

Phase III

Collaborative goal setting and vision

Learning objectives

- apply techniques of collaborative goal setting: *how the visioning process is taking place?*
- formulate actions as possible solutions for selected challenges: *how this vision will translate into an implementation strategy?*

Session 3.1 April 4th, 2024

17.00-17.20

Damien Conaré : « Introduction to phase III »

17.20-17.50

Clara Zamour (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

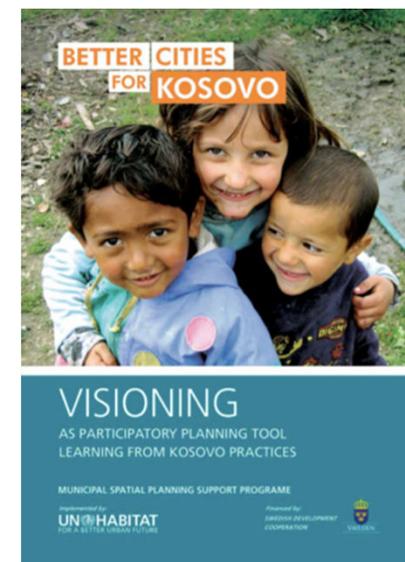
Collaborative goal setting and visioning

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)



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**).



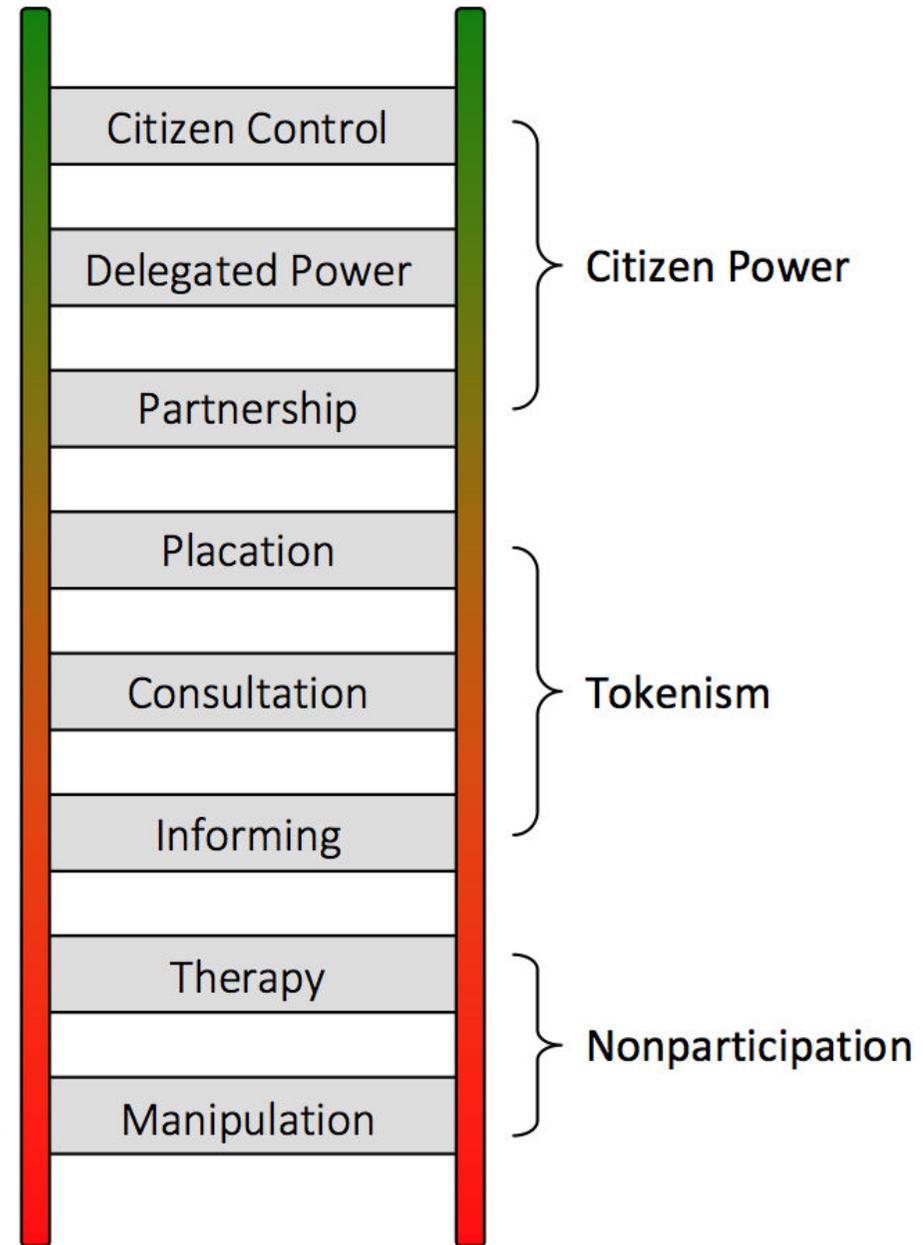
The process should...

- 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!

Bearing in mind that a participation process cannot be limited to participation "professionals", and that processes (such as the drawing of lots for citizens e.g.), not always satisfactory, must be envisaged to engage stakeholders who happen to be off the radar of *participation*.

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.* »



From vision to action

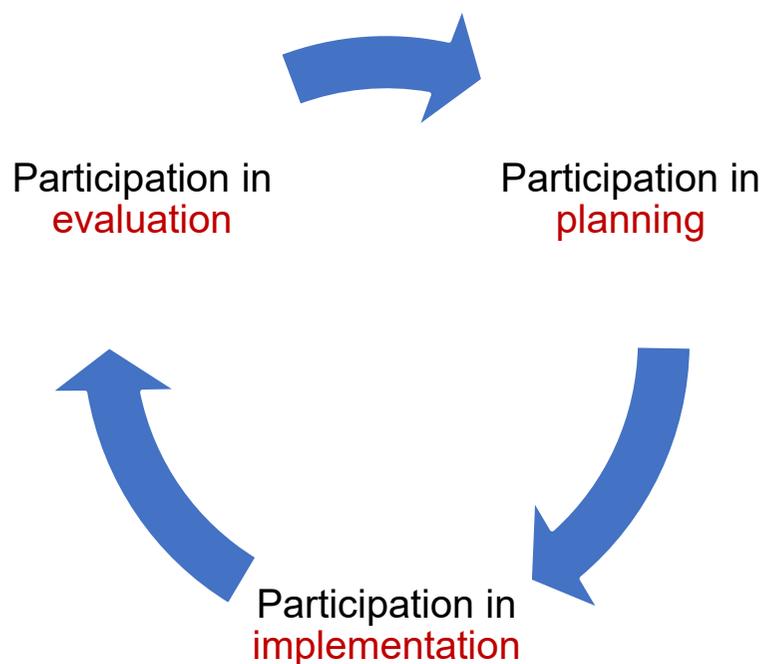
The definition of an **action plan** calls for taking into account the necessary and available resources (technical, human, financial, legal, institutional, etc.), establishing a provisional timetable and anticipating the measurement of expected impacts.

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 »).

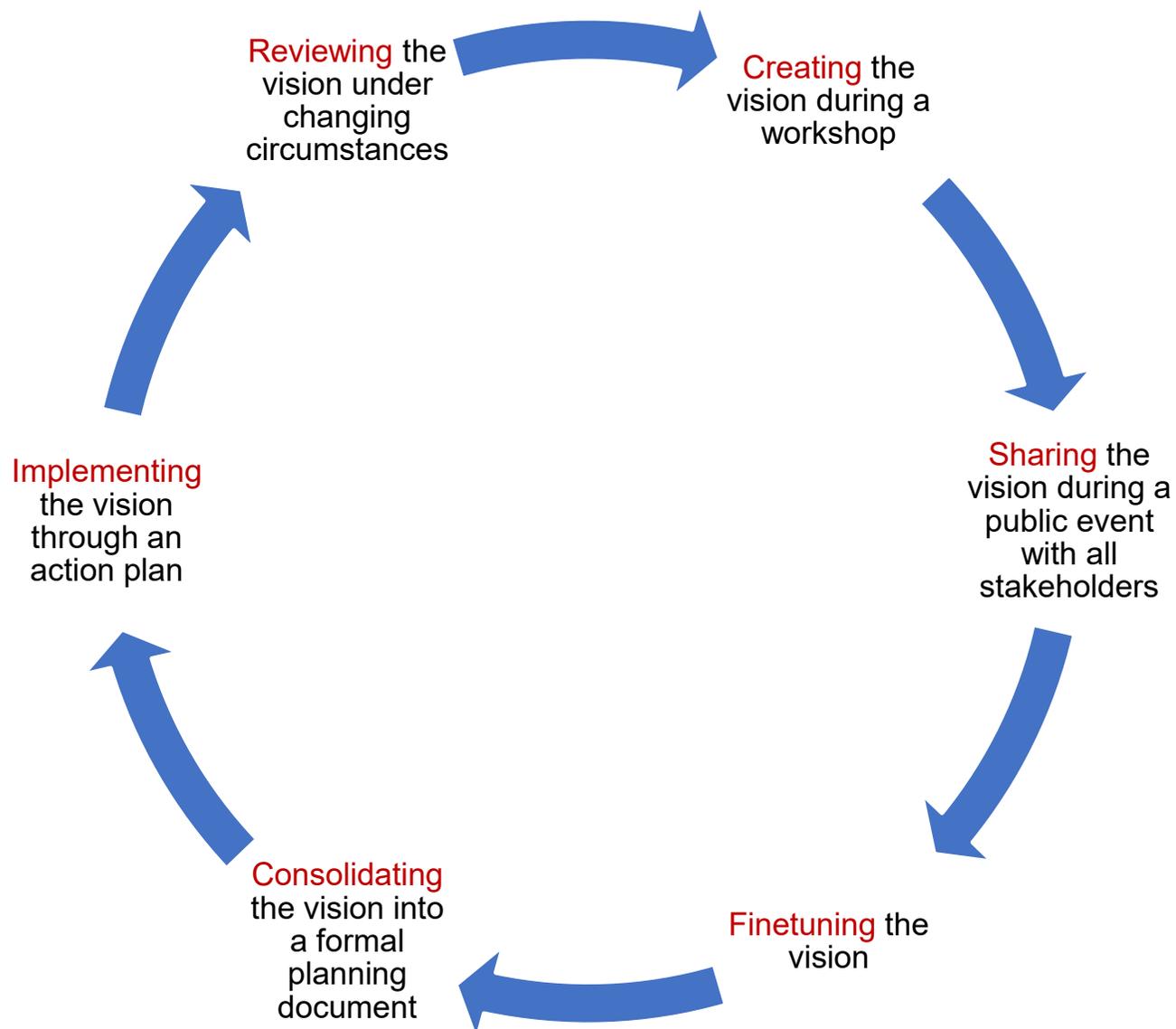
Evaluation and evolution



« **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.



Urban Agriculture

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Designing Urban Food Policies

Concepts and Approaches

OPEN

 Springer



In open-access



Clara Zamour (Terres en villes)

Designing and implementing a local food strategy : 4 April 2024

C. Zamour



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graph LR; A[Overview of the French Context] --> B[Some examples]; B --> C[Keys messages and challenges]; C --> D[Prospective]
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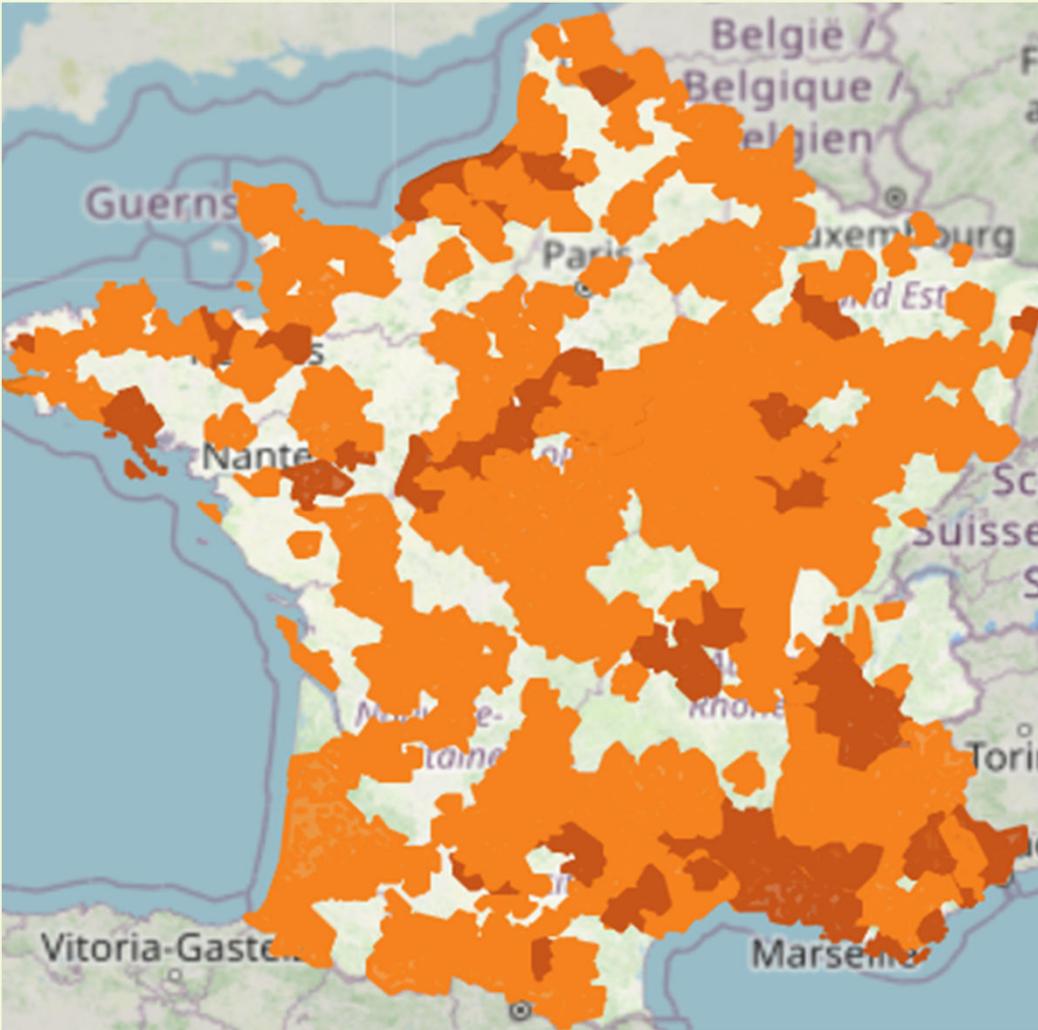
**Overview of
the French
Context**

**Some
examples**

**Keys
messages
and
challenges**

Prospective

450 Territorial Food Projects



- Enshrined in the law in **2014**.
- Aim : to gather stakeholders of the local food system around a **shared project**.
- Beyond agriculture, a **systemic and comprehensive view of food** : social, health, economical and environmental dimensions.
- A **strategy** and an **action programme**.
- More than 90% are lead by **intermunicipalities**.
- **450 TFP** identified by the national TFP observatory (april 2024) .

From agri-food projects to systemic projects



1

Starting the process

Enlarging the political base beyond the elected member in charge of agriculture.

Having enough human means, skills and funding resources

Complete the territorial diagnosis and enhance/deepen/adjust it through the process

2

Strategy and action programm

Diversity of invited people to reflect the complexity of the food system : what is at stake ? What do we want to achieve ?

Setting the rules : how do we work internally and with local stakeholders ? (collaborative framework, governance body, political decision)

3

Action Plan

Translate political orientations into an action plan.

Articulate the strategy with territorial specificities and local concerns (collaborative framework).

4

Communication and Evaluation

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

2 Strategy and action program – some examples



Information

Consultation

Concertation

Co-
construction

Co-decision

Food Council - Grenoble :
140 participants to
present the project
strategic orientations

Territorial consultation
bodies : Catalan
Pyrenees

Farmer's workshop :
round-table discussion
to share the challenges
facing farms and plan
actions accordingly

Local Food Council : Pays des
chateaux
hundred players to identify
local food issues and propose
actions to address them :
thematic workshops, working
groups

Strategic Partnership
Committee : Toulouse

Working group: Pays de
limours

Technical
committee -
steering committee :
makes decisions
involving
representatives of
member territories,
the chamber of
agriculture and civil
society

Action plan : example of an action plan of a french suburban area of Toulouse

AXE 1 : Structuring local, sustainable supply chains

1. Promoting the food industry network
2. Develop synergies between territories .
3. Carry out a study of the territory food potential.
4. Create a shared vegetable and canning factory

AXE 2 : Promoting healthy, local and sustainable food accessible to all

1. Set up a series of workshops and events on food
2. Communicate with the general public
3. Train and equip foodservice cooks in the basics of sustainable food and in the plant protein

AXE 3 : Preserving agricultural land and supporting agroecological transition

1. Coordinating agricultural structures
2. Provide farmers with technical support for the introduction of grain legumes, lengthening and diversifying rotations, and reducing tillage
3. Implement an integrated water resource management plan for agriculture

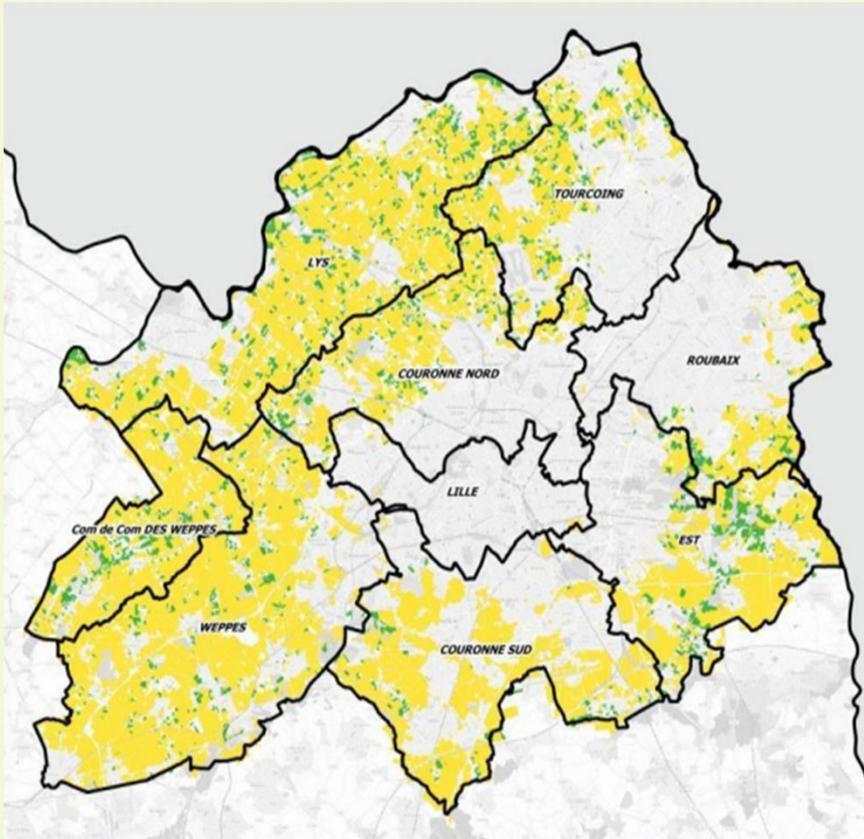
AXE 4 : Maintaining and developing farming activities

AXE 5 : Developing localized management of organic matter and waste

AXE 6 : Mobilizing and engaging local players on a common path

4

Communication and evaluation : some examples : *Food policy of Lille Métropole : A sectoral assessment focused on the sustainability of agricultural practices :*



An assessment based on evaluative questions :

- **Effectiveness and coherence**: to what extent was the initial programming of the environmental focus implemented? What are the initial results? What progress has been made? What initial results have been achieved? What discrepancies are there between the actions planned and those carried out? Why?
- **Efficiency and coherence**: are the financial resources mobilized (subsidies) within the framework of the environmental focus adapted to the objectives pursued? Which partners are supported? How are they financed? What has been achieved and what results have been observed? Is additional funding appropriate?

Keys messages

1

There is no legal obligation to set up local food projects : their implementation often depends on the political goodwill of the area concerned.

2

Territorial food projects have difficulty involving citizens in the formalization of objectives and actions

3

- Local authorities do not have the legal authority to take action on food, which can sometimes make it difficult to implement actions and guarantee the legitimacy of the policy within the authority.

- Funding is often more suited to the emergence of projects than to the implementation of concrete actions.

- Through various laws, food policies are becoming increasingly cross-functional, and are called upon to respond to the challenges of ecological transition. In practice, however, the lack of human and financial resources makes it difficult to implement systemic actions.

4

Self-evaluation of food policies is a service in its own right. It is often difficult for local authorities to find the internal resources to carry it out. Public players (ministries) also tend to promote a more quantitative approach to evaluation (through indicators) rather than a qualitative one.

GOVERNANCE

LEGAL

FUNDING

**National Governance in
2025**

Coordination between
national and regional level

More institutionalization ?

Law proposal :

Food legal competence ?
From project to food plan

**Agricultural exception
in european law**

**Farm to fork ? What's
next ?**

**20 million announced by the
Ministry of Agriculture :**

National strategy for nutrition,
health and climate ?

Discussion

In your opinion, does food policy necessarily have to meet ecological transition objectives?

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

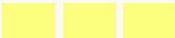
STEP 6

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

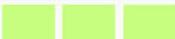
STEP 7

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

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 board » area.

Step3 Organize the goals

Moderator organizes the goals on the board.

If enough time...

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

Next week, April 11th

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.

Step4 Vote

Vote on your top goals:
each one has 3 dots to
spend as you wish (one,
several or all of your score
on a single idea).

Moderators! : note the
selected goal for next
week exercise

Do not forget

- To write your name in the text box in area 2
- Only write one goal on a sticker
- Copy-paste the stickers to the common board (ctrl-C , ctrl-V) while explaining, do not move them from area 2
- You will get 3 votes

Session 3.2 April 11th, 2024

17.00-17.50

Jessica Halliday (RUAF) : « Food Policy Council – Lessons on inclusiveness », Q&A

17.50-18.10

Exercise (mural) « What makes urban food policies happen ? » (25 min)
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?*

18.25

Closing remarks