Phase III
Collaborative goal setting and vision

Learning objectives

- Can apply techniques of collaborative goal setting: *how the visioning process is taking place?*

- Can formulate actions as possible solutions for selected challenges: *how this vision will translate into an implementation strategy?*

17.00-17.20

Damien Conaré : « Some background »

17.20-17.50

Marc Nielsen (Terres en villes) : « Designing and implementing a local food strategy: key messages », Q & A

17.50-18.25

Exercise (mural) « Collaborative goal setting » in breakout rooms according to the living labs

18.25

Closing remarks

Collaborative goal setting and visioning

Collaborative goal setting is a strategy to decide on and set goals as a collective.

This process includes:

- identifying stakeholders needs

- prioritizing and allocating available resources

- evaluating goal performance over time

« **Visioning** is basically a process by which a community envisions the future it wants, and plans how to achieve it. It brings people together to develop a shared image of what they want their community to become. » (UN-Habitat, 2012)

https://lnicollab.landscape-portal.org/goto.php?target=file_2221_download&client_id=main
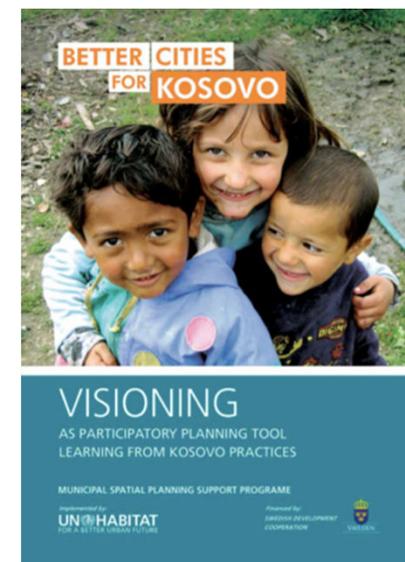
Depending on the food system node or component at which they operate, different stakeholders will be able to offer different insights.

For this reason, participating stakeholders should be broadly representative of actors in the City Regional Food System (identified by mapping – see Phase II).

https://www.fao.org/in-action/food-for-cities-programme/overview/crfs/en/

The process should…

- Accepting different agendas / allowing all kind of expressions

- Building local capacity

- Spend money

- *Now* is the right time! The best time to start involving people is at the beginning of any planning process; the earlier the better, even before the data-gathering phase.

- Record, document and follow-up.

- Work on location!

Sherry R. Arnstein's (1969)
Ladder of Citizen Participation

« There is a critical difference between going through the empty ritual of participation and having the real power needed to affect the outcome of the process. »

Arnstein,S.R. (1969) "A Ladder of Citizen Participation," Journal of the American Planning Association 1969, 216

| Citizen Control	⎫
Delegated Power	Citizen Power
Partnership	⎭
Placation	⎫
Consultation	Tokenism
Informing	⎭
Therapy	⎫ Nonparticipation
Manipulation	⎭
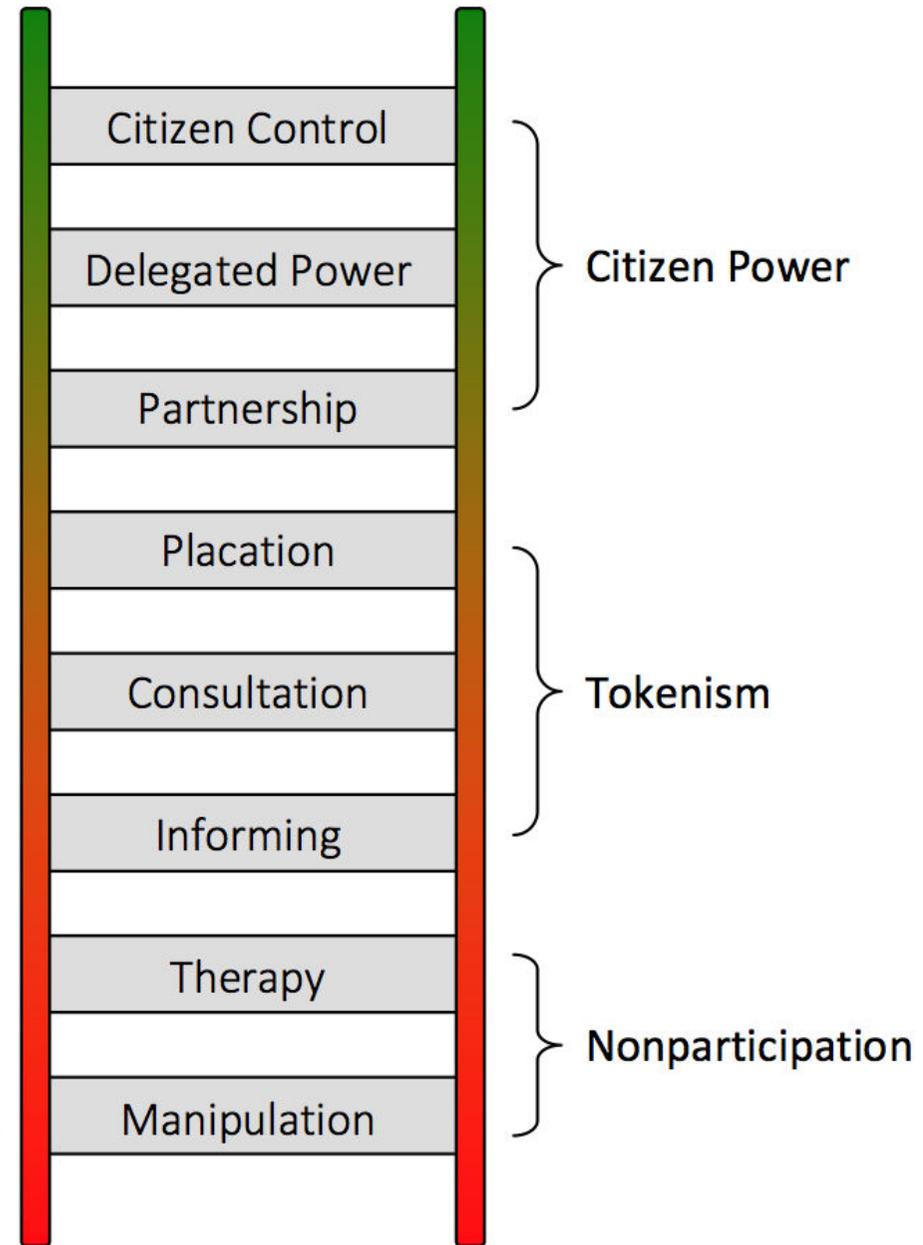
From vision to action

The definition of an **action plan** calls for taking into account the necessary and available resources (technical, human, financial, legal, institutional, etc.), establishing a provisional timetable and anticipating the measurement of expected impacts.

Actions must be **relevant, feasible, and coherent**. Beware of actions that may contradict each other or those that would mobilise too many resources.

Start with what exists.

Prioritise realistic actions (« quick wins »).

Evaluation and evolution

Participation in evaluation

Participation in planning

Participation in implementation
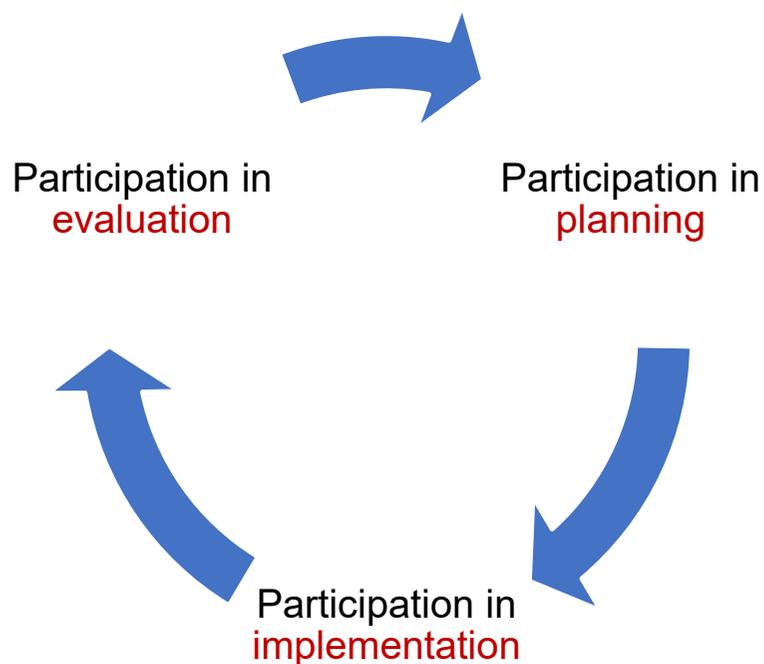
« **Evaluation** encourages reflexive learning and continuously revitalizes thinking. »

Reflexivity refers to the ways local food actors reconsider their principles and practices through time.

« Expanding the boundaries of food policy: The turn to equity in New York City », N. Cohen, R.T. Ilieva, *Food Policy*, vol. 103, 2021.

Reviewing the vision under changing circumstances

Creating the vision during a workshop

Sharing the vision during a public event with all stakeholders

Finetuning the vision

Consolidating the vision into a formal planning document

Implementing the vision through an action plan

AESOP4FOOD

Action for Education
Spatial Organisation
and Planning For
Sustainable Food

Urban Agriculture

Caroline Brand
Nicolas Bricas
Damien Conaré
Benoit Daviron
Julie Debru
Laura Michel
Christophe-Toussaint Soulard *Editors*

Designing Urban Food Policies

Concepts and Approaches

OPEN

Springer

Here you can dowload it in open-access

https://link.springer.com/book/10.1007/978-3-030-13958-2

Marc Nielsen (Terres en villes)

Designing and implementing a local food strategy : key messages

AESOP4Food - 20th April 2023

National Territorial Food Project Network - National seminar (2020)

Marc NIELSEN – Director Terres en villes
marc.nielsen@terresenvilles.org

Territorial food projects (TFP)

Global overview

- Enshrined in the law in **2014**.

- Aim : to gather stakeholders of the local food system around a **shared project**.

- Beyond agriculture, a **systemic view of food** : social, economical and environmental dimensions.

- A **strategy** and an **action programme**.

- More than 90% are lead by **public authorities**.

- **451 TFP** identified by the national TFP observatory (April 2023) .

www.rnpat.fr

Mayotte Guadeloupe

Réunion Martinique

Saint-Pierre et Miquelon Guyane

- PAT reconnus par le MAA de niveau 1
- PAT reconnus par le MAA de niveau 2
- PAT anciennement reconnus par le MAA
- PAT identifiés par l'OnPAT

Terres en villes

aGRICULTURES &TERRITOIRES
CHAMBRES D'AGRICULTURE
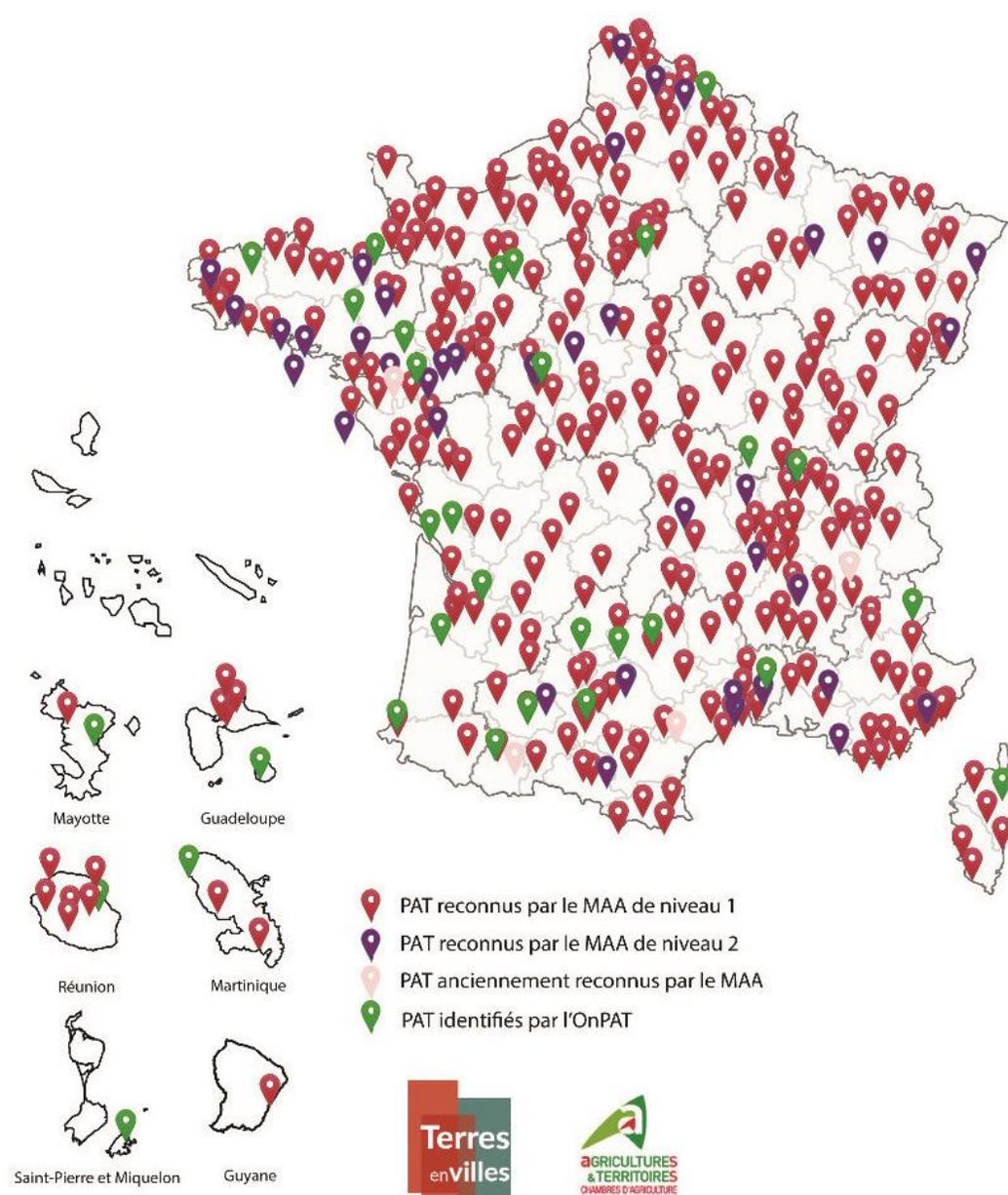
The 403 PAT identified by the national TFP observatory in may 2022

Territorial food projects (TFP)

Starting the process

- Enlarge the political base

- Having enough human means, skills and funding ressources

SUSTAINABLE DEVELOPEMENT

AGRICULTURE

SOCIAL INCLUSION

TERITORIAL FOOD PROJECT

WATER

INNOVATION

LAND USE STRATEGY

HEALTH

WASTE
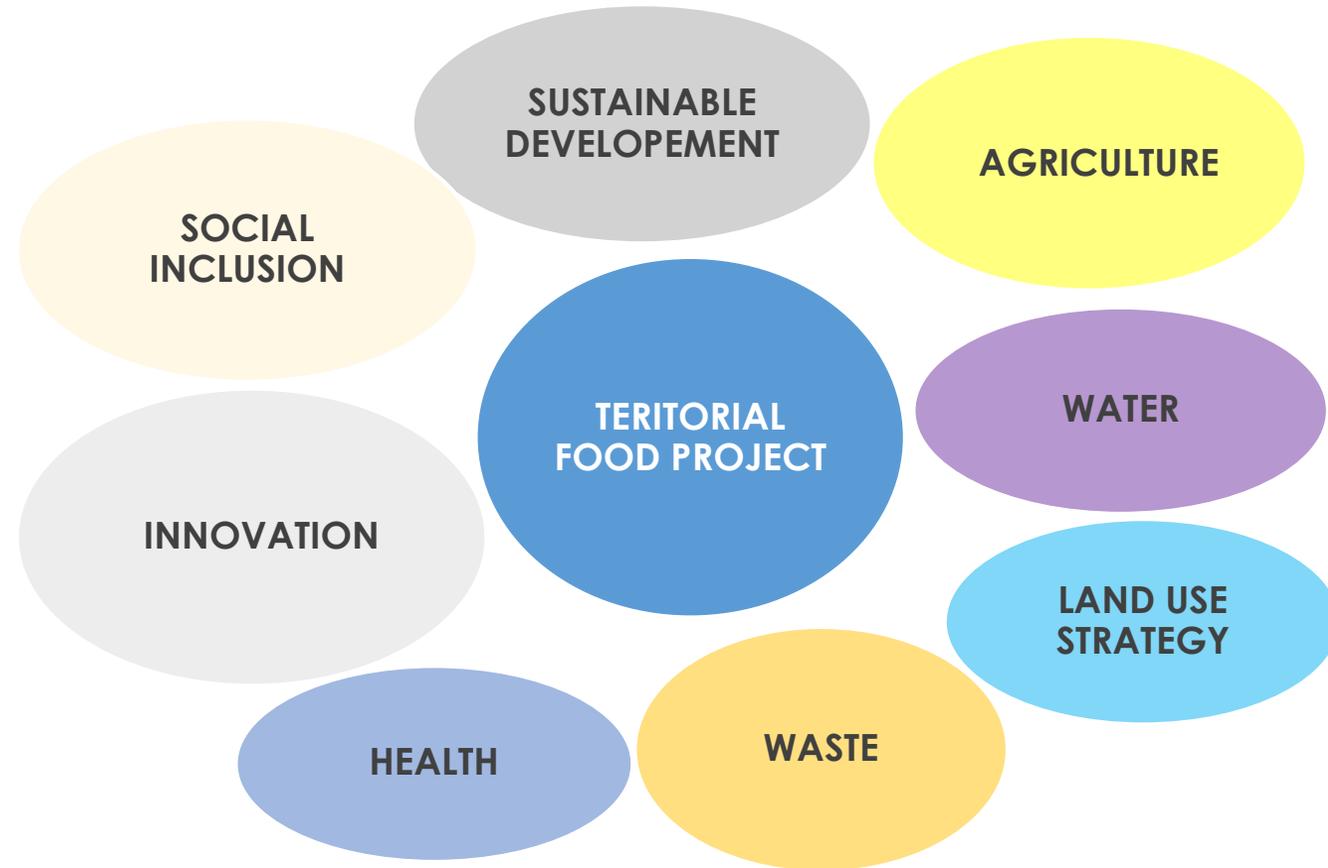
Territorial food projects (TFP)
Starting the process

• Setting the rules

Political decision	Governance body	Collaborative framework
Board of Vice-presidents Metropolitan Council	Steering committee (2 meetings/y)	Kick off seminar, thematic workshops, local workshops, citizen consultation

Work flow and governance - Territorial Food Project Saint-Etienne Métropole (2023)

Territorial food projects (TFP)

Co-creation of the strategy and action programme

- Diversity of invited people to reflect the complexity of the food system.

- Complete the diagnosis and enhance/deepen/adjust it through the process
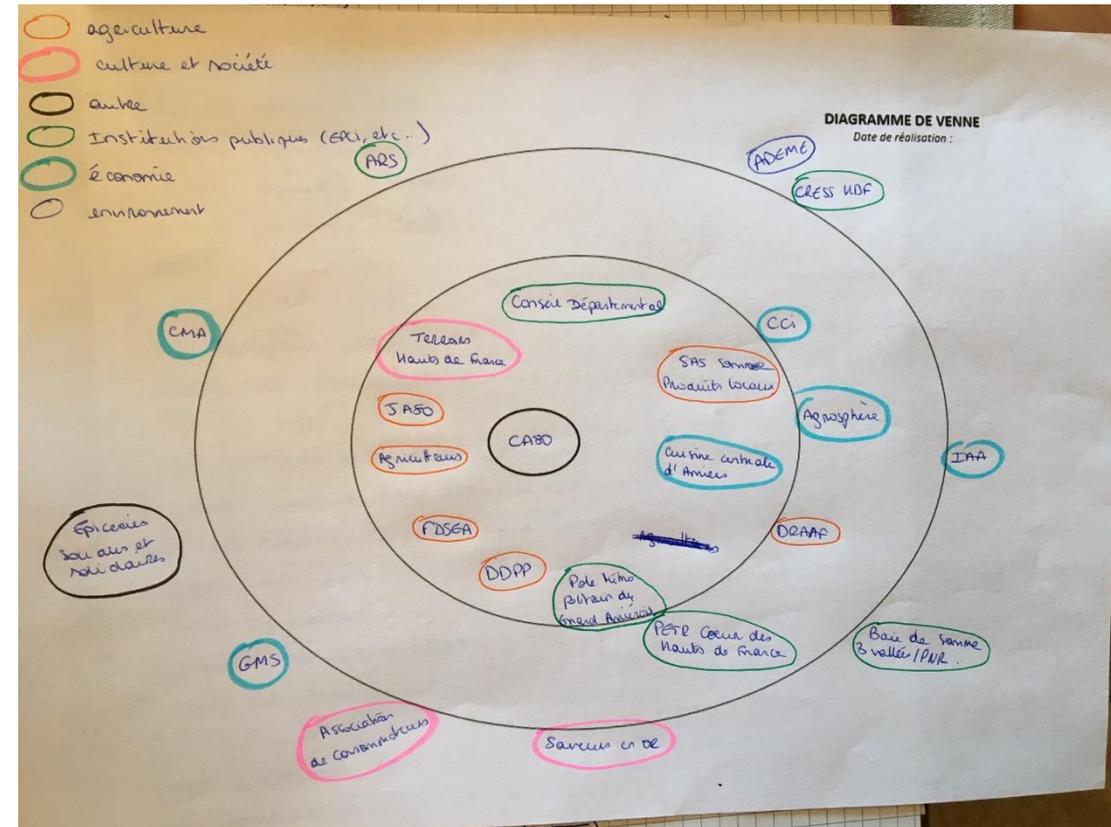
Food stakeholders diagramme - Somme Chamber of agriculture (2021)

Territorial food projects (TFP)

Co-creation of the strategy and action programme

- Thematise the workshops but ensure permeability between them (the right balance to find).

- Try to point controversies.

- Adjust the findings of the collective approach.

Territorial Food Project Saint-Etienne Métropole (2022)

Territorial food projects (TFP)

Implementing

- Translate political orientations into an action plan.

- Articulate the strategy with territorial specificities.

- Communicate all along the process and give full account of what has been done.

Territorial Food Project Saint-Etienne Métropole (2022)

Exercise collaborative goal setting and visioning
using the Nominal Group Technique

see also the ppt on NGT in the wiki

Exercise

Step1 Challenge
Define collectively the food (planning) challenge you want to address in this process.

Step2 Three goals
Select individually your top 3 strategic goals to address the challenge you work on (write them on the sticky notes).

Use an action-oriented verb, an object, and qualifiers (adjectives and adverbs).

Place your sticky notes on the « goal bord » area.

Step3 Organize the goals
Moderator organizes the goals on the board.

Step4 Vote
Vote on your top goals:
each one has 5 dots to
spend as you wish (one,
several or all of your score
on a single idea).

Remember the selected
goal for next week
exercise

If enough time…

Step5 *Vision*
Formulate a vision:
bring all your goals
together and frame
them with an
overreaching idea
or sentence.

Next week

Step6 Actions
Select one goal and define
2-3 actions that would lead
to this goal.

Select one action and try to
identify responsibilities,
actors, resources and
achievable targets in the 3
years to come.

collaborative GOAL setting - Nominal Group Technique

steps

STEP 1
Define the food planning challenge you want to address in this process. You may have different challenges on your mind, because landscapes are complex. Focus on one, two or three. Make this decision before you start defining goals.

STEP 2
Select individually your top 3 strategic goals to address the challenge you work on and write them on the sticky notes. Please use an action-oriented verb, an object, and qualifiers (adjectives and adverbs) that describe your development idea.

STEP 3
Share your goals with the group by placing your sticky notes to the goal board area. No discussion happens at this point, only clarifications are allowed.

STEP 4
Now that the goals are clarified with the rest of the group, reorganize your board, match similar goals, keep the diversity and avoid generalizing! You need to define a moderator to lead this process.

STEP 5
Clarify on which sticky notes you are going to vote (maybe color-code them). Start a voting session and vote on the top goals. Each of you has 5 dots to 'spend'. You can spend your vote as you wish: one, several or all of your score on a single idea. Take a snap shot and upload

STEP 6
Try to formulate a vision. Bring all your goals together and frame them with an overarching idea, sentence or a symbol.

STEP 7
Select one goal and define 2-3 actions that would lead to this goal. Select one action and try to identify responsibilities, actors, resources and achievable targets for years 1-3

2 individual goals

Team member name
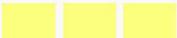
Team member name
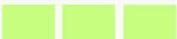
Team member name

Team member name

Team member name

Team member name

Team member name

Team member name

Team member name

Team member name

Team member name

Team member name

Add more team members if needed

1 Define the Challenge (s) you intend to solve in the project: can be related to food waste, food justice, circular economy, ...

3+4 goal board

5 voting results

6 your vision

7 from goals to actions

Links for murals: Collaborative goals and vision

BEYROUTH – Damien Conaré

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MADRID – Marian Simón

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WARSAW - Aleksandra

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BUCHAREST – Roxana Triboi

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GHENT – Michiel Dehaene

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OTHER LABS – Jeroen de Vries

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Session 3.2 April 27th, 2023

17.00-17.50 **Jessica Halliday** (RUAF) : « From visionning to action planning: multistakeholder processes and food policy councils », Q&A

17.50-18.10 **Exercise** (mural) – to continue

« Collaborative goal setting » in breakout rooms according to the living labs

18.10-18.25 Plenary session:

- *What needs to happen for the actions to be put in place, e.g who needs to be engaged, and how? What are the law-making processes to go through? What are the barriers?*

- *What will be required from implementation - actors, resources, timelines, and targets/indicators ?*

18.25 Closing remarks

You can review this website, focus on the Toolkit

https://www.fao.org/in-action/food-for-cities-programme/overview/crfs/en/

CITY REGION FOOD SYSTEMS PROGRAMME

REINFORCING RURAL-URBAN LINKAGES FOR RESILIENT FOOD SYSTEMS

Overview | Toolkit | Pilot cities | News | Resources | Partners

Introduction to the Toolkit

Inception

Define the CRFS

Rapid scan

In-depth assessment

Action planning

Action planning work plan and workshop preparation

Multistakeholder workshop

Working group and SAG

Action Planning

The Action Planning module is based on the findings of the CRFS assessment.

The purpose of this module is to conduct targeted, context-specific action planning to address specific priorities identified from the findings of the CRFS assessment (both the rapid scan and the in-depth assessment).

Action planning is a circular process in which four questions are asked and addressed:

- Where are we now?
- Where do we want to be?
- How will we get there?
- How will we know when we have got there?

Partners

RUAF