



Using knowledge networks to promote sustainable food

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

Grant agreement no.: 265287

Deliverable D: 4.1

Final Report Work Package 4

Re-valuing Public Sector Food Procurement (RPP) Community of Practice (CoP)

Planned date of delivery: Month 30 – 30.06.2013,

Actual submission date: 01.07.2013

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Nature of deliverable: **Report**

Dissemination level: **Public**

Starting date of the project 1st of January 2011

Work Package 4: Re-valuing Public Sector Food Procurement (RPP) Community of Practice (CoP)

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Work Package 4: Re-valuing Public Sector Food Procurement (RPP) Community of Practice (CoP)

Final Report to 30 June 2013

1. Introduction

1.1 Overview of the Community of Practice

Work Package (WP) 4 *Revaluing Public Sector Food Procurement (RPP)* operated alongside WP3 (*Short Producer to Consumer food chains*) and WP 5 (*Urban Food Strategies*) as concurrent Communities of Practice (CoP) operating from month 6 to month 30 of the *Foodlinks* project. The combined learning outcomes of the activities across the three Work Packages and CoPs are evaluated and integrated under WP6 *Integrative Modalities of linking research and policy making* which runs from month 30 until month 36 of the project.

The membership of WP4 of the project utilized the concept of multi-organizational and distributed Communities of Practice (CoP) to organize the knowledge brokerage (KB) process of bringing scientists (academic researchers) and policy-makers together to build up learning communities.

When the RPP CoP was first instigated in month 6 of the project, it was composed of members of the *Foodlinks* project team who had been allocated to WP4 in the original Description of Works (DoW). However, as project work began, one member moved out of the CoP to another due to their own shifting research priorities (FiBL) and two other project members joined the RPP CoP for the same reasons (IFZ and Wageningen University). These project members composed the *core* CoP as *internal* project partners of the *Foodlinks* project

This *internal* or *core* CoP membership was composed of 12 project members from 9 different partner organizations, as follows:

Scientists:

City University London, UK – *WP coordinators*

Cardiff University, UK

University of Pisa, Italy

Inter-University Research Centre on Technology, Work and Culture (IFZ), Austria

Wageningen University, The Netherlands

Policy-makers:

City of Malmö, Sweden

Province of Limburg, The Netherlands

Scottish Government, UK

Tukums Municipality, Latvia

Attempts were made after the establishment and bedding down of the CoP to externalize the membership. This included invitations to participate to the *Foodlinks* expert forum - two members effectively participated: one academic expert and, less frequently, one CSO member. Also, researchers from the *Purefood* project joined the CoP. More significant steps were taken by the creation of an external virtual platform (located on the Knowledge Hub: <https://knowledgehub.local.gov.uk>) and a CoP conference (held in London) to engage wider membership from practitioners and policy activists, including CSOs, engaged in the public procurement of sustainable food.

The recruitment of CSOs was a critical part of externalizing the CoP membership because, unlike membership of the other two CoPs (WP3 and WP5), no CSOs had been allocated to WP4 as core CoP members in the original DoW. This had left internal CoP KB activities limited to scientists and policy-makers only.

This externalization of CoP membership, moving from the internal CoP to a more externalized CoP, took place in earnest from around month 14 of the project. In addition to CSO members, professional practitioners from public procurement were also engaged in the CoP activities. By *practitioners* we mean public sector food procurement officers and public sector caterers (More details about this process are presented in the body of this report). This wider membership is termed the *external* CoP

Hence there were four different categories of actors engaged. Internal actors were more deeply involved in KB activities and external members on a more ad hoc basis:

Scientists: Internal (and external)

Policy makers: Internal (and external)

Policy Practitioners: external

Civil Society Organization members: external

The CoP was designed to interact on the one hand through different kinds of face-to-face interaction (different interaction methods and tools were tested as part of KB project activities) and on the other hand, ICT tools were used and adapted to create online (virtual) arenas and forms of interaction; thus providing both virtual and embodied tools and activities for KB interaction between internal and external CoP members.

1.2 Outline of the Work Package 4 report

The stated Work Package 4 (WP 4) objectives are:

04.1 To create a shared interpretation of what sustainable public sector food procurement means;

04.2 To prioritize the most important aspects of sustainable public sector food procurement by considering the current political framing;

04.3 To explore the existing research reservoir on public sector food procurement in light of meeting the needs of the ones using the knowledge requested;

04.4 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.

This final Work Package (WP) report demonstrates how the work of the Revaluing Public Sector Food Procurement (RPP) Community of Practice (CoP) has met these objectives. It chronicles the life of the CoP, including how KB activities have enabled members, academic scientists and policy makers, to reach a shared interpretation of sustainable public sector food procurement and prioritize its most important aspects within the European context.

The report provides evidence of how knowledge brokerage (KB) activities have drawn on the research reservoir to explore the dynamics of innovation and knowledge creation rather than on learning *per se*, making the outcomes of KB activities relevant to the everyday lives of those working on the ground. For example, collaborative work within the CoP has resulted in a document - *Revaluing Public Sector Food Procurement in Europe: an action plan for sustainability* - that reflects not only the reality of devising and implementing innovative approaches to public sector food procurement throughout Europe, but also offers an action plan to help and encourage urban governments to take up the challenge of more sustainable purchasing practices. In addition, KB activities within the CoP have also provided a catalyst for new strategic development of public food procurement in Tukums Municipality, Latvia. Outcomes of these KB activities have been communicated and disseminated to European bodies, national, regional and local governments, within civil society and in academic settings.

The final report reveals how, by bringing experts from different backgrounds and orientations (policy-makers and scientists) together to explicitly experiment with and develop new knowledge, the RPP CoP has created a better, shared perception of what sustainable public sector food procurement means, going beyond what a 'normal' group of project partners might achieve, and provided new KB skills which will enable CoP members to continue to pass this knowledge on as part of their working practices and provide for end of project continuity.

This is not to say that 'progress' in this sense has been either easy or straightforward. As the report reveals, members have learned that there are difficulties in establishing and

building up a CoP in this pragmatic, and slightly artificial, way rather than letting it emerge naturally around a topic between those with a shared interest in its purpose. For example, it has been important to build linkages between 'green' procurement, that is the environmental benefits, and the economic and social benefits that are part of the wider sustainability approach generated by public procurement of food. Also, the small number of policy-makers and scientists involved has limited how the CoP has been able to develop and operate as members from diverse backgrounds learned to work together, make 'energy to coalesce' (Michaels, 2009; Wenger et al., 2002) and build trust between themselves (Ward et al., 2009; Sheate and Partidario, 2010).

At the epistemological level there have also been issues about balancing knowledge creation between embodied and virtual forms of engagement. This reflects Amin and Roberts' (2008) point that problems can emerge for a CoP as it moves from a relatively stable community of face-to-face interaction to when it becomes more reliant on spatial dynamics and virtual knowing. The life of the CoP, chronicled in this report, reflects on these issues, including whether the perceived benefits of KB learning have been shared between scientists and policy-makers.

The remainder of the report uses the learning cycle of scoping, envisioning and research reservoir exploration to detail how the Work Package met its first three objectives, highlighting key points at each stage. It then uses the assessment of learning to draw progress together and examine the overall impact and success of work in the RPP CoP. Following on from this, there is a further reflection upon the knowledge brokerage and facilitation processes, that summarizes some of the earlier points raised. The conclusion assesses how successful the CoP has been in linking research and policy-making in order to render the food system more sustainable. Each section is supported by a comprehensive list of appendices (located at the end of this report, as illustrative material from the workings of the CoP.)

2. Chronology of the CoP: 2011 - 2013

The report describes how the objectives for the work package were met through a progressive and iterative process of KB activities using both face-to-face and virtual platforms. These activities helped CoP members (policy-makers and scientists (academic researchers)) share best practice as they experienced a greater degree of convergence of knowledge and expertise through regular KB interaction.

Figure 1 (below) provides a chronology for the RPP CoP, detailing critical events and activities and the over-lapping stages of scoping, envisioning, research reservoir exploration, and assessment of learning.

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Figure 1: Chronological timeline for RPP CoP

Project month	Calendar months	Critical events	Critical activities	Scoping	Envisioing	Research reservoir exploration	Assessment of learning
6	June	GA mtg 2 (Wag)	<i>RPP CoP initiated: Key aspects RPP identified (scoping)</i>	1			
7	July		<i>Plan of action developed</i>	2	1		
8	Aug						
9	Sept						
10	Oct		<i>Initial engagement with Knowledge Hub (KH) platform</i>				
11	Nov		<i>Plan of Action agreed for RPP CoP</i>				
12	Dec		<i>Coaching sessions on KB processes</i>				
13	2012: Jan		<ul style="list-style-type: none"> Paired interviews between policy-makers and scientists take place and published 				
14	Feb	GA mtg 3 (Pisa)	<ul style="list-style-type: none"> Joint working document envisioned/planned 		2		
15	Mar						
16	Apr		<ul style="list-style-type: none"> KH development and membership recruitment begins (March 2012-ongoing) 				
17	May	RPP CoP Conf/mtg (London)					
18	June	RPP Webinar 1 (CAP reform)	<ul style="list-style-type: none"> Creation and development joint working document on KH wiki - 'Revaluing Public Sector Food Procurement in Europe: An Action Plan for Sustainability' (Feb 2012- Feb 2013) 				
19	July						
20	Aug						
21	Sept	GA Mtg 4 (Vittoria)					
22	Oct		<ul style="list-style-type: none"> Revaluing Public Sector Food Procurement Newsletters: (July, August, November 2012, January, March, May 2013) 				
23	Nov	UFS/RPP CoP mtg (Malmo)					
24	Dec						
25	2013: Jan		<ul style="list-style-type: none"> CoP members engaged in 'spin-off' activities (ongoing) 				
26	Feb						
27	Mar	RPP Webinar 2 (SROI)	<ul style="list-style-type: none"> Tukums municipality, Latvia PP strategy announced 				
28	Apr	GA mtg 5 (Edinburgh)	<ul style="list-style-type: none"> Questionnaire input from CoP for final report 				
29	May		<ul style="list-style-type: none"> Joint working docs prepared for publication and dissemination 				
30	June		<i>End of Work package</i>				

3. The learning cycle

The learning cycle is used as a vehicle to describe how the RPP CoP met the stated WP objectives. The first two objectives are inter-related and focus on the 'internal' development of the CoP, addressed during the scoping and envisioning stages in its development. Once the CoP was established, members were able to move on to research reservoir exploration that met Objective 3. Assessment of learning took place at every stage but is specifically reviewed in the final sub-section of Section 3 (Objective 4).

3.1 Scoping

OBJECTIVE 1: *To create a shared interpretation of what sustainable public sector food procurement means*

The scoping stage began with the second project meeting in Wageningen (June 2011) that opened the CoP phase of the project in month 6 and the start of work package 4 (WP 4). Scoping took place in two distinct phases as the CoP identified a working framework with a common goal for generating 'problem-driven co-operation' around the topic of revaluing the public procurement of food.

Critical activity 1: Key aspects of RPP identified

In the first phase, scoping exercises identified four key areas for public food procurement and the relationships between them (*Figure 2*). Important aspects for each key area were:

legislation and public policy - political agendas, corporate goals, creative contract writing, effective auditing processes and boundaries;

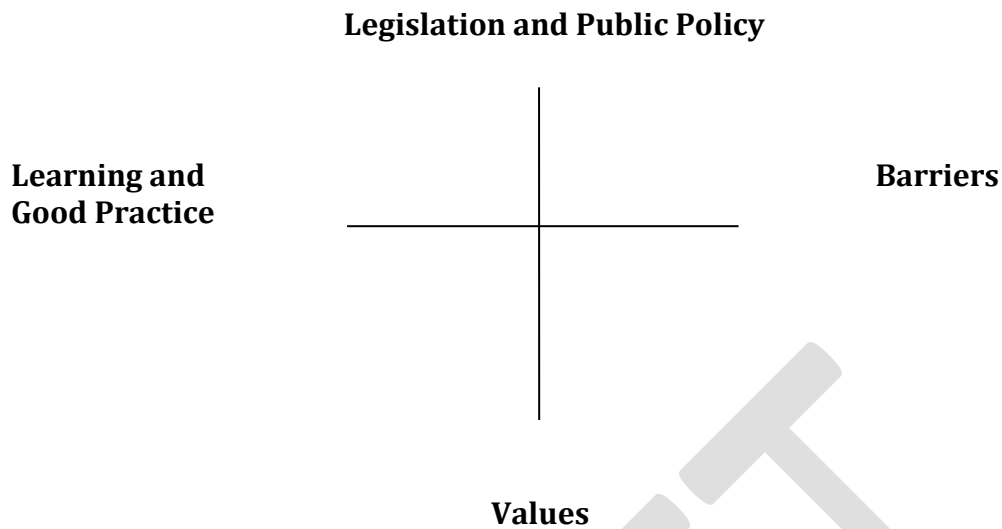
values - how sustainable food is applied, categorized and defined, and "best value" principle;

good practice and learning - creative procurement techniques, whole school approach, capacity building, best practice, dissemination & learning for practitioners; and

barriers - mental, legal, logistics, and cost effectiveness

(see; Appendix 1: mind map used as activity to identify four key areas of RPP).

Figure 2: Key aspects for revaluing public procurement of food



The scoping has not been finite (although for the purposes of the chronological timeline in *Figure 1*, the two structured phases appear as such) but it overlaps and re-emerges during the different stages of the learning cycle.

Critical activity 2: Creation of a Plan of Action by CoP members (November 2011)

The second phase established a 'Plan of Action' (*see; Appendix 2*). This was elaborated by skype and email between October and November 2011 and has proved a firm basis from which to build the CoP and provide clear objectives.

Key statements in the Plan of Action include:

- no knowledge brokerage can happen without knowledge of RPP being presented, exchanged, discussed and deliberated upon;
- in order to do so, face-to-face and virtual engagement is necessary; and
- externalizing the CoP membership through an external facing web site/platform and other means will draw in civil society organizations' participation.

Thus, the 'Plan of Action' was a set of actions to implement the sharing of knowledge through virtual platforms and activities, in addition to the existing planned schedule of face-to-face project meetings. The Plan of Action also set out a way of encouraging and enabling CoP members to jointly set down strategic objectives.

The work package coordinators initiated the CoP work-plan, timeline and meeting agendas, while members agreed collaboratively on: defining a set of agreed "rules" on participation which take into account time constraints and existing work schedules – negotiated by those in the core CoP.

As this implies, this is also an iterative process as CoP members have identified strategic objectives over time that, in turn, determine levels and means of participation.

KEY POINTS

How scoping created a shared interpretation of what sustainable public sector food procurement means (Objective 1)

1. Scoping identified four key aspects for revaluing public sector food procurement

- legislation and public policy*
- values*
- good practice and learning*
- barriers*

2. Scoping identified key issues for the Plan of Action

- no knowledge brokerage can happen without knowledge of RPP being presented, exchanged, discussed and deliberated upon;*
- in order to do so, face-to-face and virtual engagement is necessary; and*
- externalising the CoP through an external facing web site/platform and other means will draw in civil society and NGO participation.*

3.2 Envisioning

OBJECTIVE 2: *To prioritize the most important aspects of sustainable public sector food procurement by considering the current political framing*

The initial phase of envisioning (July 2011 – February 2012) ran alongside the scoping stage as the CoP got established, its core KB activities were developed, and the ongoing process of reflection on its purpose and direction began. This included initial engagement with the public, external Knowledge Hub platform which was identified by all project members as a key source of KB engagement with external ‘others’ outside the project group.

However, this was not an easy process and, after the initial energy and enthusiasm evident in the initial face-to-face meeting where KB activities and tools (both face-to-face and virtual) were showcased, the CoP experienced ‘virtual inactivity’ from July to October 2011, beyond agreeing minutes from the June meeting. While this period covered the different summer vacation times across the partner countries, the lack of activity reflected hesitation and a lack of experience amongst members about how to engage and respond to the coordinators’ communications in a virtual space beyond face-to-face meetings. As a result, led by the WP4 coordinators, the internal or core RPP CoP agreed its Plan of Action to better engage members in virtual activities of knowledge sharing and brokerage between the scheduled face-to-face meetings within the work package and to externalize the core CoP membership (see above).

The project coordinators also organized a set of virtual coaching sessions to help work package coordinators better understand the use of virtual communication and engagement methods in developing Communities of Practice. These were beneficial sessions that led to better insights and shared understandings amongst the CoP leaders from the different work packages into a range of issues common to starting new CoPs, including the difficulty of starting one with a small number of members, and the need for frequent and direct encouragement, especially for members with little previous on-line experience. In addition, members faced technical barriers in gaining access to virtual platforms in their workplace; for example, adequate internet access at their desk, or firewalls that prevented access to key platforms and sites. These factors led to recognition that establishing the CoP was an on-going process where KB activities needed to be developed and maintained to build relationships and trust between members. Importantly, the coordinators also realised that a better understanding of the working conditions and constraints of other members needed to be better understood and taken into consideration.

One of the initial outcomes of the Plan of Action was a knowledge exchange exercise in the form of three interviews, conducted at a distance via skype or phone, with one member interviewing another member, one scientist paired with a policy maker, of the core CoP. Each interview focused on the contents of a document that the interviewee thought to be important to the issues raised in the scoping framework of RPP (Dec 2011 - Jan 2012). This also took the work into the research reservoir exploration stage.

The interviews were based upon a specific document that the interviewee proposed. Firstly, an article on public procurement and food waste in hospitals - written by one of the scientists (Sonnino & McWilliam 2011); secondly, the EU's handbook on green public procurement - from a policy maker (EU 2011); and lastly, the list of principles for Sustainable Food for buyers and consumers from a UK NGO - proposed by one of the scientists (Sustain 2011)

(see: Appendix 3: 3 x paired interviews between policy-makers and scientists).

Critical event 1: GA Pisa meeting, February 2012

The CoP sessions that took place at Pisa, Feb 2012 were a second critical phase in the envisioning process. The first CoP session began to explore the knowledge reservoir and there were presentations from policy-makers and academics on:

- **best practice in public procurement**
SCIENTIST's position: public procurement as a policy instrument supporting sustainable food; best practice, for example, UK NGO Sustain's project demonstrates how an NGO acts as an agent or broker in creative, good practice dissemination;
POLICY-MAKER's position: presented best practice from a policy perspective, arguing that real change in food procurement can only be achieved by targeting caterers as the food purchasers.
- **sustainable food**
POLICY-MAKER talked about delivering sustainable food procurement in the city of Malmö, Sweden; highlighted the city's policy of free school lunch for children aged 1-19 years of age, which is paid for by taxes;
SCIENTIST: pointed out the problem of analysing what the broader aims of sustainable public procurement mean and how this, in turn, poses problems for how it is achieved; highlighted the difficulties in 'translating' the attributes of sustainable public procurement at the local level, where local rules and regulations/guidelines and agreements differ, and of ensuring that robust monitoring systems are in place.
- **EU rules for public procurement**
POLICY-MAKER: talked about the need to be creative in procurement decision-making and practice. 16% of GDP is spent on public procurement by EU member states (MS). Although the EU does not (yet) oblige MS to procure green, it does encourage it.
SCIENTIST: presented a legal opinion sought by a UK politician (January 2010) on whether EU procurement law has the potential to act as a barrier to sustainable food procurement. This concluded that:
'as long as the key tenets of procedural transparency, non discrimination on grounds of nationality and value for money are adhered to, the Regulations need not pose a hindrance to procurement policy.'

Also during the presentations other useful EU documents and websites were referred to including:

- EU Food Sustainable Consumption production (SCP) Roundtable, 2009 (<http://www.endseurope.com/docs/90506a.pdf>)
- EU research on sustainable production and consumption (<http://susproc.jrc.ec.europa.eu/index.html>)
- Roadmap for resource efficient Europe (2011) - part of the actions from 'Europe 2020: A strategy for smart, sustainable and inclusive growth (2010)
- (http://ec.europa.eu/resource-efficient-europe/pdf/resource_efficient-europeen.pdf)

This was followed by group discussion where four key points emerged:

- cultural approaches to sustainable food and its public procurement differ throughout Europe which raises issues about who/what is the driver of change;
- there was some surprise expressed at all the options that exist for being creative with EU procurement legislation;
- there was agreement that the CoP needs a unifying aim to drive activities and provide a deliverable and;
- that a collaborative document would help define common goals and help bridge to work in the other two CoPs. It was agreed that this should be the focus of Day 2

Reflections from CoP sessions in Pisa: envisioning the CoP and KB activities around RPP

- *'I observed the different ways of talking between researcher and practitioner/policy-maker. My own organisation has its agenda (set by politicians). Researchers have an overview – weigh up different points. We need to go forward and learn from each other. We need to understand each others languages';*
- *'we had so many different stories from different angles. As a policy-maker I can begin to see the different players, and as a group, we are in touch with the community which is very valuable;'*
- *'talking about a better focus for our work made me more motivated';*
- *'I'm happy that we have discussed the content – the more questions that this raises the better. It shows that people are learning';*
- *'the dialogue got going. We were able to explore the knowledge reservoir. Looking forward to taking it forward as a more integrated/collaborative knowledge exchange process';*
- *I learnt a lot more about the EU and the need to study procurement documentation';*
- *'I'm astonished that there is so much more possible than people think. People can do green procurement. But I'm also aware that some of these positives – i.e. go for organic – may mean we miss things'.*

In the second CoP session, KB activities and tools were used to further envision the work of the CoP and implement the work plan for the next phase of activity. The first activity ('The Wheel') helped the CoP define common goals and elaborate the work plan for a collaborative document - a state of the art statement on the ways to promote

greater uptake of the public procurement of sustainable food – working title: *Tirrenia Charter*; and to build consensus on the question, ‘What do we want to put into a collaborative document?’

Plate 1: Using ‘The Wheel’ to elaborate work on the ‘Tirrenia Charter’



The second activity (‘ritual assent/dissent’ or ‘fly on the wall’) agreed the structure of the collaborative document and identified the tasks and responsibilities/roles of CoP members for its implementation. The *Tirrenia Charter* document was envisioned as a major virtual exercise in KB between CoP members, enabling them to work together using a wiki on the Knowledge Hub platform.

Another important part of the planning was to make the joint work on the document dovetail with parallel work in the two other CoPs (on short food supply chains and urban food strategies) as part of the bigger picture of sustainable food consumption and production. Thus, the joint working document aimed to address urban governments with a particular focus on short food supply chains

(see; Appendix 4: Agenda and Minutes of RPP CoP meeting Pisa, February 2012).

KEY POINTS

How envisioning prioritized the most important aspects of sustainable public sector food procurement by considering the current political framing (Objective 2)

Envisioning led to recognition within the CoP that:

- cultural-political approaches to sustainable food and its public procurement differ throughout Europe which raises issues about who/what is the driver of change; and*
- a variety of options exist for being creative with EU procurement legislation - beyond what might be more restrictive national practice..*

Envisioning led to agreement within the CoP that:

- the CoP needed a unifying aim to drive activities and provide a deliverable and;*
- a collaborative document would help define common goals.*

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3.3 Research reservoir exploration

OBJECTIVE 3: *To explore the existing research reservoir on public sector food procurement in light of meeting the needs of the ones using the knowledge requested.*

Exploring the research reservoir began in earnest in the lead up to the project meeting in Pisa Feb 2012 (see above). In order to engage more widely with practitioners and CSOs engaged in these issues, this was followed up with a CoP conference (held in London) on the public procurement of sustainable food.

Critical event 2: RPP CoP conference on public procurement and sustainable food (City University London, May 2012)

The day conference was attended by 48 participants, including core RPP CoP members, Foodlinks partners and Expert Forum members, and others working in public sector food procurement, including NGOs. Conference speakers reflected on UK projects and campaigns on public sector food procurement (see for example, <http://www.sustainweb.org/goodfoodpublicplate/>), and on school food, new initiatives in England and Scotland, the sustainable food procurement for the 2012 Olympics in London, and more. The day ended with a panel discussion.

The conference provided opportunities to share learning, experiences and ideas about how to revalue public sector food procurement in both the UK and across Europe, thus extending and externalizing the CoP's networks, particularly to include CSOs, campaigning NGOs, catering practitioners and public procurement officers. CSOs included: Sustain, the Soil Association, and School Food Matters. This was an important step in externalising the CoP's activities beyond the project partners.

(see; Appendix 5: Conference programme; list of participants; and Foodlinks News Archive <http://www.foodlinkscommunity.net> - scroll to May 25, 2012: Foodlinks Conference "Public Procurement of Sustainable Food" in London, UK for PPT presentations).

The RPP CoP held a meeting on the following day and reflections on the value of the conference as a KB event included:

- *'they (the speakers) were very good communicators, I was impressed by their strategies';*
- *'I learned a lot from the NGOs';*
- *'it gave me a lot of new ideas';*
- *'it was very interesting to hear about UK initiatives. I would have liked more time for discussion, given that the project has a focus on interaction. This would also have helped enlarge the virtual space of the CoP';*
- *'(the conference) highlighted the complexity of the issue of what is a healthy diet across countries';*
- *'it provided an opportunity to showcase the sterling work of UK NGOs to other countries'.*

This face-to-face activity was complemented by three virtual activities that further externalized the CoP beyond the core project group for RPP.

Critical activity 3: development of the Knowledge Hub as a virtual KB platform

The first was the development of a *Revaluing Public Sector Food Procurement* (RPSFP) Group, administered by WP coordinators with support from Femke Hoekstra, Wageningen University, on the Knowledge Hub (see <https://knowledgehub.local.gov.uk/>) as a virtual platform for engagement.

The Knowledge Hub (a UK platform run by the Local Government Association (LGA)) was chosen as the virtual platform because of its overall objective of sharing expertise and knowledge online. It offered the ability to:

- start an online group for KB of internal RPP CoP members;
- develop a library of useful public sector food procurement and KB documentation;
- undertake joint work on online documents (on a wiki – used for knowledge management because it allows people to work collaboratively on a document and add, modify, or delete content via a web browser usually using a simplified markup language);
- use a blog for new information and lively discussion that could connect with other members of the Knowledge Hub (in particular, the other two groups set up by Foodlinks' CoPs – short food supply chains and urban food strategies); and
- advertise new public procurement and related KB events.

The RPSFP Group was set up in February 2012 and work immediately began to widen its membership, although there were some initial set-backs associated with changes within the administration of the Knowledge Hub site. Importantly, WP3 and WP5 CoP members established parallel groups on the Knowledge Hub (Short Food Supply Chains and Urban Food Strategies). This provided a good, virtual link to make links between the three Foodlinks' CoPs.

The first step taken to widen the membership was to invite other Foodlinks members and Expert Forum members to join the RPSFP Group. This enabled RPP CoP members to 'connect' with other members of the Foodlinks project which, in particular, established 'conversations' and KB links between the work of the three CoPs.

The RPSFP Group was initially a 'closed' group and membership was restricted to invitation only (which was then approved by the Group facilitators). All core CoP members were involved with inviting their own contacts to join the Knowledge Hub. Additional mailings were also sent (by email) to a range of other organizations (policy-makers, politicians, CSOs and scientists) with an interest in public sector food procurement by WP coordinators. Thus, as the core CoP was externalized, membership grew from the initial 12 core CoP members to 44 members, at the end of June 2012.

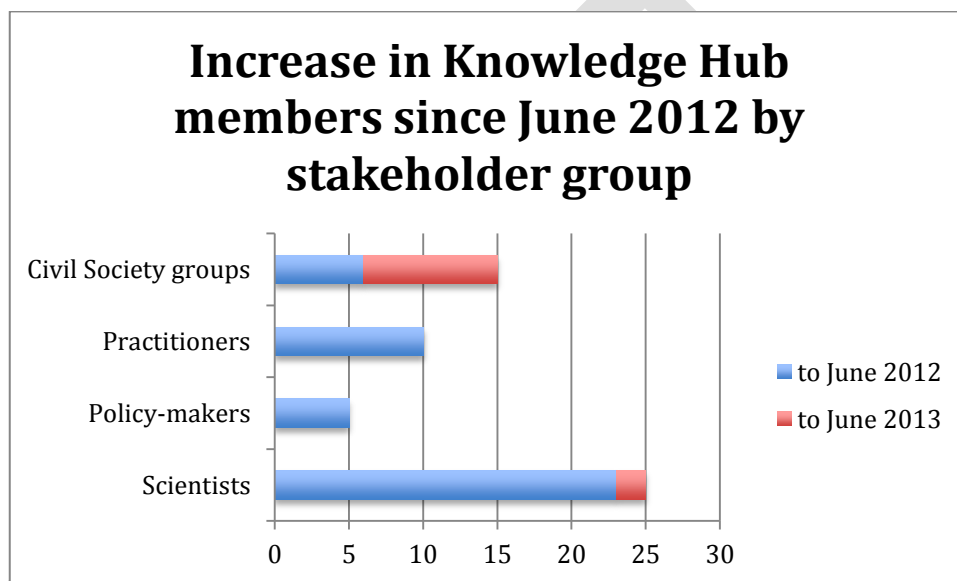
At the end of June 2012, a decision was taken to 'open' the CoP up to public membership. Eliminating the invitation and 'approval' procedure enabled anyone with an interest to participate thus offering easier access to encourage wider participation.

At the end of June 2013, the RPSFP Group had 55 members. Eleven members have joined since the RPSFP Group offered ‘open’ membership and analysis of the figures shows that new members are concentrated within civil society groups (CSOs) (Figure 3).

RPSFP Group members:

By type:	June 2013	June 2012
Scientists	25 (22%)	23 (52%)
Policy-makers	5 (9%)	5 (11%)
Practitioners	10 (18%)	10 (23%)
Civil Society groups	15 (27%)	6 (14%)

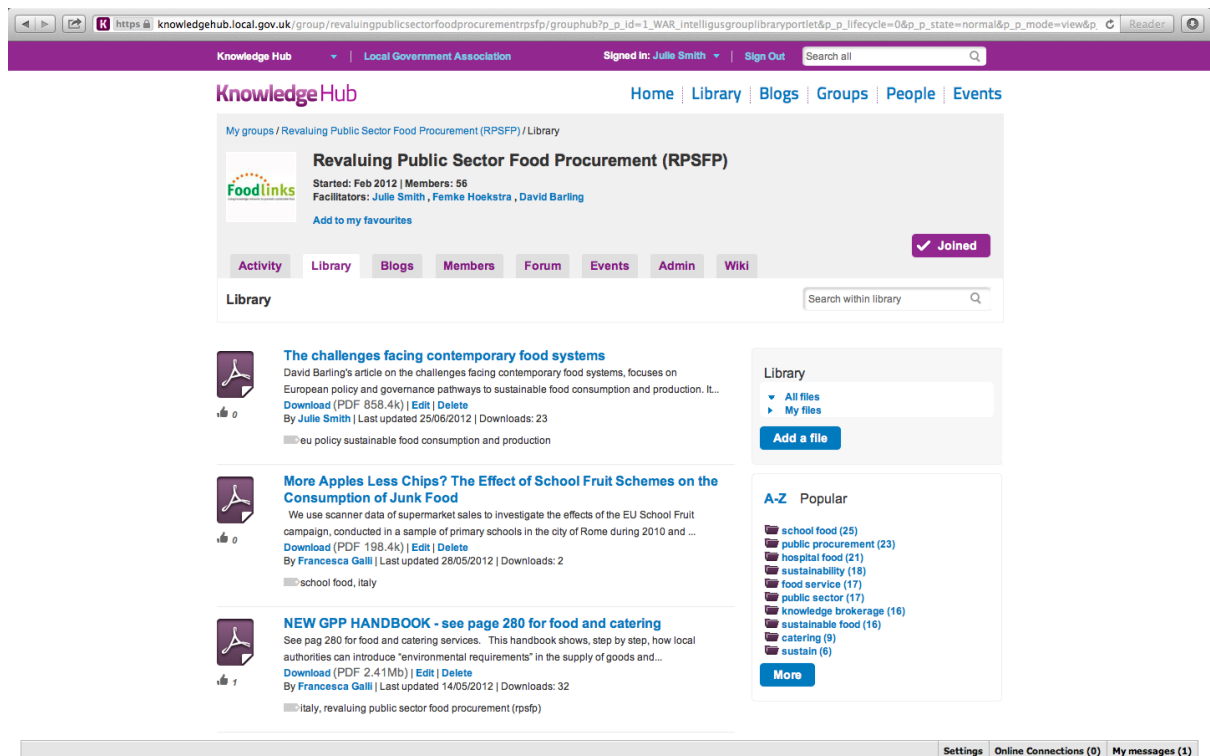
Figure 3: Knowledge Hub members June 2012-June 2013.



Twenty-six members are ‘external’ to the Foodlinks project (47%), but their active contributions to blogs, the library and events information has been limited. In total, 22 members are active (40%), but only 12 members (22%- all of whom are Foodlinks/CoP members) have regularly posted blogs and documents. The activity of these members remains constant and reflects the experience of others working in Communities of Practice which suggests that many only watch rather than actively participate. In addition, problems associated with access at work, including firewalls, also discouraged engagement and prevented activity for some core CoP members.

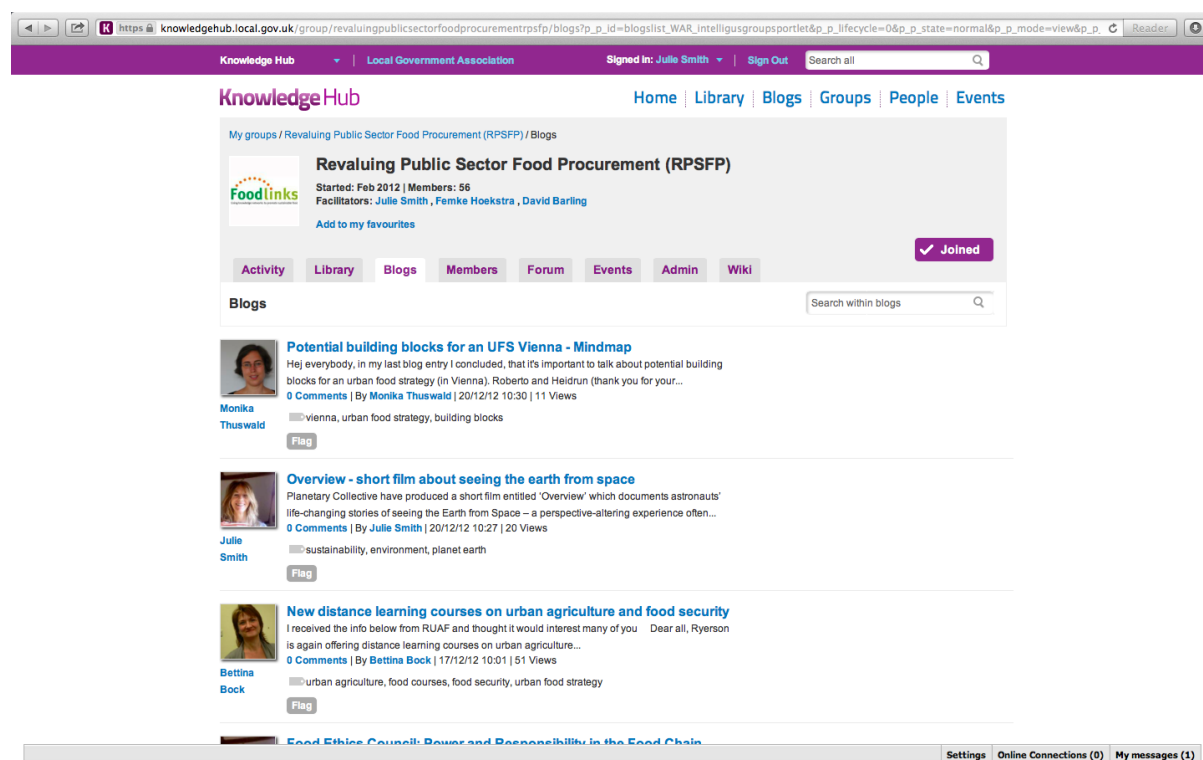
At the end of April 2013, there had been 241 downloads from the RPP documents library. This was perhaps the most popular KB activity on the RPSFP Group site. Reasons could be that this was a more familiar virtual activity for RPSFP members than interactive activity blogging. However, although Group members were encouraged to post documents in their own languages, there were problems engaging people outside the UK and in particular, non-English speakers; this remains a problem.

Plate 2: screen shot: example of documents posted in the library on Knowledge Hub



The majority of the 168 blogs (posted across all 3 CoPs) were either generated or shared on the RPSFP Group site. Some blogs posted on the RPSFP site have appealed widely across the Knowledge Hub and viewing figures reveal a positive picture of how knowledge is being externalized. For example, two blog postings (posted on 19 October 2012) about policy change concerning UK hospital food procurement (the UK government's new *Principles on Hospital Food*) and campaign activity on the same topic (UK NGO Sustain's new campaign on *Better Hospital Food*) had received 39 and 32 hits respectively by 23 October.

Plate 3: screen shot: example of blog activity on Knowledge Hub

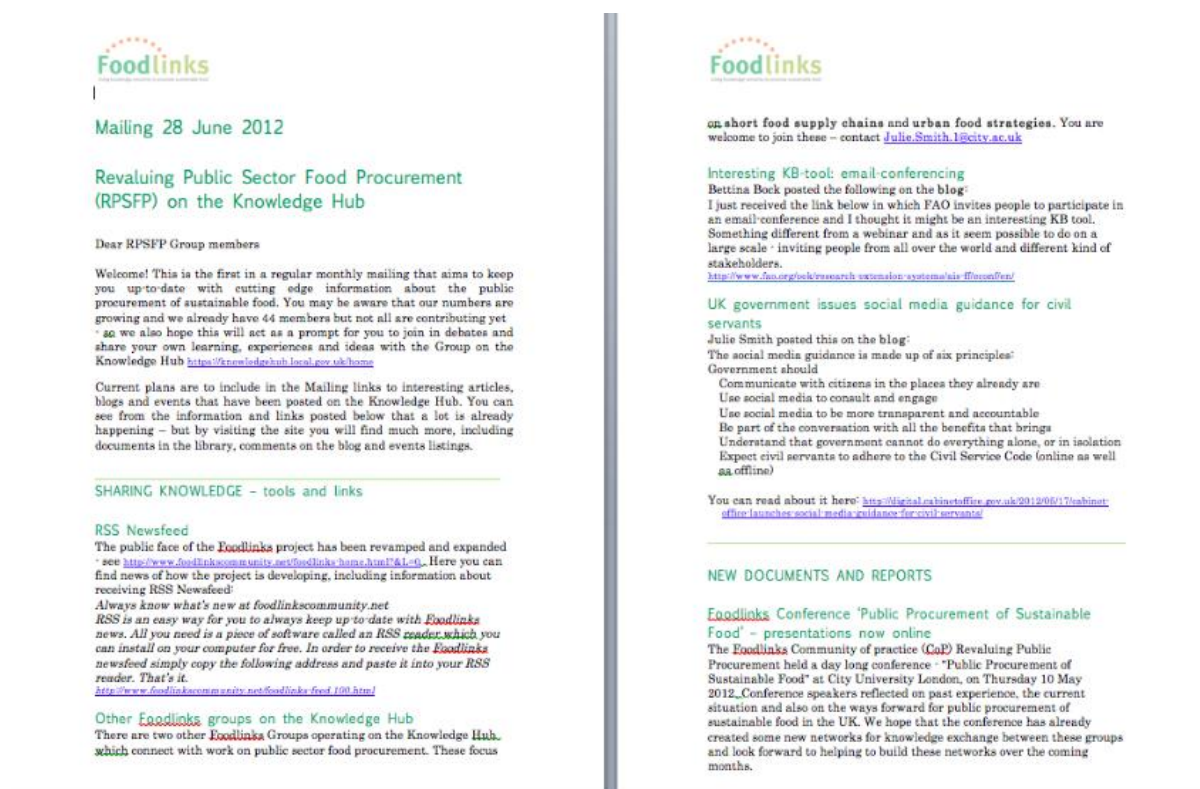


The UK LGA has recently received an unexpected in-year cut to its budget and the Knowledge Hub is earmarked for review. The internal consultation period ends on 23 June and although the potential loss of the Knowledge Hub as a virtual platform facility for the CoP (and the wider Foodlinks project) would be a blow, steps have been taken to ensure all essential documents, lists of membership and joint work on the documents that used the wiki facility are already secured on other platforms (in particular, the Foodlinks intranet and public-facing website).

Critical activity 4: development and distribution of the Revaluing Public Sector Food Procurement (RPSFP) Newsletter

The CoP's Plan of Action determined that Newsletter mailings (by email) would help support the work of externalizing the work of the CoP to others active on the KH (**see appendix 2**). The main purpose of the emailed newsletter was to alert members about posts on the KH. A secondary consideration was that it would also alert members of the possibility for them to contribute material to the site. The first mailing went out to RPSFP Group members in June 2012. Positive feedback from members prompted a further four regular mailings (in August, November 2012 and January and May 2013). The role in stimulating active contributions to the site was less successful, as pointed out under critical activity 3, above.

Plate 4: screen shot: Newsletter Mailing sent out to RPSFP Group members



The five Newsletters can be viewed on the public page of the Foodlinks web-site at: <http://www.foodlinkscommunity.net> tab LH column: CoP Public Procurement page.

Critical activity 5: Creation, development and dissemination of publication: 'Revaluating Public Sector Food Procurement in Europe: An Action Plan for Sustainability'

As described under the Pisa meeting, joint work on the collaborative document (working title: 'Tirrenia Charter') began in February 2012. This was created on the wiki site on the KH and it became a major KB activity, with inputs from all CoP members. Expert Forum members were encouraged to contribute and Bent Mikkelsen from Aalborg University made an active contribution to the document, contributing a case study for the city of Copenhagen (at the end of April 2013, the wiki had 177 views).

The document was conceived as a vehicle for collaboration between CoP members as they experimented with how to exchange knowledge on public sector food procurement that came from their work within municipal administrations, urban and national governments, European platforms, civil society and the wider academic community.

CoP members worked on the document in three theme based groups:

i.) **Why change?**

ii.) **What change is happening?** - case studies from members own experience of creative and imaginative change in sustainable public sector food procurement in Europe;

iii.) **How to change** - how to put sustainable food procurement into practice; and An Action Plan for how to change.

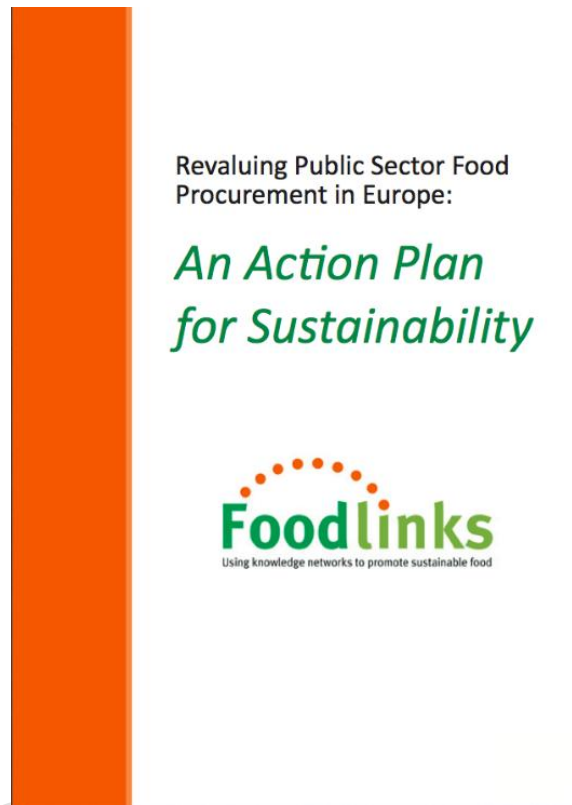
This joint work on the document took place over 15 months (Feb 2012 – June 2013) from the initial concept, to setting up the wiki page: then inputs, questions, cuts and amendments, conducted on the wiki - and finally, edits, photographs and final formatting (done by email and skype) for publication and dissemination. The undertaking of the writing of the document was an important KB task as it encouraged active participation by the CoP members and had a tangible outcome that all members felt would advance the RPP agenda through the subsequent dissemination of the document to wider networks of policy-makers and civil society organisations. The co-production of the document provided a strong sense of ownership amongst the participants, as is reflected in the evaluations provided by the members in section 3.4.4 of this report, below. Members took the lead in different sections of the entries on the wiki and worked in teams to collate and edit the sections and to comment on the final document. Responsibility for pulling it all together and final editing and presentation of the document for external release fell to the WP coordinators, with final production for design provided by one of the partners' in house publishing team at the City of Malmö.

The document provides tangible proof of the success of this KB activity which also has a practical application driven by the idea of 'making' it relevant and inspiring to those working on the ground. Thus, the final document - *'Revaluing Public Sector Food Procurement in Europe: An Action Plan for Sustainability'* - not only reflects the reality of devising and implementing innovative approaches to public sector food procurement throughout Europe, but also offers an **Action Plan** to help and encourage urban governments to take up the challenge of more sustainable purchasing practices.

In addition, this joint work is an important aspect of cross-CoP collaboration, supporting the work and aims of the short food supply chains and urban food strategies CoPs. The RPP CoP document forms part of a story of collective agency and is also part of a final Foodlinks document, publishing all three joint working documents in one volume.

'Revaluing Public Sector Food Procurement in Europe: An Action Plan for Sustainability', together with a separate Executive Summary, has been disseminated widely via RPP CoP contacts.

Plate 5 : Front cover of joint-collaboration document and example of text



<p>EXECUTIVE SUMMARY</p> <ol style="list-style-type: none"> 1. This report on Revaluing Public Sector Food Procurement is the result of a unique collaboration between policy-makers, practitioners and scientists working together during the Foodlinks project. It reflects not only the reality of devising and implementing innovative approaches to public sector food procurement throughout Europe, but also offers an Action Plan to help and encourage urban governments to take up the challenge of more sustainable purchasing practices. 2. Developing more sustainable food consumption and production patterns will have a significant impact on sustainable development. One area that European policy makers have identified for furthering sustainable consumption and production is the Greening of Public Procurement. Public sector institutions as centres of procurement – hospitals, care homes, schools, universities, prisons, armed forces, and canteens in government buildings – represent a significant part of the procurement of any national food economy. These agencies and institutions of the state, which serve the public, have a moral responsibility to promote an "ethic of care" for their communities and environment in the ways that they purchase, prepare and serve food. 3. Many public authorities at the local, regional and national levels have adopted sustainable procurement practices – five case studies from Malmö (Sweden), Rome (Italy), East Ayrshire (Scotland), Copenhagen (Denmark) and Vienna (Austria) - is presented with the aim of providing an overview of what change is happening across Europe. Each case study is presented according to the following categories: what change is happening, a focus on the driving forces that made change possible, what aspects of sustainability have been prioritized and why, and lastly, the main challenges encountered. 4. The case studies demonstrate that revaluing public procurement is possible and takes different forms depending on the conditions and context of each European city. Although problems come up, creative and imaginative ways are found to resolve them. These different experiences and good practices provide trends of change to inspire municipalities that intend to take up the challenge of more sustainable purchasing practices. 	 <p>1 WHY CHANGE?</p> <p>Many of today's sustainability problems are related to the prevailing patterns of food consumption and production (including processing and distribution). The sustainability challenges faced by contemporary societies include the environmental challenges of water shortages, greenhouse gas emissions, pollution of soil and water, decreasing biodiversity, and waste throughout the supply chain including at the points of consumption. These existing problems are exacerbated by the rising social and economic trajectories of population growth, increasing concentration of populations in urban areas, notably in developing countries, where consumption trends are towards more protein (notably meat and dairy) intensive diets. Even in traditionally developed countries, new social divides are affecting equal access to health and quality food for less empowered people.</p> <p>The increasing scarcity and rising costs of carbon based fuel, and of industrial and phosphorous based fertilizers, are more immediate as well as longer term challenges. Future scenarios for feeding the world are extremely challenging, with provision at more local levels related to these global trends. The interrelationships of the three pillars of sustainable development: environmental, social and economic, are clearly illustrated in the food provisioning needs of our societies.</p>
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(see; Appendix 6: CoP members' dissemination list; copies of Revaluing Public Sector Food procurement in Europe: an Action Plan for Sustainability (full Report and Executive Summary) are available the Foodlinks web-site, link at:

http://www.foodlinkscommunity.net/news-foodlinks.html?&tx_ttnews%5Btt_news%5D=1064&cHash=db8dc0629d7c8f5e57a3215b345b0d6b)

Critical event 3: Webinars

Other virtual engagement has focused on policy frameworks and the potential for change and methodologies used to help justify sustainable public food procurement. In June 2012, a virtual webinar based around a presentation from the coordinator of the European Public Health and Agriculture consortium (EPHAC) - a Brussels based public health lobbying group on the potential opportunity in the current CAP reform phase - took place. In March 2013, a second webinar was held on social return on investment (SROI), with presentations by experts Sheila Drurie and Osbert Lancaster (Scotland).

Both webinars were restricted to core CoP members, Foodlinks partners, including the expert forum, and others who had indicated a particular interest in the topics. As a consequence, 12-15 participants took part on each occasion (using skype on the first occasion and AnyMeeting on the second). Of the two KB tools used for webinars, AnyMeeting provided a more 'professional' and structured facility. It was superior to skype because it offered the facility to send out webinar reminders 24 hours in advance, for presenters to show their ppt presentation 'live', and to facilitate questions posed using a chat facility that was visible on the left hand side of the screen to all participants. This enabled both presenters and participants to have more detailed 'conversations' during the webinar. Both ppts, and the on-line discussion for the SROI webinar, have been shared widely via the KH and the public Foodlinks website.

(see; Appendix 7: the 2 two webinar ppt presentations : EU Common Agricultural Policy(CAP2020) – towards a sustainable food policy? (Robert Pederson, EPHAC) and Social Return on Investment (Sheila Drurie and Osbert Lancaster) are available at: <http://www.foodlinkscommunity.net> under News Archive at 26 June 2012 and 17 April 2013, respectively).

Critical event 4: GA meeting Vitoria-Gasteiz, Spain September 2012

This was an important meeting for two reasons. First, it enabled CoP members to review progress on virtual KB activities; second, there was face-to-face time for both core CoP and cross-CoP KB activities.

CoP review of progress on virtual KB activities included scheduling further webinars. In addition, members made an important decision for the development of the revaluing public sector food procurement document (the Tirrenia Charter). This was to include a

set of key indicators to Section 3 (How to Change) to help structure the proposed Action Plan and make it of greater practical use for municipal administrations.

In terms of cross-CoP activities, the RPP CoP used ‘The Wheel’ to consider the question ‘What are the questions we want the other CoPs to consider’?

Using the activity, the group identified four key questions:

1. What does the SFSC CoP regard as the barriers and opportunities to supply large public institutions? (consistency, quality, quantity).
2. What are the key (dis)connections between UFS/RPP and SFSC?
3. What role do large companies play in the delivery of sustainable food?
4. Do the three CoPs still capture the key solutions for food sustainability?

Plate 6: photos of CoP work on ‘The Wheel’, Vitoria Gasteiz.



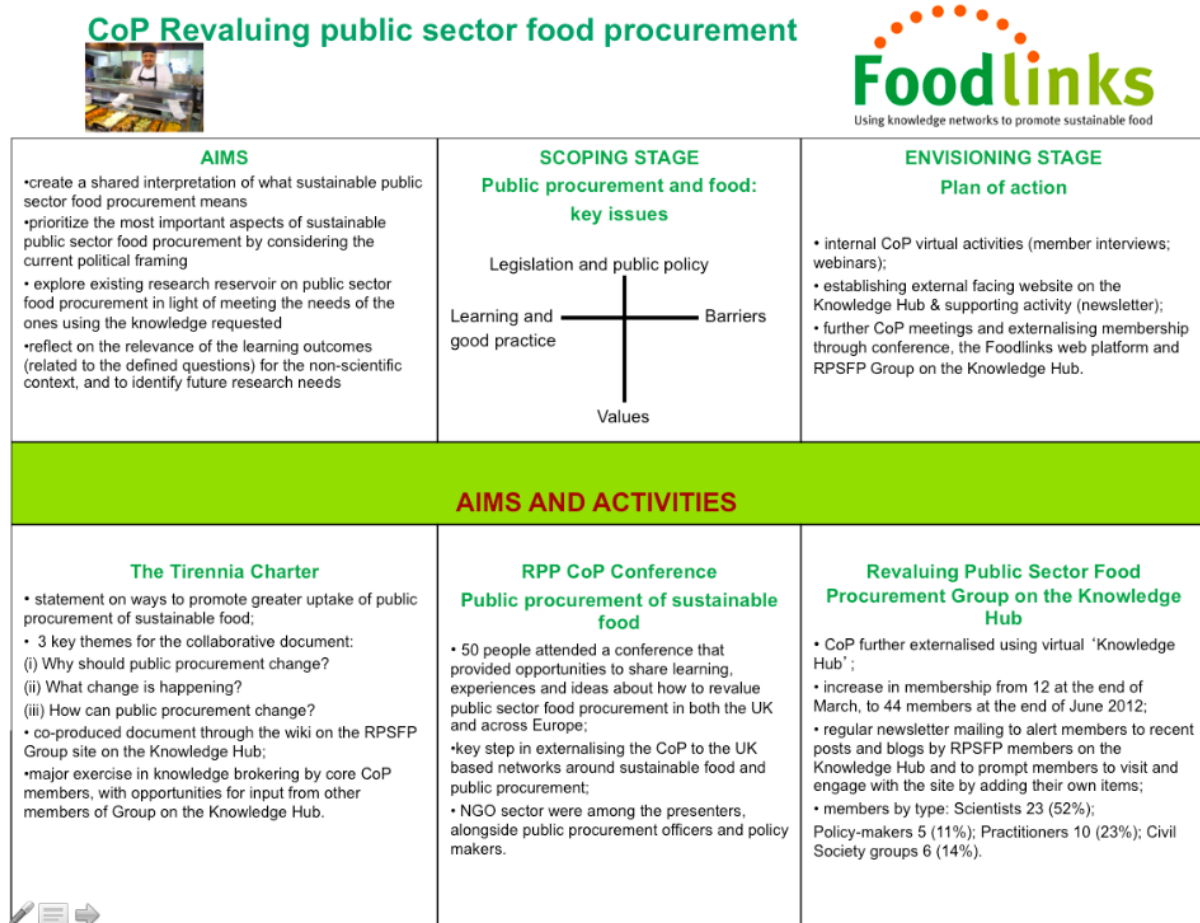
Report backs from cross-CoP discussion of these questions identified five key points:

- how collaborative, equitable supply chains are implemented should be written into tender documents. There was a suggestion that an adjudicator/independent body could be appointed to oversee the process;

- there is a need to address the gap between what public contracts require and the business efficiency of small and medium enterprises (SMEs). Suggestions for how to address this included: geographical and product lots (eg dairy broken down to milk, butter etc); public sector contracts to be led in a way that encourages participation by SMEs;
- there is a gap between the city as a buyer promoting sustainable food and its own utilisation of local land to support this. The solution is not just small-scale food production but goes wider than this and could be linked to cultural activities that bring the countryside into the city - for example, landscaping, recreational use of surrounding countryside;
- urban food councils could be one way to facilitate collaborative public procurement between hospitals, prisons, schools etc.; and
- there was recognition that key issues for food sustainability shift over time. For example, food security has risen up the agenda and, although it is an implicit part of the work of the CoP, it could now require a more specific focus.

The Expert Forum were also invited to this General Assembly meeting and the CoP had an opportunity to present their work to date using a poster (see Figure 4) which proved an effective way of up-dating the members on progress within the CoP and for eliciting feedback, new ideas and involvement from individual Expert Forum members (see for example, input from Bemt Mikkelson under **Critical Activity. 5**)

Figure 4: RPP CoP poster on progress presented to Expert Forum members, Vitoria-Gasteiz



- **SIGNIFICANT RESULTS:** progress in knowledge brokering between policy officials, academics and practitioners inside and outside CoP; greater understanding emerging around relationships between face-to-face and virtual forms of engagement, around different degrees of engagement e.g monitoring as well as participation and about role of structures and platforms and events/activities to maintain knowledge exchange activity and learning.
- **WHAT WENT WELL, WHAT DID NOT WORK WELL?**
 - + face-to-face-meetings/interaction;
 - + learning about different perspectives/new connections;
 - + gave inspiration in daily work
 - - virtual engagement fragile, takes time to establish;
 - - enlarging/externalising the CoP is slow;
 - - lack of opportunity for people to share their tacit knowledge and experience;
 - - not much innovation/new thinking – lack of challenge
- **FEEDBACK REQUESTS:**
 - Suggest instruments to help make outcomes tangible;
 - How to enlarge the network and overcome language barriers;
 - Is challenging each others knowledge a good way to broker knowledge? (we always seem to reach consensus).

(see; Appendix 8: Agenda and Minutes of RPP CoP meeting, Vitoria-Gasteiz; RPP poster presentation on CoP progress to Expert Forum members is available (as Download) at: http://www.foodlinkscommunity.net/news-foodlinks.html?&tx_ttnews%5Btt_news%5D=862&cHash=012d3dabaac091f99f464c329a831a91)

Critical event 5: Joint CoP meeting (with UFS) Malmö, Sweden November 2012

The joint meeting with the Urban Food Strategies (UFS) CoP was important because it gave Foodlinks partners from the two CoPs the opportunity to work together and hear presentations that stretched across CoP boundaries

The presentations from the Malmö meeting provided further knowledge exchange over the framing and implementation of public sector food procurement of sustainable food at the urban government level. The Malmö government had adopted an environmental strategy that sought to reduce the carbon impact of Malmö according to the Deputy Mayor of Malmö. This strategy became a driver for the procurement of food for school meals with a lower carbon impact that was translated into organic food on the basis of scientific evidence. The policy implementation at the procurement interface was explained by a policy official from the Malmö Services Department who explained how they had raised the percentage of organic food procured in line with the goals of the 2020 environmental strategy for Malmö. The official in charge of School restaurant

meals then explained the organization and working of the school meal provision. The project members present also experienced the policy in the organoleptic sense with the visit to a local school canteen for an organic lunch, preceded by an introduction and questions and answer session involving the chefs and the policy officer. The presentations and experiences reflected the central role that public sector procurement is playing in Malmö's urban food strategy.

(see; Appendix 9: Agenda for joint CoP meeting, Malmö).

Joint work using KB activities and tools with UFS core CoP members provided new opportunities for cross-CoP work, including a series of triangular cross-CoP interviews (policy-maker, scientist and NGO) and roundtable discussions. These provided fresh perspectives (see below). The RPP CoP also worked on a force field exercise that attempted to evaluate negative and positive forces that contribute to revaluing public procurement, including the factors that influence these forces - for example, monitoring systems, infrastructure, funding and resources. However, this proved difficult to complete in the time available, despite the fact that core CoP members had provided initial input by email. This suggests that this particular KB tool was unsuitable for completing a complex task in a time-limited environment.

The KB outcomes for the RPP CoP are reported on here using members' reflections on new connections and insights generated as a result of working with the UFS CoP:

Reflections session from RPP CoP members, Malmö (November 2012)

'I felt that the small group discussions in the main meeting yesterday emphasised the issue of differences in different contexts (cultural and political etc.) but this has also raised ideas/ points to elaborate on.'

'The priorities of CoP members are different but this has not led to a lack of communication – we have become more efficient at doing this in our own CoP and between CoPs.'

'I think we are all working in the same direction. The presentations (yesterday) made me realise that we share the same problems and also provided me with some new ideas e.g. urban gardens.'

'I found the triangular interviews (yesterday) were beneficial. I took T's point about not worrying too much about solving things – the work provides moments of inspiration. I feel comfortable in the group and that there is a good spirit of co-operation.'

'I liked the round-table exercises and today's (RPP CoP) activity – I would like to connect the two.'

'It is good to extract general lessons about how re-framing public sector procurement can be done. Part of the point of KB is to get all actors to a point where they have to re-frame how they behave. We should ask ourselves what the real general lessons are and how KB is relevant. The force-field exercise today could be considered a kind of common exercise to distil common points. It should not be about making judgements on individual case studies but about distilling general assumptions.'

'obstacles can be positives – we have all learned to work together and accommodate difference to make something innovative.'

'I thought that the triangular interviews (yesterday) were useful. The most important thing for me is a better self-awareness of what KB is and its relevance for how we are going to move things forward by engaging with notions of framing and re-framing (with flexibility).'

Critical event 6: GA meeting, Edinburgh Scotland, April 2013

Once again, the GA meeting provided a critical event in the story of the CoP, now reaching its conclusion within the Foodlinks project. In the month preceding the meeting all CoP members had received a questionnaire (discussed and agreed in the previous GA meeting) which enabled each member to contribute to the final report by discussing five questions. Thus, the CoP meeting had two important aims:

- i. To focus on assessing CoP learning (4th iterative stage) and think about outputs, especially the RPP joint working document and the Final Report.
- ii. To discuss the questionnaires in order to ensure that the perspectives of all CoP members are reflected and included in the final reporting.

KB activities were used to reflect on the final reporting process and to reach further consensus within the CoP. This involved paired questionnaire interviews between policy-makers and scientists, feedback, and roundtable discussion.

Findings from the questionnaire data are discussed in detail under **Sub-sections 3.4.1 – 3.4.4.**

The second day of the RPP CoP work took a different perspective and started with a presentation of a **critical activity (6)** (see below). This relates to the work of core CoP members in Tukums Municipality, Latvia on developing and implementing a new public procurement strategy for sustainable food. This was an exciting and rewarding story for the CoP and provides another tangible example of how the work of the project has impacted on the ground.

Critical Activity 6: The development of a public sector food policy for Tukums Municipality, Latvia

Anita Selunda, CoP member and Head of Development Department, Tukums Municipality summed up the process well when she said:

'It started from presentations in Tirrenia - we began to see what was possible and this was combined with changes in Latvia - changes in the law. We already had started the process of making the criteria for food procurement better - it's a very complicated process of accounting and specification. We also had four or five meetings with stakeholders to explain, then we had meetings with schools/kindergartens to explain what we wanted to improve. In parallel, we were working on a sustainable food strategy and we moved on to meet with farmers/ local producers.

We did a presentation about the sustainable food strategy and on how systems for food procurement work and we explained how they could supply schools etc. Change was partly to do with change in our own procurement law (because of EU legislation). We required more concrete criteria which were based on the EU Directive - more emphasis on quality criteria.

Foodlinks helped us improve our practice, including the meeting in London where we heard from practitioners. Foodlinks helped generate interest with our Chairman and to draw on local networks. KB principally took place locally within Tukums, although the Key Action Points would have been helpful at the start of the process.

Foodlinks was a catalyst for change at local and national levels, for reactivating links within their own context and for brokering knowledge beyond the local CoP'.

(see; Appendix 10: Agenda and Minutes from RPP CoP meeting, Edinburgh April 2013; written presentation: the story of Tukums (Anita Selunda, Tukums Municipality). For ppt presentation: Implementing public procurement of sustainable food: the story of Tukums (Janis Luksevics, Legal Dept. Municipality of Tukums) go to:

http://www.foodlinkscommunity.net/news-foodlinks.html?&tx_ttnews%5bttnews%5d=949&cHash=9ec51f994310c5d53a982846fa7c07bc)

KEY POINTS

How the CoP explored the existing research reservoir on public sector food procurement in the light of meeting the needs of the ones using the knowledge requested (Objective 3)

CoP exploration of the research reservoir involved:

- CoP sessions using **face-to-face activities**;
- extending and externalizing CoP networks using **face-to-face KB activities** to include CSOs, campaigning NGOs, catering practitioners and public procurement officers;
- **virtual activities** that extended and externalized CoP networks building membership of the RPSFP Group on the Knowledge Hub (KH), RPSFP Mailings to members, joint work on a collaborative RPP document on the wiki site on the KH, and analysis of 'hits' on the KH suggesting widespread 'external' interest from a range of stakeholders active on the KH;
- KB activities that focused on **policy frameworks** and the potential for change using webinars;
- **cross-CoP activities** that stretched across CoP boundaries using **face-to-face KB**, including activities and networking in general meetings and joint CoP meetings; and
- **virtual KB** including, making connections between SFSC and UFS groups on the KH; building collective agency by joint work to combine the documents produced by each CoP in a final publication on sustainable food production and consumption.

3.4 Assessment of learning

OBJECTIVE 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*

At each stage of the work package the CoP has taken time to reflect on the learning process - as indicated in the previous sections presented above. To this extent, the learning process has been an iterative and ongoing one of reflection and adaptation.

In this next section, the sub-sections 3.4.1, 3.4.2 and 3.4.3 assess the relevance of CoP learning (Objective 4). First, each sub-section presents the key points identified in each stage of the learning cycle (scoping, envisioning and research reservoir exploration – already detailed in 3.1, 3.2 and 3.3) Second, each sub-section considers the success of the learning outcomes using findings from individual questionnaire data contributed by each RPP CoP member. The section is structured in this way to help ensure each CoP member has contributed to the assessment of learning outcomes.

CoP members' responses to the questions were coded under policy-makers and scientists in order to also consider how KB activities within the CoP had made new linkages between the different stakeholders around the topic of revaluing public sector food procurement.

(see; Appendix 11: Analysis of CoP questionnaires by policy-makers and scientists).

The final sub-section (3.4.4) presents an in-depth appraisal of how members considered their role, contribution and interaction with others in the CoP, including issues about facilitation and lessons learned. The sub-section also addresses how members have passed KB learning on to 'external' others and future opportunities to build on learning outcomes from the project.

3.4.1 Scoping: assessment of the learning outcomes

How scoping created a shared interpretation of what sustainable public sector food procurement means (Objective 1)

1. Scoping identified four key aspects for revaluing public sector food procurement

- legislation and public policy
- values
- good practice and learning
- barriers

2. Scoping identified key issues for the Plan of Action

- no knowledge brokerage can happen without knowledge of RPP being presented, exchanged, discussed and deliberated upon;
- in order to do so, face-to-face and virtual engagement is necessary; and
- externalising the CoP through an external facing web site/platform and other means will draw in civil society and NGO participation.

Question 1: Do you feel that you have reached a shared perception with others in the RPP CoP of the role(s) of public procurement in advancing the sustainable consumption and production of food?

Responses from RPP CoP members to the first question show that a shared perception of public procurement in advancing SCP of food has emerged within the CoP. However, many commented on how different interpretations of EU legislation at country level impacted on how this perception was shared. For example, one policy-maker felt that country differences in interpreting sustainability and procurement legislation limited possibilities to learn from each other, and this led to different motives and priorities for advancing SCP of food.

The findings show how policy-makers' concerns were, understandably, more directed at practical and legislative aspects of procurement. One felt the need for more acknowledgement of procurement as a tool – rather than being a principal driver for SCP. However, another said that its use as a tool was limited by the 'disconnect' between policy-makers, politicians and financial decision-makers. It was also argued by one policy-maker that the role of caterers is not sufficiently recognized, and another turned attention to the public, who they felt found procurement technical, boring and restricted by legislation.

Scientists' observations were more concerned with how KB had changed their view of public procurement. One scientist commented on how the differences between CoP members had helped enhance perceptions and understandings of the range of possibilities for implementing public procurement. Another summed this up as a broader, more integrated perspective that could provide support to practitioners. A third commented on how KB had acted as an 'eye opener' by looking at public procurement from different positions. Another talked about how the exchange of information led to more awareness of the degree of flexibility that exists working under common EU rules. The different EU perspectives offered 'an understanding of the longer term, ongoing policy processes and engagement at play in this area at EU level.'

Scientists were also more inclined to refer to the role of KB tools and activities in how the CoP had reached shared perceptions of public procurement. For example, one scientist felt that the joint writing of the document had moved perceptions closer together as CoP members had thought more deeply about cultural and governance differences. Another scientist referred to how face-to-face and virtual KB activities had helped share perceptions, and a third scientist commented on how sharing stories and opinions had helped them appreciate they had under-estimated the difficulties of public procurement's practical implementation.

Thus these findings on the one hand, describe the underlying differences between policy-makers and scientists but on the other, highlight how perceptions of public procurement and of the role of each other had grown closer through working in the CoP and demonstrate that a shared interpretation of sustainable public sector food procurement had emerged within the CoP. One policy-maker tried to capture this by saying that municipal level perceptions are 'more practical and focus on concrete criteria', whereas the academic/theoretical level provides 'wider understanding of complex issues.' The questionnaire findings also reinforce key points that emerged from the scoping exercise, as members express more understanding of how legislative and cultural values pose barriers to good practice but, at the same time, a shared appreciation that face-to-face and virtual engagement had built new knowledge and new perceptions about the practical application of implementing sustainable public procurement.

3.4.2 Envisioning: assessment of the learning outcomes

How envisioning prioritized the most important aspects of sustainable public sector food procurement by considering the current political framing (Objective 2)

Envisioning led to recognition within the CoP that:

- cultural approaches to sustainable food and its public procurement differ throughout Europe which raises issues about who/what is the driver of change; and*
- surprise at all the options that exist for being creative with EU procurement legislation.*

Envisioning led to agreement within the CoP that:

- the CoP needed a unifying aim to drive activities and provide a deliverable and;*
- a collaborative document would help define common goals and help bridge to work in the other two CoPs (SFSCs and UFSs).*

Question 2: What are the most valuable things you have learned about public procurement of sustainable food?

Once again, responses from CoP members reveal practical considerations from policy-makers with how procurement works well (or less well) on the ground. One policy-maker stressed that sustainable procurement is aspirational and needs longer-term vision. Another said, 'food is regarded by public bodies as an ancillary activity rather than a strategic priority in its own right', and a third noted how important it was that

purchasing departments communicated with others involved in the procurement process for it to become more sustainable.

Some scientists' viewpoints were inspired by the case studies, written up for the joint working document, where public procurement of food was being successfully revalued. One commented that nearly everything they had learned was new, and another felt that the KB activities in the project had enabled them to think about public procurement at different levels.

However, other scientists with long-term experience of working in the field of public procurement felt that they had not learned much that was new from CoP activity. One felt that the most valuable aspect of the work had been exposure to new examples and networks. Another said that despite the lack of learning, working in the CoP had helped them appreciate how public procurement is part of an overall coherent strategy in addressing political goals at local levels. These comments are interesting because they reflect how the KB activities have been as much about the dynamics of innovation, network-building and knowledge creation as about new learning in its own right.

In sum, there is evidence that KB activities within the CoP had successfully built on the envisioning stage of the learning cycle and had enabled members to appreciate both the variety of approaches to public procurement within Europe and the opportunities to be creative to increase sustainability. However, members' responses to the value of the learning show a split between policy-makers who suggest that there are practical barriers to putting this knowledge into practice and scientists who had found the KB activities had provided more insight into how procurement needs to be considered within an overall political strategy at the local level.

3.4.3 Exploring the research reservoir - knowledge brokerage and the assessment of learning

How the CoP explored the existing research reservoir on public sector food procurement in the light of meeting the needs of the ones using the knowledge requested (Objective 3)

CoP exploration of the research reservoir involved:

- *CoP sessions using **face-to-face activities**;*
- *extending and externalizing CoP networks using **face-to-face KB activities** to include CSOs, campaigning NGOs, catering practitioners and public procurement officers;*
- ***virtual activities** that extended and externalized CoP networks building membership of the RPSFP Group on the Knowledge Hub (KH), RPSFP Mailings to members, joint work on a collaborative RPP document on the wiki site on the KH, and analysis of 'hits' on the KH suggesting widespread 'external' interest from a range of stakeholders active on the KH;*
- *KB activities that focused on **policy frameworks** and the potential for change using webinars;*
- ***cross-CoP activities** that stretched across CoP boundaries using **face-to-face KB**, including activities and networking in general meetings and joint CoP meetings; and*
- ***virtual KB** including, making connections between SFSC and UFS groups on the KH; building collective agency by joint work to combine the documents produced by each CoP in a final publication on sustainable food production and consumption.*

Question 3: What methods and ways of undertaking knowledge brokerage have you found a.) more useful and b.) not so useful?

As related under Section 3.3 CoP members have experimented with a wide range of KB tools and activities that involved both embodied and virtual learning; these included: concept and mind mapping; the 'wheel'; study visits; pairing; storytelling and timelines; engagement with the virtual platform; joint work on the wiki; and peer review. CoP members reflected on what worked best and when in order to help evaluate the strong and weak points of the KB tools and activities used within the project.

Although members' responses were coded under policy-makers and scientists, there was a general consensus that face-to-face KB activities had been the most effective way to 'build trust and positive interaction' between CoP members. One policy-maker felt that many had relied on face-to-face meetings to make their contribution and another said that they neglected brokerage in-between meetings. A scientist added that face-to-face interaction gave everyone a sense of ownership and mission and 'an appreciation of the differences between people, their work and national priorities'. Another echoed this when they said, 'it was where we became a group'.

CoP members referred to a range of useful KB tools and activities. Many included the 'Wheel' tool (modeled on 'Opera' and referred to under **Critical Events 1 and 4**) as very effective. One policy-maker said that it collected everyone's opinions and formulated priorities, and another said that it provided 'an excellent facility to distil very complex and detailed information in a forward-looking and comprehensible way' which also helped overcome language barriers. Others commented on the success of storytelling activities and in particular, KB tools that paired policy-makers and scientists because they had learned why 'each party searches for such different results and therefore tends to miscommunicate'. Other members found the field visits, offered as part of Foodlinks General Meetings, very valuable for KB exchange.

Virtual activities were generally judged to be less useful. For example, members said they found them too time-consuming and some had difficulties accessing the KH because of official fire-walls. Both policy-makers and scientists commented on how lack of structure to participate in some virtual activities, for example, on the Knowledge Hub (see **Critical Activity 3**), resulted in no strong requirement or discipline to participate. One scientist felt that virtual KB activities worked best when they had a fixed date and time (for example, webinars - see **Critical Event 3**).

However, further analysis of the findings at the individual level begins to reveal a more complex account of the levels of engagement and appreciation of virtual KB tools and activities. For example, at one extreme, a scientist talked about how they had become more confident about using social media and could see its value and power to stretch across boundaries. Whereas at the other extreme, another said 'I am not a digital native and at a certain point I am not capable of filtering what is important and most interesting, which is frustrating and discouraging'. This suggests that for some, a certain degree of virtual /social media familiarity and experience is essential before online work becomes a fulfilling and positive way of working.

One scientist referred to how joint work on '*Revaluing Public Sector Food Procurement in Europe*' had:

'helped bridge the time between the meetings in terms of being active [...] this forced us to go deeper into the examples and to critically reflect on what others had described. This implicitly takes place against the background of ones own knowledge and experiences and I think that is a really valuable aspect. Moreover, to elaborate on such a joint 'product' gives the exchanged knowledge a kind of 'face', which makes it easier to see that KB has taken place.' (see **Critical Activity 5**).

CoP members also had the opportunity to interview each other and reflect on the KB activities used within the project (see **Critical Event 6**). A useful summary of these joint discussions is given below:

Feedback from questionnaire interviews and from roundtable discussion on KB activities:

- 'right tool at the right moment' – it was important to match the tool to the goal and activity (eg. 'The Wheel' at Pisa meeting);
- some tools were better at overcoming linguistic barriers;
- need awareness of variety of policy aims and contexts in different countries;
- task focused activities that resulted in a product/output made them purposeful/effective and increased overall project engagement;
- need ease of access to virtual ('one click') – eg. facebook could have been a better/easier channel as it is also accessible by mobile phone;
- technology can also pose obstacles (eg. passwords deter/prevent use)
- email is a 'trigger' rather than KB in truest sense.

- **links to wider purpose are important;** Foodlinks project is both an 'episode' in longer policy cycles/processes, describing an incremental process of change; and a platform/incentive for change (eg. Tukums new RPP strategy drew inspiration and knowledge from Foodlinks and the RPP CoP activities). It is a form of "co-production" - when Foodlinks participation is combined with local engagement it becomes more relevant for our daily work, providing an incentive for more active engagement, including online;

- Foodlinks established working contacts and concrete invitations across borders and this has been experienced as an important gain/inspiration;

- KB prepares practitioners for change (in the future): 'co-evolution' eg. impact of project in Malmö meant we learned a lot that might be used in next procurement round in 2018; this will make the benefits of the project/KB activities more evident.

- **Experimental nature of the project can distance it from our 'daily lives':**
- interpreting use of methods can feel artificial; subtlety of why things work (or not) e.g. language can make barriers;
- online creation can feel artificial – need to weave KB in to other daily activities;
- difficulty of integrating online activity in overall off-line work, and off-desk work, as policymaker;
- face-to-face created more sense of community – it works because it 'blocks' you in the situation so you have to engage;
- could have been beneficial if KB experts had been present in each group to train and experiment with KB strategies more structurally.

Thus, the CoP explored the existing research reservoir on public sector food procurement and used various KB tools and activities to explore how it can be used effectively to increase sustainability at the European, national and local levels. The findings reveal how face-to-face interaction proved more successful than virtual learning which could confirm Amin and Roberts (2008) reflection that web-based platforms are short-lived because of weak social ties. However, there was also a clear acknowledgement that using the right tool at the right moment led to successful knowledge brokerage. This was particularly evident in the joint work on the document,

which was carried out as a virtual KB activity, suggesting that successful KB needs time, trust and a variety of tools and activities in order to build successful linkages between policy-makers and scientists.

3.4.4 Assessment of learning : lessons learned and key action points to advance sustainable public sector food procurement

Question 4: How do you look back at your role and contribution in the CoP and at your interaction with others? Are there missed opportunities?

Question 5: What can others learn from your experience? Who could learn from you and how would you communicate any lessons learned to them?

Question 6: What do you see as key action points for the advancement of public procurement of sustainable food in the near future that emerge from the CoP?

The previous sub-sections on the assessment of learning have reviewed work specifically related to scoping, envisioning and research reservoir exploration (Objectives 1 - 3). Drawing on responses to questions 4, 5 and 6 from CoP members, this final sub-section presents overall reflections on how members considered their role, contribution and interaction with others in the CoP and with external 'others'. This includes issues related to facilitation of the CoP and lessons learned both during the lifetime of the Foodlinks project and for future KB activities related to the advancement of the public procurement of sustainable food.

CoP members' reflections on how they had contributed to the CoP varied. Some were up-beat about making a positive contribution and gave examples of how they had contributed their own sustainable procurement experience. Others felt the experience had added to their confidence and empowered them to work with others outside the Foodlinks project.

However, there were missed opportunities. One policy-maker felt they had not shared their own personal experience of the practical application of good procurement practice, and another felt that their role had been passive. One policy-maker put this down to lack of experience of working with academics (especially academic language) and linguistic barriers.

Others considered that not making the most of the possibilities afforded by the on-line platform - the Knowledge Hub - had been a missed opportunity. One scientist said that using this more effectively could have really supported joint work with the two other CoPs and underlined how 'we were all chasing the same goals'. Another suggested that many members only really participated when given specific tasks or at meetings and felt that the Knowledge Hub had a lot of unrealized potential - 'it needs more buy-in from members which also means more engagement with these types of social media.' A policy-maker suggested that 'inevitable time constraints of normal work pressures limited opportunities to use the Knowledge Hub in a disciplined way and this observation was echoed by a scientist who said:

'ICT seems to offer an easy way of building communities through online communication but it works only among a certain group of people who are used to communicating in this way with relative 'strangers'. It also suits those who can fit it easily into their regular working day. This, it seems, fits very badly into a regular policy-maker's day who spends little time at a desk and more in meetings.'

When it came to those responsible for co-ordinating the objectives of the work package, including the day-to-day administration of the CoP, feelings were expressed about the difficulty of sustaining the CoP in the longer term. This was linked to the CoP's pragmatic/artificial origins and the difficulty of achieving 'critical mass'.

Question 5 - *What can others learn from your experience? Who could learn from you and how would you communicate any lessons learned to them?* – elicited responses from policy-makers about sharing knowledge more widely, including with politicians, within policy work in Europe, and at the local level. One scientist considered KB as a long-term process that needs time and commitment from engaged actors.

There were also comments about engaging the 'right' key actors and networks in order to enhance the impact of KB activity, the need for a very concrete reason and/or incentive to engage in a CoP, and that personal relationships play an important role in its success.

CoP members also recounted various 'spin-off' activities resulting from their KB experience in the Foodlinks project. These ranged from active involvement in new public procurement initiatives (Tukums Municipality, Latvia and Pisa), to invitations to speak at conferences and other related events that stretched from the international stage to local on the ground initiatives, and to invitations to sit on working groups on public procurement

(see; Appendix 12: selection of CoP members' spin-off activities).

One scientist summarized well the general feeling of the CoP on these issues when they made the following points:

- invest in the building and growth of a community through real life experiences;
- invest in professional online facilitation; make sure to choose a platform that is easy to use and accessible, including those who have strict security walls;
- make sure that online communication is continuously fed and induced in various fun-ways; and
- choose carefully for which purpose and for which target groups to start with online community work in the first place.

Responses to **Question 6**, *'What do you see as key action points for the advancement of public procurement of sustainable food in the near future that emerge from the CoP?'* reveals how there was a clear recognition that there is a lot of knowledge within the CoP that is not part of 'a common background' for those working in public procurement.

Working in the CoP had provided the opportunity to share this individual knowledge and experience.

Policy-makers regarded the practical application of the joint work on the document *Revaluing Public Sector Food Procurement in Europe: an action plan for sustainability* as a **critical output** of the KB activity because the action plan provides a charter for strategic advancement of sustainable public procurement within urban governments. One policy-maker regarded it as a succinct and comprehensible way for public bodies to revalue sustainable public food procurement within their service plans and corporate objectives, and another commented on the wider impacts in Europe at policy level.

Scientists' comments reinforced the need for platforms that facilitate knowledge exchange between different actors and expressed the feeling that the CoP had filled an important gap by highlighting the most relevant examples of sustainable public procurement in Europe. One felt that scientists had made a 'substantial effort to unpack best practice and distil factors behind successful [initiatives]' which they hoped would 'inspire the work of practitioners within and beyond the CoP'. Another referred to this as 'a better understanding of the pathways of change'. Others raised issues about transition management and the need for multi-level policy commitment to effect change, including the engagement of officials and food supply chain actors who were largely missing from the CoP.

Two comments summarize well the general feeling within the CoP:

'the sharing of experiences and public procurement episodes are very important in this policy network exchange – here we see policy learning and knowledge exchange - which are vital to knowledge brokerage';

'the activities of the CoP have raised an urgent need for new research that captures concrete, tangible benefits of sustainable procurement initiatives. Practitioners and policy-makers clearly need an evidence-base to justify and support their efforts and investment in public food policies'.

4. Knowledge Brokerage and Facilitation

Section 4 presents evidence of how ties between core CoP members were established and grew over time (see Social Network Analysis (SNA) maps below). It also identifies key points that emerge from the assessment of learning within the RPP core CoP and includes more in-depth reflection on issues that arose for WP coordinators facilitating its work. The section concludes with a brief report of a roundtable discussion undertaken by RPP CoP members about future research needs for progressing public procurement and sustainable food, identified from members' work on the Foodlinks project (**Critical Event 6**).

The SNA maps are colour coded by type of stakeholder in the core RPP CoP : blue for policy-makers and red for scientists. They demonstrate three aspects of how ties between members changed from the start of the project in 2011 until August 2012 when the last survey was conducted by Wageningen University.

Figure 5 maps who knew whom at the start of the project. The size of the nodes indicates the number of people known to each core CoP member in relation to others in the CoP. It is clear that most of the scientists (red) were connected, with Dr Roberta Sonnino who is very active in the area of public sector food procurement, playing a central role.

Figure 5: 'Who knew whom' at the start of work in the core RPP CoP

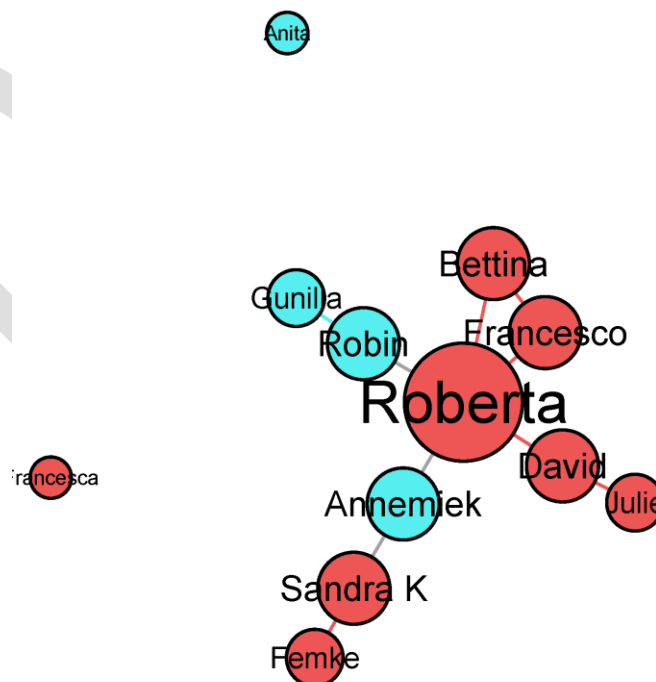


Figure 6 and Figure 7 are maps created from questionnaire feedback organized by Wageningen University in December 2011 and August 2012. These were created from questions that asked each core CoP member who they had asked for advice during the previous working periods; these provide a ‘snapshot’ of how relationship ties changed during the work of the CoP. The size of the nodes indicates the number of advice ties (either incoming or outgoing) between core CoP members. Arrows indicate the direction of this advice and the colour of the arrows shows the nature of the advice ties between different type of stakeholders; for example, red is between research scientists, blue is between policy-makers, and grey/purple is between research scientists and policy-makers.

Analysis of these ‘advice’ maps reveals how the intensity of these relationships increased over time and more advice ties emerged between the two groups of policy-makers and scientists. For example, the role of David Barling (City University London) as WP coordinator becomes more central. However, they also demonstrate the (almost) lack of advice ties between policy-makers (in 2011, only between Gunilla Andersson (Malmo) and Anita Selunda (Tukums), and in 2012 only between Gunilla (Malmo) and Robin (Scotland)).

Figure 5: ‘Who did core CoP members ask for advice?’ December, 2011

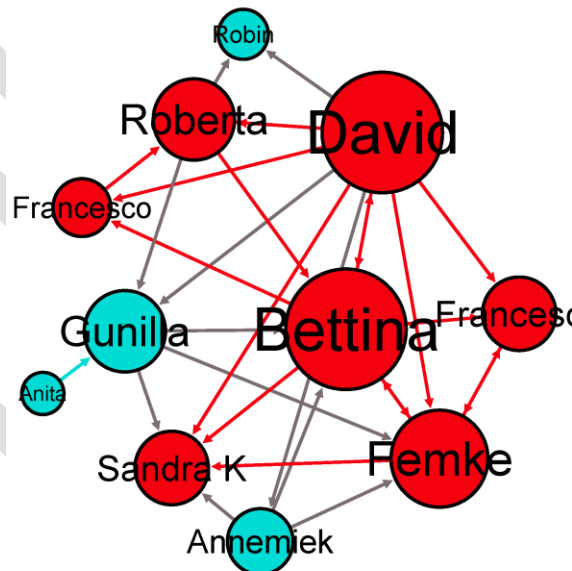
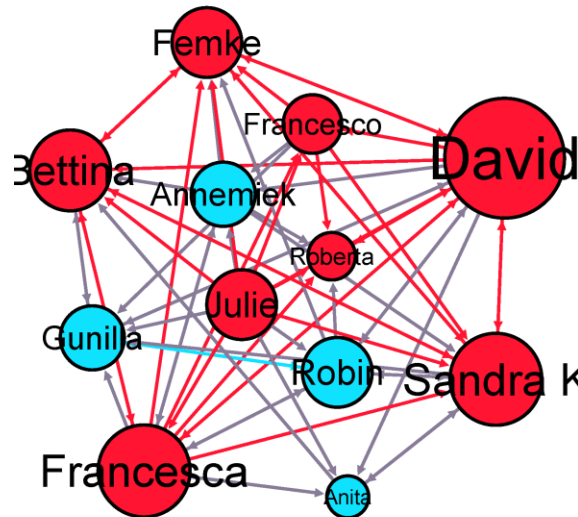


Figure 6: 'Who did core CoP members ask for advice?' August, 2012



4.1 Key points on knowledge brokerage that emerge from the assessment of learning:

shared perceptions around public sector food procurement has grown:

- underlying differences between policy-makers and scientists were acknowledged by CoP members, but perceptions of public procurement and of the role of each other had grown closer through working in the CoP; this demonstrates that a shared interpretation of sustainable public sector food procurement had emerged within the CoP;
- members expressed more understanding of how legislative and cultural values pose barriers to good practice but, at the same time, a shared appreciation that face-to-face and virtual engagement had built new knowledge and new perceptions about the practical application of implementing sustainable public procurement;
- members recognised the need for platforms that facilitate knowledge exchange between different actors and felt that the CoP had filled an important gap by highlighting the most relevant examples of sustainable public procurement of food in Europe.

successful knowledge brokering tools and activities:

- the CoP explored the existing research reservoir on public sector food procurement and used various KB tools and activities and examined how it can be used effectively to increase sustainability at the European, national and local levels;
- face-to-face interaction generally proved more successful than virtual learning BUT;
- using the right tool at the right moment led to successful knowledge brokerage;
- For example, joint work on the document *Revaluing Public Sector Food Procurement in Europe: an action plan for sustainability* was regarded as a **critical output** of KB activity because the action plan provides a charter for strategic advancement of sustainable public procurement within urban governments.

building successful knowledge brokerage by revaluing public sector food procurement:

- members acknowledged that successful KB needs time, trust, an understanding of others' work conditions and circumstances and a variety of tools and activities in order to build successful linkages between policy-makers and scientists;
- 'a better understanding of the pathways of change' for public sector food procurement had emerged within the CoP.

4.2 Facilitation

Learning how to facilitate the CoP successfully was also an iterative process and emerged over the life of the CoP. As discussed in the Introduction, establishing and building up the CoP in this slightly artificial way and with a restricted core group of members, rather than allowing it to emerge naturally around a topic, posed challenges for WP coordinators. They appreciated the need to keep the structure non-hierarchical but, inevitably, a degree of coordinated structure was required to ensure work got done, that members kept to deadlines for KB activities, and that the limited time for face-to-face activities was put to best use; this has helped keep the life of the CoP vibrant, rewarding and more sustainable. A better understanding developed of the work circumstances and constraints upon other members to engage in CoP activities, for example in terms of access to virtual platforms.

A key lesson around facilitation was the development of an activity where there was a shared sense of origin and ownership, and so a greater personal stake in the development and completion of the activity. A collaborative form of activity was illustrated by the proposal for *Revaluing Public Sector Food Procurement in Europe: an action plan for sustainability*. Such a collaboratively designed and written document originated in the Pisa meeting, and was developed through the Wiki process and subsequent meetings. The introduction of an object that was built together by the core CoP supported structured collaboration that delivered common words and language and, quite literally, a common mission - and hence a sense of ownership. The activity

provided a realization for members that whilst their own particular understanding and perception of public procurement and its impacts differed, they could also synthesize their knowledge with that of others in a common form of language and words.

In addition, WP coordinators drew on additional skills. This included facilitation help with running KB activities and introducing new KB tools to the group from Sandra Karner, Femke Hoekstra and Gunilla Andersson, in particular.

The work package co-ordinator observed that engagement in the CoP was most active from those researchers employed specifically to work on the project, with dedicated time and as a dedicated resource, and went on to say that:

'Here, the nature of the knowledge engagement and exchange is an on-going and iterative process that goes beyond and predates the project. It is important to see the project's activities as a contribution to this longer-term policy evolution – not as demarcated activity on its own.'

As the WP coordinator reflects in his comments above, although it is difficult to know how the CoP will endure as the work of the Foodlinks project concludes, it is clear that both a legacy and an on-going process of KB exchange has been firmly established. However, once the Foodlinks' project facilitation and opportunities for face-to-face interaction are removed at the end of project funding, being solely reliant on spatial dynamics and virtual knowing could present difficulties for maintaining the close proximity of these network ties and shared sense of purpose (see Amin and Thrift, 2008).

However, social media and web-based platforms, in general, have grown more prominent and accessible during the life of the Foodlinks project and both the CoP's membership and its work have been externalized. It is possible that this presents opportunities for more long-term sustainability as members have become more familiar with engaging with these issues in a more fluid and self-organizing way. Although it remains to be seen whether a sense of shared stewardship that will sustain the CoP has emerged, the research agenda identified by CoP members (**critical activity 6**) presents some ways forward.

4.3 Critical activity (6) Key action points from roundtable discussion about future research needs:

Roundtable discussion about future research needs for progressing public procurement and sustainable food.

Key questions:

- How important is the need for whole cost calculations e.g. social return on investment/(social) life cycle assessment - SROI/(S)LCA – in building more sustainable public food procurement?
- How important is tailored training and education for public sector food practitioners?
- What is the impact of the recession on greening public procurement and how does this affect the resilience of the RPP initiative? Does it represent a crisis or an incentive to do more with public procurement?
- How important is a review of different procurement schemes? We need empirical data on why things don't work
- How would comparative case studies throw up issues/ideas for greening public procurement? Why now? Why in these countries?
- Is 'greening' public procurement only seen as a cost rather than a resource? How can the need for research into the mechanisms of how greening public procurement acts/mobilizes wider society be investigated?
- How should tie-in with climate change/ health/obesity be investigated?
- How should the need for re-framing/a more radical re-think of how we get to a sustainable public procurement scenario be tackled? By whom?
- What are the impacts of public/private co-production of service?

5. Concluding remarks

The final section considers two key aspects of the Foodlinks project: firstly, how successful the RPP CoP has been in linking research and policy-making; and secondly, how successful the CoP has been in realising the outcomes of the WP.

Key points – linking research and policy-making

- by bringing experts together to explicitly experiment with and develop new ways of sharing and brokering knowledge, the RPP CoP has achieved knowledge advance amongst its members of a different kind to mainstream scientific research projects
- the KB work of the CoP has been externalized to provide new linkages and includes civil society groups;
- the dynamics of innovation and knowledge creation have been made relevant to everyday lives; for example, the report on *Revaluing Public Sector Food Procurement* is the result of a unique co-production process between policy-makers, practitioners and scientists working together during the Foodlinks project;
- KB activities have acted as a catalyst for change; for example, the emergence of a new strategy for sustainable procurement in Tukums Municipality, Latvia was influenced by the knowledge gained by members from the CoP and implemented externally;
- understanding has emerged that the ‘right’ key actors and networks in terms of public sector procurement of sustainable food enhance the impacts of KB activities;
- the importance of personal relationships and reasons to engage have been acknowledged and understood as critical for successful KB activity. However, while face-to-face engagement was very successful, both policy-makers and scientists commented on how virtual activities lacked the same requirement or discipline to participate.
- members’ responses to the value of the learning show a split between policy-makers who suggest that there are practical barriers to putting this knowledge into practice and scientists who had found the KB activities had provided more insight into how procurement needs to be considered within an overall political strategy at the local level.

Key points regarding realisation of objectives

- there was a general consensus that face-to-face KB activities had been the most effective way to 'build trust and positive interaction' between CoP members;
BUT
- further analysis of the findings at the individual level begins to reveal a more complex and varied account of the levels of members' engagement and appreciation of virtual KB tools and activities. For example, some CoP members stated how using virtual knowledge, like social media, had given them more confidence and improved their networking practice;
- there was a clear recognition that there is a lot of knowledge within the CoP that is not part of 'a common background' for those working in public procurement. Working in the CoP had provided the opportunity to share this individual knowledge and experience;
- the need for multi-level policy commitment to effect change was acknowledged, including the engagement of officials and food supply chain actors who were largely missing from the CoP;
- knowledge on public sector food procurement that came from CoP members' work within municipal administrations, urban and national governments, European platforms, civil society and the wider academic community was exchanged. One significant outcome was the co-production of an Action Plan for Change to help urban governments take up the challenge of more sustainable purchasing practices;
- new understanding has emerged:
 - public procurement is one of the most powerful tools urban governments have at their disposal to fashion sustainable food systems that prioritize quality foods;
 - successful long-term change must be tailored to the culture and system of governance in each city or region;
 - commitment and creativity is vital and the ability to think 'outside the box', for example in terms of linking supply to menus, and in a more imaginative interpretation of EU procurement rules brings environmental, financial, health and social rewards.

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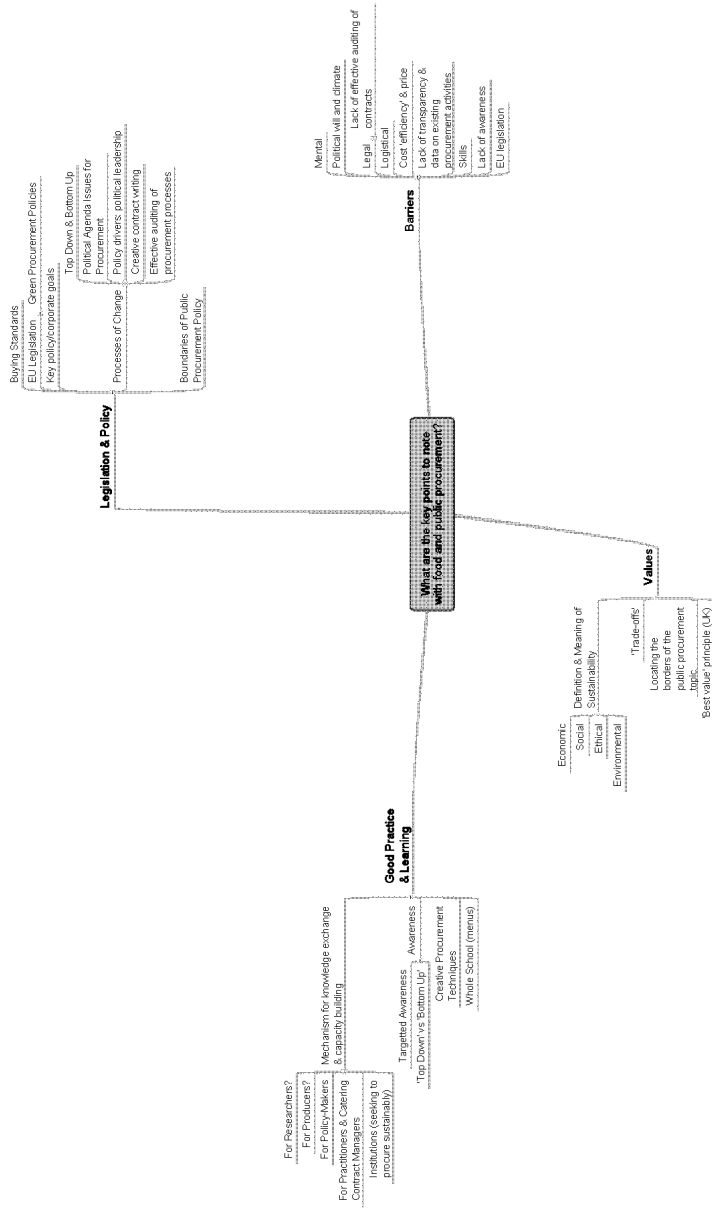
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APPENDICES

DRAFT

Appendix 1

Mind map used to identify four key areas of RPP



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Appendix 2

Re-valuing Public Procurement (RPP) CoP: Plan of Action

1. The **key goal** of the **RPP CoP** is the **Project deliverable – a final report on RPP CoP activity** that reflects and explains the process of knowledge brokerage in relation to policy around the revaluing of the public procurement of food as a means of achieving more sustainable production and consumption (SCP).
2. There can be no knowledge brokerage without **knowledge of RPP** being presented, exchanged and discussed and deliberated upon. Hence, a key first task is to **present this knowledge** in an accessible form and our second task is to provide the leadership to allow for willing participants to engage in these knowledge exchanges.
3. There are **2 main means** available for knowledge exchange and then brokering in the Project
 - a. The remaining **face-to-face** meetings via 1. The core RPP CoP meetings of the whole project (3) and 2. The discrete CoP meetings (2). City will propose a first discrete CoP meeting for c. **May 2012** (ahead of the Olympics) **in London** that we will host – and the other meeting has already been suggested for **Malmo possibly in October 2012**. We will aim to finalise these venues and dates in the next couple of months.
 - b. **Virtual** engagement – to date a limited success (which provides a means for knowledge brokering reflection).
4. Regarding **3b** the next step is to **externalise the RPP CoP** as recommended by the Project coordinators. The next 3 CoP Project and 2 CoP special meetings will be where the Core RPP CoP will interact most fully. **Externalising** the CoP will also allow for **NGO participation** in the **RPP CoP** - the absence of which is a flaw in the original project design that needs to be addressed.
5. Use an **external facing web site/platform** to achieve point 4. City has set up the **UK CoPs for Public Service web platform** for RPP CoP ready for this purpose. Pisa is using this is and it is working for them. Creation of a Public Service platform for the CoP was selected by the RPP CoP members present at the June 2011 meeting over a) Ning website and b) PureFoodlinks blog.
6. We take **from the questionnaire** survey **findings** the following points that we will **seek to implement** with regard to the RPP CoP:
 - a. Defining a set of agreed “rules” on participation which take into account time constraints and existing work schedules – will be negotiated by those in the core CoP;
 - b. The adding of summarised/commented on documents to the library on the new web platform
 - c. CoP leader led interviews and more personal approaches
 - d. Regular emailed newsletter type updates for the CoP members
 - e. Taking turns in hosting and facilitation – how to do this yet to be agreed

7. There is a **template of good practice** for a wide reaching virtual CoP, which carries out these functions and that is the **Food and Climate Research Network**; see www.fcrn.org.uk. [City is a member of this CoP]. The RPP CoP will seek to follow this model as appropriate.
8. As stated previously by City the **next Project meeting** (Feb 2012) needs to give plenty of time to each Core CoP from each WP – so we request/expect **more time to be allocated to the RPP CoP** than was the case in June.

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Appendix 3 Paired Interviews between policy-makers and scientists

Interview 1

Annemiek Canjels (AC - policy-maker), Province of Limburg, The Netherlands is interviewed by Donna Simpson (DS - academic scientist), City University London, UK.

16th January 2012. Skype. **Start Time: 11: End Time: 11.50**

Document Chosen: ***Buying Green: A handbook on green public procurement. (2nd edition).***

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DS: *Why have you chosen this document and what contribution does it make to (your understanding of) sustainable food and procurement?*

AC: I have chosen this document for numerous reasons including:

- The document is a good tool as it offers a practical perspective on green public procurement. For example, detail on the processes and procedures and key considerations involved with GPP. It details every stage of procurement.
- I believe that there is more likely to be a follow through with commitments to GPP (Green Public Procurement) if there are documents such as this, as they are practical and clear.
- Also, from an EC perspective, there are two ways to execute policy. First, via legislation and directives – which includes the prohibiting and/or regulating of certain activities **OR** this, which is clearly a voluntary approach.
- The document also demonstrates the keenness of the Commission with the topic of GPP, not only through its promotion of the document but also because it has also been translated into every EU language. EC have created whole information infrastructure around this topic – and this is just part of it. It's an interactive document and there are more links to further examples based on the website.
- BUT before someone or some organisation uses it, someone has to **want** to use it. Three reasons not to want GPP include:

1. Expectancy of higher costs
2. Reluctance towards the need for additional training
3. Identification with “green” political parties.

So the document may be of limited value, especially with the need to also foster strong sense of political will in this area and gaining commitment of politicians to this process. As it is so practical, it may omit the necessary attempts to engage politicians or any other reluctant key actors in GPP policy.

* * * * *

DS: *What is missing from document?*

AC: There are few aspects which I think are missing from the document. These include:

- It doesn't address lack of political will around GPP and how to deal with this as a challenge.
- Also, strategy of dissemination of document is weak, for example, it is promoted on EU website but really it needs to 'land' elsewhere, for example being sent directly to organisations. I have noticed that the website for the Dutch municipalities does not list or recommend this document – therefore, it is unlikely that they know of it or are using it. Also, they will not be connected to the GPP community that exchanges best practices and more.
- Some additions could have been added to the document: for example, a website link to a list of green suppliers.
- Also on page 50, there is a section which focuses specifically on GPP and food and catering services. In particular, some of the approach set down in the document could be altered. For example, more prominence at the start of the document given to how to train, increase knowledge and effectively 'sell' GPP to staff and key decisions makers. Second, the perspective on waste is narrow and could be more expansive to include other issues linked to waste such as limiting waste and fall-out during production and manufacture, prevention of waste further down the chain and reuse of organic waste and packaging materials. Third, 'food miles' is not included and while it is not permitted to use language such as 'local', it may be possible to shape the wording of a contract so that it refers to 'unnecessary food miles'.

* * * * *

DS. *Do you know of any response to the document or impact that the document may have had?*

AC: There are many issues around impact and the document to consider:

- It is on the EC website and this raises questions of how best to promote (for good impact) such a document. It may be necessary to promote GPP policy (and document) with the use of incentives – financial or otherwise. For example, rewarding financially for piloting of GPP or small first steps in GPP. Or a yearly EU-award, or Youtube promotion.
- This question raises a further question of impact which is directly linked to the document: i.e. has the EC monitored the impact and use of own publications such as this document.
- AND, it raises further questions on how to monitor impact of such GPP food policies. Suggested by are all or some of the following:
 - Measurement: i.e. kilograms of food purchased as 'Green'

- Health impact
- How people feel about it – if they enjoy or appreciate GPP or such policies make them feel better.

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(Supplementary questions)

DS : I noticed that the document states that there is a helpline/desk. Have you ever used this?

AC: No , but it is a good idea! Maybe we should call it during the Pisa meeting.

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DS: Does the approach to green public procurement advocated in document suppress innovative GPP? For example, in using and relying on certification schemes to benchmark and demonstrate GPP, a company or organisation will be narrowing their procurement options. My example, here is fairtrade which focuses on tropical fruits, coffee and tea and varieties of nuts. So, what if, as an organisation, you wished to procure milk for the fairtrade tea fairly(i.e. support dairy farmers) ? Surely there is little scope to do so when relying on certification schemes to be the mainstay of GPP?

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AC: Yes, I understand. But it is possible to allow negotiate with suppliers and have those aspects that are omitting from certification schemes written into the contract. The EC also invites public parties to include developing innovative solutions in the contract.

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DS: Also, interested in the length of time GPP processes take from start to finish. There is no guidance on this but it is important as organisations need to have some timeline to work with and when to expect results.

AC: On the whole, this depends on if the procurement involves a process, service or a product. But also accompanying political will and funding too. So, this is why such information and guidance has been omitted.

* * * * *

End of Interview: Many thanks to Annemiek!

Interview 2

Roberta Sonnino (RS –academic scientist), Cardiff University, UK is interviewed by Robin Gourlay (RG –policy-maker), Scottish Government, UK.

24^h January 2012. Telephone

Document Chosen: ***Food Waste, Catering Practices and Public Procurement: A Case Study of Hospital Food Systems in Wales.*** Sonnino, R. and McWilliam, S.

DESCRIPTION

The FOODINKS ERA includes a work strand on *Revaluing Public Food Procurement*. The purpose of the interview was knowledge exchange between a policy officer with procurement experience and a strong background in managing catering operations and a leading academic and authority on public food and sustainable development.

PARTICIPANTS

The interview by telephone was carried out by Robin Gourlay, Scottish Government posing questions to one of the authors Dr Roberta Sonnino, Senior Lecturer, School of City and Regional Planning, Cardiff University. Prior to the interview Robin Gourlay studied the paper and sought additional background on current practice on hospital catering in Scotland where there have been notable improvements in catering services within hospitals throughout Scotland over the last few years, including reduction in food wastage and improved provision of choice of meals to patients.

ABSTRACT OF THE PAPER DISCUSSED

Food Waste, Catering Practices and Public Procurement: A Case Study of Hospital Food Systems in Wales. Sonnino, R. and McWilliam, S.

The article aims to address the need for more comprehensive studies on sustainable food systems through a case study of hospital food waste in Wales, UK. Based on a mixed-method research approach that focused on the links between hospital food waste, catering practices and public procurement strategies, the article shows that the hospital meal system, in the case studied, is responsible for overall levels of food waste that greatly exceed the official percentages provided by the Health Board. In addition to showing the theoretical benefits of research that accounts for the complex interrelations between different stages of the food chain, the study raises the need for a more integrated political approach that mobilizes all actors in the food system around a shared vision for sustainable development.

Food Policy, Volume 36(6), 823-829, (2011).

PERCEPTIONS IN ADVANCE OF THE INTERVIEW

(From a Policy and Practice perspective)

Robin Gourlay considered the following aspects in advance of the interview with the author.

Expenditure by the NHS will account for ca. 15-20% of public expenditure and is therefore significant. There are many variables in delivering hospital food. These include; a very diverse population with many food preferences; the variable appetite of hospital patients; changing circumstances at ward level; planned and unplanned medical treatments; and hospital kitchens which are often remote from the point of

service which can give rise to systemic problems for food quality and give rise to communication difficulties.

Appropriate focus on caring for patients requires flexibility which in turn can lead to an amount of inevitable even justifiable waste therefore should an allowance or sensitivity quotient be factored in to the case study to account for these inbuilt variables which acknowledges [justifiable] waste as a consequence of medical requirements? Is hospital food the best measure for a case study on waste compared to a prison or a school? Is the quality and provenance of food procured and patient choice preeminent? Are there better food production, ordering and delivery systems which with adequate investment will reduce waste and therefore might this be a better focus for a case study? To what extent is the catering department able to influence practice at ward level? Is food regarded with sufficient esteem by medical staff? Is provenance relevant if good quality food is supplied at a competitive price - best price and reduced CO2 by less food miles or paying a premium on sustainably produced food needs more academic attention to win the argument ? Would a statutory basis for hospital food improve the current practice?

QUESTIONS AND INTERPRETATION OF INTERVIEW RESPONSES GIVEN BY Dr SONNINO

Why have you chosen this document and what contribution does it make to understanding of sustainable food and procurement?

- In a cost cutting culture poor decision making can give rise to more waste in the system The paper is designed to prompt policy makers and practitioners to understand and associate waste with wider sustainable development objectives;
- The paper demonstrates the link between environmental consequences and operational practice, waste impacts for the environment and climate change mitigation and waste in the supply chain;
- It also advocates that there is a direct relationship between quality of food and waste for the end user in patient meals.

How does it fit in with your own knowledge of and understanding of revaluing public procurement of food?

- Public food needs to be revalued for a multiplicity of reasons. This paper adds to current understanding on the cost and quality decisions that should be made in relation to public food. Buying better quality food has beneficial impacts throughout the supply chain and can deliver sustainable development but this needs staff

training and most importantly corporate and political support to bring about change in food procurement and catering production;

- It also adds practically to current knowledge about how food waste is generated – in this case in a hospital setting [estimated at 19-66%] - and how waste reduction is a more effective method of cost management than buying cheaper food for example to achieve cost cutting targets;

Do you know of any response to the document or impact the document may have had?

- The paper has been disseminated widely and presented for example to the London Food Board. It has received considerable attention and has provided improved understanding of the subject for NHS, the Welsh Government, government agencies and NGOs. Tangible impact is too early to detail.
- The researchers devised an accurate methodology for weighing and measuring plate waste which can now be used by others to ensure accurate comparisons. This methodology calculated that food waste in the 3 hospitals measured was as high as 66%. This figure is about 30% higher than previous figures recorded by the NHS;
- Training for staff on sustainable procurement and the production of menus is a key issue which needs to be properly resourced to deliver efficiencies beyond existing systems and practice. Focussing cost cutting at the point of [food] purchase misses the opportunity which is to value and invest in quality food, that has been responsibly sourced. Better quality food can drive cost efficiencies by minimising [patient] waste and in the cooking process while also impacting positively on the economy of Wales, patient and staff health and the environment;
- One of the most powerful aspects of this study is actually measuring waste and witnessing the processes that have caused it to happen. Building an evidence base backed by data on impact and signposting better practice can provoke change. This more direct research methodology demonstrates in this particular case study why it is necessary and how to revalue public food within the context of sustainable development. From a perspective of producing influential research, in the circumstances studied, the most persuasive arguments show the need for improved efficiency and cost savings.

What further knowledge would be useful to add to that contained in the document?

- A qualitative survey of patient and families capturing their views on the hospital food services;
- Talking to the staff to improve their understanding of sustainable development;
- Plans to educate people on training and catering system design embracing catering practice, ward practice and sustainable development;

- Consideration of legislation around hospital food which will in turn impact on resource allocation and training.

Other Interview Comment

‘Do we really want to maintain a [hospital] food chain that has little or no knowledge of the provenance of food supplied to vulnerable patients’.

CONCLUSION (From a Policy and Practice perspective)

The paper reinforced by the interview demonstrates well that food waste is a multi faceted problem and that the concept of sustainable development can be used as a tool to drive efficiency and savings throughout the supply chain from production to consumption. The savings can be found both in direct revenue costs and more widely for the environment. The paper demonstrated many short comings in operational management. Controlling food waste is usually benchmarked by good resource management and by measuring performance against budgeted food costs. However budgeting in this way can perpetuate an acceptance of waste as an inbuilt cost. The paper heightened for myself as a policy officer and catering practitioner that waste reduction though seldom acknowledged as such is an effective measure which brings in to play the complex inter relations between different stages of the food chain (food production, sourcing policy, accounting for sustainability in procurement, using effective operational management systems and methods of catering production, meal ordering and delivery arrangements) and that appropriate budgetary resource is made for food along with sufficient financial investment in the catering infrastructure. From the paper it is evident that savings realised from minimising waste can be reinvested in more efficient food systems. The criticism of the status quo is not necessarily due to inefficient catering or ward staff. This would be an unhelpful conclusion, but rather it is attributable to a catering and ward system that accepts waste as an inbuilt cost. It reinforces therefore that equally good or better food for patients is possible by investing in more efficient systems that account for social, economic, and environmental considerations through waste minimisation. Such a strategy however requires good corporate governance and confidence in sustainable development as a strategic management tool actually capable of reducing costs and recognition that this can also produce a double dividend by enabling Hospital Boards to record that they are addressing their public climate change mitigation, social and economic responsibilities by so doing.

Robin Gourlay, Scottish Government. February 2012.

Interview 3

Interviewed: David Barling (DB – academic scientist), City University London, UK

Interviewer: Gunilla Andersson (GS – policy-maker), City of Malmö, Sweden

3rd February 2012. Skype. **Start Time: 13 GMT: End Time: 14.15 GMT**

Document Chosen: <http://www.sustainweb.org/sustainablefood/>

AND the links on this page:

<http://www.sustainweb.org/sustainablefood/what is sustainable food/>

* * * * *

GA: *Why have you chosen this document and what contribution does it make to (your understanding of) sustainable food and procurement?*

DB: I have chosen this document for numerous reasons including:

- This document is an example of a NGO trying to provide consumer directed advice to help consumers making sustainable choices.
- It is an attempt to make real and visible criteria for sustainable food.
- Sustain is using the criteria in guidelines for making public procurement of food more sustainable.

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GA: *How does this document fit with your own knowledge/understanding of revaluing public procurement?*

DB:

- There is no clear definition of sustainable food but the chosen document shows a NGOs attempt to make some kind of definition, with single issues brought together for example Fish, water, menu choices and different certification schemes.
- The use of certification schemes is a journey towards greater sustainability. Certifications and standards contain no absolute definition and are often the result of NGO initiatives and sometimes a jigsaw of possibilities. The standards could be thin from a scientific point of view, (*but the question is if there is time to wait for science? GA comment*). Third party certification schemes are more reliable when comes to credibility of the observance.

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GA: Which of the sustainability criteria in the document can be used in public procurement?

DB:

Criteria	Possible to use in PP	comments
Local ingredients	no	
Seasonally	Yes	
Farming system minimising harm to environment	Yes	If an accepted certification scheme is in place
Limit food of animal origin	Yes and no	Demands a more integrated view
Fish from sustainable sources	Yes	
Choose Fairtrade-certified products	Yes	
Avoid bottled water	Yes	
Promote health and well-being	No	Not a procurement issue

* * * * *

GA: Do you know of any response to the document or impact that the document may have had

a) Generally

DB: I don't know, but as sustain is an alliance of 100 NGOs it is spread among those.

b) on public procurement(PP)

DB: The document has guided Sustain's actions on private and public procurement, for example while forming campaigns such as "Good food for our money". Some of the criteria are compulsory, some voluntary for national authorities. Sustain's criteria for sustainable fishery will be used by the Olympic 2012 administration. An interesting connecting issue is how public and private procurement are interlinked.

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GA: What further knowledge would be useful to add to that contained in the document?

DB:

- More evidence based criteria for sustainable farming and fishery.
- To extend the range of criteria to for example social sustainability: like the Ethical Trading Initiative (ETI) which is a certification scheme for management of labour standards by retailers for their supply chains.
- A more comprehensive way to define sustainability, some kind of matrix of Life Cycle Analysis and other criteria.
- Are there other ways than by criteria to move towards higher sustainability?

- We need political leaders to push the development and public agencies to implement. Rather than leaving it to the private sector and civil society initiatives

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End of Interview: Many thanks to David!

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Appendix 4
i. Agenda for CoP meeting Pisa 14 – 18 February, 2012

		Wednesday 15th		Thursday 16th		Friday 17th	
Morning	9:00 - 9:30	welcome			9:00 - 11:30	General assembly (periodic reports, mid term review, planning)	
	9:30 - 10:30	Introduction and COP Agenda ----- CoP Session #1 1. Introduction: David Barling	9:00	CoP Session #4 Joint Reflections on public procurement of sustainable food. <i>Kb tool: Opera or World Café (?)</i>	11.30-12.00	Break	
	10:30 - 13:00	2. Best practice in public procurement of food Chair: Francesca Galli Presentations: Policy: Robin Gourlay Academic: David Barling	13:00		12:00 - 13:00	discussion of CoP experiences	
		Group discussions and knowledge exchange					
13:00 - 14:00	<i>lunch time</i>						
Afternoon	14:00 - 16:00	CoP Session #2 Sustainable Food Chair: Robin Gourlay Presentations: Policy: Gunilla Anderrson Academic: Francesco Di Iacova	14:00 - 16:00	CoP Session #5 Designing a future work plan & activities: roles and responsibilities Chair: tbc <i>KB tool: Joint visioning exercise (?)</i>	14:00 - 16:00	discussion of CoP experiences and work plans presentation	
	16:00 - 16:30	<i>coffee break</i>					
	16:30 - 17:30	CoP Session #3 'EU Rules for Public Procurement' Chair: Bettina Bock Presentations: Policy: AnneMiek Canjels Academic: David Barling & Italian legal expert tbc	16:30 - 17:30	CoP Session #6 Agreed work plan and implementation strategies. Chair: David Barling	16:30 - 18:00	M&E session	
	17:30 - 19:00	Training on KBT* and Steering committee** (in parallel)	17:30 - 19:00	Training on KBT* and Steering committee** (in parallel)	18.00-18.15	closure of the meeting	

Further information on CoP Sessions:

Wednesday

Introduction

This will give an overview of the progress of the CoP to date and the current agreed work plan. It will deal with housekeeping matters for the coming meeting including allocations of a chairperson for each session. It will seek to confirm the agenda and format, notably the KB tools for the sessions for the following day's sessions, also.

Sessions 1 -3

Sessions 1 -3 will have short presentations of knowledge perspectives (c. 10 mins each) from 1. Policy Official 2. Academic followed by CoP discussion to provide a basis for knowledge exchange on 3 key themes on the public procurement of sustainable food themes previously prioritised by the CoP.

Session 4

Session 4 will deploy a KB tool to allow the CoP to collectively reflect on the learning from sessions 1 -3. Tools might include World Café or Opera method.

Thursday

Session 5

Will look at how to implement the current plan of action and how to take this plan further to realise the CoP deliverable which is a report due by June 2013 (in 16 months time) for which a template has been created. The template will be presented and a KB tool will be deployed to envision the reaching of this goal and the role and contributions of the CoP project members in realising this goal (Joint visioning plan).

Session 6

This session will seek to agree through round table discussion chaired by the work package co-ordinator to confirm the work plan for the next period (e.g. 6 or 12 or 16 months). The agreed plan will be presented to the plenary meeting the following day.

ii. CoP meeting minutes: Re-valuing Public Procurement

3rd FOODLINKS Meeting: 15 – 18 February 2012, Pisa.

(ppt slides are available at:

<http://www.foodlinkscommunity.net/foodlinks-home.html?&L=0> scroll to
15/16 Feb.2012)

Present: David Barling (DB), Julie Smith (JS), Gunilla Andersson (GA), Annemiek Canjels (AC), Robin Gourlay (RG), Francesco Di Iacovo (FDI), Bettina Bock (BB), Francesca Galli (FG), Sandra Karner (SK), Anita Selunda (AS), *Roberta Sonnino (RS)(*Day 2 only)

Day 1: Weds. 15 February

1. The agenda for the CoP meeting was as follows:

Day 1: exploration of the knowledge reservoir in public procurement;

Day 2: the envisioning stage of the CoPs work on revaluing public procurement.

2. DB (see ppt 1) introduced the meeting by talking through progress on the four stages of the project: scoping, exploring the knowledge reservoir, envisioning and assessment of learning, and related these to the *Plan of Action, November 2011* (see intranet Foodlinks Diary, under CoP Revaluing public procurement page).
 - there was a reminder that final reporting by all members of the CoP is due in month 30 (June 2013) and both individual and collective contributions are required. It was suggested that members keep a project diary/record project reflections to help structure their input.
 - **CoP meeting in London, May 10th -11th, 2012**
This aims to draw in NGOs. Day one will include presentations from Sustain's food public procurement work in the UK (see <http://sustainweb.org/>) and from policy-makers and practitioners in the UK and from the EU. Day 2 (am) will be a meeting for CoP members only.
 - the external facing web site (Knowledge Hub: <http://www.local.gov.uk/knowledgehubpsbb>) is operational and work starts on getting external members and contributions in March.
 - CoP member interviews in the intranet: three interviews so far; positive feedback from the CoP members

3. The next three sessions began to explore the knowledge reservoir and there were presentations from policy-makers and academics, followed by group discussion:

A: Best practice in public procurement of food

- (i) DB (see ppt 2) presented the academics viewpoint, stressing how he sees public procurement as a policy instrument supporting sustainable food. He drew on Sustain's project to show how an NGO acts as an agent or broker in creative, good practice dissemination and suggested that single issues are 'easier' wins like, for example, sustainable fish, free-range eggs.
- (ii) RG (see ppt 3), who is charged with formulating and implementing Scotland's procurement policy, presented best practice from a policy perspective. He argued that real change in food procurement could only be achieved by targeting caterers as the food purchasers. RG stressed that by successfully revaluing food, it could become strategically significant. This could be achieved, for example, by focussing on good practice pre-contract to create more localised food chains. He suggested one possible mechanism could be an umbrella of public sector bodies undertaking regional procurement.

B. Sustainable food

- (i) GA (see ppt 4), as a policy practitioner delivering sustainable food procurement in the city of Malmö, Sweden, talked about the city's policy of free school lunch for children aged 1-19 years of age, which is paid for by taxes. Lunch is catered locally, with an average cost for ingredients of 1EUR per day for 40,000 meals. Attempts to centralise had not made significant economic savings and currently 19 smaller kitchens have been built. Training for staff is continuous.

There is no emphasis on 'local' food and the city aims to be completely organic by 2020 (they are currently 35% overall and 50% in schools). Other certification standards are not accepted. Four-year cycles of procurement fidelity keep prices down.

- (ii) FDI (see ppt 5), University of Pisa, pointed out the problem of analysing what the broader aims of sustainable public procurement mean and how this, in turn, poses problems for how it is achieved. He also highlighted the difficulties in 'translating' the attributes of sustainable public procurement at the local level,

where local rules and regulations/guidelines and agreements differ, and of ensuring that robust monitoring systems are in place.

FDI suggested there are three nodal points in public food procurement: in the first, the main focus is on sustainability; in the second, on distribution logistics; and in the third, on collective knowledge of sustainability.

C. EU rules for public procurement

- (i) AC (see ppt 6), as a policy practitioner, talked about the need to be creative in procurement decision-making and practice. 16% of GDP is spent on public procurement by EU member states (MS) and in order to make green public procurement work, she suggested the following:

The EU has to allow MS to 'green'; MS have to prepare themselves to green; the EU must encourage MS to 'green'; and public purchasers must be told to buy green.

Although the EU does not (yet) oblige MS to procure green, it does encourage it through, for example, the Communication 'Public procurement for a better environment' (COM 2008:400)

<http://eurlex.europa.eu/LexUriServ/LexUriServ.do?uri=CELEX:52008DC0400:EN:NOT>

AC finally drew attention to the debate on the reform of European public procurement rules:

http://ec.europa.eu/unitedkingdom/press/press_releases/2011/pr1109_en.htm

****There is a period of consultation on adding to these criteria until 3 April 2012. It was suggested that the CoP makes a contribution to this.**

- (ii) DB presented a legal opinion sought by a UK parliamentary candidate on whether EU procurement law has the potential to act as a barrier to sustainable food procurement. This concluded that:

'as long as the key tenets of procedural transparency, non discrimination on grounds of nationality and value for money are adhered to, the Regulations need not pose a hindrance to procurement policy.'

DB also referred to other useful EU documents and websites, including:

- EU Food Sustainable Consumption production (SCP) Roundtable, 2009
<http://www.endseurope.com/docs/90506a.pdf>
- EU research on sustainable production and consumption
<http://susproc.jrc.ec.europa.eu/index.html>

- Roadmap for resource efficient Europe (2011) - part of the actions from 'Europe 2020: A strategy for smart, sustainable and inclusive growth (2010)
- (http://ec.europa.eu/resource-efficient-europe/pdf/resource_efficient-europeen.pdf)

4. Discussion

Four key points emerged from the discussions that took place:

- cultural approaches to sustainable food and its public procurement differ throughout Europe which raises issues about who/what is the driver of change;
- there was some surprise expressed at all the options that exist for being creative with EU procurement legislation;
- there was agreement that the CoP needs a unifying aim to drive activities and provide a deliverable and;
- that a collaborative document would help define common goals and help bridge to work in the other two CoPs. It was agreed that this should be the focus of Day 2.

Day 2: Thurs 16 February

1. Reflections on Day 1 broadly broke into three areas: (a) those concerned with roles and expertise, (b) on focussing the work of the CoP, and (c) on EU public procurement. These included:

- *'I observed the different ways of talking between researcher and practitioner/policy-maker. My own organisation has its agenda (set by politicians). Researchers have an overview – weigh up different points. We need to go forward and learn from each other. We need to understand each others' languages';*
- *'we had so many different stories from different angles. As a policy-makers I can begin to see the different players, and as a group, we are in touch with the community which is very valuable;'*
- *'talking about a better focus for our work made me more motivated';*
- *'I'm happy that we have discussed the content – the more questions that this raises the better. It shows that people are learning';*
- *'the dialogue got going. We were able to explore the knowledge reservoir. Looking forward to taking it forward as a more integrated/collaborative knowledge exchange process'*
- *I learnt a lot more about the EU and the need to study procurement documentation';*
- *'I'm astonished that there is so much more possible than people think. People can do green procurement. But I'm also aware that some of these positives – i.e. go for organic – may mean we miss things'.*

2. SK and GA introduced two knowledge brokering activities designed to help re-envision the work of the CoP and implement the work plan for the next phase of activity.

A. Activity 1 – ‘to the wheel’

Aims: to define common goals and elaborate the work plan for a collaborative document; and to build consensus on the question, ‘What do we want to put into a collaborative document?’

Activity: CoP members moved from individual thoughts about the question posed, to discussion in small working groups, to presentation and ranking of their findings, and finally identified three key themes to help structure the content of the collaborative document.

Three key questions emerged from the ranking exercise:

- (i) Why does public procurement need to address sustainable food? **(the visioning)**
- (ii) What should the collaborative document address? **(the reality)**
- (iii) How should green/sustainable public procurement be put into practice? **(outputs).**

From these questions, three key themes for the collaborative document emerged:

- (i) Why should public procurement change?
- (ii) What change is happening?
- (iii) How can public procurement change?

CoP members then reflected on using this knowledge brokering method and on whether it was suitable for the task. These reflections included:

- *‘the tools helped improve the discussion’;*
- *‘I liked the way things were channelled. It organised what people think’;*
- *‘it showed we were thinking in the same direction’;*
- *It was useful for integrating different national perspectives, but clear themes emerged – which shows there is consensus.’*

B. Activity 2 – ‘ritual assent/dissent’ or ‘fly on the wall’

Aims: to agree the structure of the document and identify the tasks and responsibilities/roles of CoP members for its implementation.

Activity: CoP members worked in small groups on each theme to ‘flesh out’ the content. Their findings were presented by one member to each of the other groups, these were discussed in their presence, without

interruption, and the member then presented these comments back to their own group for further refinement of the findings.

3. From this activity the draft contents for the document were **agreed:**

Section 1: Why to change?

Context:

- importance of SCP and food
- key issues

Section 2: What change is happening?

Life stories of successful initiatives (case studies)

- comparisons/cross-cutting patterns across best practice
- cost benefit analysis

What is inspiring?

Section 3: How to change?

Addressing people working on the ground

- Charter as a statement of why change is needed
- how to put sustainable procurement into practice
- presentation of short handbook/action plan for how to change

4. In order to ensure the workplan is kept on schedule, one member of each Group was designated as facilitator (*).

Group 1: *FDI, DB, AC, JS

Group 2: *FG, BB, GA

Group 3: *RS, AS, RG, SK

5. A working title for the document was adopted: **'The Tirrenia Charter'**.

Targeted audience: urban governments;

Focus: short food supply chains

It was agreed:

- **Section 3 requires most input, and Groups 1 and 2 should help support the work of Group 3;**
- **the external web-site should be structured around the 'Why, What, How to' themes to stimulate on-line discussion;**
- **full draft of document to be ready for November 2012 (possible date for Malmö meeting)**

Table 1: Workplan and timeline for ‘The Tirrenia Charter’

Section	Activity	When	Who	How
‘Why’	(i) Short introduction to sustainable food and public procurement; (ii) inspire interest: focus on 3-5 key issues.	(i) 30 April 2012 (ii) 30 June 2012	(i) Group 1 members; then input from all CoP members (ii) Group 1 members; then input from all CoP members	Group 1: design, write, edit using Wiki; input from all CoP members Group 1: re-write, re-edit.
‘What’	(i) scan existing case studies; (ii) selection criteria; (iii) select case studies; (iv) reporting; (v) comparing analysis; (vi) final writing up	(i) Feb 2012 (ii) Feb 2012 (iii) March 2012 (iv) Sept. 2012 (v) Sept 2012 (vi) Oct. 2012	(i) All CoP members; (ii) All CoP members; (iii) Group 2 members; (iv) tbc; (v) All CoP members; (vi) Group 2 members	(i) Consult all CoP members – post on platform; (ii) online discussion; (iii) skype
‘How’	Devise 5 year Action Plan: (i) introduction; (ii) template for approach; (iii) identify relevant examples; (iv) devise series of basic indicators to measure progress; (v) final conclusions	(ii) 30 May 2012 (iii) 30 May 2012 (iv) 30 May 2012 (v) 30 Sept 2012	(ii) RG + AS & SK (iii) RS (iv) RG + input from Groups 1 & 2 (v) RS	(ii) utilise Scot Govt approach + internet search for others ; (iii) use examples already included; (iv) use outputs from Sections 1 & 2; (v) circulate to rest of CoP for comments by 15 October, 2012

Appendix 5

i. Foodlinks Conference Programme: Public Procurement of Sustainable Food

ppt slides of presentations are available at <http://www.foodlinkscommunity.net/news-archive1.html?&L=0> scroll to 23 May 2012

Thursday 10 May 2012

City University, Tait Building, Northampton Square London EC1V 0HB

10.00 Meet and Coffee

10.30 *Why public procurement of sustainable food is important*
Opening Address: Prof Tim Lang, City University London

Session 1: Where are we on the Public Procurement of Sustainable Food?

Chair: David Barling, City University London

10.45 *The catering manager's perspective* Mike Duckett, MBE Royal Brompton Hospital London

11.15 *The NGO perspective: Reflections of the Good Food on the Public Plate project* Jon Walker, Sustain

11.45 *The NGO perspective: campaigning for public procurement of sustainable food* Alex Jackson, Sustain

12.15 Q & As

12.30 *The Food for Life catering mark experience: lessons learned* Roger Mortlock, Deputy Director, Soil Association.

1.00 - 1.55 Lunch

Session 2: The ways forward?

Chair: David Barling

2.00: *The way forward: The Scottish food public procurement initiative* Robin Gourlay, Scottish Government

2.30: *The way forward: The London Olympics and after* Kath Dalmeny, Policy Director, Sustain

3.00: *The way forward: The catering procurement perspective* Gerry Clinton, London Borough of Havering

3.30 – 4.30 *What are the policy paths forward?*

Panel led Discussion:

David Barling (chair, City University London), Roberta Sonnino (Cardiff University), Kath Dalmeny (Sustain), Roger Mortlock (Soil Association), Gerry Clinton (London Borough of Havering).

4.30- End

ii. RPP Public Procurement Conference: List of speakers and participants

Speakers and panellists	Organisation/affiliation
David Barling	Centre for Food Policy, City University London
Tim Lang	Centre for Food Policy, City University London
Kath Dalmeny	Policy Director, Sustain
Jon Walker	Sustain
Alex Jackson	Sustain
Mike Duckett	Royal Brompton Hospital London
Gerry Clinton	London Borough of Havering
Roger Mortlock	Deputy Director, Soil Association
Robin Gourlay	Scottish Government
Roberta Sonnino	Cardiff University
Stephanie Woods	Campaign Director, School Food Matters
Attendees	
Alan Shaw	Health Development Officer, NHS Blackpool
Anita Selunda	Head, Development Dept, Tukums Municipality, Latvia
Annemiek Canjels	Senior Advisor EU Public Affairs, Province Limburg, The Netherlands
Bent Mikkelsen	Aalborg University, Denmark
Bettina Bock	Wageningen University, The Netherlands
Caroline Chalmers	Clinical Lead Dietitian, Tower Hamlets Community Health Services
David Kidney	Head of Policy, Chartered Institute of Environmental Health
Dawn White	Environmental Officer, City University London
Femke Hoekstra	Wageningen University, The Netherlands
Francesca Galli	Pisa University, Italy
Frank Clark	Facilities Manager, Carillion
Georg Patak	Municipality of Viella, Austria
Grace Phillip	Catering Contracts Manager School Meals, London Borough of Islington
Gunilla Andersson	Project Manager, Environment Dept., Malmo, Sweden
Hayley Roberts	Food Business Manager, Compassion in World Farming
Jess Halliday	Centre for Food Policy, City University London
Jessica Jane Spayde	Cardiff University
Joe Harvey	Director, Health Education Trust
Julie Smith	Centre for Food Policy, City University London
Katharine Jenner	Campaign Director CASH WASH, Wolfson Institute of Preventive Medicine
Lasca ten Kate	<i>De Mooie Maaltijd</i> (Meals Matter More), The Netherlands
Lindy Sharpe	Centre for Food Policy, City University London
Lorna Hegenbarth	Food Chain Advisor, National Farmers' Union
Margaret Shaw	Catering Contracts Monitoring Officer London Borough of Islington
Mark Stein	Salford University Business School
Meera Siyani	Greenwich Co-operative Development Agency
Miranda Godfrey	Culinary Arts Lecturer, Westminster College Kingsway
Monika Thuswald	ÖBV-Via Campesina Austria
Sally Sutherland	Catering Development Manager, London Borough of Newham
Sandra Karner	IFZ, Graz Institute Dept Science and Technology Klagenfurt University, Austria
Steve Logan	Quality Assurance Officer, London Borough of Tower Hamlets
Susanne Kent	Catering Contract Monitoring Officer, Royal Borough Kensington & Chelsea, London
Tony Goodger	Food Service Trade Manager, ADHB

Appendix 6

link to *Revaluing Public Sector Food Procurement in Europe: An Action Plan for Sustainability* (Full report and Executive Summary)

- i. http://www.foodlinkscommunity.net/news-foodlinks.html?&tx_ttnews%5Btt_news%5D=1064&cHash=db8dc0629d7c8f5e57a3215b345b0d6b

ii. Dissemination List

RPP CoP members' links for *Revaluing Public Sector Food Procurement in Europe: An Action Plan for Sustainability* dissemination

GA:

Procura: www.procuraplus.org

ICLEI: www.iclei-europe.org

Soil Association: www.soilassociation.org

+ Sustainable Food Cities (when available)

IFOAM

Green Parties Europe

Upphandling 24 (Swedish web-based newsletter)

Urbact project (on sustainable urban food)

BB:

Sustain: sustainweb.org

Food for Cities (Julien Custot)

FAO: Save food initiative newsletter (jb.knutsen@fao.org)

RSO- weblog

Purefood links weblog

Foodlinks website

AS:

Procurement magazine

Tukum's municipality homepage (www.tukums.lv)

AC:

Desk EC Green Public Procurement

Desk EU Rural Development Network

Desk EU EIP Agriculture

Flemish Land Agency

Peri-urban Regions Platform Europe

Errin Network

Slow Food

Assembly European Regions (AER)

Global Greenbelts Network

RS:

Research Centre for Sustainable Urban and Regional Food (SURF)
Purefood
Sustainable Places Research Institute

RG:

Sustainable Cities Network
European Caterers' Network
Various desks at EU level
Various industry organisations operating at EU level

FdeI:

EU Rural Network
ANCI – National Association of Italian Municipalities
INEA – National Rural Network
Transition Cities in Italy

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Appendix 7

**Links to webinar ppt presentations – go to
<http://www.foodlinkscommunity.net/news-archive1.html?&L=0>:**

1. Reform of EU Common Agricultural Policy(CAP2020) – towards a sustainable food policy? Scroll to 27 June in News Archive
2. **Social Return on Investment** scroll to 17 April 2013 in News Archive

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Appendix 8

i. Agenda and Minutes of RPP CoP meeting, Vitoria-Gasteiz. 11 September 2012

AGENDA

****It is suggested that we collectively decide who is to chair each session after the introductory session****

09.30 – 11.00

- i.) Introduction and review of activities since the meeting in May
- ii.) Reflections on mid-term report (especially RPP CoP report) and progress on learning processes and knowledge brokering activities. (Report circulated separately by BB on 30 August and available on intranet).
- iii.) Discussion of draft for poster (circulated with this mailing) for presentation to Expert Forum members. **DB and JS**

11.00 – 11.30 coffee

11.30 – 13.30 Tirennia Charter

13.30 – 14.30 **lunch**

14.30 – 16.00

Identify 4 or 5 issues to present for discussion in the cross-CoP meeting on Weds. 12 Sept. **(activity to be organised with**

Sandra)

16.00 – 16.30 **coffee/tea**

16.30 – 17.30

Meeting in Malmö (26 – 28 November) and future meetings

RPP poster presentation on CoP progress to Expert Forum members.

ii. Minutes for RPP CoP meeting FOODLINKS meeting, 10 – 14 September 2012, Vitoria-Gasteiz.

PRESENT: CoP members David Barling (DB), Julie Smith (JS), Annemiek Canjels (AC), Francesca Galli (FG), Gunilla Andersson (GA), Sandra Karner (SK), Bettina Bock (BB), Anita Selunda (AS), Roberta Sonnino (RS), Robin Gourlay (RG)

Also present: Uxue Arbe (UA), Bent Mikkelson (BM)

Session 1 – Key points

ii.) CoP activities, scheduling and report writing

- CoPs need to write their final reports by end of May 2013 (for submission in June 2013) and key time for activities is between Sept 2012 to end of May 2013.
- the final project report will cover project activities **and** what we learnt about knowledge brokerage and how useful the CoPs were as a tool. This final deliverable is a co-operative endeavour and CoP members should be considering how/what they will contribute to the final report. Individual CoP members' learning might be included; DB recommended to CoP members to keep personal diaries, which will help to remember our experiences.

ii.) Webinars

- **It was agreed that three further webinars should be scheduled:**
 1. EU panel on greening public procurement – **AC to approach policy desk member in the E Commission**
 2. European social welfare strategies and school meals – **BM to lead**
 3. Social return on investment (Footprint Consulting) – **RG to approach consulting firm used by East Ayrshire.**
- there was discussion about whether future webinars should be open to all members of the RPSFP Group on the Knowledge Hub or just CoP members - **a final decision needs to be taken.**

iii.) Knowledge Hub

- there was discussion about open membership access to the knowledge hub group.
- **It was agreed that easier access had helped build CoP membership.**

iv.) Other KB activities

- **It was agreed we should investigate writing a wikipedia entry on public sector food procurement as part of CoP activities**

Session 2 Tirennia Charter

i.) Review of progress to date:

Section 1 –there was a suggestion that this should be written at the end

Section 2 – case studies are on track

Section 3 – the ‘how’ section needs input from everyone and currently requires the most work/input.

- Section 3 – key points from discussion:

- **It was agreed that we might add a new sub-section - ‘What we should measure and how’** –a set of indicators to include short /medium and long term scenarios, with examples of what has already been done/validated.
- RG suggested that the Sustainable Food Procurement Check List in his report written for the Scottish Government could be used as a possible model for the indicators.
<http://www.scotland.gov.uk/Publications/2009/11/12111724/0>
- BB noted that we needed to be careful what parameters are used to identify the indicators and how the methodology is calculated. RS noted that although politicians are interested in results, cultural change associated with sustainable food procurement are difficult to evaluate and take time.
- CoP members’ worked in groups to discuss how the key indicators could be identified:
GROUP A - emphasised the need to distinguish between in-house catering and contracted-out catering;
GROUP B - identified the following list as possible indicators:
 - fair trade/ fairly-traded products
 - animal welfare
 - monitoring working conditions
 - seasonality
 - freshness
 - food waste
 - support for local employment/jobs
 - educational initiatives eg training pp staff
 - reduce meat consumption
- **RS to develop set of 10 indicators but all to contribute. CoP coordinators to prompt activity by issuing reminders.**

Session 3 Questions to take to Cross-CoP meeting

i.) The group identified the following questions to take to the cross-CoP meeting using the KB tool, 'To the Wheel':

1. What does the SFSC CoP regard as the barriers and opportunities to supply large public institutions? (for example, consistency, quality, quantity).
2. What are the key (dis)connections between UFS/RPP and SFSC?
3. What role do large companies play in the delivery of sustainable food?
4. Do the 3 CoPs still capture the key solutions for food sustainability?

iii.) **Report backs from cross-CoP discussion of questions identified 5 key points:**

- how collaborative, equitable supply chains are implemented should be written into tender documents. There was a suggestion that an adjudicator/independent body could be appointed to oversee the process.
- there is a need to address the gap between what public contracts require and the business efficiency of small and medium enterprises (SMEs). Suggestions for how to address this included: geographical and product lots (eg dairy broken down to milk, butter etc); public sector contracts to be led in a way that encourages participation by SMEs.
- there is a gap between the city as a buyer promoting sustainable food and its own utilisation of local land to support this. The solution is not just small-scale food production but goes wider than this and could be linked to cultural activities that bring the countryside into the city - for example, landscaping, recreational use of surrounding countryside.
- urban food councils could be one way to facilitate collaborative public procurement between hospitals, prisons, schools etc.
- there was recognition that key issues for food sustainability shift over time. For example, food security has risen up the agenda and, although it is an implicit part of the CoPs work, it could now require a more specific focus.

Session 4 Meeting with UFS CoP, Malmö, 27-28 November

- **It was agreed that the RPP discussions as part of this joint meeting should include:**
 - i. Tirenna Charter - review progress on the wiki and final format

- ii. How best to use period up to next general meeting in Scotland, April 2013.
- iii. Other activities – eg. wikipedia entry; other further knowledge brokerage activities between members which communicate the particular tacit knowledge or skills of one type of member to another (e.g. academic to practitioner/policy maker and vice versa)

Response to Expert Forum challenges from RPP CoP

1. EF members acknowledged that process is a more important part of the project than they had originally realised.
2. CoP must (re)consider content in relation to audience in order to reach them effectively but retain KB informed nature of the content.
3. In reply to the EF's challenge for each CoP to list at least 3 external places to disseminate content/findings, **it was agreed that CoP members would email possible external network links & CoP to JS who would collate and pass on to Heidrun.**
4. In response to the EF's question 'what do we want to ask the EF?' - the following question was posed:
"What would help the EF engage more with the Foodlinks' (CoPs)?"

iii. RPP CoP Progress: poster prepared for Expert Form members, Vitoria-Gasteiz meeting 12 September, 2012

Link: at http://www.foodlinkscommunity.net/news-foodlinks.html?&tx_ttnews%5Btt_news%5D=862&cHash=012d3dabaac091f99f464c329a831a91

Appendix 9

AGENDA FOR JOINT MEETING WITH PUBLIC PROCUREMENT AND URBAN FOOD STRATEGY CoPs MALMÖ 27th -28th November 2012

Tuesday 27th November

8:30 Introduction and brief presentation of participants

Malmö's urban sustainability strategy

8:45-9:10 Presentation by Deputy Mayor on Malmö's work and the motivational forces for Malmö's policy for sustainable development and food.

9:10-9:30 Presentation by Trevor Graham on Malmö and sustainability

9:30-10:00 Urban agriculture and social capital in Malmö

10:00 – 10:15 table discussion

10:15 Coffee

Sustainable procurement in Malmö

10:30 – 11: 00 Presentation of procurement in Malmö

11:00 -11:30 Presentation by Malmö school restaurants

11:30 discussion

11:45 -13:15 Lunch at a school

13:15 -15:00

Short presentations of guests from European partners

Knowledge brokerage activity between participants

15:00 Coffee

15:30 - 18:00 separate CoP sessions

19:00 Evening activity - Joint dinner at Salt o Brygga Organic Restaurant in Västra Hamnen, Malmö

Wednesday 28th November

8:30 – 10:00 Joint CoP session

Discussion of the points raised during yesterday's open session.

10:00 – 10:30 Coffee

10:30 – 12:00 Separate CoP sessions

12:00 – 13:00 Lunch

13:00 - 15:00 Separate CoP Sessions

Travel home

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Appendix 10

i. RPP CoP sessions, Edinburgh REVISED Final Agenda

Tuesday 23 April:

9.30 - 13.00 RPP CoP session 1

9.30 - 10.00: overview and aims

10 - 11. Tirrenia Charter: final comments and presentation and dissemination.
(Coffee 11- 11.20)

11.30 - 13.00: Exercise: paired interviews using questionnaire responses

(13.00 - 14.00 Lunch)

14.00 - 17.00: CoP session 2

Feedback of interview responses to questionnaires

Roundtable discussion and collation of reflections on Knowledge Brokership activities

Roundtable discussion on CoP contributions to:

- Policies for public procurement of sustainable food
- Sustainable consumption and production policy/sustainable food policy
- Links to/with other CoPs

Thursday 25 September:

9.00 -10.00: Implementing public procurement of sustainable food: the story of Tukums (Janis Luksevics)

10.00-10.15: Title and timeline for WP report (DB and JS)

10.15 – 10.30: Dissemination of the Charter – revisited (BB)

10.30 – 11.00: Reflections on the learning and KB (FdeI)

11.30 AOB (DB)

12.15 – 13.00: KB tools activity (SK to coordinate)

ii. FOODLINKS RPP CoP meeting Edinburgh, 22-26 April 2013

Present: CoP members David Barling (DB), Julie Smith (JS), Annemiek Canjels (AC), Gunilla Andersson (GA), Sandra Karner (SK), Roberta Sonnino (RS), Robin Gourlay (RG); Francesco Di Iacovo; Bettina Bock (BB); Anita Selunda (AS)

Also participating: Janis Luksevics (JL)

Tuesday 23 April

Session 1 – Key points

DB Introduced overview and aims of session (ppt attached):

- i. To focus on assessing our learning (4th iterative stage) and think about outputs, especially the RPP joint working document (TC) and the Final Report.
 - ii. To discuss the questionnaires in order to ensure that the perspectives of all CoP members are reflected and included in the final reporting.
 - iii. Further points for discussion:
 - Policies for public procurement of sustainable food
 - Sustainable consumption and production policy/sustainable food policy
 - Links to /with other CoPs
- i.) **RPP joint working document:**

TIMELINES

- **29 April - 10 May:**
 - Charter & Exec summary (JS & DB)
 - [Key policy action points document (RG & AC)]
 - Supply any further thoughts/inputs to final report to JS (ALL)
 - Supply information on 'spin-off' activities/events to JS (ALL)
- **20 May** week starting:
 - Draft final CoP report sent out to members for comments (JS & DB)
- **June 7**
 - Deadline for sending back comments (ALL)
- **June 7 - 30 June**
 - Final edits to final report and submission to Bettina (DB & JS)
- **Dissemination (points raised by BB in Session 2)**
 - No material budget for dissemination – although there is a budget for the final conference
 - Could be a limited opportunity of producing some materials (as advertisement for Foodlinks project as a whole) from the budget for conference flyers
 - We will make use of the resources of partner organizations for a more professional lay out (see timeline for RPP CoP details)

ii. Feedback from questionnaire interviews and from roundtable discussion on KB activities:

- 'right tool at the right moment' –important to match the tool to the goal and activity (eg. 'The Wheel' at Pisa meeting)
- some tools better at overcoming linguistic barriers
- need awareness of variety of policy aims and contexts in different countries
- task focused activities that result in a product/output made them purposeful/effective and increased overall project engagement
- need ease of access to virtual ('one click') – eg. facebook could have been a better/easier channel as it is also accessible by mobile phone.
- technology can also pose obstacles (eg. passwords deter/prevent use)
- email is a 'trigger' rather than KB in truest sense.

- links to wider purpose important; Foodlinks project is both an 'episode' in longer policy cycles/processes, describing an incremental process of change; and a platform/incentive for change (eg. Tukums new RPP strategy drew inspiration/ energy from Foodlinks). It is a form of "co-production" - when Foodlinks participation is combined with local engagement it becomes more relevant for our daily work, providing an incentive for more active engagement, including online.
- Foodlinks established working contacts and concrete invitations across borders and this has been experienced as an important gain/inspiration
- KB prepares practitioners for change (in the future) – 'co-evolution' - eg. impact of project in Malmö – learned a lot that might be used in next procurement round in 2018; this will make the benefits of the project/KB activities more evident
- Experimental nature of project can distance it from our 'daily lives':
 - interpreting use of methods can feel artificial; subtlety of why things work (or not) e.g. language can make barriers
 - online creation can feel artificial – need to weave KB in to other daily activities
 - difficulty of integrating online activity in overall off-line work as policymaker
 - face-to-face created more sense of community – it works because it 'blocks' you in the situation so you have to engage.
 - could have been beneficial if KB experts had been present in each group to train and experiment with KB strategies more structurally

iii. Further points from roundtable discussion on CoP contributions:

- **sustainable consumption and production policy/ sustainable food policy**
 - (Political) will to change policy/ insecurity of long-term commitment
 - role of actors/individuals (agency)
 - organization(al)/ institution(al) policy commitment
 - revaluing public procurement requires a strategic approach
 - need to consider public procurement as factor for resource efficiency
 - SFSC and UFS + RPP links create/interact to make an environment for change. Building an environment in which other things can happen; is Foodlinks a collective brand for action in the future?

- **Links to/with other CoPs**
 - successful cross-CoP exercise in Vittoria
 - curiosity about what going on in other CoPs/purpose and content of their joint working docs.

Thursday 25 April

CoP Session 2 (Updated Agenda attached)

- i. **Implementing public procurement of sustainable food: the story of Tukums (Janis Luksevics, Legal Dept. Municipality of Tukums)**
(ppt attached) “*and then came FOODLINKS ...*”

Key points from Q and A

- AS provided further background on how the municipality developed the new procurement strategy. She said:

‘It started from presentations in Tirrenia – we began to see what was possible and this was combined with changes in Latvia – changes in the law. We already had started the process of making the criteria for food procurement better – it’s a very complicated process of accounting and specification. We also had 4 or 5 meetings with stakeholders to explain, then we had meetings with schools/kindergartens to explain what we wanted to improve. In parallel, we were working on a sustainable food strategy and we moved on to meet with farmers/ local producers. We did a presentation about the sustainable food strategy and on how systems for food procurement work and we explained how they could supply schools etc.

Change was partly to do with change in our own procurement law (because of EU legislation). We required more concrete criteria which were based on the EU Directive – more emphasis on quality criteria.

Foodlinks helped us improve our practice, including the meeting in London where we heard from practitioners. Foodlinks helped generate interest with our Chairman and to draw on local networks. KB principally took place locally within Tukums, although the Key Action Points would have been helpful at the start of the process.

Foodlinks was a catalyst for change at local and national levels, for reactivating links within their own context and for brokering knowledge beyond the local CoP’.

JL added: ‘*We can say that we have made some kind of earthquake.*’

Other points that came out of the discussion included:

- It was important that Tukums had political support to make these changes in their working practice
- Political ‘window of opportunity’: change of the Latvian PP law
- No additional budget
- Stakeholder meetings part funded by Foodlinks, alongside municipality
- Interest in tendering from 4/5 local producers – bakery, meat, milk
- Waiting to see what difference it makes to price (this will become more apparent as contracts come up for renewal)
- Re-introduced national/local knowledge from different perspective(s), including across government departments (health, education).
Foodlinks acted as a catalyst for recognizing this.

ii. Reflections on the learning and KB from Francesco deI (attached)

iii. AOB

Maintaining CoP after the end of the project

- Could the CoP be hosted elsewhere eg EU Greening PP desk?/ European food procurement hub (hosted by Aarlborg)
- Foodlinks will remain part of an on-going/ related stream of other initiatives

Future research:

- Whole cost calculations eg SROI/(S)LCA – to include the social more fully
- Effectiveness of training and education
- Impact of recession on greening public procurement: resilience of RPP initiative or crisis even as incentive
- Review of different procurement schemes – why things don’t work
- Use comparative case studies as a way of throwing up issues/ideas for greening public procurement –why now? why in these countries? Greening usually seen as a cost rather than a resource, but eg in Scotland seen as way of increasing/ sustaining growth (first-mover advantage)
- Tie-in with climate change/ health/obesity
- Need for re-framing/more radical re-think of how we get to sustainable scenario
- Need for research into the mechanisms of how greening public procurement acts/ mobilises wider society.
- Impacts of public/private co-production of services

Final conference & eye opener workshop (SK)¹

¹ Change in the Agenda – KB Tools activity was skipped.

The *final Conference* (WP8) is for policy & practice dissemination of our experience within the CoP on sustainable food in Brussels, 16th October 2013.

Who do we want to attend?

- Policy people
- People from practice
- Media people
- CSOs/NGOs - may need travel costs/accommodation paid by project (are there organisations/individuals we want to fund to ensure they participate?); incentive to come would be higher if they could present something

What do we want to disseminate/communicate at the conference?:

- start from a core/key question
- key action points: related to concrete cases/practices (advanced and 'young' initiatives)
- case studies – told from real-life experience about how they were initiated, the benefits and how barriers have been overcome.
- international comparison of cases
- examples of 'research into practice'

How?

suggestions included:

- a market where different tools and cases are presented
- short talks/presentations combined with KB activities
- it would be good to hire a professional moderator
- connections to broader initiatives/networks like ECLEI, Procura+, Committee of the Regions might be useful to promote the conference.

The second day will be an *eye-opener workshop* (WP7) for the project team members and invited participants only (suggestions for invitations to be sent to SK), where we will reflect our KB experiences.

CoP timelines will be presented as posters plus 2-3 KB-tools we applied and found valuable in our specific context. KB posters for RPP CoP could include:

- 'the wheel'
- 'paired interviews'

OTHER action points arising from General Meeting sessions

1. **BB** requested that members add their dissemination activities to the table on intranet (all CoP members)
2. Heidrun requested that CoPs send their invite lists for the Final Conference to FiBL by **10 May**

Send suggestions (including MEPs/politicians)

iii. Ppt presentation: Implementing public procurement of sustainable food: the story of Tukums, Latvia

for link go to: http://www.foodlinkscommunity.net/news-foodlinks.html?&tx_ttnews%5btt_news%5d=949&cHash=9ec51f994310c5d53a982846fa7c07bc

iv. The story of Tukums, Anita Selunda, Head of Development Department, Tukums municipality (Latvia)

1. What change is happening?

Tukums municipality includes Tukums town and 10 villages with country areas. Number of the municipality inhabitants ~ 33 000, its territory – 1198,70 km².

The main public institutions involved in the procurement and supply of food in the municipality of Tukums, are educational institutions (kindergartens, schools), health care institutions (hospitals), sport institutions and social care institutions (children's home, social department).

The food distribution process for public institutions in the municipality is organized in two different ways:

1. public institutions make food procurements in order to prepare meals with the institution's own resources (own staff and inventory);
or
2. public institutions make full catering service procurement (outsourced company prepares meals with own resources (there isn't allowed to prepare meals outside the school or kindergarten)).

Public institutions in the municipality can freely choose between the two options, depending on local conditions and considerations. However, there is an increasing trend towards outsourcing.

Why? There are such arguments and presumptions (without previous practical analysis) as:

- 1) no investments in specialized kitchen equipment is needed;
- 2) no costs for specialized staff (chefs, cooks etc.);
- 3) better control process;

- 4) no worry for food procurement;
- 5) better meal's quality;
- 5) lower budget expenditures (unverified factor).

All food chain process in public institutions within the municipality are controlled by the government laws. All municipal institutions or organizations with public capital buy goods and services in accordance with the Public Procurement law which sets the principles and detailed rules for procurement procedures (e.g. free competition, equal and fair attitude toward tenderers, cost-effective expenditures and minimized risks etc.). There are state rules which determine the basic principles for the food chain at every level (production, processing, distribution, selling etc.). There are special regulations for health care and educational institutions. For example, these regulations determine, according to school age, what kind of food (meat, fish, salads etc.) is offered and how frequently. There are also some restrictions (e. g. no sweetened drinks and sweets are allowed to be sold at school). In addition, the government finances wholesome food programmes which are organized in schools, like "School fruit" and "School milk" programmes. Under these programmes, students receive free fruit and milk.

Municipality as public institution organize centralized food and catering service procurement for such educational institutions where one year contract price for individual school or kindergarten reaches ~ 29000 EUR per year (this is start amount when public institution have to organize open public procurement procedure – contest). Other educational institutions, where these contract prices are lower, organize individual procurements.

1. What are driving forces for changes?

Municipality have detected such problems in whole food procurement process management:

- 1) essential amount of imported products (long supply chains, long miles) with unsatisfied quality (vegetables, fruits etc.);
- 2) less seasonal and regional products (especially vegetables and fruits);
- 3) bad communication with suppliers (suppliers aren't motivated to supply good quality products for all the contract period because the only contract award criteria is lowest price and prices are fixed for whole contract period);

- 4) unsatisfied local producers (generally local farmers) with procurement requests and rules (contract award criteria – the lowest price). They can't offer competitive price because there are unequal competition rules between EU members (farmers from Latvia get essentially less subsidies from EU funds if compare with other EU countries);
- 5) unsatisfied representatives from schools and kindergartens;
- 6) unsatisfied students and their parents.

2. Which aspects of sustainability are prioritised and why?

Tukums municipality have identified two fields where to make further development activities:

- 1) to make and develop individual sustainable food strategy for Tukums municipality;
- 2) to make detailed guidelines (harmonized with sustainable food strategy) for food procurements.

The future vision is to use as much as possible organic food (it mean's local and regional food) resources to prepare tasty and healthy meals with minimized negative impact to environment.

3. What are the main challenges?

The main challenges are:

- 1) to consolidate all need's from school's and kindergarten's in one centralized procurement in order to make unified food supply standards for all schools and kindergartens and to increase demand (customers) power in contract relations with suppliers;
- 2) to prepare detailed and unified technical specifications for centralized food procurement;
- 3) to divide all food products in "virtual baskets" accordingly local market supply;
- 4) to make new contract award criteria beside price (organic food quality standards, green procurement principles – short miles, empty package recycling);
- 5) to educate local producers (farmers) how to prepare and submit tenders and make local producer's alliances;
- 6) gradually increase organic food consumption – to realize sustainable food strategy;

- 7) regularly monitor food procurement process, make new improvements;
- 8) to make analysis what is the best way – to buy food and prepare meals with own staff and inventory resources or to buy catering service;
- 9) to transfer the same sustainable food strategy principles to catering procurements;
- 10) improve chef's skills to prepare food more tasty, healthy and attractive for students;
- 11) to educate children un their parents for healthy food and healthy lifestyle;
- 12) to develop communication with local producers.

DRAFT

APPENDIX 11: Analysis of RPP CoP members questionnaires

Question	Policy-makers	Academics
<p>1. Do you feel that you have reached a shared perception with others in the RPP CoP of the role(s) of public procurement in advancing the sustainable consumption and production of food?</p>	<ul style="list-style-type: none"> • We agree pp has important role but only partly agree on how to do it because of country differences in interpreting sustainability and the procurement legislation – this also limited possibilities to learn from each other • Municipal level perceptions are more practical and focus on concrete criteria • Academic/theoretical level provides wider understanding of complex issues • Case studies provided concrete examples and London conference provided new perspectives on how to cooperate with CSOs • CoP members share values and principles of sustainable pp but interpretation of EU legislation varies from country to country which leads to contrasts for motives and priorities i.e. stimulating economic growth/organic agenda/ community well-being • Need more acknowledgement of procurement as a tool – not the principal driver. Role of caterers not sufficiently recognized – too much emphasis on role of procurement professionals rather than menu planning etc. • Although shared perception of importance of pp as a tool, it is under-used because of disconnect between policy-makers/politicians and financial decision-makers. Addressing this requires 	<ul style="list-style-type: none"> • We have a shared perception of pp and also of the different interpretations of EU legislation at country level within Europe • KB has moved our perception closer together eg joint writing of document where we had to think more deeply about the issues and cultural and governance differences • Feel that there could have been a shared perception at the start which brought people together in the CoP but KB activities eg. Face-to-face paired speech-presentation and remote working on the joint document supported how we shared perceptions of how pp contributes to meeting SCP food challenges • Good we did not spend too much time reflecting on nature of sustainability but used concrete examples. This raised attention/ promoted discussion • Academics had broader/more integrated perspective to provide support to practitioners • Sharing stories and opinions has been important. I had <i>‘under-estimated the difficulties of its practical implementation’</i> • Exchanging views with policy-makers helped me recognize that <i>‘opportunities need to be created’</i>. • <i>‘These kind of ‘eye-openers’ contributed to the fact that in my view, we all broadened our view of pp by being able to look upon it from different positions.’</i> • The differences between us were useful to enhance perceptions and

	<p>education/communication /incentives</p> <ul style="list-style-type: none"> • Perception that the public find pp technical/ boring/restricted by legislation but we have a shared understanding that <i>'creativity makes it a powerful aspect of governance'</i>. 	<p>understandings of the range of possibilities for possible alternatives for implementing pp</p> <ul style="list-style-type: none"> • There was knowledge acquisition for all, especially for those who started with little or no previous engagement or experience • Our exchange of information about the different practices across Europe led to more awareness of the degree of flexibility that exists working under common EU rules Eg joint writing of Charter doc. Own personal experience on various UK initiatives was valuable. Although project has not extended my knowledge associated with this work, it's value has been that it has offered different European perspectives and <i>'an understanding of the longer term ongoing policy processes and engagement at play in this area- including at EU level.'</i>
<p>2. What are the most valuable things you have learned about public procurement of sustainable food?</p>	<ul style="list-style-type: none"> • Very different contexts in different countries but progress can be achieved • EU promotes green procurement • Researchers and practitioners look at things differently • Sustainability is a complex term, but I feel I have a clearer view of its different meanings • Need definition of criteria, to be developed with external expertise, that are accurate, meet legal requirements, incorporate sustainability and have clarity for local producers and farmers • Adoption of sustainable 	<ul style="list-style-type: none"> • I learned that good practice is possible and PP is being actively and successfully revalued from the range of creative , imaginative and dogged examples we heard about • Active agendas are driven by individuals • I learned to think at different levels (environmental, SROI, health etc.) • Arguments for change need to reflect diversity at national, regional and local levels • Nearly everything I learned was new • I expanded my professional field of expertise to PP • I was surprised that the legal

	<p>procurement is an aspiration and it is being sidelined as austerity cuts put pressure on budgets</p> <ul style="list-style-type: none"> • The principle of sustainable procurement requires longer-term vision • The case studies describe good practice but are not the norm. <i>'Food is regarded by public bodies as an ancillary activity rather than a strategic priority in its own right'</i> • Most purchasing depts. do not communicate with other depts. <i>'I learned that the key factor in failure or success in Green PP is the extent to which the PP Dept works in isolation and has autonomy'</i> • PP officers work on the principle lowest cost at sufficient quality, based on the direct short (and long term) costs. Case studies show how costs do not increase when PP is 'turned green' • Personally I knew little about GPP, but I studied the EU Commission GPP policy and the EC policy on Pre Commercial PP 	<p>framework gives room for more sustainable procurement practices</p> <ul style="list-style-type: none"> • My own research, and listening to practitioners, convinced me that sustainable PP is affordable within existing budgets egs in Graz, Rome, London • The examples shared within the CoP were very inspiring and made me realize that overarching, continuous and institutionalized strategies that include all stakeholders along the supply chain is the key to success • I found the role of CSOs/NGOs very illuminating • The example provided proof that 'revaluing PP actually works – context dependent – in diverse ways' • I haven't learned much because of my pre-existing experience in the field but the most valuable aspect has been exposure to new examples and data and to consolidate and expand networks. • <i>'I better understand that it is crucial to organize PP in a sophisticated 'clever' way in order not to lose potential benefits while fulfilling the demands of modern bureaucracy – which is the reality that policy makers have to deal with.'</i> • Cultural elements related to food consumption and organizational and political culture all affecting planning strategies at national/local level • There are different backgrounds, but also diverse steps in facing public procurement from a strategic point of view • There is a kind of interpretation about what RPP should sustain in each participating countries and a diverse approach in achieving different goals • Specific examples were
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		<p>helpful to show where RPP is part of an overall coherent strategy in addressing political goals at local levels</p> <ul style="list-style-type: none"> • Organisational commitment and buy-in : in the form of organizational level policy commitment to purchasing sustainable food at food/environmental policy levels and at different level of government or as part of wider sustainability agendas • Relevance of political configurations at City government levels eg London, Malmo • Different policy drivers put PP on the political agenda eg Carbon reduction in Malmo, role of rural development in Scotland • Involvement in CoP has ensured my continued engagement within food policy at EU and national (England) levels • Deepened my understanding of contract specifications and 'lots' processes • Provided opportunities to get meetings (eg webinars)to expand knowledge of related policy developments like CAP reform, SROI.
<p>3. What methods and ways of undertaking Knowledge Brokership have you found a. more useful and b. not so useful?</p>	<ul style="list-style-type: none"> • Useful: process used to plan joint working doc; cross CoP activities in Vitoria; post-it session in Malmo • Less useful: no agenda for meeting in Wageningen • Useful: 'Opera' – this collected everyone's opinions, formulated priorities and enabled us to concentrate on main aspects; field visits eg urban gardening in Spain • Less useful: internal web-based/social media tools – found too time consuming • Useful: face-to-face most effective KB tool for 'building trust and positive interaction' especially 'Opera' which provided an 'excellent facility to distil 	<ul style="list-style-type: none"> • Useful: face-to-face- gave everyone a sense of ownership, shared sense of mission and momentum and appreciation of differences between people, their work and national priorities; social media – provided wider participation and new skills <i>'I have also become much more confident about using these forms of communication and can see their value and power to stretch across boundaries'</i> • Less useful: email overload led to messages being lost, ignored or forgotten. • Useful: face-to-face most enjoyable – <i>'we became a group'</i> eg paired speeches, London conference, informal conversations, Malmo

	<p><i>very complex and detailed information in a forward-looking and comprehensible way'</i> Importantly this helped overcome language difficulties and input into the discussion; 'Building understanding of the nature of PP in the countries represented'</p> <ul style="list-style-type: none"> • 'many relied on face-to face meetings to make their contribution' • Less useful: No strong requirement or discipline to participate in the KH led to different levels of engagement – some lack of activity also due to IT restrictions eg Government firewalls • Useful: face-to-face meetings (neglected brokership in between); pairing and exchanging day-to-day work experience between policy makers and scientists 'I learned why each party searches for such different results and therefore tends to miscommunicate'; Foodlinks website and KH; webinars and skype; opera and world café; storytelling 'because reading stories with a personal touch makes you more open to get involved' • Less useful: struggled with using tools directed at KB not promoting green procurement; mindmapping • Missed opportunities: you tube movies, Facebook and LinkedIn groups; training for PP officers; traditional tools of books, templates, handbooks, calculation models. 	<p>meeting; 'Site visits were definitely one of the richest sources for KB'; joint working document 'helped bridge the times between the meetings in terms of being active' but we failed to work effectively in groups except on peer-review of text 'this forced us to go deeper into the examples and to critically reflect on what others had described. This implicitly takes place against the background of ones own knowledge and experiences, and I think that is a really valuable aspect. Moreover to elaborate on such a joint 'product' gives the exchanged knowledge a kind of 'face', which makes it more easy to notice that KB has taken place'.</p> <ul style="list-style-type: none"> • Less useful: KH – I am not a 'digital native' at a certain point I am not capable of filtering what is important and most interesting, which is frustrating and discouraging' • Useful: wheel/opera and world café 'their main strength as KB methods is that they strive for synthesis and clarity; joint working doc process largely dominated by academics 'This method would have benefitted from closer interaction with the other two CoPs. • Useful: face-to-face most valuable; collaborative working and presentations (storytelling), opera, dynamic learning agenda and webinars • Less useful: Some KB learning methods were disconnected from the core activities of the CoP • Useful: face-to-face – some worked better than others; paired presentations – these are also used in stakeholder policy meetings and policy development, indicating KB has potential policy applications which puts achievements of project in
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		<p>wider context; City conference – introduced voice of civil society and public procurement officers</p> <ul style="list-style-type: none"> • Less useful: engagement in ongoing virtual KB activities – worked best when had fixed time/date eg webinars; English language level abilities impacted on some peoples’ contributions.
<p>4. How do you look back at your role and contribution in the CoP and at your interaction with others? Are there missed opportunities?</p>	<ul style="list-style-type: none"> • Contribution: provided examples sustainable procurement, experience of KB and process leading methods. Contribution between meetings varied because of work commitments. • Missed opps: more interaction with policy makers and researchers • Contribution: passive role because of lack of experience of working with academics; language barriers (incl academic language. • Missed opps: sharing y own experience of practical application • Contribution: added to my confidence empowering experience to work with others; led to other opps in various countries • Missed opps: clear dissemination budget to create/ensure legacy of project; potential of KH not exploited; <i>‘inevitable time constraints of normal work pressures limited the opportunity to do this in a disciplined way.’</i> • Contribution: analysing and presenting information on EU PP policy and Green PP; worked to help get Green PP included in draft EIP Strategic Implementation Plan for Agriculture, Productivity and Sustainability • Missed opps: exploring the pre-competitive PP that is targeting innovation 	<ul style="list-style-type: none"> • Contribution: Good relationship with other CoP members/kept day-to-day activities on track • Missed opps: more involvement and confidence with KH from other members of the CoP and opps to share across CoPs using this <i>‘using the KH more effectively could have really supported more joint work and underlined how we were all chasing the same goals.’</i> • Missed opps: we could have tried out more KB tools <i>‘although the balance between bothering people with strange exercises and adding value is not always easy to assess’</i>; could have initiated a KB event at the local level; engagement with consultation on the EU GPP. • Contribution: <i>‘feel I have given more than I received’</i>; exposure to KB methods utilized in other work (world café at UNs World Urban Forum in 2012) • Missed opps: more involvement of policy makers • Missed opps: online interaction <i>‘not my way of interacting’</i>. But feels its use may have been misconceived by the project <i>‘ICT seems to offer an easy way of building communities through online communication but it works only among a certain group of people who are used to communicate this way also with relative ‘strangers’ and who already are accustomed to such tools; but also people who can fit it easily into their</i>

		<p><i>regular working day and their use of electronic utilities. This as it seems, fits very badly into a regular policymaker's day who spends little time at a desk and much in meetings, and hence, has little opportunity to 'chat online' and, in addition access is limited by IT barriers like firewalls.</i></p> <ul style="list-style-type: none"> • Missed opps: <i>'Every time there could be missed opportunities due to different elements. Time constraints, difficulties in organise a common frame or in defining common goals or shared activities may be part of such difficulties. That was perhaps part of the brokerage initiative.</i> <p><i>In my opinion the missed opportunities were mainly linked to a reduced opportunity to progressively enlarge the debate to newcomers in order to increase knowledge, introduce and share new point of views, consolidate achievements;</i></p> <ul style="list-style-type: none"> • Missed opps: Many members only really participated when given specific tasks or at meetings; <i>'the KH has a lot of unrealized potential - needs more buy-in from members which also means more engagement with these types of social media'</i> possible form of engagement with national networks; missed role of NGOs/civil society and policy officials in particular;
<p>5. What can others learn from your experience? Who could learn from you and how would you communicate any lessons learned to them?</p>	<ul style="list-style-type: none"> • Learn from my experience in practical development and implementation of sustainable procurement cooperation with politicians and other stakeholders, including different aspects in different countries • Can reach wider audiences using my own experience in developing sus PP strategy in my Municipality (Tukums, Latvia) • Rare opportunity for practitioner now working 	<ul style="list-style-type: none"> • Enthusiasm for social media tools • the usefulness of KB tools: there are definitely useful tools, but they have to be tailored for the specific setting and the people engaged. <i>'This is especially the case for the use of tools that need specific skills (e.g. online tools), but also for tool, which build on unusual interaction processes/didactic settings.'</i> • balance between bottom up and leadership: one of the

	<p>in food policy to be allowed to think about cohesion in Europe – common goals and purpose</p> <ul style="list-style-type: none"> • The key output of the joint working (Charter) document provides opportunities to disseminate and broker output, but needs dissemination strategy • Will use knowledge in future work within EIP and advisory work • Handbook for Caterers would be good communication tool 	<p>core challenges in getting and keeping the process going is to find the right balance between leadership and allowing for enough room for ad hoc or individual needs. The same applies for structures processes v.s. process openness.</p> <ul style="list-style-type: none"> • time: KB is definitely a long term process, which needs enough time – including time for informal conversations. • commitment of engaged actors: there needs to be a very concrete reason and/or incentive to ensure commitment. Personal relationships are also important • the development of mutual understanding: it takes a certain time to understand what others mean – as well in regard to language, but also in regard to following other’s logics, which includes and understanding of each others’ “realities”. • key actors: it is of crucial importance to engage key actors and networks in order to enhance the impact of a KB activity, and to make sure that the “right” people are addressed in an appropriate way. • I think a very nice way of sharing experiences is to tell stories. • Translate academic findings into an accessible and clear set of recommendations and develop comparative perspectives • invest in the building and growth of a community through real life experiences; invest in professional online facilitation; make sure to choose a platform that is easy to use and accessible also for those who have strict security walls; make sure that online communication is continuously fed and induced in various fun-ways. Choose carefully for which purpose and for which target
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		<p>groups to start with online community work in the first place</p> <ul style="list-style-type: none"> lectures, seminars scientific papers Engage with social and virtual media - pass information on in this way rather than merely receive. The engagement of people in the CoP has been most active from those researchers employed specifically to work on the project - that those with dedicated time and who were a dedicated resource. Here the nature of the knowledge engagement and exchange is an ongoing and iterative process that goes beyond and predates the project. It is important to see the project's activities as a contribution to this longer-term policy evolution - not as a demarcated activity on its own Technically the project Cop never reached the critical mass in terms of size to be self sustaining as a defined Community of practice.
<p>6. What do you see as key action points for the advancement of public procurement of sustainable food in the near future that emerge from the CoP?</p>	<ul style="list-style-type: none"> Use of joint working doc (Charter) as toolbox for public bodies with a will to change Development of new procurement strategy in my municipality during the life of the project. Now into implementation phase Role of Charter for urban governments: The Charter for Sustainable Procurement of Food is a key output of the CoP and has the potential to offer the opportunity to leave a significant and lasting legacy if it can be promoted to countries, regions, municipalities and public bodies across Europe. <p>The Charter recommends adopting sustainable procurement of food as a corporate objective with its aims and precepts being</p>	<ul style="list-style-type: none"> Key action points: clear messages about the various ways that PP can be 'done' across different European countries; EU initiatives to 'Green PP are essential to make progress; building up the case studies and their stories over time shows both the difficulties and the creative and imaginative ways that cities/regions make progress; more use of social media to help people understand what sustainable pp is Lack of exchange on good practices and communication about the broad range of benefits of sustainable PP – comprehensive analysis of what inhibits making PP more sustainable needs to be carried out The need for platforms that facilitate knowledge-exchange between different

	<p>cascaded down through the organisation (local government, hospital administrations, prison boards etc). It also addresses the key content of contracts and engagement with agriculture and wider industry including food distributors.</p> <p>The 10 point Charter is designed to be succinct and comprehensible for easy adoption by public bodies in their service plans and corporate objectives.</p> <p>Sustainable Procurement requires a Whole Life Cycle Costing methodology which is accepted at EU and member state levels. This is recognised in the Charter. While it is not the purpose of Foodlinks to address the Methodology it is identified as a key requirement without which sustainable food procurement is unlikely to progress.</p> <p>The Charter is simply a way of expressing in a comprehensible fashion the wide discussions and the full report and clarifying the actions that are necessary to for the advancement of public procurement of sustainable food in the near future.</p> <ul style="list-style-type: none"> • Wider impacts in Europe at policy level: <ul style="list-style-type: none"> - Training for PP officials - Incentives for politicians, school boards, financial risk support - Connecting the CoP GPP with the EIP APS and with the EU Rural Development Network - Connecting the CoP GPP with the EU GPP Advisory Group, that has become active again - Translating results and disseminating them to authorities; 	<p>actors and sites – CoP has filled an impt gap, highlighting most relevant examples of sustainable PP around Europe; academics have made substantial effort to <i>‘unpack best practice and ditil the factors behind their success. Hopefully this will inspire the work of practitioners within and beyond the CoP;</i></p> <p>disseminating Charter doc could play impt role <i>‘the activities of the CoP have raised an urgent need for new research that captures concrete, tangible benefits of sustainable procurement innitiatives. Practitioners and policy-makers clearly need an evidence-base to justify and support their efforts and investment in public food policies.’</i></p> <ul style="list-style-type: none"> • Sustainable public procurement needs to integrate two agendas – support of the local economy and local community with Sus food production and consumption; impt to convince people of the relevance of changing procurement practices, particularly in times of economic crisis. • There is a lot of knowledge inside the CoP that is not part of a common background in most of the actors involved in PP. • communication, exchange of experiences, organisation of specific platforms for debate on the topic, evidences, a better understanding about the pathways of change, how to organise and achieve different steps in the process of change - all this may support a better understanding and awareness about the topic, about how to manage and why to reevaluate PP. • how to better support the change in order to speed the process according with
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		<p>emerging constraints at global/local level (different crisis and emerging needs) is crucial.</p> <ul style="list-style-type: none"> • Need a specific track for transition management in this respect may become an useful tool to share with RPP stakeholders. • Need high-level policy commitment and lower level commitments and agency; hence, multi level governance and networks of policy understanding that stretch across these different levels is the key. • The engagement and maintenance of officials and food supply chain actors in these networks. These are actors largely missing from this CoP. • The sharing of experiences and PP episodes and stories are very important in this policy network exchange - here we see policy learning and knowledge exchange - which are what are vital to knowledge brokering. • It is a long term and incremental policy process - sadly.
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Appendix 12

Selection of 'spin-off' activities related to KB activity on Foodlinks Project from RPP Core CoP members

i. Related dissemination activities - David Barling, City University London

Public Procurement of Sustainable Food: Policy and project work:

Member of Department of Health (England) Improving Hospital Food Standards Project Reference Group 2012-3.

Chair of working parties for *Sustain's: Good Food on a Public Plate Project* (public procurement of sustainable local food) 2011 -1;. and *Good Food for Our Money Campaign* 2011-12.

Member of *Sustain's Campaign for Better Hospital Food* 2012-13

Presentations given in relation to SCP of food:

(2012) "Communicating Sustainable Food: certification schemes & the supply chain", plenary presentation to the *Linking Environment and Farming's (LEAF) President's Event 2012, The changing faces of sustainability*, HSBC Tower, Canary Wharf, London, 14th November.

(2012) "Supplying and signalling Sustainable Food: episodes in food governance", presentation to the *Oxford University Food Governance Group Seminar Series*, Green Templeton College, Oxford University, 07 November.

(2011) "Food Security and Sustainable Food Production and Consumption in the UK", plenary presentation to *National Onion Conference*, KingsGate, Peterborough, November 16.

(2011) "Food systems: what challenges for agronomists?" Keynote address to the *French Association of Agronomy Conference, "Agronomy and the Food Challenge"*, Le Pradel, France, September 15.

(2011) "Sustainable Food and Public Policy: Governance challenges for the food system", keynote address to the *New Zealand Dieticians Conference "Global, local, us"*, Nelson, New Zealand, August 22.

(2011) "Towards a Sustainable and Secure Food Supply: from the global to the local",

presentation to the *Nelson & Marlborough District Health Board & Community Groups*, Victory Community Centre, Nelson, New Zealand, August 22.

(2011) “Sustainable Food and the future of the food supply: policy challenges & UK & EU policy activity”, presentation to *Nelson Environment Council*, New Zealand, August 23.

(2011) “Impact of Food Policy on Food Security”, keynote speaker at the *Australian Institute for Food Science and Technology 44th Annual Convention “Tackling Tomorrow Today”*, Sydney, Australia, July 11.

Related publications:

Lang, T. & Barling, D. (2013) “Nutrition and Sustainability: an emerging food policy discourse”, *Proceedings of the Nutrition Society*, 72 (1): 1-12.

Barling, D., Lang, T. and Lele, U. (2012) “Increasing Resource Efficiencies: Sustainable Consumption and Production in Food Systems”, in UNEP (2012) *Avoiding Future Famines: Strengthening the Ecological Foundation of Food Security through Sustainable Food Systems*. United Nations Environment Programme: Nairobi, Kenya: 29-38.

Lang, T. & Barling, D. (2012) “Food Security and Food Sustainability: reformulating the debate”, *The Geographical Journal*, 178 (4): 313-326.

Barling, D. (2011) “The challenges facing contemporary food systems: policy and governance pathways to sustainable consumption and production”, *Revue Agronomie, Environnement et Sociétés*, 1 (2): 15-25.

http://www.agronomie.asso.fr/fileadmin/user_upload/Revue_AES/AES_vol1_n2_dec2011/AES_vol1_n2_2_Barling.pdf

ii. Roberta Sonnino, Cardiff University, UK

2012 *Linking Farmers to Local Buyers: Opportunities, Challenges and Successes.* World Urban Forum Side Event, UN-Habitat. Speaker and facilitator. Naples, September

2012 *Researching Public Food Systems: Lessons and Challenges.* PhD Course on Public Foodscapes: A Role for Local and Sustainable Food Strategies? Aalborg University, Copenhagen (Denmark), May

2012 *Up to the Ground and from the Ground Up: Initiatives and Strategies for Sustainable Food Production and Consumption.* 1st Multinational Knowledge Brokerage Event on Sustainable Food Consumption, sponsored by the EU (Responder). Lisbon (Portugal), January. Opening keynote speaker

2012 *School Food Research: Building the Evidence Base for Policy.* Workshop organized by the World Health Organisation and the School Food Trust. London, January

2011 *Public Policies and the Construction of Markets: Insights from Home-Grown School Feeding Initiatives.* Federal University of Rio Grande do Sul, International Colloquium on Family Farming. Porto Alegre, Brazil, November

2011 *The School Food Revolution: Public Food and the Challenge of Sustainable Development.* Federal University of Parana'. Curitiba, Brazil, November

2011 *School Feeding, Public Procurement and Sustainability.* Technical Seminar on Linking School Feeding with Agricultural Development, organized by the Home Grown School Feeding Unit of the World Food Programme. London, September

2011 *Sustainable Public Food Procurement: Redefining Costs and Values.* National Conference on University Procurement, St Andrews, September. Plenary speaker

iii. Francesco de Iacovo, Pisa University, Italy

1-Many of food link reflections fed local initiatives on urban food strategies in the Pisa food plan, reinforcing and enlarging the space for action

2-Pisa municipality was already in the process of revisiting public procurement activities by following the idea of co-production of criteria, and basic values behind public tenders and the work of the Foodlinks project added insight and helped support the debates.

Participation of the Pisa municipality in the Malmo meeting and the transfer of knowledge that this facilitated was extremely useful in reinforcing the political process at local level

3-Some of the activities run inside the Foodlinks project fed a national conference organized in Pisa on the topic "The innovation in food: pathways of research and coherence"

4- Activities and insight from the Foodlinks project were also presented in the following initiatives:

4.1. IP-Upward 2012 - Seminario URBAN AGRICULTURE, A NEW CHALLENGE FOR URBAN PROJECT (9/april)

4.2. The local co-production of food: the food planning strategy in a national meeting of the Italian Society for Relational Psychology devoted to food habits disorders (20/april)

4.4 Social innovation in rural areas held in Ancona, 23 January 2013 and organized by the Regional Government

iv. Gunilla Anderrson, City of Malmo

1. Invitation from Bristol City council (through Kevin Morgan) to give a speech at the meeting with Bristol Food Policy Council in June 2012 about Malmo's Policy for sustainable development and food, around 200 participants, interesting discussions.

<http://bristolfoodpolicycouncil.org/publications/>

2. We invited Robin Gourley to speak and debate about differences in public procurement in Europe together with Monica Sihlén from The Swedish Environmental Management Council on a break-out session at the Ecoprocura conference in Malmö in September 2012

<http://www.ecoprocura.eu/malmo2012/programme/day-2-thu-20-september/break-out-sessions/#c507>

3. Engagement in the steering committee of Ekologika project of Aalborg University <http://www.aau.dk/Nyheder/Vis+nyhed//millionbevilling-bringer-lokal-oekologi-i-offentlige-gryder.cid77049>

v. Robin Gourlay, Food and Drink Policy, Scottish Government

- Presented at the EU and ICLEI Ecoprocura Conference in Malmo November 2012.
- As a result of Foodlinks participated in knowledge exchange between Scotland and The Swedish Environmental Management Council
- Presented to the foodservice directors of the 50 major cities in the United States and incorporated aspects of Foodlinks in this.