URBAN GREEN TRAIN

URBAN GReen Education for ENTteRprising Agricultural INnovation

# Urban Green Train Modules and Resources (IO2)

# Module 4:

# Networking and Governance

Erasmus+

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# MODULE 4 "Networking and governance"

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# INTRODUCTION

This module and the related educational resources have been developed within URBAN GREEN TRAIN (URBAN GReen Education for ENTteRprising Agricultural INnovation) a project funded by the European Union and the Italian National Agency for the ERASMUS+ Programme. The aim of URBAN GREEN TRAIN ERASMUS+ project (2014-1-IT02-KA200-003689) is to encourage pioneering business oriented initiatives in urban agriculture based on knowledge exchange and mutual cooperation among different actors, as to meet the global demand for urban green innovation.

One of the main outcomes of Urban Green Train is a set of modules and resources (IO2) especially designed to be a useful toolbox for anybody looking to operate, directly or indirectly, in the world of urban agriculture.

The set includes **5 modules suitable for at presence and at distance learning, for a total duration of 150h.** The modules structure and content have been defined on the basis of an accurate analysis of the training needs of relevant key actors in urban agriculture, carried out by project partners in the their respective countries and illustrated in the publication "URBAN AGRICULTURE INITIATIVES TOWARD A MINDSET CHANGE" (IO1). URBAN GREEN TRAIN modules are the following:

**Module 1: Introduction into urban agriculture concept and types**

**Module 2: Resource use from a challenge perspective**

**Module 3: Urban agriculture types/production systems and short food chains**

**Module 4: Networking and governance**

**Module 5: The world of business and urban demands**

The URBAN GREEN TRAIN Modules and Resources (IO2) have been tested within a pilot international course offered from August 2016 to January 2017, both fully online and in a blended modality, to a wide range of participants from different European countries and professional backgrounds, through the e-Learning platform of the University of Bologna. Thanks to the feedbacks of pilot course participants and tutors, the modules and resources have been improved and finalised and made available in the present format to Higher Education Institutions and other private and public adult learning providers with the purpose of offering a complete and structured training pathway tackling all aspects relevant to new ways of doing business in agriculture.

URBAN GREEN TRAIN project is coordinated by the University of Bologna, Alma Mater Studiorum – Department of Agricultural Sciences (www.scienzeagrarie.unibo.it) and developed in cooperation with the following partners:

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# MODULE 4 “Networking and Governance”

## Aims

This module looks into the importance of policy schemes and regulations, communication with (private and public) stakeholders, and the building of social networks for successful urban agriculture initiatives. Policy schemes and regulations can be a constraint for urban agriculture initiatives, but on the other hand offer opportunities for support. Social networks and communication, on their turn, are key for effectively mobilizing resources and constructing markets for specific products and services. The module covers different governance approaches and highlights several practical examples of governance and networking.

## Structure

Module 4 contents have been organised as follows:

- 4.1 Governance issue and networking
  - 4.1.1 Introduction to Governance and Networking
- 4.2 Legal and policy issues
  - 4.2.1 What is policy?
  - 4.2.2 Policy dimensions of Urban Agriculture
  - 4.2.3 Constraints that limit the development of UA
  - 4.2.4 Policy instruments for UA
  - 4.2.5 Examples of policy and regulations
  - 4.2.6 Key policy recommendations and courses of action
  - 4.2.7 Policy lobbying strategies
- 4.3 Networks and businesses – Case COFAMI
  - 4.3.1 Networks and businesses

# Learning objectives

Main learning objectives of Module 4 are the following:

| TOPIC TITLE | TIME | LEARNING OBJECTIVES | LEARNING OUTCOMES |
|---|---|---|---|
| 4.1 Governance issues and networking | 6,5 | To explain the importance of governance issues and networking for the successful operation of urban agriculture initiatives.<br>To distinguish different private, public and civil society stakeholders and their role in urban agriculture initiatives.<br>To highlight different governance dimensions and relevant scale levels of governance | Participants are able to:<br>Identify relevant governance and networking aspects and scale levels for urban agriculture success<br>Analyse concrete examples of governance relations and the role of different stakeholders |
| 4.2 Legal and policy issues | 13,5 | To explain what are relevant legal and policy issues in relation to urban agriculture and define food policy<br>To explain different relevant policy dimensions and key policy instruments of urban agriculture.<br>To present policy recommendations to support urban agriculture and describe best practice examples<br>To give examples of how lobbying activities can help influencing policy and support policy change. | Participants are able to:<br>Define food policy and identify main relevant policy dimensions<br>Have an overview of different policy instruments to be used a local level to support urban agriculture<br>Give some examples of urban agriculture policies and policy lobbying activities |
| 4.3 Networks and businesses – Case COFAMI | 5 | To present the role of social networks and collective action in the success of urban agriculture initiatives<br>To give examples of collective marketing initiatives and institutional arrangements between state, market, and civil society | Participants are able to:<br>Identify forms of collective actions and social networks that foster the success of urban agriculture<br>Give some examples of best practices of networks |

# MAIN CONTENT AND RESOURCES

## 4.1 - Governance issues and networking

*Introduction*

Urban agriculture's experiences and underlying models are very different from each other, both in terms of business, technical or societal aspects. Behind this diversity are societal actors that make up these projects and that are also guided by very different values, objectives and ambitions.

The success factors of urban agriculture experiences and models are based on several pillars like human capacities and skills, the ways in which information is shared, the different roles of actors, and on mechanisms that take into account the aspirations and wishes of all relevant stakeholders. This is important for the success and impact of urban agriculture, since multifunctionality implies that different categories of stakeholders are to be included for various functions.

Governance mechanisms and networking structures are therefore key to the success of urban agriculture projects and must be put in place from the earliest stages of urban planning. This subchapter will further develop the issues of governance and networking.

## 4.1.1 - Introduction to Governance and Networking

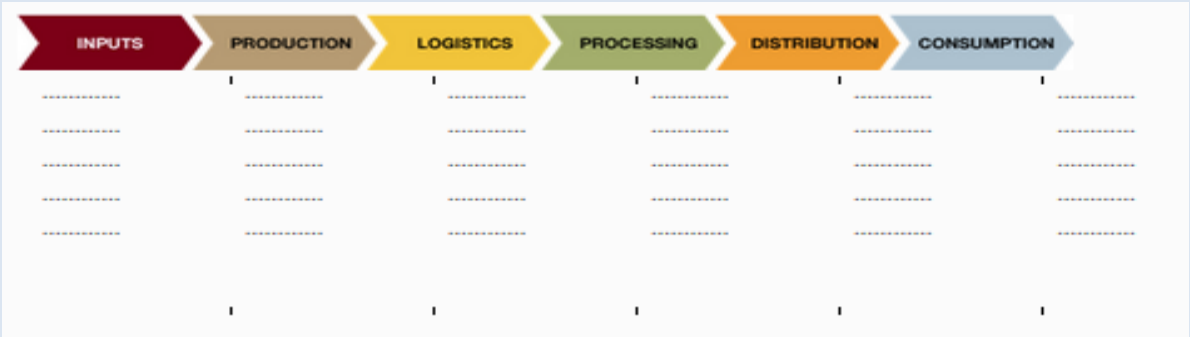
Please watch the slideshow that gives an introduction about concepts of governance and networking and their importance to urban agriculture. It also will look into the role of different jurisdictions and levels of government involved (local, municipal, city region, provincial, national) and the importance of rural-urban linkages. Finally, it also treats the role of communication between different actors/stakeholders and provides tools for multi-stakeholder approaches and stakeholder analysis.

4.1.1 PPT presentation

*Assignment 4.1.1 (1). Draw the value chain of the project you study like in this example:*

*If you have a project idea, a project started or an already created, take this case as an example. If you don't have any idea or particular project, we propose to choose from these two cases:*
*- Case study Rotterzwam :* Urban Green Train - UA enterprises - Rotterzwam
*- Case study « Les jardins de l'avenir »:* Urban Green Train - UA enterprises - Jardin de l'avenir


*Assignment 4.1.1 (2). Identify all stakeholders for each link like in this example:*



*Assignment 4.1.1 (3). What are the impacts of the project on the territory?*

*Assignment 4.1.1 (4). What are the 'power games' (influences and pressures) that can operate around your project? (Schematically)*

*Assignment 4.1.1 (5): What are critical issues to take into account and monitor for this project? What could be the elements causing a failure for your project?*

# 4.2 - Legal and policy issues

*Introduction*

Legal and policy issues are the focus of this chapter. After defining policy, we continue by looking at the policy dimensions and the key instruments of urban agriculture. Policy recommendations for urban agriculture will be presented along with some ideas on how to lobby for policy change.

## 4.2.1 - What is policy?

*Introduction*

Before we introduce the three policy dimensions of urban agriculture in the next sub-chapter, it is first important to understand what we mean by policy. For the purpose of this course, we will use the following definition of food policy of which urban agriculture policies are one type.
"A food policy is any decision, program or project that is endorsed by a government agency, business, or organization which effects how food is produced, processed, distributed, purchased, protected and disposed. Food policy operates at the global, national, provincial, regional, local and institutional levels. World Trade Organization regulations, welfare policies, farm subsidies and labelling standards are some examples of higher level policies that influence the food system." (Vancouver Food Policy Council)

Examples of food policies include:

- Agricultural policies
- Food security policies
- Nutrition policies
- Food safety and hygiene policies
- Food labelling policies
- International trade and food aid policies
- Food purchasing policies

Although we may be used to thinking about food policies at the national and international levels, it is important to keep in mind that many types of food policies are formulated and implemented in cities by local governments and/or their non-governmental partners. Moreover, there is a tendency that food issues are increasingly addressed by policies of local and regional public administrations. Such policies include:

- Food production policies (how and where food is produced in cities)
- Food distribution policies (policies that allow shops or farmers' markets to be located in different parts of the city or that allow for mobile food vending)
- Food processing policies (policies that regulate small-scale food processing facilities)
- Food access policies (permitting free or low-cost meals to be distributed in certain facilities in the city)
- Food waste policies (that guide how organic waste is collected and disposed of)

Another important clarification is that for the most part we are examining urban agriculture policies formulated by governments (public policy) and/or by non-governmental organisations. We will not be examining policies formulated by large-scale businesses or corporate interests. This does not mean that agriculture policies from an economic development perspective will be overlooked. Rather, it means that where we look at urban agriculture policies from an economic perspective, we will focus on smaller-scale interventions and/or policies that reflect partnerships between local governments and private interests that benefit local communities.

As we have shown, urban agriculture is a dynamic concept that involves input supply, production, agro-processing, distribution, marketing, and disposal of food wastes in and around urban areas. Successful policies and programmes should take into account the variation in types of urban agriculture and related activities, each with their own characteristics and specific opportunities and limitations vis-à-vis the realization of different policy goals.

Finally, we raise the question, what makes an effective policy? A policy is likely to be successful if:

- It has sufficient (perceived) legitimacy and public support which often requires sufficient involvement of the people most affected by the policy in its design and implementation;
- It seeks to address situations that are widely seen as problematic, or to facilitate developments that are widely seen as desirable;
- It is based on an adequate analysis of actual problems and potentials (as done in the situation analysis);
- It is based on a clear vision of the desired role and functioning of urban agriculture;
- It has well defined objectives along with selected policy measures and instruments that are effective in realising these objectives, thus producing the expected changes within the means available;
- It has identified an adequate institutional framework, expertise and sources of financing for the implementation and monitoring of these measures.

Therefore, an effective policy should lead to:

- Effective operational planning and implementation of the policy measures/instruments mentioned in the policy;
- Periodic review and adaptation of the policy based on the experiences gained during its implementation.

Local governments have the power to develop various types of policy instruments that can be applied to support or regulate urban agriculture development. These include legal, economic, communicative and educative, and urban planning and design instruments. Urban agriculture policies may interact and overlap with other policies made by city governments, thus creating multiple benefits for city dwellers. Each instrument is based on a specific hypothesis regarding how behaviour of actors in society can be influenced. These aspects will be discussed in the next sub-chapter.

## 4.2.2 - Policy dimensions of Urban Agriculture

### *Introduction*

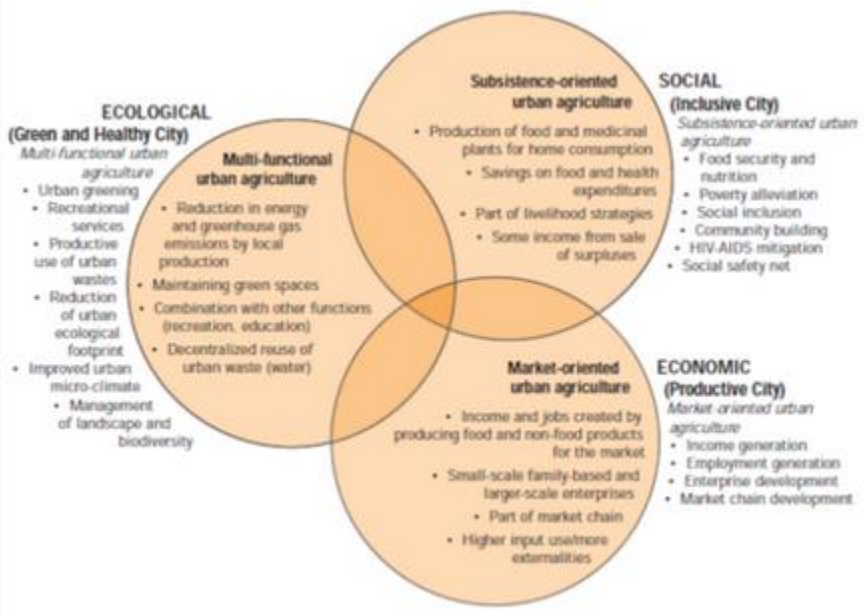
The reasons why policymakers create urban agriculture policy are very dependent on their objectives, or what they want to accomplish. In this sub-section, we introduce three key policy dimensions – social, economic and ecological.

### *Three policy dimensions of urban agriculture*

We have already seen that the acceptance of urban agriculture is increasing in many cities and countries around the world. In recent years, cities such as Accra (Ghana), Beijing (China), Nairobi (Kenya) and Rosario (Argentina), and countries such as Sri Lanka, Brazil and Sierra Leone have started supporting urban agriculture by means of specific policies. Initiatives in Europe, Canada and the USA are also taking shape to enhance the sustainability of their urban food systems.

Policy makers need to consider their chief policy objective(s) for supporting urban agriculture. Is it to reduce poverty or to increase food availability? To promote community cohesion and social inclusion? Raise the household incomes of the poor? Or is it to increase green spaces and options for reuse of waste? Broadly speaking, three main policy dimensions of urban agriculture may be distinguished:

- Social dimension (for an inclusive, healthy and food secure city)
- Economic dimension (for an economically viable city)
- Environmental dimension (for an ecologically healthy city)




Source: Dubbeling et al., (2010)

It should be stressed, however, that the three dimensions are not mutually exclusive, and in practice, most policies on urban agriculture will be based on a mix of the three dimensions. The result is a situation in which different emphasis is given to a certain dimension in certain locations and segments of the population, and other dimensions in other parts of the city and with other actors.

*Social policy dimension*

In the Global South, this refers mainly (but not exclusively) to policies that are aimed at supporting **subsistence-oriented types of urban agriculture** that form part of the livelihood strategies of vulnerable populations and are mainly focused on producing food and medicinal plants for home consumption. In addition, the aim is to reduce the expenses of the family on food and medicines, and generate minor cash income from sales of surpluses. These households need additional income from sources other than agriculture to survive. Examples include home gardening, community gardening, institutional gardens at schools and hospitals, and open field farming at micro scale with low levels of investment. These systems have important social impacts such as social inclusion, poverty alleviation, community development and HIV-AIDS mitigation. An example is Cape Town, South Africa, where land along power corridors or road verges are leased to low-income residents (Baker and de Zeeuw, 2015).
Additionally, there are increasingly local government policies aimed at strengthening market-oriented urban agriculture in cities in the global South. An example is the AGRUPAR project in the city of Quito, Ecuador, which promotes food production for home production and commercialization based on organic production methods. It has implemented 2'500 urban gardens, while capacitating 16'700 persons of which 84% women. Actually, it covers 24 hectares and produces more than 400'000 kg of food products for the city. The production is commercialized though short chain markets in the city, of which 23% through BIOFERIA, open air markets on 14 points in the city. All produce is certified as organic since 2007 under group certification. Half of the production is used for home consumption, while the other half is marketed. Gardeners involved in marketing on average gain $55 monthly, but in 17% revenues increase to $300. Income saving due to production for home consumption on average is valued at $127 per month.

In the Global North, the social dimension usually has a focus on community development and inclusion. It specifically refers to policies that use different types of urban agriculture as vehicles to directly promote community capacity development, social inclusion and participatory governance, as well as create vibrant public gathering places. Examples are numerous and include Chicago, USA where a land trust was established to acquire vacant lots for community garden development and London, United Kingdom, where urban agriculture was put in the London Development Plan. One action was to site urban agriculture in vulnerable urban neighbourhoods.

URBAN GREEN TRAIN Watch the video Planning for a Sustainable Local Food System

Stakeholder mapping exercise in Cape Town. Photo by Verena Bitzer

### *Economic policy dimension*

The **economic policy dimension** refers to urban agriculture policies aimed at **market-oriented types of urban agriculture**. This concerns activities undertaken (mainly) by small-scale family-based enterprises and some larger scale entrepreneurial farms run by private investors or producer associations. The activities are relevant not only for food production (e.g. irrigated vegetable production, stall-fed dairy production) but also for non-food products (medicinal and aromatic herbs, flowers, ornamental plants, value-added products). Such commercial farms are embedded in a chain of small-scale and larger enterprises involved in input delivery (e.g. compost, fodder), processing and marketing.
Economic policy issues that concern urban agriculture are many. Skills and training for employment as well as business incubation and market chain development are critical issues that many cities should have for policies. Funding for urban agriculture programmes and projects is often frequently guided by policies.
The city government can help small and medium-sized enterprises involved in urban agriculture to develop with supportive policies. Zoning of land contains many economic policy dimensions. For example, Dar Es Salaam, Tanzania recognized urban agriculture as a permitted land use, thereby changing the economic situation of urban producers in a positive way.

### *Ecological policy dimension*

The ecological policy dimension refers to types of urban agriculture that play a role in environmental management. Waste disposal is a major issue for most cities. Policies to support composting and the reuse of organic wastes are positive for the health of the city, and may provide an input for farmers and growers to use. Policies around the safe use of wastewater used in urban agriculture are another example of the ecological dimension. Finally, urban agriculture can help in the provision of services demanded by urban citizens like urban greening and improvement of the urban climate (shade, microclimate, GHG and dust reduction), landscape management (parks, buffer zones, flood or earthquake-prone or ecologically valuable zones that should be kept free from construction).
The fight against climate change and reducing greenhouse gas emissions is a new policy frontier. Examples of policies include Amman, Jordan, which included urban agriculture and forestry in its plans to adapt to climate change and Brighton and Howe, UK, that helps finance the operation of community composting (de Zeeuw and Baker, 2015).

Watch the video How and why should food be considered within the climate policies of cities? (UN Environment)

## 4.2.3 - Constraints that limit the development of UA

### *Introduction*

This sub-chapter explores policy and regulatory issues that constrain urban agriculture. Areas examined include the problems caused by the lack of recognition afforded to urban agriculture, land access and related issues, environment and health, and finally selling.
In chapter 1.1.6, we examined some of the challenges for UA. In this module, we focus on constraints caused by policy and regulations.
Let us start from our own awareness of any direct stakeholders in the practice of urban agriculture. This awareness can be based on what we have learned so far in the course or from your experiences with urban agriculture.

### *Recognition of Urban Agriculture*

The lack of recognition of urban agriculture as professional activity is an issue that constrains its practice in many cities in both Global North and South. The absence of such recognition can result in a general lack of supportive policy for urban agriculture. Politicians at all levels of government, including the local level, often do not understand the multiple functions that urban agriculture can perform.
Many reasons exist for this lack of recognition. Government bodies mandated to work on agriculture or economic development are used to working at a different scale than most UA projects, and therefore don't understand the unique requirements of and potential for UA. Very few jurisdictions have departments that are dedicated to UA. In addition, many people within government may not be aware of how many different departments are affected by urban agriculture. Governments often work in silos, without seeing the big picture. Intra-departmental communications is at times strained.

Socio-cultural biases may arise from a view of the role of the city versus the countryside with regard to food production, with the idea that modernity implies aesthetics, efficiency and hygiene, with agriculture seen as an exclusively rural activity. The industrialized food system has resulted in people becoming distanced from food production, resulting in many misconceptions. These biases, conscious or sub-conscious, have led to planning practices, laws and regulations that either do not support the development of urban agriculture or actively hinder it.
Other civic bodies are frequently not aware of the role that urban agriculture can play, for example the Chamber of Commerce or other business service organizations. This can affect urban agriculture in many ways including opposition to projects, to failing to include urban agriculture advocates in civic bodies such as neighbourhood associations.

Lack of access to financial and technical assistance also occurs due to a lack of recognition. Subsidies, grants, preferential loans and marketing support are available for industrial-scale export-oriented agriculture, but these forms of support often bypass urban agriculture. Financing small-scale socially oriented projects is heavily dependent upon responsive governments providing programmes or grants. Foundation support can be helpful to get a project started, but at best is an unreliable source for long term funding as new priorities constantly arise for them.
The presence of technical assistance in urban areas is often small or non-existent. Frequently, extension services are targeted for rural areas. At times extension agencies might not be familiar with growing techniques in small spaces. In addition, inputs may be unavailable or expensive, such as manure or compost.

### *Land*

Access to land is a political issue with the rules surrounding who can own land or have secure tenure differing in many places. In parts of sub-Saharan Africa, women are not able to hold tenure. The ability to control a

piece of land may also be tenuous, as squatting on land is always risky. The ability of women to access credit is also limited in some countries, thereby denying them the chance to participate in agriculture in the way they want to.
Restrictive zoning policies in cities and peri-urban areas can limit the types of urban agriculture. City zoning regulates what uses are permitted on land in any given area, often categorizing uses such as commercial, residential, open/green space or agricultural land-use. Some cities may have a space zoned commercial, but won't accommodate urban agriculture businesses (such as indoor aquaponics facilities). Practices and environmental/safety standards vary according to the land usage. This applies to both open space and buildings.

On the other hand, having no rules on land usage can also be an impediment if authorities interpret the absence of explicit permission for a use to mean that it is illegal, with the reasoning in some places being if a certain land use is not explicitly stated, then it is illegal. Where there is uncertainty about whether or not urban agriculture activities are permitted, people will try to operate anyways in the hopes of not getting caught. This can lead to unsafe conditions (as valid regulations are not applied) and is disproportionately risky for low-income growers who face undue hardship if they invest time and resources into a project that is shut down, or if they are evicted from the land.
As well, many jurisdictions have restrictive policies around composting. In North America, mid-scale composting is especially affected by this. Environmental regulations are in place only for large waste recyclers, and are not appropriate for mid-scale or community operators.

### *Environment and Health*

Rules and regulations intended to protect human and environmental health have an impact on where and how people are allowed to grow. Previous or concurrent uses of the land (such as industrial activity or spraying of herbicides) may have resulted in toxic residues or other contamination, making it risky to work on the site or eat the food produced on it. In some areas, government agencies are producing guidelines to help urban growers make choices on where and whether to grow. Still it can be a vastly confusing area for urban growers. Two examples are pictured above. The challenge is to produce material that is comprehensive, yet user-friendly support materials.
Processes to establish the safety of growing spaces and agricultural practices (such as composting) can be so complicated, time consuming and expensive that they put potential sites out of reach for many growers. For example in some jurisdictions, soil testing, water flow analysis and archaeological evaluation will be needed before growing is permitted.
Policy around keeping livestock in cities frequently involves health. In particular, disposing of livestock is cited as an issue along with waste management. However, as there are low limits regarding how many chickens can be kept, this fear is likely overblown.

### *Selling*

Rules are certainly needed to regulate the food industry and ensure consumer safety. The complexity of the regulatory environment can act as a deterrent for new businesses in the field. Compliance can also be costly for some businesses. Some examples that producers and processors may face include:

- Food regulations
- Inspections
- Grading and labelling
- Business permits and licensing
- Environmental laws and regulations
- Labour laws and regulations
- Hazard analysis and critical control points (HACCP)
- Supply management (such as quotas or mandatory marketing boards)
- Marketing and certification (what you can and can't say about your product)

The absence of local purchasing policies can also constrain the development of urban agriculture. As well, international trade agreements that restrict preferential buying policies for local food also hurt the sector. Conversely, jurisdictions can give a significant economic boost to the sector.

*Assignment 4.2.3. What types of policy and regulatory obstacles do you believe urban farmers face?*

## 4.2.4 - Policy instruments for UA

### *Introduction*

In this sub-chapter, we examine the policy instruments that are available for supporting UA. Policy instruments refer to the mechanisms and techniques that a government has available when implementing policy objectives. We will examine three in particular: legal, economic and communicative/educative.

### *Legal instruments*

The logic underlying legal instruments is that actors (such as citizens, industries or public institutions) can be forced to adopt a certain desired behaviour through legal norms and regulations (such as laws, bylaws, ordinances, etc.) and that it is possible to control whether these actors adhere to the given rules and norms. Actors who do not adhere to the rules will be sanctioned. This policy instrument is especially useful in cases when:

- The desired behaviour cannot be realised in another way
- The rules can easily be controlled and enforce

In addition, legal instruments are used in case the other instruments (economic, educational and design) require an adequate legal basis. Examples include cities like Governador Valadares (Brazil) and Lima (Peru) where urban agriculture programmes were formalised by law.

Using legal instruments is however not without some common challenges. An increasing number of laws, by-laws or regulations may lead to contradictions (what is allowed or promoted in one law or regulation may be prohibited or restricted in another). This situation often occurs in relation to urban agriculture due to its multi-sectoral and multi-jurisdictional character. For example, a city can have a formal policy that supports urban agriculture while at the same time, the same city's environmental or health regulations still prohibit or restrict it.
The mechanisms to enforce legal instruments are often weak due to the related costs or lack of political will, leading to a low level of control and sanctioning of undesired behaviour or to unequal treatment of the various actors. This leads to a situation in which some actors' activities are sanctioned while others are not. Such a situation (prohibited in law, but tolerated in practice) is quite common where urban agriculture is concerned especially (but certainly not only) in cities in Sub-Saharan Africa.

### *Economic instruments*

The logic behind the application of economic instruments is the assumption that community actors will adopt a certain desired behaviour if this gives them some economic gains (or losses if they continue with the undesired behaviour). Local governments, for example, may grant tax incentives or subsidies if actors adopt the desired behaviour, or levy special taxes for undesired behaviour (similar to a levy on cigarettes or alcohol). Such economic instruments also need a legal basis, but the essential element is not the law itself but the economic incentive or loss that encourages (or is supposed to encourage) a certain behaviour.
Several municipalities grant tax exemptions to land owners who allow poor urban farmers use of vacant private land. For example, the municipality of Governador Valadares (Brazil) exempts private landowners from progressive property taxation if their lands are put to productive use. Other cities have reduced the tariffs for irrigation water or provide incentives for composting and reuse of household wastes. Economic support can also be given through supply of irrigation water, tools, seeds and compost to urban farmers.

An example of a legal instrument being used to further urban agriculture occurred in 2014 when California established an urban agriculture incentive zone. The premise is that owners of property currently not being

used will receive a tax reduction if they commit the land to agricultural production for a period not less than five years.
This policy instrument is especially useful in cases where:

- The economic incentive is easily recognisable and substantial enough to have an effect
- The economic incentive is directly related to the desired behaviour

Problems related to the application of this instrument include the fact that the costs of the policy measure cannot be controlled and may become unfeasible when many actors make use of it. As well, levies and subsidies can enhance social inequity (or perceived unfairness) if there is no way to ensure that a community's most vulnerable groups are the ones that primarily benefit from the economic incentive. It is therefore expected that controversies arise around economic incentives.
In Vancouver, Canada, prominent private developers issued a free three-year lease to a community farming project called SOLE food to farm a half-acre parcel of land located in Vancouver's most disadvantaged neighbourhood, the Downtown Eastside.
In return, the developer's property tax assessment on the site in question was reduced from approximately $50'000 annually (as a commercial property), to $15'000 annually (as an agricultural property). The advantages to the community are clear: opportunities to grow food, combined with skill building programs for farmers who are typically low income. Nevertheless, the property tax reduction in this instance, and other similar sites in Vancouver has been a source of disagreement and controversy. In this case, in fact it questioned the motives of the developers who leased the site "for free" to the project.

### *Communicative/educative instruments*

The assumption behind the use of communicative/educative instruments is that people will adopt a certain desired behaviour if they are well informed about the positive effects of the desired behaviour as well as the negative effects of the undesired behaviour. Information, education and persuasion tools can include media programmes, social media, extension visits, training courses, leaflets, and websites. These instruments are applied to make people understand the importance of the desired change and to assist them in the change process. Well known examples include media campaigns to refrain from smoking or to promote use of condoms to combat against HIV/AIDS. In the world of UA, the website Kickstarter and similar other websites are becoming a popular tool to raise funds for projects.

Related to UA, a municipality may provide technical training to urban farmers, or provide education on healthy food, food growing and food preparation to school kids. Communicative/educative instruments are often used as a complementary approach to other policy instruments, since the lack of an adequate communication and education strategy may strongly reduce the effectiveness of the other policy instruments. In this context, the importance of designing and implementing a strategy to communicate municipal urban agriculture policies and policy instruments to the target group should also be emphasised.

### *Urban design instruments*

The logic behind urban design instruments is that actors will adopt a certain desired behaviour if their physical environment has been designed in such a way that they are more easily prompted to act a certain way. For example, if public dustbins are widely available, generally people will throw less waste on the street. Examples related to urban agriculture include zoning (setting aside and protecting certain areas of the city for agriculture); combining or separating certain land uses depending on the degree of conflict or synergy; inclusion of space for home or community gardening in social housing projects, etc. Several cities have included land designated for urban agriculture in their urban land use plan, housing or in slum upgrading projects. As well in Canada, guidelines on urban agriculture design are being created. The first example was Vancouver's Urban Agriculture Guidelines for the Private Realm.

## 4.2.5 - Examples of policy and regulations

### *Introduction*

Cities' governments are in a position to further the status and practice of urban agriculture. In this sub-chapter, some of the actions related to policy and regulations will be explored. The Milan Urban Food Policy Pact will be used as a framework.

Governments can take many different actions that affect urban agriculture. Examples include laws, guidelines, zoning, regulations and health standards to name a few. These actions can be both supportive and restrictive. In this section some examples of policy actions will be offered. As a framework, we will use the Milan Urban Food Policy Pact (MUFPP).

The MUFPP was signed by more than 100 mayors from cities all over the world on 15 October 2015 (World Food Day) and by January 2017 has been signed by 130 cities (Milan urban food policy pact). The text of the pact, which was based on experiences from participating cities and compiled by a team of experts in the area of urban food policies (including the RUAF Foundation), has become a reference for possible policy measures that cities can take in this area. The document makes recommendations in six thematic clusters:

- ensuring an enabling environment for effective action (governance)
- sustainable diets and nutrition
- social and economic equity
- food production
- food supply and distribution
- food waste

These action areas will be discussed briefly with a few examples being given to illustrate the possibilities. All examples are taken from Forster et al. (2015). This book gives documents many brief case studies of cities with good practices concerning food. Students are encouraged to have a close look at this resource.

Watch the video Second Mayors' Summit: Milan Urban Food Policy Pact (FAO)

Working group in Milan. Photo by Andrea Calori

### *Ensuring an enabling environment for effective action (governance)*

Many actions can be taken that will provide an effective environment for a policy to be created in. Facilitating collaboration across city agencies and departments is extremely important as urban agriculture touches the

mandates of multiple departments and agencies. The creation of inter-departmental committees is one action that can be taken.
Enhancing stakeholder participation is important if city food systems are to function smoothly. Multi-stakeholder policy formulation and action planning is a very effective way to ensure participation and data collection on urban agriculture. Another related action is the creation of Food Policy Councils. These multi-stakeholder bodies provide an excellent forum where policy measures that are needed to enhance the local food system and scale up urban agriculture can be identified.
The last recommendation in this sub-section is developing a disaster risk reduction strategy to enhance urban food system resilience. Disaster preparation strategies need to consider the future food supply in the face of challenges such as climate change. The urban agriculture community needs to be fully engaged in this discussion.

*Ghent Municipal Food Policy and Food Policy Council*
The food policy "Gent en Garde" of the city of Ghent, Belgium was launched in 2013 with the aim to reduce the environmental impact of food production, processing, transport and promote waste reduction. To help guide the policy, a food policy council was created, composed of various stakeholders in the food system including people working in agriculture, non-profit organizations, retail, catering and academics. Within government, an internal working group was established to ensure that communications and cooperation occurs between different departments.

*New York City - nutritional standards and healthy food procurement*
Evidence-based standards were developed in New York, United States to regulate the amount of trans fat, sodium and sugar in meals served by agencies and organizations of the city government. Policy around procurement has given a boost to agriculture in New York State. Council passed a bill encouraging agencies to purchase local food in 2012. The bill allows purchasers a price preference of up to 10% in their purchasing decisions. This means local can be purchased if it is within 10% of the best price available. This policy measures can be considered an effective measure to integrate policy measures in different areas (health, nutrition, economic development).

### *Sustainable diets and nutrition*

The promotion of sustainable diets refers to food that is healthy, safe, culturally appropriate, environmentally friendly and rights-based. Types of policy measures may include the creation of food strategies, or tax measures to discourage consumption of, for example, junk food. Guidelines can help consumers on decide what foods they should be optimally eating. Standards, regulations, and labelling are other policy tools that can be used in advocating for sustainable diets and nutritional eating. To educate the people on these issues, channels such as public service commercials and education campaigns may prove effective.

*Shanghai – food tracing information management system*
In 2015, the City of Shanghai, China created the Shanghai Food Safety Information Tracing Management Regulation Programme. This entails collecting data from producers and distributors in nine major food categories, including grain, meat, poultry, vegetable, fruits, shellfish, soybeans and dairy. Penalties are applied to the businesses that do not conform. It is hoped that with the use of smart phones, consumers will be able to quickly discover where the food originates.
Shanghai has also created a food safety credit system for restaurants and food shops. On the internet, consumers can find out how the business is doing with respect to health guidelines. A scale of faces (smiley face for high safety, low risk; crying face for low safety, high risk) is used.

*Milan – collective catering in schools and public services*
Milano Ristorazione is a city-owned business that prepares and distributes 80'000 meals a day to schools, childcare facilities, retirement homes and a "meals on wheels" service. The emphasis however is on providing

children with nutritious meals. Education is also offered to children on issues such sustainability, waste prevention and socio-cultural integration. For waste prevention, the "I don't waste" programme was created.

*Optional material: for further information please read* Milan leads fight against food waste – with ugly fruit and Michelin-starred soup kitchens *(The Guardian, Oct 2016).*

### *Social and economic equity*

The MUFPP contains many practical and aspirational recommendations on policy with respect to social and economic equity. Supporting networks (e.g. of community gardens) is an excellent way to engage the grassroots in the food system, bring about social inclusion and provide food for people in need. School feeding systems can be structured in a way to favour the purchase of local and regional food, which is sustainably produced. Avenues can be created to provide people in need with access to food using food banks and community food kitchens.

*Belo Horizonte – People's Restaurants*
The programme "Popular Restaurants" forms an important strategy under the Nutrition and Food Security Policy of the Municipality of Belo Horizonte in Brazil. Currently, there are four restaurants in low-income parts of the city, serving 3 million meals a year. The meals are subsidized and therefore much cheaper than the meals in other restaurants. People in the "Bolsa Família" (Family Basket) programme receive a 50% discount on meal prices. Meals are free for registered homeless people. Meals are sourced from local farms, which gives a boost to peri-urban food production.

Watch the video Future Policy Award (long version): Belo Horizonte

*Ghent – De Site: Urban gardens promote social equity*
Run by a non-profit and funded by the City of Ghent, "De Site" was launched as a temporary project in one of the poorest areas in the centre of Ghent. Over 3'000 m² former industrial area has been turned into two cultivated fields. Nearby residents can rent plots to produce food, paying with a local alternative currency. Otherwise, vegetables are harvested and sold at a social grocery store, where people on low-income pay reduced prices. Some food is delivered to a restaurant that uses a social price, designed to make the food affordable to those with low income

Watch the video Food Smart Cities Voices Ghent (Food Policy Milano)

### *Food production*

Seven recommendations are made in this section of the pact. Integrating food production and processing into city resilience plans is one suggestion made. Using an ecosystem approach to land use planning is another important policy that can affect food production in a positive way. Programmes that provide financial assistance and technical training can be developed to aid the sector. Policy can be created on inputs, such as compost and using greywater in a safe manner. Policies to shorten supply chains are another approach, which would encourage urban and peri-urban agriculture.

*Quito – Participatory Urban Agriculture Programme*
The Participatory Urban Agriculture (AGRUPAR) programme is directed by the Metropolitan agency for economic promotion CONQUITO of the city of Quito, Ecuador. The programme has opened 2'500 gardens and covers roughly 24 hectares since 2002. Annual production is estimated to be 400'000 kilos. Policy goals include reducing food insecurity, improving incomes, generating employment and providing healthy food for people. Half of the production is sold at local farmers markets, providing income for the growers.

*Optional material: for further information please read* Quito, Ecuador: A Metropolitan Agriculture Programme for the Promotion of Integrated Territorial *Planning (page 58-71)*

*Family committed to "eating well" — meaning that they invest at least 50 % of their budget in "responsible consumption" in ways that contribute to agro-ecology. Photo by Stephen Sherwood*

*Chicago – Growing urban farms*
Chicago, United States has been a leader in policy development that has raised the profile and importance of urban agriculture. Zoning amendments in 2011 resulted in making urban farms and community gardens permitted land uses in various zones throughout the city. Guidelines on how large these enterprises or non-for-profit initiatives can be were also provided.
The Recipe for Healthy Places and Green Healthy Neighbourhood plan of 2013 makes the linkage between food and obesity. Its recommendations are positive for urban agriculture.

## *Food supply and distribution*

Though not a policy, a food flows map can provide important information to policy makers on food access and the infrastructure needed for food provisioning. Food safety legislation and guidelines can be created to ensure food safety for consumers. Public procurement policy and programmes to support farmers' markets can directly influence urban and peri-urban agriculture. Eliminating barriers to market access for smallholder producers is also recommended by the pact.

*Barcelona – modern markets*
The Barcelona Institute of Markets had redeveloped numerous covered markets in the city. The economic impact has been significant. The markets have sales of €1'000 million a year and employ 7'500 people. Aside from being able to purchase safe and local food, these markets help shoppers to improve their food habits by purchasing more healthy food. The social welfare of the city is also enhanced by the markets.

*Lyon – Fair and sustainable city label*

The Lyon Fair and Sustainable City label was created in 2010 to promote sustainable consumption. The food sector is heavily involved in participating with the programme. Networking between companies using the label is one of the benefits of the programme. It is a public-private sector initiative.

### *Food waste prevention, reduction and management*

Assessing and monitoring food loss and waste reduction is needed to see where changes can be made. Public service campaigns can be used to raise awareness of the public to these problems. Some wastage occurs because of how standards are written, for example, expiration dates of products. This is an area where policy change can help tackle the problem of food waste. Policies that allow and support the redistribution of food can also be considered by cities.

*Paris – food recovery and redistribution*
The French National Pact to Fight Against Food Waste aims to cut food waste by 50% by 2025. This public, private, civil society initiative is putting the emphasis on the recovery of healthy food, which is then redistributed. The City of Paris conducts awareness raising campaigns, along with supporting community-based projects that involves waste reduction and redistribution. A civil society group "La tente des glaneurs" (Gleaners' tent) is involved in certifying collected food as safe before redistributing it to people in need.

*Optional material: for further information please read* French law forbids food waste by supermarkets *(The Guardian, Feb 2016)*

*Curitiba – food safety and access programmes*
The *Câmbio Verde* (Green Change) programme has been in operation since 1991. The premise is simple – for every 5 kilos of recyclable material, one kilo of food is exchanged. This has drastically cut down on waste, while improving the nutritional standards of low-income people. Surplus food from area farms are the source of much of this food.

## 4.2.6 - Key policy recommendations and courses of action

### *Introduction*

We will examine here various recommendations and courses of action that have been proposed to further urban agriculture and healthy city-region food systems. First, we will look at some of the recommendations made by the SUPURBFOOD project, which investigated sustainable modes of urban and peri-urban food provisioning, with a specific focus on food waste, shortening food chains and protecting land. How they overlap and coincide with recommendations made by the Milan Food Policy Pact will be discussed here as well. Then our focus will shift to some recommendations concerning urban agriculture that have recently been made in New York, USA and Toronto, Canada.

Watch the video Improved rural urban linkages: Building sustainable food systems *(FAO)*

### *SUPURBFOOD recommendations*

Many different bodies and organizations have proposed key policy recommendations that will move forward thriving city-region food systems, along with how to mainstream the practice and business of urban and peri-urban agriculture. In 2015, in the framework of the EU-funded research project SUPURBFOOD on sustainable modes of urban and peri-urban food provisioning (http://www.supurbfood.eu/), the RUAF Foundation produced a policy brief with several relevant recommendations. The document made recommendations in the following areas, with a high level of inter-linkage:

- Shortening food chains
- Protecting land for urban and peri-urban agriculture
- Reducing food waste
- Optimizing residual (food) waste streams
- Creating synergies
- Aligning organizational structures

*Shortening food chains*
Recently many policy experts have focussed on the issue of shortening food chains to enhance the environment and make the food system more sustainable. MUFPP sets one target:

> 25. Support short food chains, producer organisations, producer-to-consumer networks and platforms, and other market systems that integrate the social and economic infrastructure of urban food system that links urban and rural areas. This could include civil society-led social and solidarity economy initiatives and alternative market systems (MILAN URBAN FOOD POLICY PACT).

Shortening food chains is a policy has a potential positive impact on urban agriculture and economic development. It implies that there will be more locally produced food available with the possibility of creating stronger relationships between producers and consumers.
City governments can facilitate viable farmers' markets by creating enabling policies and making resources available (such as permitting markets on public lands). An example of this is the Greenmarket programme in New York. It has the goals of stimulating production in peri-urban areas in the region, while providing consumers access to fresh, local food.
Policies that bolster regional transportation increase the capacity of urban growers and food producers to source inputs, access labour and distribute products. As well, creating realistic policies around other key infrastructure such as abattoirs and processing facilities can aid in local food provisioning.

*Protecting land for urban and peri-urban agriculture*

Access to land and security of tenure are issues that are critical to the agriculture sector. The land around cities in many places has healthy, productive soils. Land for growing is a non-renewable resource.

Zoning needs to be used to protect farmland from urban expansion. Equally important is to ensure that the infrastructure exists to complement the land base. Within cities, many sound policies exist for ensuring that land is available for agriculture. Subsidies are provided by the city of Ghent to ensure that gardeners are linked to land that is temporarily available. The city government of Toronto, Canada subsidizes the costs involved in starting a community garden on parkland.

The MUFPP also contains recommendations that deal with land policy as it relates to agriculture:

> 22. Apply an ecosystem approach to guide holistic and integrated land use planning and management in collaboration with both urban and rural authorities and other natural resource managers by combining landscape features, for example with risk-minimizing strategies to enhance opportunities for agroecological production, conservation of biodiversity and farmland, climate change adaptation, tourism, leisure and other ecosystem services.
> 23. Protect and enable secure access and tenure to land for sustainable food production in urban and peri-urban areas, including land for community gardeners and smallholder producers, for example through land banks or community land trusts; provide access to municipal land for local agricultural production and promote integration with land use and city development plans and programmes.

Two other recommendations deal tangentially with the issue:

> 5. Develop or improve multi-sectoral information systems for policy development and accountability by enhancing the availability, quality, quantity, coverage and management and exchange of data related to urban food systems, including both formal data collection and data generated by civil society and other partners.
> 20. Promote and strengthen urban and peri-urban food production and processing based on sustainable approaches and integrate urban and peri-urban agriculture into city resilience plans.

*Reducing food waste*

The FAO estimates that one-third of all food produced for human consumption is lost or wasted annually, along the entire food chain: agricultural production, post-harvest handling, processing, distribution, and at the consumption level (FAO, 2011) (Food loss and Food Waste).

The Milan Urban Food Policy Pact identified waste as an action area. Recommended actions for municipalities include:

> 34. Convene food system actors to assess and monitor food loss and waste reduction at all stages of the city region food supply chain, (including production, processing, packaging, safe food preparation, presentation and handling, re-use and recycling) and ensure holistic planning and design, transparency, accountability and policy integration.
> 35. Raise awareness of food loss and waste through targeted events and campaigns; identify focal points such as educational institutions, community markets, company shops and other solidarity or circular economy initiatives.
> 36. Collaborate with the private sector along with research, educational and community-based organisations to develop and review, as appropriate, municipal policies and regulations (e.g. processes, cosmetic and grading standards, expiration dates, etc.) to prevent waste or safely recover food and packaging using a "food use-not-waste" hierarchy.
> 37. Save food by facilitating recovery and redistribution for human consumption of safe and nutritious foods, if applicable, that are at risk of being lost, discarded or wasted from production, manufacturing, retail, catering, wholesale and hospitality.

Others have also weighed in on the question of reducing food waste. The 2030 Agenda for Sustainable Development includes 17 Sustainable Development Goals (SDGs) that are relevant for the development of

urban agriculture. “By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses.” (SUSTAINABLE DEVELOPMENT ). In June 2016, this target was reaffirmed by the European Council when they adopted a list of actions to reduce food waste and losses. (COUNCIL OF THE EUROPEAN UNION pdf ).

*Optional material: for further information please read* City Region Food Systems and Food Waste Management *(GIZ, FAO, RUAF, 2016)*

### *Experiences from other cities*

In the past few decades, policy experts have begun to look at urban agriculture. This has resulted in many interesting reports that focus on how urban agriculture can be scaled up. We will now look at two recent examples.

*Optional material: for further information please read* Urban food policies and programmes: an overview

*New York, USA*
Five Borough Farm was a lengthy multi-phase project of the Design Trust for Public Space, to examine and measure urban agriculture in and around New York, culminating in offering a roadmap for the future. The first publication, *Five Borough Farm: Seeding the Future of Urban Agriculture in New York City*, made 30 recommendations in five broad areas:
1. Formalize City Government’s Support for Urban Agriculture
2. Integrate Urban Agriculture into Existing City Policies and Plans
3. Identify Innovative Opportunities to Build Urban Agriculture into the Cityscape
4. Address Disparities in New York City’s Urban Agriculture Community
5. Urban Agriculture Grant making

Establishing a clear urban agriculture policy and developing a plan to steer future growth is the focus of the first area. Land issues figure prominently, with milestones such as mapping urban agriculture, and documenting city-owned and private land that could be used as for agriculture being stated. One very interesting recommendation was to create an urban agriculture ombudsman for New York. Many cities around the world are in need of an office that could help resolve conflicts that arise with some regularity concerning growing in cities.
The need to integrate urban agriculture into existing city policies and plans is another area felt in need of reform. Soil conservation and composting are mentioned along with embedding urban agriculture into the city’s green infrastructure program.
Recommendations on identifying innovative opportunities to build urban agriculture into the Cityscape involve advocating for rooftop agriculture and supporting interim use urban farm projects. A key economic recommendation is strengthening the infrastructure for food distribution and production. Procurement by City agencies is recommended as a way to support the sector.
Addressing disparities in urban agriculture community contains many recommendations on how to make information more available and transparent. Supporting capacity building in underserved areas is also suggested. Grant making rounds out the recommendations. Providing support for networking among farmers is one idea that is mentioned.

Watch the video Five Borough Farm: Why Measuring Matters

*Toronto, Canada*
Meetings and consultations with the urban agriculture community resulted in the publication of an action plan in 2012. The plan contained 68 recommendations spread over 6 areas:

- Link growers to land and space
- Strengthen education and training
- Increase visibility and promotion
- Add value to urban gardens
- Cultivate relationships
- Development supportive policies

The first of four immediate goals was successfully implemented in November 2013, when City Council adopted the Toronto Agricultural Program consisting of a City-Sector Steering Committee, staff Working Group and 2013-2014 Work Plan (TORONTO AGRICULTURAL PROGRAM)
The economic dimension had been neglected in urban agriculture policy, so adding value to production was an area for opportunity. The recommendations spoke to funding issues faced by urban agriculture as well as infrastructure needs. Key recommendations in this section include:

- Develop facilities for post-harvest handling of city-grown food.
- Develop a network of multi-faceted food hubs (combining growing with on-site food education, direct sales, cooking classes, etc.) across the city.
- Develop a spectrum of food-processing opportunities including community-based, mid-scale and commercial food-processing facilities.
- Strengthen the financing of urban agriculture.
- Link social investors and seed capital to fledging initiatives.
- Create incentives for urban agriculture through City grants.
- Develop new funding models, such as competitions or crowd sourcing, to fund urban agriculture initiatives.
- Organize a funders' conference to educate funders on urban agriculture.

*Assignment 4.2.6. Answer the following questions:*

1. Are there examples of policy measures and courses of action in your city that have been very effective to support urban agriculture and healthy city-region food systems?

2. What policy recommendations and courses of action are in your opinion most effective/needed to further urban agriculture and healthy city-region food systems in your city?

## 4.2.7 - Policy lobbying strategies

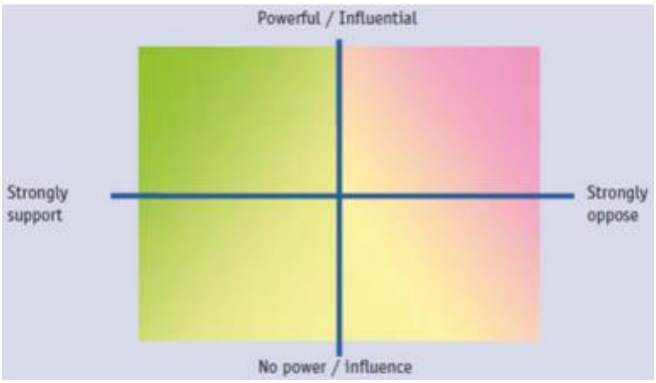
### *Introduction*

Supportive policies for Urban Agriculture do not come across by themselves. What we nowadays know as successful UA policies were often only put into place as a result of demands, proposals and associated policy lobbying strategies of direct and indirect stakeholder groups. In this final subchapter, we treat what is needed for effective policy lobbying strategies. We begin by differentiating between advocacy and lobbying. Then we turn to an examination of a six-stage communications strategy that will guide how the lobbying happens. Finally, we look at examples from three cities.

When trying to sell the idea of urban agriculture as a concept or in other forms such as projects, governments need to be made to aware of the situation. Two terms need to be identified related to this. Advocacy is the act of pushing for change. The intended outcomes could include having people change their behaviour or attitudes or a government to change its policies and laws (FAO, 2011). Lobbying is more personal and targeted. It can be defined as "the act of attempting to influence business and government leaders to create legislation or conduct an activity that will help a particular organization."(Business dictionary).
People who lobby for urban agriculture are the direct and indirect stakeholders. Lobbyists may include associations of producers, processors, growers, infrastructure companies, social service agencies, health promotion agencies and people interested in furthering the profession such as city planners and academics. Lobbying can serve many purposes including having input on perceived solutions to a problem, advocating on behalf of certain groups or individuals and highlighting issues with a proposed policy (FAO, 2011).
As well, international organizations (such as RUAF) play a strong role in advocating for urban agriculture at the local and international level. They provide stakeholders with the tools to lobby for progressive policy changes for urban agriculture and urban food strategies.
Part of any lobbying strategy is having a clear communications strategy. The FAO (2011) Food Security Communications Toolkit identifies six stages:
1. Identify and analyse your audiences
2. Define your communication objectives
3. Decide on the messages to convey to your audiences
4. Select the channels to use
5. Create a communication work plan
6. Evaluate your communication activities

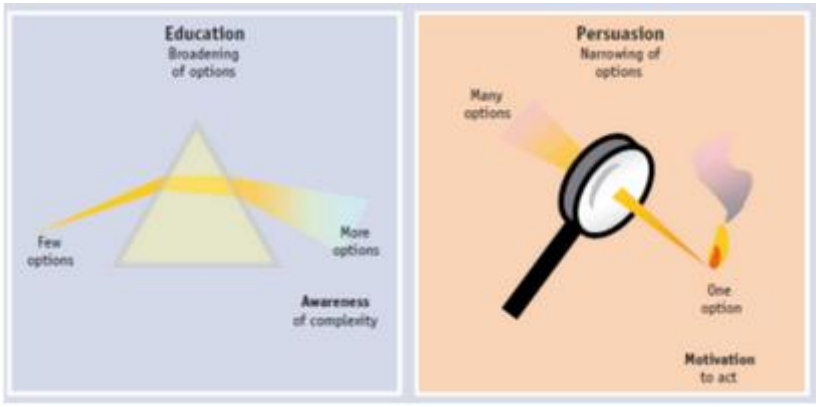
### *The Audience*

The first question that needs to be asked is who to lobby? At times it will be obvious, at other times not. The following diagram allows you to plot the individuals and organizations you wish to convince of your point of view by questioning what you perceive their power and influence to be:



Source: FAO (2011)

From the diagram, people and organizations in the top left quadrant identify who best to lobby. The top right quadrant is also important as when lobbying, you have to talk to everyone, not just the people that agree with you. Within this top left quadrant, you are likely to find the "champion", the person who will strongly advocate and push the issue or policy on your behalf.
In choosing on what message(s) you wish to convey, it is important to make a distinction between education and persuasion. Education deals with informing an individual or entity in a general way, for example, about the social benefits that urban agriculture can provide for the city. Persuasion is much more specific. Here it is likely the person lobbying will be trying to convince the policymaker to opt for a specific option. Taking the previous example one step further, a lobbyist might be trying to get a politician to support an increase in funding for school gardens. These concepts are illustrated in the following diagram:




Source: FAO (2011)

The most important point to be stressed is the need to be prepared. You should have a firm command of what you are talking about. If you are in a face-to-face meeting, you may well be talking to an individual who is invested and very knowledgeable on the subject. As well, a well-prepared individual will know the views of the person they are meeting with on the subject.

### *Channels to use*

Channels refer to the ways or tools that are available to get your message across to the intended recipient. The lobbying strategies and tactics employed are dependent on what message you are trying to get across. Messages can range from raising awareness on a certain issue to advocating for the wording of a policy that is to occur.
There are several ways of communicating with policymakers or technical staff that provide direct recommendations to decision makers. Among the most widely used methods are:

- Policy seminars, meetings and oral briefings raise awareness and understanding of policymakers on the issues discussed. This includes the development potential of various urban agriculture systems and technologies in various parts of the city. These techniques can also help raise motivation and commitment of participants to collaborate in further policy formulation and action planning. Conclusions and agreements reached during discussions can be included in the form of an official declaration, a working agenda, or an agreement or memorandum of understanding. Such documents will also provide the stakeholders with a firm basis for follow-up and for sharing results of the seminar and meetings with others.
- Organizing site visits to share first-hand knowledge of the benefits of urban agriculture is a very effective lobbying channel to use. Such visits can be a very effective way of communicating urban agriculture needs and demonstrating results. It may show urban agriculture stakeholders with the opportunity to voice their concerns and needs, while providing to decision makers further insight in they may do in response.
- Other methods that are employed include brochures, videos, blogs, study tours, social media campaigns among others.

Building a coalition of like-minded organizations can amplify your voice and make your task stand a better chance of succeeding.

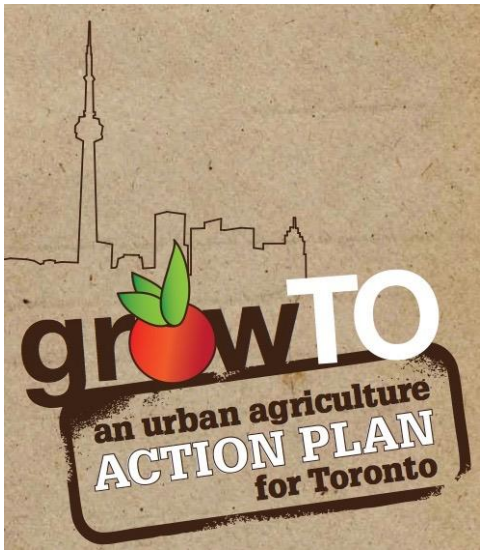
Watch the video Successful lobbying for financing investments in cycling

## *Examples*

*Bristol*
This UK city is well-known for its food and agriculture policies and initiatives. Initiatives date back decades, but we will focus on some recent developments. The strength of Bristol lies in fact that many organizations and individuals are involved in food system work. The Bristol Food Network coordinates communication between its 900 members. In 2009, they created a 'Sustainable Food Strategy for Bristol.' This was one of the channels they used to continue dialogue with government members. Other channels of lobbying they employ include dialogue at conferences, seminars and an away day at an organic farm with caterers (Carey, 2013). This was followed with *Who Feeds Bristol? Toward a resilient food plan* in 2011. These reports have been useful resources that activists for the food system have used to lobby for change, with some success (Reed and Keech, 2015). Yet despite some advances, some tension exists. As of now, the city of Bristol still does not have a food strategy.

*Rotterdam*
Urban agriculture is a popular activity in Rotterdam with more than 100 active initiatives currently underway besides the allotment gardens. The association Eetbaar Rotterdam (Edible Rotterdam) has been advocating for urban agriculture since 2007. They bring together experience from many disciplines to help further urban agricultural development in the city.
Coming from different disciplines, Eetbaar Rotterdam has been stimulating and initiating urban agriculture in Rotterdam, because they believe urban agriculture can greatly benefit the city. An important channel to raise the profile of urban agriculture was the 2011 report *Room for Urban Agriculture in Rotterdam* (Ruimte voor Stadslandbouw in Rotterdam). The report creates an opportunity map for agriculture in the city.
A regional food council also is present in the city. Composed of researchers, businesses, the agriculture sector, educators and municipal authorities, the Food Council focuses mainly on promoting regional food chains, health, education, and the circular economy. Meetings are used for networking and the exchange of ideas, while framing recommendations for the municipality to consider.

*Toronto*
Urban agriculture is an important hobby and increasingly professional activity for people in Toronto. Lobbying for urban agriculture has taken many forms. The Toronto Food Policy Council was created in 1991. This has provided an excellent platform for members and the general public to propose measures to further urban agriculture. In 2012, the Toronto Food Policy enthusiastically supported the GrowTO Urban Agriculture Action Plan, (URBAN AGRICULTURE ACTION PLAN) which was a civil society initiative to scale up urban agriculture. In this case, the coalition that formed the GrowTO steering committee consisted of diverse stakeholders such as farmers, academics, architects, environmental agencies and a food author. The report included many recommendations, some of which have been acted upon. One important step was the creation of the Toronto Agriculture Program in 2013. The challenge for civil society is how to lobby to ensure that the enthusiasm of the recent years is not lost.


growTO
an urban agriculture
ACTION PLAN
for Toronto

# 4.3 - Networks and businesses – Case COFAMI

*Introduction*

Networks and governance are important pillars, but at least relevant guardrails to be considered for successfulness with urban agriculture businesses. This chapter 4.3 narrows down the previous input of 4.1 'Governance Issues and Networking' and 4.2 'Legal and Policy Issues'. Especially the aspect of agricultural value chains of the agribusiness sector and the relation of state, market, and civil society build the basis for this chapter.
*[More insights into agricultural value chains (long vs. short chains) follow in specific chapters of Module 5]*

## 4.3.1 - Networks and businesses

*Introduction*

Firstly, please have a look to this video consisting of three parts presenting an overview of some urban producers' organizations. This video emphasizes on the important role of organizations covering local and national governments, civil society organizations, and others to facilitate the development of strong urban farmer organizations by showing case study examples from Amsterdam (the Netherlands), Dakar (Senegal), Hyderabad (India), and Rosario (Argentina).

Watch the video Strengthening organisations of urban producers

Keeping this background information on the importance of urban producers' organizations in mind, this sub-chapter focuses on COFAMI (Collective Farmers Marketing Initiatives).
COFAMI – Encouraging Collective Farmers Marketing Initiatives' was funded under FP6 (6th EU Research Framework Programme). Ten project partners from the Netherlands, Switzerland, France, Germany, Austria, Latvia, Italy, Denmark, Hungary, and Czech Republic jointly worked together to identify the social, economic, cultural, and political factors that limit and/or enable the formation and development of collecting marketing initiatives.

*Characteristics of COFAMIs in Europe – extract from COFAMI website*
In particular, in the last decade, a broad variety of new types of collective marketing initiatives can be witnessed that at least partly are to be understood as active farmers' responses to the differentiation in food markets, changing societal demands with regard to rural areas and a growing policy attention for more integrative rural and regional development strategies. Many recent COFAMIs can be understood as multi-purpose networks that combine product marketing with collective learning, and collective strategic action with other actors as consumers, food chain partners, societal organisations, policy institutions, agricultural advisory services etc.
Cooperative activities emerged first in regions where small-scale farming predominated. The main aim was to improve the difficult economic situation of these farmers. While in North-western, Southern Europe and the Alpine region the evolution of cooperatives is characterised by relative continuity, there were ruptures in development due to changes of regime in Central and Eastern Europe. There, the 'trauma of collectivisation' attaching a negative connotation to collective action is only slowly beginning to be overcome. Overall, the historical trajectories vary much due to different policy discourses and measures and due to different contextual embedding's. The importance of traditional-type farmers' cooperatives is rather

heterogeneous comparing regions, countries and even sectors. However, traditional cooperatives still play a relatively important role in those countries where their evolution has been rather continuous. At the same time, an emergence of promising new approaches to collective farmers' marketing can be observed. (COFAMI website; August 2016)

Please read:
Limiting and Enabling Factors of Collective Farmers' Marketing Initiatives: Results of a Comparative Analysis of the Situation and Trends in 10 European Countries. Journal of Hunger and Environmental Nutrition.
and
Limiting and Enabling Factors of Collective Farmers' Marketing Initiatives: Results of a Comparative Analysis of the Situation and Trends in 10 European Countries

*Assignment 4.3.1. Define COFAMI, name three common COFAMI types and shortly describe one COFAMI type of your interest.*

*Assignment 4.3.2. By watching the introductory video and reading the two articles, think about the advantages and disadvantages of strong producers' organizations and especially of COFAMIs by emphasizing on urbanized regions. Summarize your ideas in bullet points or a text of not more than a page.*