades.php

During the General Assembly meeting of the FOODLINKS project hosted by Neiker, on the 12th of September, a technical workshop was organised by the municipality of Vitoria-Gasteiz within the 4th LANDSCAPE URBAN FORUM. The objective was to approach the FOODLINKS project directly from the international CoPs to the citizenship. The case study of Tukums was presented by Talis Tisenkops.

<http://www.vitoria-gasteiz.org/wb021/http/contenidosEstaticos/adjuntos/es/62/54/46254.pdf>

As a result of the previous activities, the municipality requested the Zadorra Foundation to host a participative workshop (Taller Debate Participativo) open to all citizens (<http://www.vitoria-gasteiz.org/wb021/http/contenidosEstaticos/adjuntos/es/70/91/47091.pdf>) within the activities of the Week of the Territory, Food and Landscape. The workshop was held on the 7th of November and the objective was to advance into specific proposals and concrete actions for the design and development of a sustainable UFS in Vitoria, focusing on two critical elements: i) the network of stakeholders and level of governance; ii) to enhance the production and consumption of sustainable

food within the city. First, the researcher of Neiker gave a general overview of the situation in Bristol, Tukums and Belo Horizonte, and then he coordinated the work in groups. A document was prepared and presented to the organizer on a meeting held on the 21st of March, 2013, with the following proposal: i) set up a working group with representatives of the other departments of the municipality that have significant activities focused on food; ii) prepare a proposal for the next Food Civic Encounter (June 2013) leading a UFNnetwork with the stakeholders involved in sustainable food in the city. It was already suggested that in the medium term, Vitoria-Gasteiz might try to lead (or get involved in) a network of Basque or Spanish cities working in favour of sustainable food.

Furthermore, several presentations have been made about the current situation of the food system and consumption habits, with the particular view on the situation in the Basque Country, as well as the possibilities for changing and moving to more sustainable practices. These presentations entitled “Reflexión sobre Hábitos de Consumo y Producción Sostenible” were slightly adapted to the characteristics of the audience:

- 25th of February 2012, Civic centre of Larrea. Workshop about Agriculture and Food Consumption organised by a cooperative of farmers.
- 14th of January 2013, School of Hospitality of Mendizorrosa. Class to the students of the module of agro-ecology of the Technical School of Agriculture of Arkaute, and to the students involved in the Basaldea Project of the city of Vitoria-Gasteiz.
- 10th of April 2013. Conference given in the City Council to the students of 14-16 years old of Donostia-San Sebastian, organized by Artelatz and Cristina Enea Foundation within the framework of the activities of the Agenda 21 programme, since Food has been the issue of the course 2012-2013. It has been agreed with the Director of Niño Jesus School that during the month of May 2013 the same activity will be offered to the students of this school.

On the 19th of April 2013 a meeting was held with Lola Elejalde (researcher of Innobasque, coordinator of the project Gosasun to promote healthier and more sustainable habits within the population of the Basque Country) and Bittor Rodriguez (researcher of the Univ. of the Basque Country and coordinator of the Observatory of Food of the City Council of Vitoria-Gasteiz, currently focused on health issues) to exchange information about their activities and focus, and the activities and approach of the FOODLINKS project. The relevance of sustainable food was recognised within both frameworks as was the potential of the Observatory to evolve to a more sustainable approach for the city.

The VII Food Civic Encounter was held on the 7th of June, organised by Zadorra Foundation, Slow Food and UAGA Farmers Union, with the collaboration of the researcher of Neiker who prepared a presentation entitled “Who Feeds Vitoria-Gasteiz? Data for reflection and references for a more sustainable food system”. The group discussed about the actual and potential role of local animal breeds regarding SFSC, PFP and UFS in Vitoria-Gasteiz. The activity served to show some successful local case studies regarding SFSC, PFF and the urban food strategy of Orduña. In addition, there was a brief update of the advances of the FOODLINKS project at the international (evidence documents, etc.). In this sense, the efforts will keep on focussing on the establishment of the Urban Food Network for the city.

City to city learning

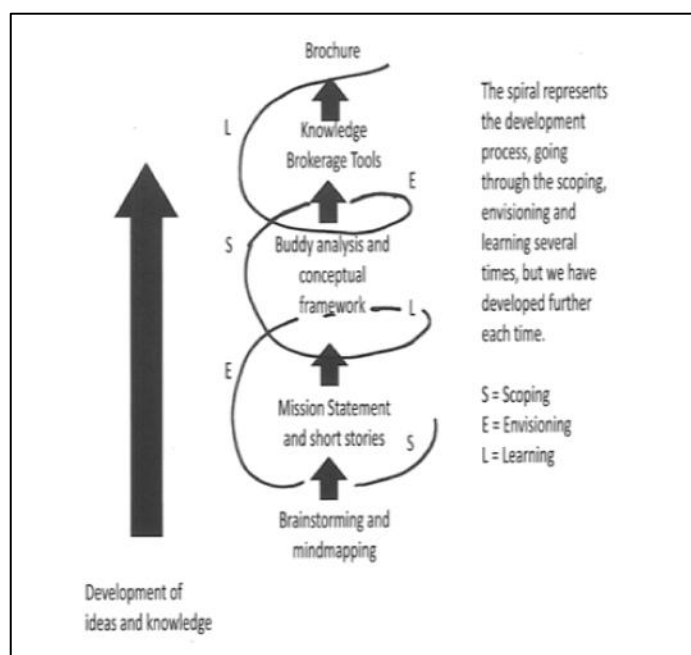
Throughout the project there have been opportunities to interact between different partners and cities. This has been an on-going activity in the project meetings and also in the CoP work. Interaction has also been fostered through specific meetings to enhance city-to-city learning and cross-CoP exchanges. For instance, in May 2012 one UFS CoP member took part in the conference on good practise in public procurement , held by the Revaluing Public Procurement CoP in London. In June 2012, officers from the city of Malmö participating in the UFS and RPP CoP travelled to Bristol to learn from each other processes. The participants described the meeting as very fruitful since Bristol learned about Malmö's public procurement strategy and Malmö learned from Bristol's approaches to private food businesses. This experience of peer-to peer learning, or in this case city-to-city learning, was acknowledged as a key tool for knowledge brokerage in the field of UFS, and was fully implemented in the Malmö meeting, as described above. Also in July 2012 two CoP members took part in the Short Food Supply Chains CoP meeting in Rennes (France) and learned about Rennes' strategy to secure agricultural land in and around the city.

3. The learning cycle

Central to the work of this work package is a cyclical, iterative and participatory process of scoping, envisioning, research exploration and assessment of learning through which a shared interpretation of urban food strategies has been developed and applied. The development of ideas and the work process has not always followed a cyclical pattern, but has often been more organic in its development and format. An example of this is the development of the conceptual paper into a brochure available to interested parties who want to know how to construct an urban food strategy.

Some activities go round in a cycle, such as continual learning, others though do not. Some activities have expanded by themselves, such as the knowledge hub, others have served to transform into another activity, such as the conceptual paper that was mentioned above.

In the following sections we describe the different sections, but we have not followed the four stages in a rigid chronological way, instead some elements have been repeated as our knowledge has grown while some elements are only covered once.

Figure 4. UFS CoP Learning Spiral

Scoping stage

We started the exploration of urban food strategies in our CoP by using brainstorming and group discussions in the first meeting in Wageningen. We then focused on capturing key themes and issues collectively using a mindmapping tool. We captured a range of urban food strategies case study issues – which became the radiating ‘arms’ of our core mindmap.

We started building the core mindmap in Wageningen, and then continued through online exchange by developing individual mindmaps for the city/regions we each represented in the interim period between face-to-face meetings.

Influenced by this core mapping effort, localised mindmaps have emerged from Basel, Vienna, Tukums, Vitoria-Gasteiz, Malmö, and Bristol and have been shared over our intranet worksite. This effort has allowed each focus city to highlight their unique features as well as common themes, enabling our CoP to make comparisons about the origins and forces behind UFS’s and to explore the flows of knowledge taking place between stakeholders.

We then came back to our core mindmap for an extended face-to-face discussion in Tirrenia, altering our core mindmap based on our individual location mindmapping experiences and through a group prioritization process, annotating elements we felt would warrant deeper investigation.

Envisioning stage

In the envisioning stage we have reflected on our vision about the future development of the theme of urban food strategies based on policy relevant agendas and strategies. This we did by constructing a mission statement for the CoP, which created a shared understanding of the topic amongst the members of the CoP.

We did this by convening a series of online (Skype) meetings that focused upon how we would take the CoP theme further by clarifying our common needs and values. The mission statement was finalized after our Pisa meeting.

In addition, the iterative process of scoping at individual city-region level and the discovery of place-specific details in localised mindmaps, promoted us to rediscuss our common understanding of issues in Tirrenia. While feeding back local insights and queries into the core mindmap, we decided to uptake the development of a conceptual outline document in our work plan (see below, under *Research Reservoir Exploration*). We also decided that a set of short stories would help us to capture the characteristics of each city in greater depth and detail than could be done through mindmaps alone. This provided the basis for a comparative analysis of UFS.

Research reservoir exploration stage

Short stories generated and posted on our knowledge hub began to shape our basis for more generalized probing and questioning urban food strategies. Already throughout the first CoP meetings we presented the different cities and the processes they were experimenting with to each other. The discussion associated with these presentations highlighted issues that needed further research such as how to integrate urban-rural linkages in the urban food strategy phenomena or how to challenge the initial formulation of relationships between the three CoPs. In order to explore these issues in more depth once all the cities had been presented in face-to-face meetings, the CoP members discussed each others' short stories in pairs (as a buddy exercise). This process has also allowed partners to be kept up to date as to what is going on in the different focus cities, and how differently urban strategy are framed.

An online collaborative drafting of the conceptual outline helped to tighten the iterative scoping and envisioning processes. It assisted in organising the range of urban action fields for food system transformation, and in contextualizing the complementary efforts of our 'sister CoPs'.

After discussing and refining the conceptual outline, the group decided to leave the conceptual outline as it is and instead focus on the development of a practice-oriented document: a brochure about how to organize and develop a UFS in a city.

For this purpose academic literature has been used, and collected in an online research reservoir comprising key articles, but also the different material generated by cities beyond our CoP. The organisation of a webinar on current academic literature on Urban Food Strategies was instrumental to further explore the field.

Assessment of learning stage: Reflection on what we have done in the project

As the project progressed, its form and structure have developed organically reflecting the interests and competencies of the CoP members. At the start of the CoP there was quite a lot of confusion and uncertainty about how to proceed. The initial brainstorming and mindmapping assisted the partners in understanding and managing the process of collective learning about urban food strategies.

We decided that we wanted to learn which knowledge brokerage activities/tools are useful in different contexts. We wanted to find out which methods/activities/tools can be utilised by the different actors (policy makers, civil society and research) and by different cities. In the following each of the short stories highlighted different conditions under which UFS were developed in the different cities. Using the buddy method enabled us to compare and learn from the differences.

During the Vitoria meeting we started to reflect in a more structured manner on what we had learnt in the CoP in relation to the different examples, but also in terms of the aims of the CoP, and the new methods of knowledge brokerage that we had applied during the project (see table on KB tools annex 10). The dynamic learning agenda that was initiated in Wageningen (and updated in Tirrenia and Vitoria) was a useful tool for assessing what we had learnt. We have also reflected and assessed the group dynamics of the CoP in relation to facilitation, leadership as well as personal reflections and development.

In summary, it should be noted that each city is at a markedly different stage of evolution in their urban food strategy work; they differ for what regards the main drivers and catalysing processes (i.e., 'top-down', or 'bottom-up' origins). Nonetheless, comparing the cities has helped us to learn about the process of developing urban food strategies as well as the role of the different actors involved and the tools they use to broker knowledge between stakeholders. The UFS brochure reflects this learning process.

4. Knowledge brokerage

The UFS CoP experimented with a range of knowledge brokerage methods and tools that stimulate learning and knowledge sharing among different stakeholders, including researchers, policy makers and civil society organizations. In total 19 different knowledge brokerage methods and tools were used in CoP activities (see annex 10). Some of these methods are more traditional and widely used in group, such as brainstorming, stakeholder seminars or field visits. Others were relatively new for the UFS CoP members, for example - gallery walk, speed dating/ speed story-telling, triangular interviews. The tools differ also for what regards the preconditions of their implementation. For instance, some methods are based on the use of information and communication technologies (e.g. mind mapping, webinars, Intranet discussion forum, Skype conversations, Knowledge Hub) while others presume primarily interaction (direct or distant, technology mediated interaction): e.g. budding of short stories, speed dating, cooperative time lining, group Skype meetings, assisted peer review of case studies.

Most methods were novel for CoP members. The CoP members experimented with new or established methods in order to share understandings and knowledge on UFS and to develop new content. Sometimes methods were adapted or even invented in order to suit the purpose and conditions of the CoP (for example – an elevator speech, or speed story telling – a method of short and vivid explanation of an issue or a compelling narrative).

It has to be noted that CoP members tested and applied different methods not only within the FOODLINKS project but also in other national and local contexts including workshops, student seminars, conferences, etc. As a result not only content on UFS has been disseminated but also the accumulated experience on knowledge brokerage tools, enabling other people to experiment and practice these strategies of social learning.

The experience with these tools was continuously discussed and evaluated among CoP members. As mentioned before, in the Pisa and Riga meetings a table of KB tools was developed (Annex 10) which describes and evaluates different KB tools according to the following criteria:

- Effectiveness / usefulness
- Limitations
- Enjoyment ratio (1 to 10)
- Innovation / knowledge brokering potential
- Recommendations
- Potential users.

For example, the UFS CoP found that collective mind mapping is a useful method to build a common understanding of UFS. This method allows visualising UFS, reflecting about actor relationships and building a common identity for the group. Mind mapping has also limitations, for example – skills and software are needed to design mind maps, the maps may impose hierarchies and might be difficult to explain to external audiences. The group established an enjoyment ratio for this method of 8 on a 10 point scale and determined that its knowledge brokering potential rests in the ability to align CoP members around common understanding of UFS. This method can also be applied to different geographical contexts. Similar structured descriptions, evaluations and recommendations were given also for other methods included in the KB toolbox or catalogue (Annex 10).

CoP members stressed the importance of assessing the emotional side of the tools by establishing an ‘enjoyment ratio’. The tools that were better rated in this criteria, were speed story-telling, buddying of short stories and informal chatting (street talk, table talk etc.), whereas CoP members experienced less enjoyment when communicating through the Knowledge Hub and Intranet discussion forum (given the fact that enjoyment depended on the responsiveness and interest of others). Emotional aspects of KB methods are important because social learning is often experiential. The same applies to technological tools and skills that CoP members need to have to effectively utilise Web 2.0 kind of methods.

The KB repertoire contained in Annex 10 constitutes a useful toolbox or a catalogue of KB methods, described and evaluated by CoP members according to their strengths and weaknesses, situations for use, target audience, purposes of knowledge brokering and other criteria. Consequently, this method toolbox is one of the key outputs of UFS CoP, which can be used by other parties interested in knowledge brokering on sustainable food or other issues. This usefulness has already being acknowledged by members from outside the UFS CoP.

Further discussion on KB took place at the Riga meeting where a personal and group reflection exercise was organised regarding CoP members’ experience with different knowledge brokerage methods and issues. The personal reflection questionnaire (see Annex 9) included questions such as:

“How would you define knowledge brokerage? Do you consider it important in regard to UFS?”, “Has FOODLINKS helped you to bridge different institutional boundaries and perspectives (disciplinary, research, policy, NGO, etc.)?” The answers were coded, processed, analysed and discussed among CoP members.

The analysis of the personal reflections show that CoP members understand KB first of all as ‘exchange of information and knowledge between different actors’. KB has been evaluated as ‘participatory process’ which ‘promotes mutual understanding’ but equally requires the use of certain ‘tools’. Thus CoP members emphasise both the social and the technical side of KB. A number of group members suggested that knowledge brokerage means ‘sharing ideas’ and ‘co-producing of knowledge’. Some members noted that it is in the first place a ‘social learning’ activity and a ‘social process’. In this respect ‘creating synergies between actors’ was mentioned as a salient aspect of KB. Some CoP members pointed out that KB presumes reciprocity – it is a ‘give-take activity’.

Several practical suggestions have been given by CoP members on how to enact KB more effectively, for example by ‘city-to-city learning’, ‘learning-by-doing’, ‘using examples’, ‘distilling knowledge’, ‘disseminating knowledge’ or ‘engaging in dialogues’. Since many actors with different interests and understandings participate in UFS processes, linking different life-worlds and perspectives is a crucial challenge. One CoP member noted:

“Knowledge brokerage is a way to link different perspectives, levels of knowledge and understandings.”

The similar observation was expressed by another colleague:

“KB is an exchange of knowledge between actors, who want to broaden their understanding about an issue at stake. It is a two – way activity, and it is a process that very much refers to social relationships, plus enhances the give and take mechanism.”

According to CoP members the activity of sharing information and participation was the main precondition to broker knowledge about UFS. It is a participatory process which in turn leads to improved mutual understanding of the nature, scope and (different) patterns of UFS. In many occasions KB can be seen as a vehicle towards a joint or concerted action. In other words, CoP members viewed KB as an on-going process which follows and triggers the whole cycle of the development of an UFS from inception to implementation.

Different actors from civil society, policies, research and market domains participate in UFS development, therefore CoP members reflected on their experience on how knowledge is brokered among these actors, what barriers arise and how they are overcome. CoP members felt that in UFS group boundaries were well bridged.

“I do not really feel disciplinary boundaries in FOODLINKS project, I do not think they are very present”

The collaboration between researchers, policy makers and NGO representatives was good. However, some imbalance in actor representation was observed, an overrepresentation of academics and lack of practitioners was mentioned in UFS CoP:

“I think that a lot of members had an academic background, even NGO, policy makers have been somehow involved with research. I have missed perhaps more practitioners such as private actors implementing things.”

On the other hand, excerpts from questionnaires testify that CoP members during FOODLINKS project gained better insights in other domains:

“I gained deep insights into the rules of the game in the realm of policy making – mainly in informal discussions, like during lunch meetings”,

“I better understood the link between research, local government & NGO”,

“I share more activity with other local stakeholders that until FOODLINKS project were not part of my usual field of activity.”

CoP members suggested three kinds of bridging mechanisms to overcome boundaries that may exist between research, policies, civil society and market actors: interaction based mechanisms and methods (emphasizing interaction with municipalities, policy institutions, local stakeholders, cooperation with CSO); specific methods and tools based mechanisms (e.g. action research, designing a joint action plan, multidisciplinary approach in involving many stakeholders, etc.); and informal communication based mechanisms (informal discussions, conversations, speaking and discussing issues of common interest). UFS CoP agreed that the urban food planning is a multi-disciplinary and multi-stakeholder movement, and as such it underlines the importance of bridging the divide between researchers, policy makers, NGOs and practitioners.

5. Group dynamics and the role of leadership and facilitation

As can be seen from the previous chapters, the Community of Practice (CoP) UFS delivered a number of positive results and outcomes. On the one hand, these are tangible outputs, such as the mission statement, short stories or the brochure. On the other hand, they are experiences with new knowledge brokerage tools and intensive exchange and knowledge sharing between policy, civil society and research partners. This chapter reflects on the dynamics in the group that led to these results, thus making the CoP a successful social experience.

Wenger et al. (2002) highlight three defining features of a CoP: (i) the domain (theme), which is the reason for people to come together, (ii) the practice, which is the framework, ideas, tools, styles that people share, and (iii) the community, which emphasises the importance of continued interaction, building of relationships and trust for effective collaboration and thus performance of a CoP. In evaluating the CoP UFS, it is therefore relevant to look into the dynamics of the community, i.e. the

evolution of the group dynamics throughout the course of the project. We will thereby build on the group dynamics model of Tuckman (1965).

After explaining the model, we will apply the group dynamics model to the evolution of the CoP UFS, discuss and reflect on the role of leadership and facilitation in the group's development, and end the section with some recommendations for future CoPs.

Group dynamics model

Tuckman (1965) has developed a model that helps us to understand how groups develop over time, identifying four phases in group dynamics: forming, storming, norming, performing. He maintained that it is important for a group to live all these stages, and that going through one phase too quickly will in the end lead to poor performance. Later on, this model has been enlarged, adding new phases to it, but we will here stay with the basic model that has proved useful for understanding group processes. It should be mentioned that the phases are not clear cut, and can be gone through more than once in group processes.

The **forming phase** is the phase where the group gathers for the first time and gets to know each other. It is here that the purpose of the group is discussed, and relationships start to build. Naturally, the level of uncertainty in this phase is high, and therefore, clear leadership is needed (Bolliger and Zellweger 2007) to put group members at ease.

In the **storming phase**, differences and opposing ideas in the group come to the fore, and may lead to conflict. Leadership may be contested, as well as the roles of each group member. This phase is important for the development of a group as here, the different expectations regarding outcome and goals of the group become apparent. The role of the leader is to guide the group through these conflicts, while being aware that also the leadership role might be contested and changed.

During the **norming phase** the emphasis is on establishing the sentiment of a collective "we", and to agree on common goals, and styles or norms for collaboration. It is helpful not to introduce new members to the group in this phase, and also to reduce collaboration with the "outside". The leader helps the group to agree on common rules for collaboration.

Finally, in the **performing phase**, the group starts to actually 'work', i.e. producing results. It functions as a team, in which conflicts are seen as constructive to bring the group forward. Leadership is often participative, coordinating the work of the group, with the group as a whole performing.

Group dynamics in the CoP Urban Food Strategies

To understand and evaluate the group dynamics in the CoP UFS, first, each CoP member wrote down a number of questions he or she found interesting to explore on the development of the group, and the role of leadership, facilitation and participation. These questions were collated and grouped together in a questionnaire (see Annex 11) that was then filled in by the CoP members. The individual responses were briefly discussed at the final CoP meeting, with the aim to share and to clarify the individuals' perceptions. After that, the responses were analysed by one CoP member to inform this report. The following analysis thus represents the outcome of self-reflection and self-evaluation of all CoP members.

Figure 5 assigns the different periods of the CoP chronology (see section 2.1) to the phases in the group dynamics. As can be seen, the CoP went two times around the circle of forming-storming-norming and performing, while the inner circle represents the first round, and the outer circle the second round. Table 5 gives an overview of the different CoP periods, together with the approximate length of each period. From there we can see that the CoP had 15 months to fulfil the first round in the group dynamics, and 10 months for the second. Furthermore, from figure 5 and table 5 we can see that the actual performing phase of the CoP was about 10 months, apart from the spot-type performing at the second CoP meeting. By contrast, the forming, storming and norming phase took about 17 months altogether.

Figure 5. Phases in the group development of the CoP UFS

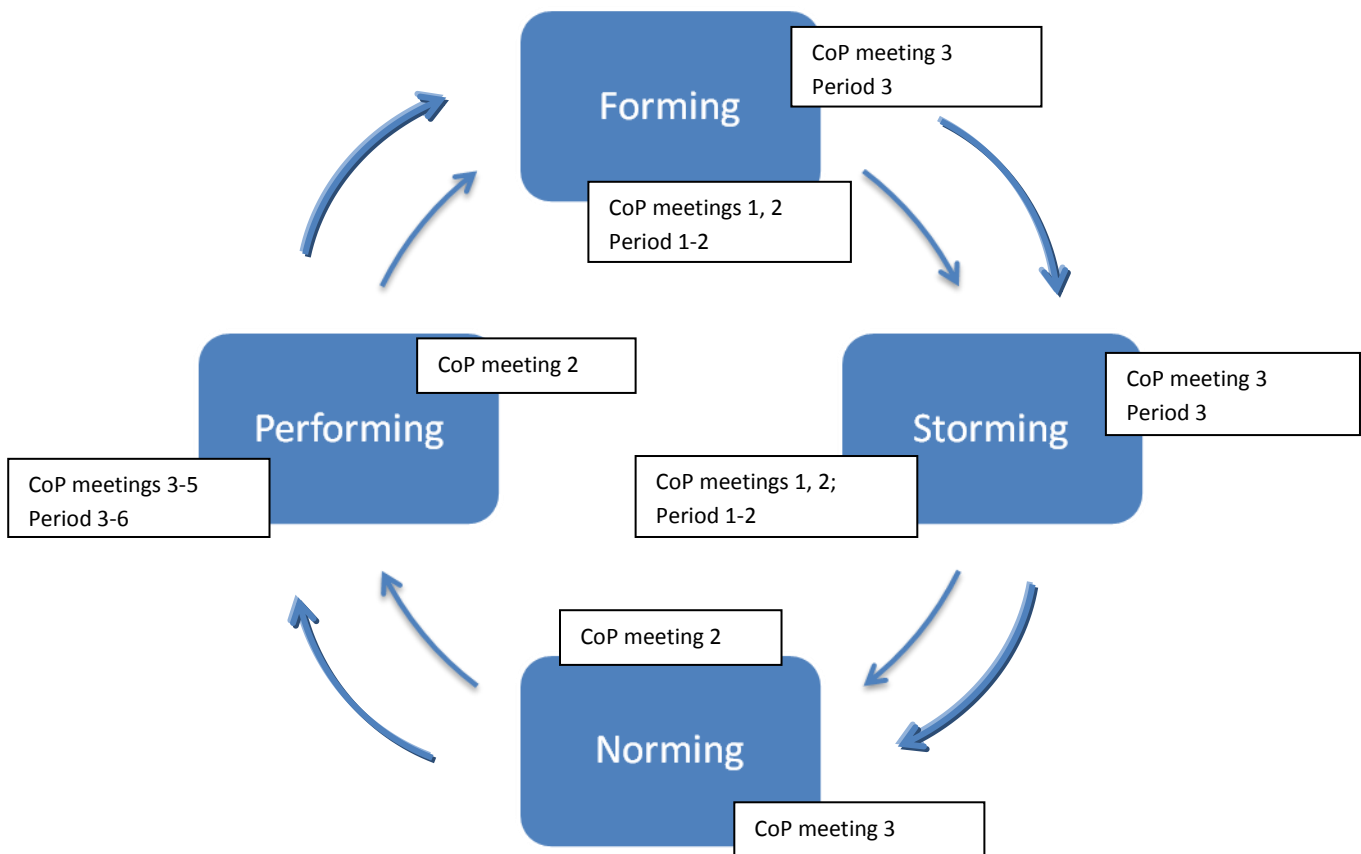


Table 5. Duration of periods and circles in group dynamics

Period	Time	Duration	Duration of “circles”
Period 1	June 2011 –February 2012	8 months	15 months
Period 2	February 2012 – September 2012	7 months	
Period 3	September 2012-November 2012	2 months	10 months
Period 4	November 2012- February 2013	3 months	
Period 5	February 2013 – April 2013	3 months	
Period 6	April 2013-June 2013	2 months	

The following paragraphs present in detail how the CoP evaluated the group dynamics in the different phases.

Forming phase

The forming phase in which the group defined what it was and wanted, took initially place at the face-to-face meetings. Relationships were partly established, and the group got to know each other. In-between meetings online-collaboration had been foreseen to proceed through technology that was fairly new to many of the CoP members, such as online discussion forums, blogs and online collaboration on documents. Given the already high level of uncertainty in the forming phase, it is understandable that this additional uncertainty (regarding technology) made it difficult to continue group forming in-between the meetings. Thus, group forming did not continue after the meetings.

The formal project description (“Description of Work”) pre-defined overall goals for the project, and also for the work in the CoP, but did not provide details. The CoP missed making the individual members’ expectations explicit as well as their goals regarding the CoP (and overall project) work. In consequence, personal goals were present, but hidden.

While a clear leadership is needed in this phase, the CoP did not experience such a leadership that would have guided through the forming phase, given the ‘laissez faire’ type of style of the initial UFS CoP coordinator.

Storming phase

As goals and expectations of CoP members were not made explicit in the forming phase, the different individual expectations caused tensions without clear adversaries. The role of the leader would have been to open up a space where these differences could be voiced and discussed, but this was difficult, as the lack of leadership was one of the main sources of the tensions felt. For many members the second CoP meeting was critical in this regard, as there the perceived lack of leadership was resolved by sharing responsibility of leadership throughout the group (ie

collaborative or distributed leadership emerged in response to the perceived lack of individual leadership).

After this meeting, the group fell silent again, and became fairly inactive. At the third CoP meeting, the storming phase finally ended with the introduction of a new leader, taking over coordination work for the CoP, while responsibility for various tasks remained spread across the group.

Norming phase

The main norming activities took place at the second and third CoP meeting. At the second meeting, the group collectively decided on clear activities and products, which was prepared by a joint agenda beforehand. At this meeting it was the first time that CoP members experienced a sense of ‘working together’ and mutual support and learning. The constructive atmosphere led to shared responsibilities and clear assignments of tasks, while participation in the meeting was felt to be equal among the members. In addition, small activities (e.g. a Skype discussion between Tukums – Malmö – Vienna) took place before the meeting and this proved to be highly motivating for the group.

Regarding online collaboration, the group assigned facilitation tasks for the online ‘Knowledge Hub’ tool to different members, and in this way tried to support online activities between the meetings.

At the third CoP meeting, another phase of norming took place. A new CoP leader was introduced, who successfully took over coordination of the group, refreshing the CoP goals and elaborating the work plan further. Although it is usually not helpful in the norming phase to introduce new members to the group, in this case the change of leadership went smoothly and helped the further development of the group a lot (see table 1 for changes in CoP members). This might be due to, first, that the new leader was supported by the previous leader and second, that she was very competent in developing a clear yet democratic and enabling leadership style. In addition, the group still felt a lack of leadership so that having a clear leader was highly welcomed by the group.

In the norming phase the emphasis is on establishing the sentiment of a collective “we”; for this reason it is generally advisable to reduce collaboration with the “outside”. Yet, at the third meeting, the CoP was “forced” to outside collaboration with other CoPs, and with the members of the Expert Board, that were even more outside the CoP’s field of work and group dynamic, as well as highly critical about the project and the focus on CoP experimentation as a whole. This illustrates the tension between the group dynamics within a subgroup of a project consortium and the need for the overall project (with a larger consortium) to produce overall results.

A final step of norming was undertaken at the fourth CoP meeting, where the group decided collectively to stop working on a science-oriented conceptual paper, and instead turn towards a practice-oriented ‘brochure’ on UFS. Although this decision shows that the CoP is not only oriented towards research and science, the majority of researchers in the group was felt to influence the overall working style in the CoP. Yet, overall, the CoP reached a high level of ‘sense of community’ so that the collaboration was evaluated fairly positively and assessed as very productive at the end of the project.

Performing phase

In a CoP, the performing phase can be interpreted as the ‘reification’ part of the functioning of the group. The majority of CoP members stressed the importance of tangible results for their satisfaction with the group work, as it gave a ‘sense of achievement’. This phase started at the second CoP meeting, but mainly took place from the time shortly before the third CoP meeting onwards. Writing the short stories about local experiences with UFS, and then collectively writing the brochure are examples for activities in this phase. After the third CoP meeting, collaboration in-between the meetings improved, as clear tasks were assigned that needed to be completed before the next meeting.

Overall, the CoP members felt that participation in the group work was not dependent on the origin of the individuals (research, policy, civil society). It depended more on individual characteristics, such as prior experience in this kind of collaboration, skills, interests and attitudes.

Concluding, we can see that the forming and storming phase of the group took a clearly longer time (about 17 months) than the performing phase (10 months). Norming took place mainly at the CoP meetings. The results of the performing phase are nevertheless highly valued by the CoP members, and over the course of the project a high level of sense of community was established that supported the collective creation of these results.

Reflecting leadership and facilitation in the CoP

Leadership

The expectations of the group regarding the leadership were not that the leader would deliver the content, or the “results”, and “products” of the CoP, but that he or she would motivate the group, provide input and guidance throughout the process, set clear objectives for the overall group work. Members also expected from the leadership to keep track of the project structure and requirements, to keep an overview of the deadlines and the project process, and to coordinate the group work. In sum, the expectations regarding leadership all regarded the forming and the norming phase of the group dynamics, but not the performing stage.

This is in contrast to the classical manner in which the formal ‘Description of Work’ of the project was written, and can thus explain part of the conflict that arose around the (lack of) leadership in the CoP. In the formal project description, work packages were organised according to research themes, and with a work package leader that has a lot of experience and knowledge in the field. Such a leader is well-equipped for guiding researchers in research work, bringing about tangible results, thus, ‘performing’. However, such classical research work is something different than a group of researchers, CSO, and policy makers collaborating in a Community of Practice, with an emphasis on sharing knowledge and experience, not conducting individual research projects or case studies. Referring to group dynamics, we can assign the classical research work to the performing phase of a group, while in a CoP, first of all, forming and norming are crucial, passing the phase of storming. In consequence, the emphasis of designated leadership on the ability to perform neglected the need for leadership in the forming, norming and storming phases of the group.

Facilitation

In the UFS CoP we experienced that a weak leadership can actually lead to a shared responsibility for group development between the group members. It is therefore interesting to reflect more about the relationship between leadership and facilitation.

One of the main roles of leadership in this project was to coordinate the work of the CoP and to guide it through the different phases of group development. Unbalanced and discontinuous communication hampered the knowledge brokering process in the CoP. However, once the overall work in a CoP is well coordinated by a leader, the knowledge brokering processes can be facilitated by different members of the group. Such a shared responsibility for facilitation was evaluated very positively in the CoP, as it contributes to a sense of community and shared ownership of the results. However, such shared facilitation requires particular skills in methods as well as language, which not all group members might have (and in our case did not have).

From experiences in the CoP UFS we can recommend the need to build CoP members' capacity for facilitation. One way of doing this is a targeted (professional) training session in facilitation at the beginning of the project. Another way is to enable 'learning-by-doing'. Although this might be exhausting and time consuming, it contributes to individuals' practical experience. Such an approach requires from the whole group to be open for experiments, to allow for making mistakes and to be flexible in adapting to different facilitation styles.

It is a promising way to spread responsibility across a whole group, with the role of the leader being to balance between steering and leaving room for creativity.

6. Conclusion

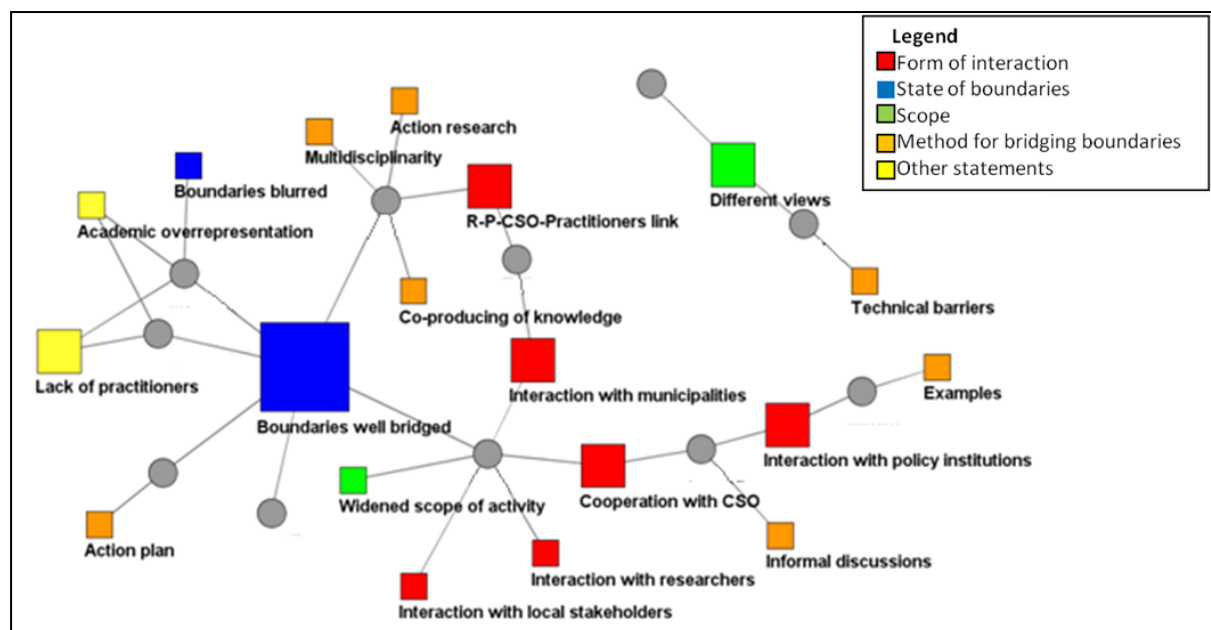
The main conclusions of this report revolve around five key aspects related to the objectives of WP5 but also to the objectives of the FOODLINKS Project. These aspects are the following:

a) Creation of effective linkages and stimulated interaction between science, civil society and policymakers

The chronology section of this report demonstrates the high level of interaction between the different members of the UFS CoP. However, as was found when assessing the KB tools, online communication has been more complex, with CoP members registering very different levels of participation. The interaction between UFS CoP members has been intense but also has been complemented with the work on their respective cities. This allowed the UFS CoP to expand beyond its initial members in two ways. First of all through the external links with city groups, of which only few have participated in online debates. Secondly, through new members who registered and participated predominantly in online-interaction on the Knowledge Hub. The number of the later has steadily increased throughout the project.

The UFS CoP explicitly reflected on the following question *Has FOODLINKS helped you to bridge different institutional boundaries and perspectives (disciplinary; research, policy, NGO etc.)?* The answers to this and other questions of the questionnaire (Annex 9) have been coded, summarised and processed by SNA (smart network analyser). The result for this specific question is described in the following figure 6 which represents individual networks and forms of boundary bridging. This visual map also characterises similarities between CoP members. The circles represent the CoP members and the squares the responses. The sizes of the squares correspond to the importance (number of times) of the response.

Figure 6. Visual map on bridging different institutional boundaries and perspectives



This analysis shows that by and large boundaries between different types of actors have been bridged. There are different methods and forms of interactions that are instrumental in linking these boundaries and that go beyond the FOODLINKS UFS CoP. One of the elements that was highlighted in the discussion, revolved around the types of participants –CSO, policy makers and academics- and the importance of balancing the number of representatives from each category. In this regard, the UFS had an over representation of academics and only one member from CSO. Nevertheless, some CoP members felt that participation and interaction did not depend on the background of members (academia, CSO, etc) but on other personal and contextual factors, such as self-confidence and personal commitment. Furthermore, there some members pointed at the multiple identities of some of the members such as academic/activist role in different aspects of their work and social practice.

b) UFS CoP objectives and learning cycle process

Central to the work of the UFS Cop is a cyclical, iterative and participatory process of scoping, envisioning, research exploration and assessment of learning that assists the pursue of the CoP objectives. As described in section 3, the learning cycle has been a useful tool to organise the CoP work. However, the CoP members have not followed the four stages in a rigid chronological way, instead some elements have been repeated as our knowledge has grown while some elements have only been covered once. In order to represent this organic process, the CoP decided to represent the learning cycle as a spiral where different tools and activities have been developed to achieve the CoP goals. Although not every single activity or tool resulted in a finalised output, some of them have been instrumental to explore and share knowledge around UFS in a specific context and time of the CoP life.

For instance, in order to accomplish the **first objective** *to create a shared interpretation of what urban food strategies means*, different KB activities were carried out, involving conceptualization processes. This included among others the elaboration of mind maps, the mission statement, the KB lattice or the conceptual framework. Through the interaction and mutual presentation of our city cases and the development of short stories the different interpretations and understandings were further discussed and negotiated. The collaboratively written brochure represents the final shared interpretation of the concept of Urban Food Strategies, which promises to be an important contribution to the field of urban food planning, which is at a very formative stage (Morgan, 2009).

This brochure is in fact the final result that pulls together not only the shared interpretation of UFS, but also materialises the final result of the **second objective**: *to prioritize the most important aspects of urban food strategies by considering the current political framing*. This prioritization focuses on expanding and disseminating knowledge of the process of building Urban Food Strategies, and directs those efforts towards policy makers and civil society organisations. The brochure contains the most important aspects of the phenomenon, having a special emphasis on the diversity of forms that UFS might take and therefore avoiding prescriptive stances as well as a strong emphasis on participation and civil society-government relationships.

In order to achieve the **third objective**, *To explore the existing research reservoir on urban food strategies in light of meeting the needs of the ones using the knowledge requested*, CoP members compiled and shared existing literature on UFS. However, it was mainly through the writing of the conceptual paper first and the brochure later that members familiarised themselves with not only academic but also practical examples that were developing around the world. In fact, in the UFS field, it is important to note that practitioners in many occasions are leading the way, generating documents and concepts even before they are codified and analysed in the academic world. In order to tackle in depth the existing academic literature a webinar was organised that involved PhD students tackling the issue from the PUREFOOD Programme. This webinar helped as well to collect the insights from different stakeholders in terms of future research needs which include:

- Study in depth and better understand relationships between bottom-up and top-down approaches, explore further the interface between government and civil society. How these relationships might look like? What are their implications in terms of developing resilient Urban Food Strategies?

- Analyse the links between actors in changing urban foodscapes but also the relationships with their hinterlands (ie urban-rural linkages). Consider impacts, opportunities and roles of rural areas. For instance, analyse the links between urban food policy and rural farmers and farm land preservation.
- Conduct research on the dynamics of urban food systems to better understand the challenge of being context specific (where really very concrete needs were mentioned) and globally oriented at the same time (in order to formulate recommendations for policy and civil society for implementing UFS in other cities).
- Compare and transfer knowledge from different geographies. Overcome the excessive focus on Northern countries. Promote a food planning dialogue between North and South (eg through the FAO's Food-for Cities network).

These new research questions link up with the **fourth objective**: *to reflect on the relevance of the learning outcomes for the non-scientific context, and to identify future research needs*. The reflection on the learning outcomes has constituted a constant activity in the CoP. However, at the end of the WP specific questionnaires and activities were designed to conduct this reflection. The summary and outcomes of these reflections are embodied in this report, which was also collectively written and served as a tool to bring together the different learning outcomes.

c) Experimentation with and evaluation of KB tools

The UFS CoP has extensively experimented with different KB tools. Indeed, an important outcome of the UFS CoP work is the elaboration of a KB toolbox, where the tools are described and assessed referring to different parameters. The experience with KB tools has also led to re-consider what KB means in the context of UFS. In this regard CoP members have highlighted that KB is a continuous and social process that can benefit from using appropriate tools. KB is a participatory process that involves co-production and active involvement, requires giving and taking. Members identified as crucial challenge the process of linking life worlds, interests and perspectives. As section 4 describes, the overall experience of KB in the UFS CoP has been positive, highlighting the collaboration between different backgrounds. This experience has been parallel and useful to real-life practice of developing UFS since food policy is a collaborative process itself. Developing UFS demands integrating different disciplines and backgrounds, and as such it underlines the importance of bridging the divide between researchers, policy makers, NGOS and practitioners.

d) Group dynamics and facilitation

Based on Tuckman's (1965) model to understand how groups develop over time, the UFS CoP dynamics have been analysed, identifying four phases: forming, storming, norming, performing. Key aspects arising from this analysis relate to the differences between face-to-face and on-line interactions. In fact, on-line collaboration has been challenging needing more time to familiarise with tools such as the knowledge Hub or the intranet to be used as effective knowledge brokerage tools. Another key aspect highlighted in this collective analysis revolves around facilitation and leadership. Leadership is needed mostly in the initial phases of group development, and an initial

lack of definition and clear leadership in the CoP influenced the prolonging of the forming and storming phases. Nevertheless, this void was filled by other members and an ethos of shared leadership evolved in the CoP process. Furthermore, selection of leadership was initially related to academic expertise on the content of UFS. This is not necessarily the type of skill set needed in coordinating a CoP. In fact, facilitation skills emerged as paramount in order to guide and develop effective KB activities. In this regard, initial training on facilitation as well as sharing facilitation responsibilities (that is, learning-by-doing) stand out as valuable lessons of the group dynamics. These actions might help to spread responsibility across a whole group, with the role of the leader being to balance between steering and leaving room for creativity.

e) Reflection on the usefulness of CoPs for linking research and policymaking in the food domain.

Communities of Practice represent a great opportunity for linking researchers, policy makers and practitioners on the domain of food. In fact, food has a multifunctional and multi-disciplinary character, and constitutes a useful vehicle to bring together different stakeholders and interests. Furthermore, new spaces of deliberation are being created, such as Urban Food Strategies that necessarily bring together policy makers, civil society, market actors and academics from different disciplines.

The work on the USF CoP highlights the usefulness of the CoP model to share knowledge and create new knowledge and to fashion new identities in the process of collaboration. In the personal reflection questionnaire CoP members underscored many different aspects that they have learnt in relation to the UFS phenomenon. However, this project tried to balance content development and assessment of learning process which constitutes a unique experience. This dichotomy has allowed CoPs to experiment and explore with different tools and ways of doing without the pressure of solely delivering content. This duality offers important insights for other CoPs which are more focused on content development.

As this report shows, there are important challenges to face when managing the dynamics of a CoP in terms of group dynamics, leadership and participation. A diverse and balanced membership is paramount, as well as sharing goals and balancing expectations. Some members have also pointed at the importance of defining clear goals and tasks in order to maintain group motivation and the sense of common purpose. This includes delivering tangible outputs that meet the needs of the different stakeholders. Finally, training can be an important first step when setting up a CoP, as well as considering the CoP dynamics as part of a broader social learning process. In particular, this CoP has benefitted from enlarging the members' experience through active participation and engagement with processes occurring in their respective cities. This twin process of collaborative learning – internally among members within the CoP, externally between members and their respective cities - has created a *double dividend* by enhancing the *knowledge* and the *impact* of the CoP beyond its core members.

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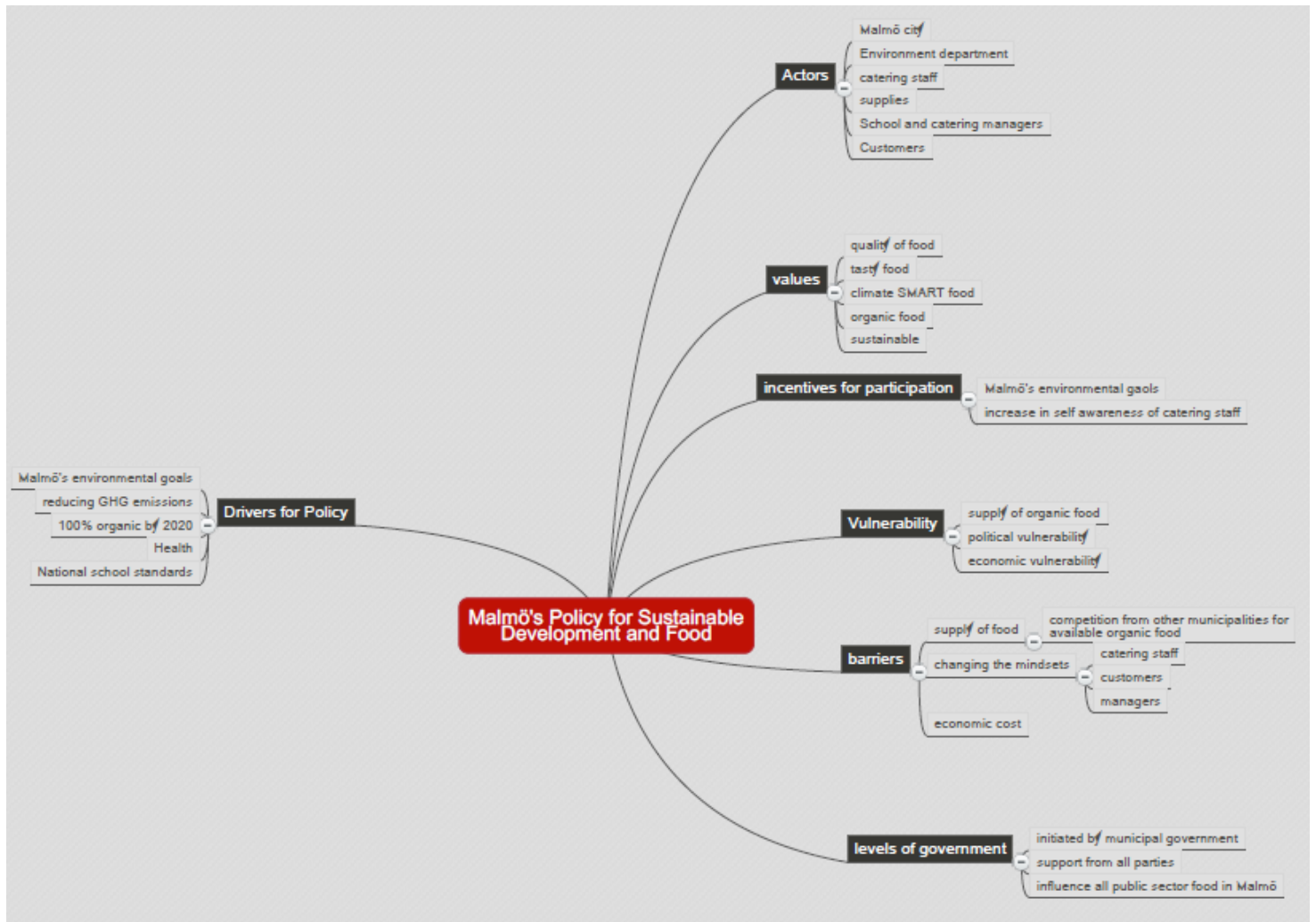
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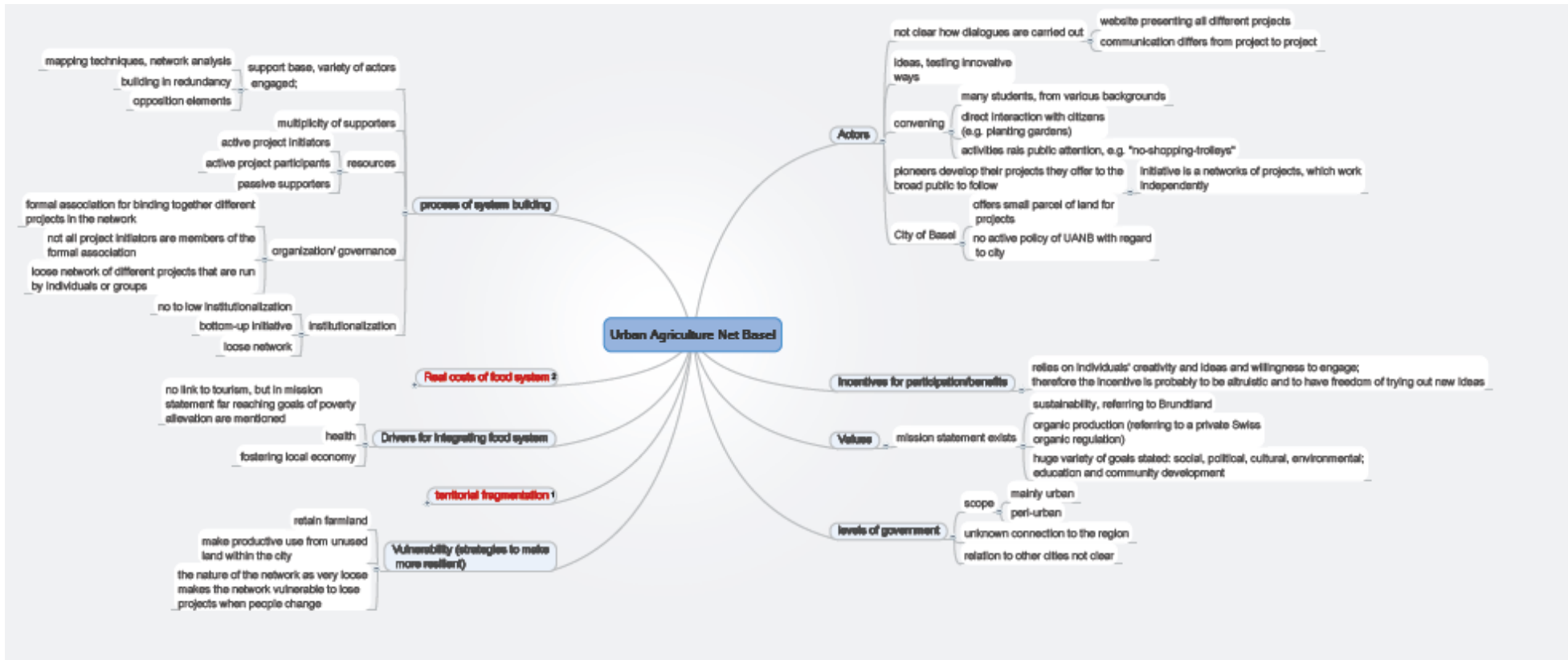
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Annex 1. Examples of Individual cities Mind Maps

1. Malmö



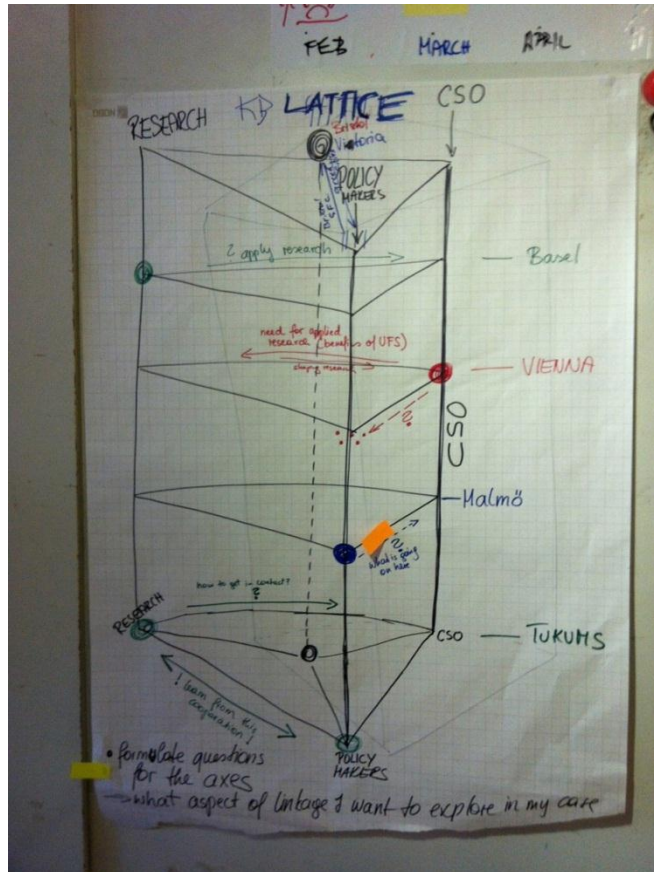
2. Basel



Annex 2. Knowledge Brokerage lattice

The hypothesis behind the "KB lattice": certain knowledge brokerage activities are used in certain contexts: depending on the city/country, depending on which stakeholder is addressing which other stakeholder, depending on how far the food strategy is already developed, depending on which stakeholder started the food strategy etc.

Our self-defined task: We want to learn which knowledge brokerage activities/tools are useful in which contexts. Which methods/activities/tools can be transferred from one axe of the triangle to another axe or from one city to another city? What difference does it make from with "corner" one starts?



Annex 3. Mission statement

FOODLINKS CoP Urban Food Strategies Mission statement

“What is our CoP about?”

Heidrun Moschitz, Monika Thuswald, Harald Rohrachner, Talis Tisenkopfs, Arthur Getz

Note: this mission statement is the result of the collective process during the Pisa meeting of FOODLINKS from February 15-17. It is mainly based on the exercise of the afternoon of February 16: Following the guiding question “What is our CoP about”, partners individually brainstormed, and the statements were then grouped into six clusters. After this exercise, they were used to formulate our workplan. A first draft of the mission statement was commented, amended and added to from most of the CoP participants in a co-writing exercise from March to June 2012.

Conceptualizing Urban Food Strategies

Our creative exchange and collective efforts, building on individual experiences, will lead to a shared and improved understanding of urban food strategies (UFS). Notwithstanding that this concept will develop further the deeper we engage in the topic, an initial conceptualization will lay the basis for our work in the CoP. The ultimate goal of the concept is to explore how we can best define UFS and facilitate their development, which elements they typically comprise of and what use UFS (can) have for municipalities, citizens, producers (e.g. farmers) and other stakeholders.

Building on documented examples of UFS emergence, our conceptualization will illustrate the different paths of UFS, thereby disentangling the dynamics and processes in the different contexts. We learn about the strengths and weaknesses, and about the variety of emphases city regions put in the design of their particular food strategies. Going beyond a mere state-of-the-art perspective of UFS, our concept will also include a vision of what UFS ideally could comprise and how stakeholder collaboration enables efficient UFS.

Best practices

Our rich knowledge reservoir is not only the basis for a collective concept of UFS, but forms the basis for documented ‘best practices’. These best practices UFS will include a set of methods/methodologies to support developing UFS, and in particular how to get a process of UFS development started. This will cumulate in a common understanding of different ‘modes of UFS development’. By exploring these typical modes we will appreciate the variety of pathways to initiate and develop UFS, some rather with a top-down and others with a bottom-up orientation. Positive examples of cities developing an UFS will include outcomes, experiences of the process, as well as drawbacks. The best practice exercise starts with the writing of short stories of UFS, including visualizations of the processes.

Linking science – policy – community and knowledge co-production

Learning and collaboration among stakeholders is part of UFS process. Linking between the different spheres of science, policy, and civil society is the focal point of our activities. We consider UFS as an important meeting place of the three spheres, given the particular characteristics of 'food'. In our work we identify, test, and optimize efficient tools for the exchange of knowledge and experience. This happens both within our CoP, as in the work of CoP members in their specific UFS cases. In the end, we will be able to present promising strategies for the communication between researchers, policy makers and civil society organizations regarding the development of UFS.

In this process we are aware of the fact that the resources are differently spread over the different spheres and that there are complex power relations between them. Furthermore, we will identify the potentials, but also the limitations of an improved communication and interaction between those three spheres. We will find out, which kind of problems can be solved by improved communication, and which cannot.

Similar to considering UFS as ideal meeting place of the three spheres, we regard the process of developing UFS as a prototype of knowledge co-production. Our CoP will use the different backgrounds of its members to coproduce strategies for connecting bottom-up and top-down initiatives. Specifically, we will identify the efficient forms of learning and knowledge brokering between researchers, policy makers and civil society organizations in the development of UFS.

Sharing and Dissemination

We want to share the outcomes of our collective effort with other interested people from science, policy, and civil society. Ultimately, we will provide a comprehensive knowledge resource on what we know about UFS, as well as about the processes that are involved in initiating, developing and maintaining such an UFS. Also actors that are currently not part of our CoP, and might perhaps not become active on the knowledge hub should be reached by our communication. We will therefore experiment with different communication strategies, including an interactive platform to inform and inspire the different stakeholders. Sharing our knowledge with a broader audience is important in order to provide opportunities for interested (newcomer) cities to get in touch with more experienced ones.

Advocacy

We see the role of our CoP not only in sharing and improving our knowledge about UFS, but we also want to actively solicit the development and implementation of UFS in cities across Europe and beyond. We will strive to contribute to (or initiate) a network of UFS in Europe that ideally includes the different perspectives of science, policy, and civil society. A broad sharing of knowledge will contribute to the visibility of UFS in Europe. Consequently, the work of our CoP will raise the awareness of UFS in all their variations and different forms of experimentation. An outcome of our collective work will include strategies for sensitizing policy makers for the relevance of a sustainable UFS and the importance of including all relevant stakeholders into the process (for example researchers, consumers, producers (farmers), cooks etc). In its work the CoP will also deal with the urban-rural linkages that are shaped by urban food strategies. In the end, we will help to give food a place on the (spatial) planning agendas of cities.

Annex 4. Index of Conceptual paper

Urban Food Strategies – A conceptual outline

This conceptual framework is not meant to be a prescriptive blueprint for urban food strategies, but is a collection of experiences from researchers in the EU project FOODLINKS.

The aim of this short compendium is to sketch out the basic dimensions and elements of Urban Food Strategies. The structure and examples are based on a first analysis of urban food concepts of several cities regarded as good practice examples in this field (Bristol, Brighton&Hove, Pisa, Toronto, Vancouver, Munich, Belo Horizonte etc.). Below you find a first draft of an 'idealised' structure of what urban food strategies may consist of.

Index of the document

1. Motivations and Drivers
2. Evaluation of the current state of the urban food system
 - a. Current food policies
 - b. Embedding of public food policy in other policy issues
 - c. Food production and Processing
 - d. Retail & Distribution
 - e. Consumption
 - f. Waste and Emissions
3. Goals and visions
4. Policy strategies and action plans
 - a. Type of strategy (governance)
 - b. Urban action fields for food system transformation
 - c. Policy instruments to support urban food strategies
 - d. Projects and experiments for new food system configurations (example of integrated approach)
 - e. Integration of Urban food policies with other urban policies
5. Monitoring the success of the action plan and the achievement of goals and objectives
6. The process of UFS development and implementation

Annex 5. Example of Short Stories

The short stories of the different cities were developed and subsequently presented in the CoP face to face meeting. They were also uploaded in the Knowledge Hub, what led to lively conversations. Below is the example of Bristol and a sample of the conversations generated in the Knowledge Hub.

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Short story: Bristol Urban Food Strategies

A Short Story of Bristol's Urban Food Strategy

Introduction

With a population of 428,000, Bristol is one of the premier cities in England. In economic terms it has a higher average income than the national average and in social terms it has a higher than average skill profile. It is the largest city in the south west region of England, which is believed to be the most advanced of all the English regions in terms of regional food culture. This flourishing regional food culture is both a cause and a consequence of a very green urban civil society. This green urban civil society helps to explain why Bristol was the first city in the UK to create a Food Policy Council (FPC). As well as creating the FPC, Bristol also conducted an audit of its urban food system, which was published in 2011 in a report called *Who Feeds Bristol?* This championed and enshrined a food systems planning approach to food policy reform and it is believed to be the first of its kind in the UK.

Strategy of the UFS

The urban food strategy (UFS) has been designed by the FPC, a multi-stakeholder body that was formally created in 2011. The FPC is designed to be an important part of the UFS in Bristol because it is the main institutional mechanism for the design and delivery of the food strategy. The UFS is based on the principles set out in the Bristol Good Food Charter:

- *Good for people* (everyone should have access to information, training and resources that enable them to grow,, buy, cook and enjoy good food)
- *Good for places* (the public and policy-makers should support and value food enterprises that promote local jobs, prosperity and diversity and treat workers well)
- *Good for the planet* (food should be produced, processed and distributed in ways that benefit nature)

Actors involved in the UFS

The key actors in the UFS are the city council, civil society groups in the Bristol Food Network, the NHS public health team, ethical food businesses and ecological bodies like the Soil Association, which is headquartered in Bristol.

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Activities in the UFS

The main activities in the UFS are based on the principles of the Good Food Charter and three activities have been adopted for the first two years of the UFS: (i) to use public procurement policy in schools and hospitals to support good food (ii) to promote community growing schemes to help people to re-connect to nature and (iii) to foster retail diversity in the city by defending independent traders. In addition to these themes activities, the UFS also organises a number of other community-based events, ranging from community growing trails to an annual food policy conference which invites overseas guest speakers to help local activists to learn from good practice in other countries.

Driving forces for the UFS

Without a doubt the main driving force in Bristol has been the FPC and this, in turn, is driven by the twin commitments of a very green city council and a very green civil society, which organised itself independently of the city council in the form of the Bristol Food Network. Another driving force is the city council's ambition of securing the Green Capital award in the EU (it recently came second to Copenhagen in this competition).

Barriers to the UFS

The main systemic barriers are twofold: (i) at the level of the *urban elite* there are still too many key decision-makers that lack the political will to introduce sustainable food strategies into their organisations (in hospitals and in schools for example) and (ii) at the level of the *general public* there is still too little awareness of a good food culture, so much so that the latter continues to be a middle class concern.

Values motivating the UFS

The most important values that inform the Bristol UFS are *public health* concerns and *ecological* concerns. To a large degree the twin wings of the food movement – what Patricia Allen calls the sustenance and sustainability wings – have been united under the umbrella of the Bristol Food Network and these twin sets of values have been rendered complementary rather than competitive, thus avoiding the rivalry that sometimes develops when single issue food politics dominates the urban foodscape.

Levels of governance in the UFS

Two levels of governance have been actively involved in fashioning the UFS in Bristol – the city council and the grassroots food movement. If there is a secret ingredient in the Bristol UFS recipe it is the creative partnership between city council and its civil society, two sides that recognised that they could achieve so much more by acting in concert than by acting alone. National and supra-national governance levels are also enrolled to nurture the UFS: for example, national funding programmes like the Making Local Food Work programme have been utilised to support community food initiatives, while supra-national EU programmes like URBACT are currently being used to promote local food networks in which Bristol participates with European partners such as Amersfoort, Athens, Messina and Brussels for example.

Strengths of the UFS

One of the main strengths of the UFS in Bristol is that its values are deeply embedded in local civil society, which is perhaps the best way to ensure that the food strategy does not become the plaything of party politics. The grassroots food movement, organised under the banner of the Bristol Food Network, believes that a sustainable urban food system is too important to be left to politicians. However, the grassroots food movement is sufficiently mature to realise that food policy reform needs the active support of politicians from all political parties.

Threats/Weaknesses of the UFS

One of the main weaknesses of the UFS in Bristol is that the FPC has no powers and few resources to deliver the food strategy. It relies on the goodwill of its membership, especially the city government and the NHS, who have seconded their employees to give their time and expertise to the FPC. This is a fragile institutional basis on which to build a sustainable food system and it could change overnight if managers in local government and the NHS decided to withdraw their support.

Opportunities for the UFS

The main opportunities for the UFS in Bristol come from the growing awareness of the positive links between good food, public health and ecological integrity. To exploit these opportunities the urban food movement needs to offer compelling narratives of sustainable food policy and the multiple dividends it can deliver to cities that aspire to be more resilient and more sustainable places. To tap these opportunities the UFS needs to help local politicians and local publics to view and value food in a more holistic way.

city region food flows, food culture, food democracy, food governance, food systems, foodsheds, local food, public procurement, starting an ufs, bristol, food system planning, short stories, policy, urban food strategies, sustainability, ufs, short story

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Like 0 Like Flag as inappropriate



Monika Thuswald commented 07/09/12 11:59

Thank you for this very interesting short story. I'm looking forward to learn more about Bristol in Vitoria.

Monika Thuswald Like 0 Like Flag as inappropriate Edit Delete



Talis Tisenkopfs commented 09/09/12 08:23

Thank you Arthur and Kevin for this illuminating story. I learned from it (by contrast with Tukums) that the existence of 'advanced regional food culture' and 'green urban civil society' have been important preconditions for bottom-up FS. I am looking forward to learn more in Vitoria.

Talis Tisenkopfs Like 0 Like Flag as inappropriate Edit Delete



Ana Moragues Faus commented 03/10/12 12:14

Following the Bristol story, today the Food Policy Council is hosting the following event.

Bristol Food Policy Council asks Bristol: How do we scale up urban agriculture?

Ana Moragues Faus

Website: Bristol Food Policy Council

Facilitated by Shannon Smith of Avon Organic and Joy Carey, author of Who Feeds Bristol?

Participants:

Misty Tunks of Knowle West Media Centre and the Elm project on using technology to link growers and their markets

Keith Cowling of Ashley Vale Allotment Association on the barriers to setting-up urban agriculture projects

Rebecca Marshall of the Federation of City Farms and Community Gardens on their Community Land Advisory Service toolkit for urban agriculture start-ups

Tim Lawrence of Sims Hill Shared Harvest on urban agriculture and climate change

Mike Lloyd-Jones of the Bristol Pound Farm Link Scheme on developing local markets with the Bristol Pound and the Farmlink scheme

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Roberto
Ruiz

Roberto Ruiz commented 24/10/12 16:21

It was a delight to go through the case study! Many thanks.

I have realised that Bristol share many similarities with Vitoria-Gasteiz: over the (national) average economic, social and cultural profile; green urban civil society; sensitivity to green issues; regional food culture etc. However the role of the City Council is still quite different.

But I have some doubts:

- According to the Bristol Good Food Charter, is the UFS specifically developed around (officially certified) organic food? Or is it also opened to other sort of (local, environmentally friendly) farming systems?
- If organic farming is the option: how did non-organic conventional farmers react to the UFS?
- Regarding the BFN: How is it organised? Which NGOs, associations, etc. do take part of it? How is the participatory and decision-making process?
- the collaboration and linkage between the BFN and the FPC: how is it established?
- Can you explain further what are community growing trails? Any example?
- It is stated that the FPC has no powers and few (economic?) resources. Up to what point is the UFS planned in collaboration with or within other regional and national (agricultural and food) policy programs?
- The fragility of the institutional basis might become more evident under the current economic crisis, when decisions are taken in terms of the optimisation of the economic resources available according to short-time objectives criteria, and not much thinking in the long run. Is it also the case there? Or not yet?

I hope that it is clear enough. Many thanks in advance.

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Ana
Morague
s Faus

Ana Moragues Faus commented 05/11/12 17:05

I am still gathering information to continue the discussion but meanwhile I paste here some videos on the launch of the Bristol Food Policy Council

Hope you enjoy them!

ana

<http://www.youtube.com/watch?v=x7BaKucE8Kg&feature=relmfu>

<http://www.youtube.com/watch?v=nI9uMzG5eDY&feature=relmfu>

http://www.youtube.com/watch?v=2-iHRy_2j4c&feature=relmfu

http://www.youtube.com/watch?v=9AGy_5pQg8c&feature=relmfu

http://www.youtube.com/watch?v=APw8_q6B-hc&feature=relmfu

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Monika Thuswald commented 09/11/12 13:11

Dear Ana,

thank you a lot for the videos. They are great. I like especially the first, short one, where different people introduce themselves and their role in the Bristol food policy council.

Some notes from me:

food policy councils

- create new conversations
- creates effective connections between grassroots activists + policy
- change how citizens plus the city council view food

I also liked the speech from Wayne Roberts from Toronto very much. He talks about the 4 elements in the term "Bristol food policy council":

- Bristol: the place, the hometown. The place comes first! It's important to introduce to citizens the potential of the place! You can use food to see the place differently!
- Food: the council discovers many unused capacities in the city!
- policy: the council should advocate, coordinate and innovate
- council: use food as an offer to other departments!!! food can create jobs, safety, education, less traffic!!

It's worth watching the videos! I will send the links on some mailing lists.

Best,

Monika



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Ana Moragues Faus commented 22/11/12 18:10

Dear all,

Roberto and me hold a skype meeting the 16/11/2012 in order to deepen into our case studies. We shared the latest developments that we are aware of in our cities and particularly discuss how to establish the dialogue between civil society and municipal government. In this regard, issues on who conforms the Bristol Food Policy Council and how they are nominated arose. In Vitoria they are now discussing what type of body should be created and how will the decisions be taken inside it. We realised how critical is this aspect and the difficulties to arrive to a shared decision on its functioning. Aspects related to the different levels of governance and competencies in the different countries also constitute an essential difference.

Afterwards, we discussed about how to translate Bristol's experience (and lessons learned) to Vitoria, since they seem quite similar cities. We thought about these exchanges but maybe also some more face-to-face exchange and involving more actores in these exchanges. Although we are aware of the language barriers in these interactions.

Finally we shared some information from other Spanish experiencies, particularly the case of Altea, for more info see links!

<http://www.carolinapunset.com/proyectos/AGRICOLAS2008-2010.pdf>,
<http://www.carolinapunset.com/page1.htm>



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Ana Moragues Faus commented 31/01/13 16:57

Dear all,

A paper has just been published online on Bristol's UFS. The author is Joy Carey, she developed the study Who Feeds Bristol? as an evaluation of the city's food system.

<http://www.tandfonline.com/doi/abs/10.1080/13563475.2013.750938>

Hope you enjoy it! Also this paper is part of a special issue on Urban Food Planning edited by Kevin Morgan, so you can find there more papers that might be interesting.

best

Ana



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Annex 6. Example of Dynamic Learning agenda

Dynamic Learning Agenda for UFS CoP (November 2012)
--

In green challenges that have been fulfilled

In orange new challenges

Comments from Critical friends (Monika, Sandra)

Comments from Critical friends (Gunilla, Harald)

Comments from Critical friends (Ilze, Femke)

Comments from Critical friends (Francesca, Ana)

Comments from Critical friends (Francesco, Ana)

Comments from Critical friends (Roberta, Heidrun)

1. How can we improve knowledge sharing beyond the core CoP? (*Monika*)
 - Enlargement of KH membership. Make the KH public? (the RPP CoP will do that in Dezember)
 - development of local CoPs
 - spreading knowledge locally (in own/ local publications: magazines, newsletters etc). One can ask other CoP-members / Foodlinks members to write an article for the own publications. If necessary the article has to be translated. E.g. Monika can ask Heidrun to write an article for the magazine of Via Campesina in German. The IFZ has a newsletter in English where it can invite other people to contribute.
 - webinar to bring people to the KH. Organize the webinar in a way, that will lead to follow-up discussions on the KH!!! There are many technical difficulties with a webinar! Take care and talk to experienced Foodlinks members about it (e.g. Francesca). Francesca, Femke and Julie are planning and organizing further webinars! Contact them to help and learn from each other.
 - bring other stakeholders to the CoP meetings (we pay for your travel you make an entry for the blog). If you do so, make sure, that there will be time for real interaction. Make sure, that the guest fits to the meeting and that the meeting is interesting for the guest. It's a great idea, to ask the guest to write a short reflection/report afterwards!
 - creative forms of communication
 - Putting good practices (Short Stories) into the website of foodlinks. It's often not possible to put the short stories on a website in the state that they are in now (the short stories are not made for publication, but they are a tool/a basis for discussions within the project). But you can take a local hero out of your short story, make a video interview with him and put this video on the foodlinks-website and on the knowledge hub. This way you show on the website, that this project consists not only off project members, but that other people are involved as well.
 - Invite also (close) working colleagues to the KH or to meetings. You might not have thought about it, because they are so close, but they might bring in a different perspective.
 - How do you actually evaluate if knowledge sharing is happening? Actually other CoP members notice only written contributions or presence at physical meetings. But each of us talks to a lot of people about the project. The others just don't know. Not every conversation is very successful, brings new partners or great outputs. But still it would be great for the others to know about it. Proposition: Make a list on the Intranet (exists already in Workpackage Documents 5) where everybody reports to whom he has been talking. **This list might also work well together with the KB lattice!** This information can also be used for final reporting. (Interesting knowledge brokerage activities or conversations can be further described on the blogs.)

2. How can we attract other relevant networks to participate in our CoP/single KBAs? (*Ana and Kevin*)

- Plan: Add relevant project links in the foodlinks website and ask relevant projects to link to the foodlinks website, participate in other websites, introduce our CoP in the FAO food for cities network.
 - We discussed about how to attract people and relevant networks the following elements came up:
 - It is important that we engage in attracting people in order to make the project more lively. In this regard researchers need to be more engaged and maybe we all need to change our approach not thinking that our activity and exchanges finishes with the project. The practitioners can accept to use each other in an instrumental way if that is commonly agreed, and help that everyone gains something for themselves.
 - In this regard, it will be also interesting that Foodlinks will make us reflect on the changes or adjustments that we need to make from our different roles, that is, how researchers, cso, and policy makers attitudes and roles should change for more effective collaboration towards the construction of sustainable food systems.
 - Importance of having KH open. Discussion about usefulness of KH
 - Importance of events, planning events to engage people such as webinars but also on live. In the case of Malmö is important to discuss if it is open or close and also to think about not only the goals for the meeting but how to follow up. What are the guests going to take back home.
 - Also important to have professional people facilitating, engage active stakeholders and maybe also conduct training ourselves in facilitation.
3. How can we enhance the cross-CoP interaction/strengthen linkages? (*Talis*)
- What have we done so far? Cross CoP meeting, members in several CoPs or/and KH, single members participated in other CoPs events,
 - Went well or not: not many advances because energy is limited and there is a lot of work in our core CoP.
 - Plan: organize joint meetings (see 10)
 - Local activities often bring the CoPs closer together, because local activities often do not fit exactly into the area of one CoP.
 - Encourage people to join other KH (Julie)
 - Build into each other results (i.e. once the tirrenia chapter is finished or the short stories)
 - Maybe have specific people designated to 'take care' of cross-CoP interaction
4. How can we become feeling more comfortable with online Knowledge Brokerage tools?
- What have we done so far? One to one conversations to introduce people in online tools
 - We feel more comfortable now
5. What would help to get more used to engage, organizing and carrying out KBAs?
- Delete because we have experimented and learnt a number of methods. It is not a priority anymore.
6. What would help to make the CoPs less "artificial"?
- Delete because working in the specific locality has grounded the work, made it real. The best practice has arrived as well through the Bristol UFS example.
7. How can we manage time allocation problems? (*Heidrun*)
- What have we done so far? In Pisa facilitators were established for the KH, taking turns
 - Plan: Pairing the development of the Short stories is cutting the workload into steps, not having to meet all people and also enhancing the individual responsibility.

- One-to-one interaction may be easier than group interaction, but not sure if it helps time allocation problems.
 - Do not ask for more than is in the DoW. It is important that we deliver what we promised, but be clear about what you are not able to achieve.
 - Clear minutes with action points
 - Make a table where you specify who did what by when: Who does what until when?
8. How we define and re-define our roles/changing roles? (*Miriam*)
- Plan: Explicit moderation of meetings, develop a role playing perspectives on UFS from the different types of stakeholders (carry it out in Tukums) and link it to policy recommendations (as well as for CSO and researchers).
9. How can we link the goals of the project to participants' expectations? (*Ilze*)
- It is not yet solved
 - Plan: Read the conclusions of the workshop on expectations (Thursday afternoon Vitoria meeting) and link it to the role playing in Tukums (this activity need preparation!)

(Ilze) Linkage of Project goals with participant's expectations might help to rise the internal motivation for higher level of involvement in CoP activities. Spectre of the Project issue as such is very broad, that helps to link the goals with participant's expectations – everybody can find something to match their expectations.

Actions/questions how to overcome this issue:

- Redefinition of expectations within CoP – expectations were once defined in the beginning of the Project in Wageningen, this material should be seen - through
 - Is our Project (and CoP) outputs clear for all CoP members?
 - Is the role playing method appropriate to discuss the issue?
10. How can we achieve a ground application of KB tools in the local context? (*Helen*)
- What have we done so far? Some work with the different KB tools in the local context
 - Plan: Include in the sequences of the personal blogs about what are we doing the experience with KB tools (remind people to be part of the three cops for cross-cop communication through blogs) *If one CoP member reports about his or her experience with a knowledge brokerage tool, that might motivate another CoP member, to try it too.*
11. Which measures did we take to overcome language barriers? (*Harald*)
- Language barriers can occur at different levels: (1) in discussions / verbal interactions between native English speakers and non-natives (too fast, use of metaphors, irony etc.); (2) Use of different languages / jargons by scientists, practitioners and interested people who are not professionals in the field; (3) use of different national languages in oral communications or written material
 - What have we done so far? People created some material in our own language to use it in the local context. *The issue has not explicitly dealt with in our CoP, but it appeared e.g. with the case of written documentation of urban food strategies which are often written in the national languages.*
 - We are concerned about the enlargement of the knowledge hubs and the burden of language
 - Plan: In terms of terminology (KB) experiment with introducing tabus for certain activities, so that we have to explain further the concepts.
 - *Everybody can translate material from the KH into his or her own language and publish it in local publications.*

- We think there are no easy or straightforward solutions to the language problem. The main point is to become more aware of it, to reflect on it from time to time and discuss it in the groups. Some helpful strategies could be:
 - Compile a list of jargon words / specific terms and their explanation / translation (potential problem: work intensive)
 - Raise yellow card during discussions / presentations when speaker is too fast or difficult to understand (potential problem: too formal)
 - Write more detailed minutes of meetings (e.g. by using additional note-takers)
 - In general moderators of groups sessions and discussions should be (made) aware of this problem and take care that speakers are not too fast. They should also be able to see if people in the audience seem to get lost because of language problems. They should ask whether everybody understood the question or comment, etc.
 - We should be aware and reflect on the fact that our collection of materials / case studies is biased towards the English-speaking worlds. We are probably not aware of many examples in other nations. Thus a good mix of languages and nationalities in the CoPs can be a big advantage and should be actively made use of. However, translating material appears to be too time intensive. What speakers of different languages could do, is make short notes on examples / material they found in their language.
 - For the problem that networks of different language/nationalities are linked to the Cop (e.g. Slow Food Italy) there is also no good solution. Again, formal translations do not seem feasible, but there could be explicit nodes between the networks, i.e. people who see it as their task to transmit relevant information between the different language networks.

12. **New! As a challenge how to communicate what are we doing and what are the outcomes? Process, content... (Ana and Arthur)**

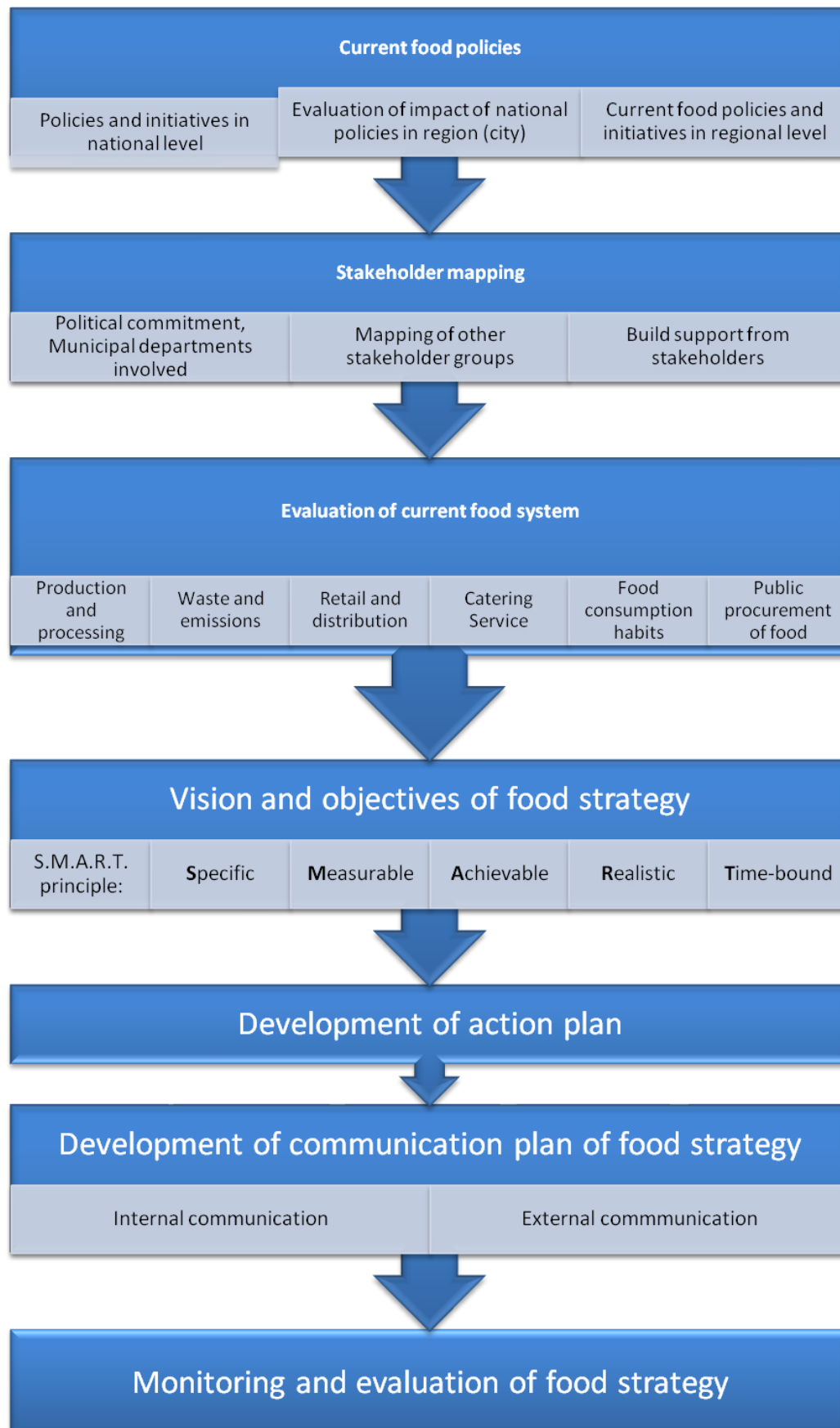
Discussion on KH: It should be open since we are showing the process of what we are doing, that is share knowledge, therefore the specific contents are not so important. This will diminish the worries and extra time allocated to generate information in different forms (intranet, webpage, KH, others...). RPP CoP had training with an expert CoP facilitator that explained the KH time span and pointed out that they might not coincide with the time horizons of the project. RPP also has a google group where they send newsletters and other information and updates on the KH. We share our concern of the life of the KH after the project.

Discussion on how to communicate results. RPP CoP has decided that the Tirrenia charter is addressed to local governments. Their deadline is to have a first draft for Malmö to circulate among expert forum and other contacts, other CoPs, etc. We discussed that it might be interesting to point out in the document the questions or aspects that each type of actor highlights in public procurement (CSO, policy-makers and researchers) so that the audience can also identify these differences. The communication after that of the results has not been decided yet but we also thought it is a project wide discussion.

We share our concern about people understanding what are we doing, mainly the process of the different CoPs, particularly after the presentations of the EEF. The idea that the process is complex, nonlinear and involves different actors but also individual and collective activities is difficult to communicate. But it will be useful not only for the next EEF but also for people wanting to know what are we doing (through website, KH...) It is complicated to do creative material given the amount of work we are already carrying out, but maybe prezy can be useful. Also experimenting in this type of communication might help to write the final report and open up a dialogue about the process.

13. Extra idea – profit from diversity within the CoP (and make it less artificial): [Social theory tells, that the potential of diverse groups can only be fully tapped, if all members are totally equally active and all have the same status. As long as this is not given, exchange has to be facilitated by special exercises]:
- Every CoP member has to comment on the case studies/short stories of the other members: everybody should make two critical remarks or critical questions (bringing in another perspective!) to every short story.
 - In each (face-to-face) session two members (ev. from different stakeholder groups) take some notes. In the end each one presents his/her most important key words on a flipchart

Annex 7. Graphic Structure of Food Policy



Annex 8. Poster representing UFS CoP work September 2012

CoP Urban Food Strategies



What were the Aims of the CoP?

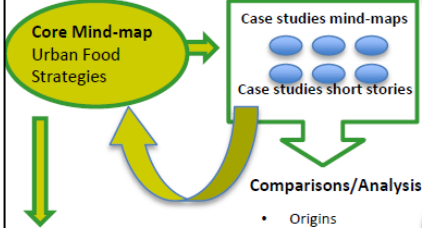
What did we achieve so far?

1. Create a shared interpretation of what urban food strategies are.
2. Prioritize the most important aspects of urban food strategies.
3. Explore the research reservoir on urban food strategies.
4. Reflect on the relevance of the learning outcomes.

1. Iterative and participative process of developing concepts
2. Use pairing of short stories to deepen into UFS
3. Create situations of peer to peer social learning, as a good practice of KB and as an acknowledgement of the shifting research agenda
4. Grounding, applying and modifying knowledge through the local context

Scoping stage

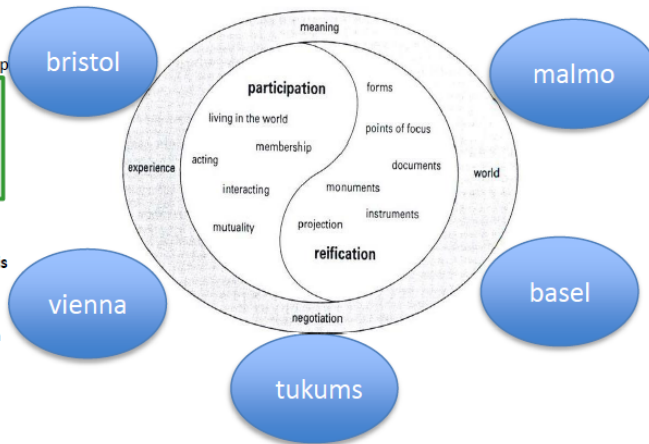
Tools: Brainstorming, group discussions and mind-map



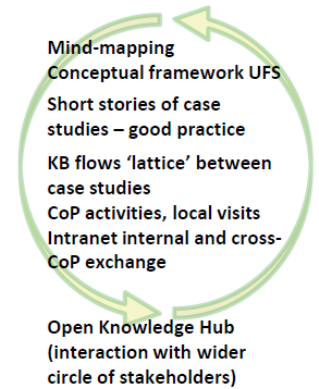
Themes for deeper investigation

Comparisons/Analysis

- Origins
- Driving forces
- Differences/comm onalities
- Knowledge flows



Interrelated tools



What has gone well...?

- ✓ Peer to Peer, City from city learning (Bristol – Malmo)
- ✓ Face to face meetings to learn and build trust, commitment and involvement
- ✓ Enriching of our perspective in UFS and looking at our own cities
- ✓ Short Stories the locus of comparisons and analysis
- ✓ Collaboration with local administration
- ✓ Working atmosphere and commitment
- ✓ KB methods in practice

...what hasn't gone well...?

- ✓ Difficulties on online participation
- ✓ Organisation of the work and timetable
- ✓ Management of expectations regarding the concreteness of the outcomes
- ✓ Deal with tension between focus on knowledge brokerage and focus on content

Reflections... *How to integrate food and nutrition security? How to advance with diversity of UFS and conceptual frames?*

How to deal with scale, scope and connectivity of UFS? What kind of outcome from this project you consider could be a useful tool?

How to influence policy decision making? Are we missing something, do we need to connect or address something else (content and KB)?

Interplay civil society-public institution. How do we make good practices a good traveller?

What kind of civil society and networks can diffuse these issues? How do we use civil society to take these issues?

Annex 9. Personal reflection questionnaire

Reflection questions

1. Has FOODLINKS helped you to bridge different institutional boundaries and perspectives (disciplinary; research, policy, NGO etc.)?
2. What are the most valuable things you learned about UFS?
3. How would you define KB? And do you consider it important in regard to UFS?
4. Did FOODLINKS meet your expectations? Are there missed opportunities?
5. How do you look back at your role and contribution in the project and at the interaction with others?
6. Were the FOODLINKS activities relevant to you?
7. Are you satisfied with the quality of the output and the outcomes of your CoP and/or the project in general?
8. What can others learn from your experience? Who could learn from you and how would you communicate lesson learned to them?
9. Where do you see intervention points for UFS in the near future that action plans could refer to?

Procedure

Participants answer the Q's by themselves individually filling the questionnaire – **30 min**

After that, we could for example pick a few questions that can be followed up in smaller groups, just mentioning a few in line with the questionnaire (perhaps people come up with others):

1. What can others learn from your experience in Foodlinks, who and how?
2. What can be done to bridge different boundaries (if there are any in the first place)?
3. What could be intervention points for UFS in the near future?

The procedure could then be to decide on these follow up questions, quickly harvest the answers that people gave in the individual questionnaire to use that as input. Then the smaller groups take those and try to build on that. Add new ideas with post-its and feedback the results of that exercise in the plenary. **45 min**

Plenary: Presentations from smaller groups, discussion and joint reflection. The main question will emerge from the presentations but can be also framed to warm up for the next session on KB tools, for example:

1. How did our CoP contributed to UFS and KB for UFS? **45 min**

The Purefood researchers and other relative outsiders can maybe start thinking about the questions more in general or help to prepare flip charts/post-its anything needed for the exercise etc. They can also feedback at the plenary their observations of the process – How CoP experiences, working and outcomes look for 'external observers'?

After the meeting

Selected CoP members will take minutes of the discussion, collect reflection questionnaires from the participants, analyse the flip charts and write 1st draft of *Personal reflection paper*.

Annex 10. Knowledge brokerage toolbox

Method	Effectiveness / usefulness	Limitations	Enjoyment ratio (1 to 10)	Innovation / knowledge brokering potential	Recommendations	For what type of stakeholders ? / potential users
Collective mind mapping in combination with individual mindmapping	Builds a common understanding of UFS Visualises UFS, actor relations Builds identity of CoP Serves as a frame of reference The core map can be improved during the learning process it supports non-linear thinking	Skills/Software are needed to design mind maps Imposes hierarchies Difficulties to present, it's most useful for the people that took part in its creation	8	Design of a core / conceptual mind map aligns CoP members around joint understanding of UFS Core mind map can be applied to different geographical contexts Comparison of individual / city UFS mind maps and alignment with collective core map as mutual learning exercise Build narratives around mindmaps	Use the method in the beginning to create common understanding Do it collectively Revise the core and individual mind maps time to time Use it for complex issues, to present different aspects of a topic Use it, when you can discuss also face-to-face about it (only virtually it might be difficult)	
Intranet discussion forum	Low entering threshold Starting discussion Initiating new topics Sense of participation Empowerment of CoP members	Different interests Different subject matters and discussion paths Expectations outstripped if discussion subsides	3 (if discussion veins) 8 (if it is taken up by other CoP members)	Learning certain technical skills to navigate the Intranet and use web tools	Originators of discussion take responsibility to moderate discussion until it saturates and leads to a certain result Flexibility and responsibility to set up discussion/add new topics Use it for low-threshold of entry into a community Use defined areas for different	

					topics/questions Don't expect more from it than what it is defined for	
Speed dating/ speed story telling / Elevator speech /	Brings dynamic Brings information to the point Supports mutual understanding Breaks barriers	Too little time, but it is a challenge	11	Learning from different perspectives Telling different versions of the same / your own story amplifies perspectives on it Short-cut knowledge brokering Can be used in different social situations	Be prepared for 1-2 minutes 'elevator speech' Prepare quickly to convey your point Use in the situations of limited communication time for quick cross-institutional knowledge brokering Use it to get aware of different approaches and perspectives in the group/to get a quick overview over the group Chose a question that you can bring to a point in 1 minute Use it to bring dynamic into the group and to make people interested in each other	
Assisted peer review of case studies with two presenters	Helps to go deeper into a case Structured questioning process Questions by other CoP members help to clarify the main points of the case Questions might help to frame problems differently	Sometimes too long presentations of cases	?	Two presenters of the case bring two perspectives on the case Structure of questions is based on the concepts / framework of the main mind map	Involve different actors (researchers, policy makers etc.) in the presentation of a case Use the method when you already have created a common understanding of your topic Limit the time for the presentation of the case	
Wiki (intranet, diary)	Quickly see information Everyone can add	Not well organised Difficult editing	4	Hardly used in that way. The way we used it did not help at all.	It needs to be encouraged to have participation in a period of time Useful for pictures or things	Do as colleagues, when you are a established

				It is something new for some of us It can make easy to see information to others	that are easy to visualise not complicated text	group, internal share of information. It is all draft
E-Mails	People do read emails People are used to it, it is a daily routine You know people are getting it Inclusive, everybody is able to use it Efficient You cannot do without	Some people feel that they have to reply to all Not discussion for more than 2 people Not for in depth interaction or sharing	10	Nothing new	To integrate dummies When everything gets chaotic it is a very nice tool	everyone
Gallery walk	Direct, visual, you stand up and move Interactive Effectiveness Good way on condensing information and getting good feedback Share results of group work Gathers new ideas and creativity of people	Not reflection in depth because of numbers and time constrains	8	Allows innovation, creativity Power relies partly in being used with other methos	Be short and simple Somebody has to gather the questions and think trthrough them so they are good formulated Importance of how the information is going to be processes afterwards because information can be very condensed and loose a lot of information Interesting to combine it with exercise on personal reflection	Everyone
Cooperative timelining	High effectiveness, a way to commit yourself, tangible	You need the space for it and folly, sometimes the gadgets make the fun. Novelty motivates	9	Everybody knows and feels their place there	Need of a good process leader Need of software to process the information	Those involved in a project

		Difficult to get it on a computer piece of paper to have it				
Brainstorming	Very effective to get everything on the table At the beginning of the process Can feel free to say stupid things	People need to a bit prepared to assure participation Sometimes after brain storm is difficult to follow up Skilled process leader needed to make something of it, group things, know how to organise it. Is it an over-used method?	8	Everything is allowed there are no limits, no comments People need to be prepared to assure participation	Important facilitator make sure that everything is allowed Type of stakeholders – problem solvers of any sort. Access to everyone, but for some people it is not so easy to throw out ideas.	Problem solvers Some people might need more preparation than others, some environment and characters may be more or less comfortable about throwing out ideas
Conference in the place : meeting the local	Effective tool, seeing is believing, demonstration project Shared experience Also what are we doing foodlinks for	Time but it is worth it Too much input, maybe tired Language barriers can prevent interaction End of the day, people tired Also it was a one-way conversation	4 (not really a cop method)	The variety of stakeholders from different backgrounds.	It can be a one way communication process, important to think how to make people participate and gather their thoughts after it. Follow up	Everybody (if there is translation) Importance of invitation, who gets it
Integrated field work/meeting	Effective tool, seeing is believing, demonstration project Shared experience	Time consuming Expensive Language barriers can	8-9	High because is not only focused on written and spoken words.	Planning, is difficult to combine a meeting with a field work Put it a time in a meeting when	Everybody, mostly people of the

g the local	Also what are we doing foodlinks for Good way of understanding contribution of participants in project meetings Participant observation Internalising what is going on, use all the senses You understand the focus and the context How people can integrate and share the different perceptions on the same experience Good to visit places where foodlinks members work, as it can help understand their positions.	prevent interaction Number of people		Every visit can be totally different	everyone is participating After the field visit it impregnates the meeting Avoid it as side excursions Link it to other points of the agenda If its priority to really consider it as such Share the experience	ground, most inclusive method
Skype conference	Effective if it is well designed Avoid travelling Bring people together as colleagues	Number people, place, connection Limitations with getting them online	5	More than one people, and edit documents on line	Need of a moderator if more than 3 people Need to be short, not too many people	
Skype between three people	The same as skype conference					
Stakeholder meeting	good for introducing people from different backgrounds who would not normally meet but who work on a similar topics	Requires regularity to be able to move things forward	Relatively high		Essential to have a formal core of people who regularly attend	
Triangulated interviews	Triggered listening Triggered asking questions	Only one person s view	5 dependin	To start communication with differernt	Add another step for clarifications Can be used for the start of	Most stakeholders

	<p>Gives essential points which can be further elaborated</p> <p>If you want to learn other perspectives; one person is really listened to</p> <p>Could provide chance to speak directly with somebody with whom you might not have the confidence or chance; opportunity to speak out of plenary (which is usually dominated by the same speakers)</p>	<p>Time is always short and no formal place for questions and might give misleading interpretations</p> <p>Needs to be paired well (e.g. be aware of new comers)</p> <p>Unclear about the specific purpose of the tool; need to clarify</p>	<p>g on where you are in the process and who is answering questions</p>	<p>stakeholder sectors</p>	<p>discussions as a warm up / to start communication with different stakeholders.</p> <p>Be aware of the types of questions being asked (i.e. avoid normative questions if answerer may not have adequate knowledge)</p> <p>Interviewer should be made aware of basics of interview skills</p> <p>Be aware of hierarchy of knowledge within the tool</p> <p>Be aware of the formality of the tool and the kinds of relationships between interviewer and interviewee and listener – the social setting can be tough</p> <p>Consider giving everybody each role in turns</p> <p>Similar to speed-dating</p>	<p>as its not very experimental</p> <p>Can be used by people who are “afraid” of formal tools</p>
<p>Knowledge hub</p>	<p>Public information</p> <p>Potentially a good reservoir of information</p> <p>Connection point to other CoPs</p>	<p>Difficult to use two technologies (knowledge hub and intranet, and at one stage the COP was also using Google docs</p> <p>Possibly not attractive enough to encourage a lot of use (otherwise public doesn’t have much added value)</p> <p>Difficult to engage with for those less technologically inclined</p>	<p>Depends on reaction from others 3-4 average. Reactions from others are important motivation</p>	<p>Innovation is that theoretically it is open to all (in theory - to go to other COP’s KH you need to be invited)</p>	<p>Use only one internet platform (using three is confusing)</p> <p>Create a more simple structure (some) people find the structure of facebook a little easier to navigate</p> <p>Consider the ease of communication of a facebook-like structure</p> <p>Consider how/where to share documents which are not for public consumption</p> <p>For the KH, a strength could have been to open it up to new members.</p>	<p>People familiar with online tools and already active online and with technical skills</p> <p>Likely more useful for academics</p> <p>Limited to users with more</p>

		<p>Organization of information is a bit confusing</p> <p>Time consuming to find/read/engage</p> <p>Some might be reluctant</p> <p>It's not easy to enter, especially at the start, but it gets easier as you use the tool; learning curve is steep</p> <p>Structure is not clear and easily accessible</p>				technical skills.
Buddying short stories	<p>Helps author to give value to their work, and learn and develop thinking on own subject. Learning from both sides.</p> <p>Helps to identify and highlight aspects which are hidden</p> <p>Very motivating if others ask questions about my work and helps me to go on with it</p> <p>Allows author to bring the story to a more abstract level</p>	<p>Potential difficulty to related to the story of the other because of differences in background and context</p> <p>Skills needed to create (written) stories may not be held widely (but buddying helps create and improve the storyline)</p>	7-8	<p>The difference in background and context might also be a potential in order to see things in a different level, and had some questions that had not been thought about before. (i.e. limitation is also innovation potential</p>	<p>They were done in different ways: face to face, skype, email.</p> <p>Spoken word was better for working through the tool as a process, and my email there was need for clarifications; writing a summary after conversation (possibly) need to have at least some basic knowledge or information on subject/context</p> <p>Maybe difficult to do at the start of relationship</p> <p>Sharing questions on the case in a written forum might help others to form questions</p> <p>Could have been good to have 3-way buddying to learn more? if buddy asks questions in a forum it could stimulate others. Could do it in very practical setting, eg</p>	<p>General buddying may be widely applicable but could be challenges with written text format</p>

					between two farmers. It depends how inclined they are to write up a story.	
<p>Informal chatting</p> <p>Table talk, street talk, bar talk, travel talk</p>	<p>Potential for more openness and honesty as it's more informal</p> <p>Off the record talk</p> <p>Personalization of knowledge</p> <p>Easier to speak of doubts/questions/uncertainties</p> <p>Informal information can be shared</p>	<p>Not recorded because it is information or sensitive so some aspects may be lost</p> <p>New or less confident people may be excluded</p>	10 (especially at the bar!)	High potential because it allows space for experimentation of thoughts and unconventional ideas	<p>Be aware of and sensitive to the context of sharing the informal and implicit knowledge and how it may or may not be formalized – can you take it down?</p> <p>Enhanced if people have already been introduced and already have relationships; common ground at the beginning reduces risk of exclusion.</p> <p>Smaller groups facilitate ease of exchange</p>	<p>Everyone, especially some stakeholders who would not like to use methods with rules</p>
Critical friend reflection	Quite similar to triangulated interview and to buddying, but the difference is you have to be friendly but critical.					
General conclusions / lessons						
<ul style="list-style-type: none"> • Cumulative value of the use of different tools: the outcome of one KB tool feeds into another tool, determines and justifies its application • Sequence of tools should be considered in learning and KB activities (e.g. mind maps >> case studies >> peer review) • There can be different sequences and sets of tools and they should be strategically guided to achieve improved urban food planning and strategies 						

Annex 11. Group dynamics reflection questionnaire

At our meeting in Riga, we decided to collect questions from CoP members about their perceptions on group dynamics in our CoP, including issues of facilitation and leadership.

The following is the synthesis of these questions, sorted into three groups. Part of them might be discussed in the whole group of FOODLINKS, whereas others will be only for CoP internal reflection. The synthesis of the responses to these questions will become part of the final CoP report.

Questionnaire

1. Overall Group dynamics

1.1. When I look back at the beginning of our CoP at the project Kick-Off meeting in Wageningen in January 2011, what were critical moments that changed

- how I felt in the group?
- the roles and behaviour of members of the CoP?

How did the change happen?

1.2. What were the highlights I experienced in this CoP group?

1.3. What were the main challenges for the group in terms of group dynamics?

Were there particular conflicts or disagreements? Were they solved? How?

2. Leadership

2.1. What did I expect from the CoP leader in the beginning of the project and (how) did these expectations change during time?

2.2. How did and do I perceive the participation of the three actor groups (CSO, Policy, Research) in the CoP work? With regard to

- Bringing in new ideas on content or methods
- Steering processes
- Taking decisions
- Taking over responsibility

2.3. What influenced these forms of participation in the group?

3. Facilitation

3.1. Were there particular moments of good facilitation I experienced in the group?

- How can they be characterized?
- What made them 'good'?

3.2. Were there particular moments in which I would have liked better/different facilitation?

3.3. Was I able to take over facilitation when I wanted to?

- How did I feel as a facilitator?
- If not: what were the inhibiting factors?

3.4. What would I recommend to other (newly forming) CoPs with regard to facilitation?

