



FOOD TRAILS

Deliverable 6.5

Replication visits report

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Executive summary

As part of the Food Trails project, replication activities were designed to foster knowledge-sharing and the replication of innovative and systemic food-related approaches among partner cities. These activities involved a diverse range of Food Trails partners, including Eurocities, which facilitated the exchanges and designed the methodology, researchers who established a clear protocol for data collection and supported the activities, and the 11 partner cities.

This deliverable outlines the various elements that contributed to drafting the methodology and preparing the activities, which comprised online preparatory meetings, the in-person visit (the core of the collaboration), and follow-up exchanges. It then provides a clear description of what transpired during the different phases of the collaboration, with examples demonstrating the high value of these exchanges, even when direct replicability was not possible. Following this, the document summarises some barriers and drivers to replicability and offers tips for those wishing to implement similar activities in the future.

The exchanges and their outcomes are detailed in the 11 annexes dedicated to each collaboration, providing a comprehensive description of what occurred in each exchange.

Introduction

Food Trails is a Horizon 2020 four-year project that unites a consortium of 19 partners, comprising 11 European cities¹, 3 universities, and 5 prominent food system stakeholders. The project aims to enable cities to reimagine, develop, and implement sustainable, healthy, and inclusive food policies. These narratives are collaboratively developed and validated through the activities of 11 multi-objective and multi-actor Living Labs, which are dedicated to addressing the priority areas outlined in the flagship FOOD 2030 framework. Living Labs are initiatives and pilot actions that actively involve stakeholders and operate within specific territories, such as cities and metropolitan areas. These initiatives contribute to social innovation and policymaking towards sustainable food systems. In Food Trails, Living Labs provide evidence and serve as an entry point to promote the development of food policies in the partner cities, with support from researchers and other organisations.

Food Trails implemented dedicated activities aimed at fostering knowledge-sharing and the replication of food-related innovative and systemic approaches amongst the partner cities and beyond the consortium. These activities were carried out as part of the project's Work Package (WP) 6 'SHARING: Knowledge sharing in cities and regions.' During the implementation of these activities, the QuickScan Lens for Replication (QSLR) was used to study and promote knowledge-sharing and scaling, and also for collecting research data.

These activities include the following peer-learning activities:

- **Knowledge-sharing workshops:** Designed to create a collaborative space for cities and other relevant stakeholders (such as researchers) to exchange insights, challenges, and lessons learnt.²
- **Cascade learning:** Facilitates the transfer of the wealth of knowledge developed throughout the project to external stakeholders. Food Trails used three main tools to achieve this: Webinars, the Cascade Learning Programme, and a Replication Workshop.³

¹ Bergamo (IT), Birmingham (UK), Bordeaux Metropole (FR), Copenhagen (DK), Funchal (PT), Grenoble Alpes Metropole (FR), Groningen (NL), Milan (IT), Thessaloniki (GR), Tirana (AL), and Warsaw (PL).

² Further information can be found in Food Trails deliverable 6.3 'Knowledge-sharing workshops short reports,' which is available in the '[Resources](#)' page of the Food Trails website.

³ Further information can be found in Food Trails deliverable 6.6, 'Cascade Learning Report,' which is available in the '[Resources](#)' page of the Food Trails website.

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- **Replication activities:** To promote knowledge exchange between cities, facilitating the learning and replication of innovative solutions.

The present report, deliverable 6.5, 'Replication visits report,' focuses on the replication activities, explaining how they were developed, what worked, what can be improved, and detailing the activities and their outcomes in the annexes dedicated to the 11 partner cities. This document is not only meant to describe what happened during the activities but also aims to provide tangible examples and methodologies that can help develop similar activities in future projects. Furthermore, it complements the information included in the Food Trails 'Handbook for the Replication of Systemic Food-Related Innovative Approaches,' which already provides a general description of these activities⁴.

For each replication activity, a 'Replication Visit Report' was produced. The 11 reports constitute the annexes of this deliverable and are preceded by an introduction providing the background information needed to fully analyse the reports. This introduction is composed of five sections:

1. **Food Trails' Replication Activities:** A general description of the project's replication activities.
2. **Preparation:** A description of the preparatory work that took place before the activities started, including the definition of the methodology and the matchmaking of cities. This section is also fundamental for understanding what replication activities are, how they are structured, and who is involved.
3. **Implementation and Outcomes:** General analysis of what happened during the visits, a description of the main outcomes of the activities, and what cities learnt from the collaboration.
4. **Lessons learnt and conclusions:** A section dedicated to future city and project officers who want to embark on similar collaborations. It describes what worked and what didn't, summarises the drivers and barriers to replication, and provides suggestions for improving the activities in the future.
5. **Replication Reports:** Detailed information on the activities carried out during the exchanges and their outcomes.

⁴ This handbook is designed to be a tool and source of information for those working on food systems in their cities, who wish to learn from Food Trails and adopt a similar approach in their work. It provides guidance for city officers working to transform their cities' food systems, successful examples from Food Trails cities, and the tools developed within the project, with a focus on replicating good practices.

1. Food Trails' replication activities

Food Trails' replication activities aim to promote knowledge exchange between cities, facilitating the learning and replication of innovative solutions. These activities were conducted to foster the replication of initiatives and actions undertaken by other partner cities.

Food Trails' replication activities involved a series of actors with different roles:

- **Mentor/Expert City (Food Trails cities):** An individual or city with direct experience or specific expertise on a subject who is willing to share insights with a mentee.
- **Mentee (Food Trails cities):** An individual or city wishing to learn from an experienced or peer and interested in applying what they have learned in their own context.
- **Facilitator (Eurocities):** Responsible for creating and managing effective processes that enable participants to achieve their learning objectives and produce the expected outcomes. The facilitator supports the interaction between the cities and provides overall guidance throughout the learning programme.
- **Follower Researcher (Food Trails research partners):** Supports knowledge exchange between cities and is actively involved in discussions about replicating good practices. They conduct interviews with the mentee city and participate in the replication visit.
- **Supporting Researcher (Food Trails research partners):** Joins the replication visits to observe, learn, and support the follower researcher.
- **Expert (External):** When needed to discuss a specific topic, an external expert is contracted to provide expertise and support the organisation of activities (e.g., workshops on food councils and stakeholder engagement).

The distinctive feature of Food Trails' replication activities is the active involvement of researchers in a project centred around cities. They established a precise protocol for data collection, with interviews taking place at specific moments during the collaboration to analyse the impact of these activities.⁵

⁵ Further information on Section 2 'Preparing the replication activities'.

The QuickScan Lens for Replication

During the implementation of these activities, the QuickScan Lens for Replication (QSLR) was used to study and promote knowledge-sharing, scaling, and the collection of research data. The QSLR involves six dimensions: policy organisation, vision and agenda, stakeholder roles, resources, activities, and interactive learning. These dimensions guide discussions and analyses to identify barriers and drivers for scaling local initiatives and policies, ultimately aiming to contribute to a sustainable and food-secure system. The QSLR is a flexible tool that supports continuous adaptation and learning, promoting systemic change through stakeholder engagement and knowledge application.

Table 1: QuickScan Lens for Replication (QSLR) of food practices.

Process steps for replication	Key topics	Description of current situation	Description of desired situation	What is needed for upscaling, downscaling or outscaling?
How is Food Policy organized within the city?	Current policies in place			
	Internal stakeholders (departments, politicians)			
	Policy coherence			
	Decision making process			
What is the vision and agenda?	Food security			
	Socioeconomic outcomes			
	Environmental outcomes			
	Other			
What is the role of different stakeholders?	Municipality			
	Other governments			
	Entrepreneurs			
	NGOs			
	Citizens			
	Investors			
Which resources are available to the city/pilot?	Other			
	Investors and private budgets			
	Legislation, public budgets and political support			
	Science & technology			
	Knowledge and skills			
	Networks and collaboration			
	Manpower and available time (hours)			
	Natural resources			
What are concrete activities by stakeholders involved in the following domains?	Other			
	Producing food (urban and/or rural)			
	Storing, transporting and trading			
	Processing and transforming			
	Retailing, gastronomy and (public) provisioning			
	Food preparation and consumption			
How is learning and continuous development supported?	Social and cultural			
	Aim or learning process			
	Communication between stakeholders			
	Type of publications			
	Level of outreach			
	Level continuity			
Interaction between stakeholders				

In Food Trails, these activities were implemented using two peer-learning methodologies:

- **Work shadowing:** A city that wants to learn about a specific topic (mentee) visits a city that has experience in that topic (mentor) to observe first-hand how things are done. This provides inspiration and new ideas, benefiting the mentee city by learning about upscaling, downscaling, and outscaling practices—how innovations can be implemented on a larger scale and/or in different settings and contexts within the city, as well as in other cities.
- **Expert mission:** This involves one or more expert cities working with a mentee city to transfer knowledge, experience, and skills to achieve specific objectives related to the replication and scalability of innovations. It allows for in-depth counselling and joint problem-solving, with the expert cities visiting the mentee and providing support to implement actions at the local level.

While **work shadowing** focuses on replication and the transferability of what is observed in the mentor city, with clear objectives and methodologies for transferability, the **expert mission** is focused on providing tailored advice to the mentee and can be preferred for cities at a very early stage of their journey. During the expert mission, expert cities draw on their experiences to offer advice, which the mentee city can replicate where applicable.⁶

The replication activities utilised several tools developed by Food Trails, including the **Food Policy Action Canvas (FPAC)**. Directly inspired by the well-known Business Model Canvas, the FPAC was developed as part of the Food Trails project to help the 11 partner cities develop their Living Labs activities. The FPAC acts as a guiding tool for implementing food actions and policies in cities. Its objective is to help cities assess their local context, map barriers and drivers for food policies, and develop feasible and relevant food policies and actions.

Similar to business models, policy actors need to define the desired change and envision the solution. The FPAC offers four stages to support the drafting of effective and inclusive food policies:

1. **Identifying food policy needs** (value proposition)
2. **Identifying citizens, communities, and stakeholders** (value creation)
3. **Creating food policy ideas** (value creation)
4. **Developing food policy ideas** (value capture)

The FPAC concretely supports the implementation of food policy actions by outlining:

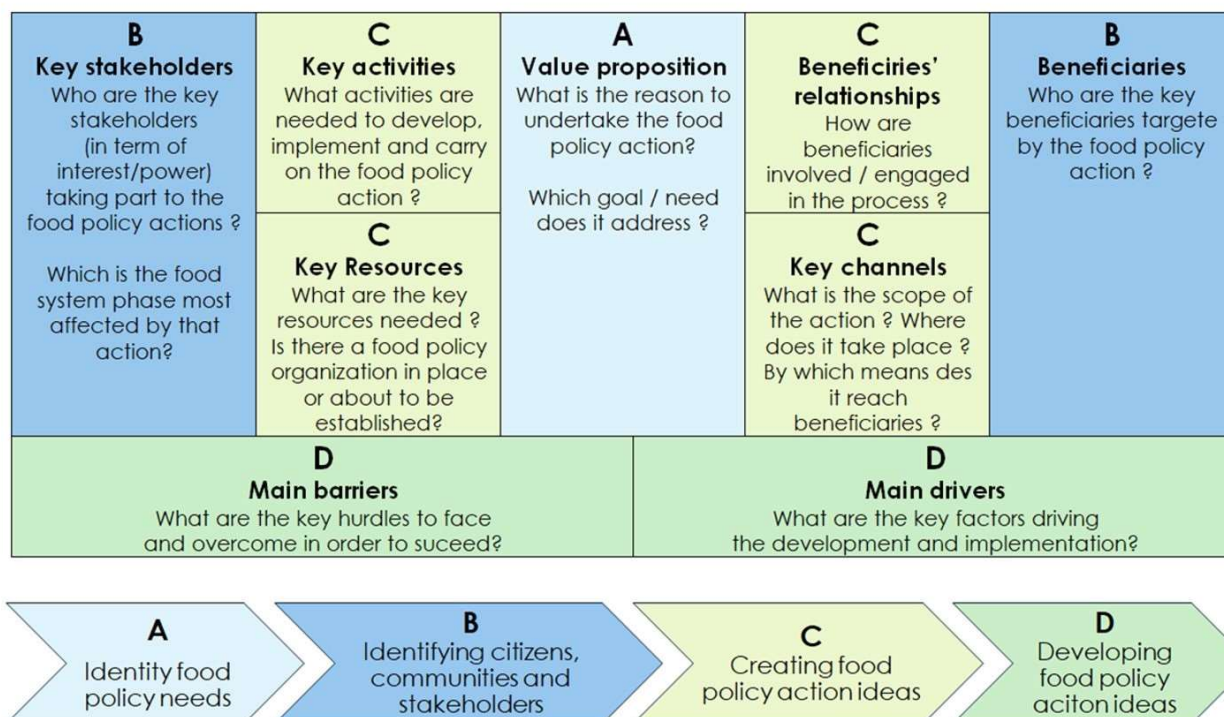
- Which stakeholders need to be involved

⁶ Please note that, for the sake of brevity, the document will refer to all activities as 'replication activities'.

- Which resources need to be mobilised
- Which activities need to be undertaken
- Which channels should be used to reach the beneficiaries
- Which co-creation methods need to be deployed
- Which drivers and barriers need to be considered

The figure below further explains the structure of the FPAC.⁷

Figure 1: The Food Policy Action Canvas (FPAC).



The implementation of these replication activities was made possible due to the highly diverse consortium and the substantial resources allocated to the partners involved. These resources covered both staff time and travel and organisational costs. Additionally, the availability of a dedicated budget for subcontracting allowed for the hiring of external experts to support the activities. Thanks to these significant resources, a robust and engaging programme was developed. Implementing this entire set of activities might not be feasible for cities outside the project consortium that lack dedicated staff time for

⁷ Further information can be found in Food Trails deliverable 2.2 'List of consolidated 11 FOOD 2030 Living Labs,' which is available in the '[Resources](#)' page of the Food Trails website.

participation. In such cases, the methodology used in the Food Trails Cascade Learning Programme can serve as an excellent alternative.⁸

2. Preparing the replication activities

2.1 The matchmaking process

The preparatory phase of the replication activities included a matchmaking process of the Food Trails cities based on the following criteria:

- The **good practices** mapped at the beginning of the project and developed outside the scope of the project. These good practices were collected in D1.5 '11 short tailor made reports on good practices in partner cities' to provide the basis for the development of the Living Labs and the matchmaking for the replication activities. The good practices and their frequency are reported in Table 2.
Example of good practices: Bergamo's activities related to food education, awareness-raising, and the establishment of a Food Council in the city.
- The **learning needs** identified in relation to the cities' work on food and the specific activities that are the focus of the cities' pilot action. These learning needs were collected in deliverable D1.5, and their type and frequency are reported in Table 1.
Example of learning needs: Thessaloniki's learning needs included the establishment of a Food Council and participatory development of a food policy, and the development of school educational programmes to adopt healthy eating standards.

⁸ Please refer to the Food Trails deliverable 6.6, 'Cascade Learning Report,' for further information on the methodology used.

- The **cities' food policy priority goals** in relation to the FOOD 2030 pillars⁹, which were analysed in D2.1 'CRFS¹⁰ report related to FOOD 2030' to become the main target of the pilot actions.

Example of a food policy priority: Thessaloniki's learning needs included the establishment of a Food Council and the participatory development of a food policy, as well as the creation of school educational programmes to adopt healthy eating standards.

- **The value proposition**, which is the reason for undertaking the food policy action and the goal it aims to address. Specifically, the value proposition constituted the main objective of the cities' pilot actions. The value propositions are detailed in D2.4, '11 pilot implementative handbooks,' which provides guidance for implementing the food policy actions.

Example of a value proposition: For Thessaloniki, the development of an integrated food policy with high stakeholder engagement and its establishment and institutionalisation as an official body.

Table 2: Mapping of good practices and learning needs.

	AREAS OF FOCUS	Frequency within cities' GOOD PRACTICES	Frequency within cities' LEARNING NEEDS
PROCESSES	Food policy	3	4
	Food policy council	2	3
	Inclusion of vulnerable groups in policy making	1	4
	Citizen engagement	2	3
	Knowledge exchange networks	2	0
	Working with the private sector	0	2
	Mapping urban food activities	1	1
TOOLS	Food waste management	2	3
	Urban and peri-urban agriculture	3	2
	Food aid	5	1
	Awareness raising	2	5
	Finance	0	1
	Targeting of vulnerable groups	2	1
	Public procurement	3	3
	Private procurement	1	4
	Short supply chain logistics	3	4
	Innovation	1	2
	Urban food systems assessment	0	3
	Land tenure	0	2

⁹ [Food 2030](#) is the EU's research and innovation policy framework supporting the transition towards sustainable, healthy, and inclusive food systems, that respect planetary boundaries. The ambition of Food 2030 is to support research and innovation that can deliver co-benefits to these 4 thematic priorities: 1) Nutrition and healthy diets; 2) Food systems supporting a healthy planet; 3) Circularity and resource efficiency; 4) Innovation and empowering communities.

¹⁰ City Region Food Systems.

AIMS	Food dignity and access	6	3
	Empowerment	2	1
	Circularity	2	2
	Innovation	1	2
	Nutrition	4	5
	Climate change and biodiversity	5	6

Eurocities facilitated the matchmaking process and, based on specific criteria, matched the Food Trails cities and identified areas of collaboration.

For example, Bergamo, which already had a Food Council, was paired with Thessaloniki, which wanted to establish one. In this collaboration, Bergamo acted as the mentor and Thessaloniki as the mentee, with one of the main focuses of the replication activities being the development of a Food Council.

This process helped define the peer-learning methodology for implementing the replication activities. Drawing on its extensive experience in facilitating peer-learning activities between cities, Eurocities chose to employ the methodologies of work shadowing and expert missions.

It's worth noting that the expert mission methodology wasn't initially considered, as it lacks a clear focus on replicating observed good practices and doesn't foresee the transferability of these practices. Nonetheless, this methodology was appropriate for Tirana, as the city was at the very beginning of its work and would benefit from advice from other Food Trails partners who had expertise on specific topics¹¹.

The processes resulted in 11 action plans that constituted the starting point of the replication activities, with the idea of being reviewed at the beginning of the collaboration.

The action plans included the following information:

- **Learning pair:** Identification of the cities collaborating, their respective roles (mentor/expert city-mentee), and a brief description of the area of collaboration.
- **Good practice:** Brief description of the good practice(s) or area of work that the mentee city will observe as part of the peer-learning collaboration.
- **Further definition of learning need of mentee city:** Learning needs identified at the beginning of the project that, due to the further development of the Living Lab, require adaptation and changes in line with the work of the Living Lab. In collaboration with the facilitator, the mentee city further defined their learning needs at the start of the peer-learning collaboration.

¹¹ See Annex 12 for more information on the expert mission to Tirana and the related activities.

- **Programme of exchanges/timeline:** Tentative timeline for the visits.
- **Value proposition/objective of the visit:** Objective of the visit based on the learning needs and what partner cities want to implement in their Living Labs.
- **Learning Methodology:** Between work shadowing and expert mission.
- **Base analysis and context description:** Description of the starting point in the mentee city prior to the replication activities.
- **Partnerships at local Level (stakeholders to be involved):** List of local stakeholders to be involved in the replication activities and follow-up work.
- **Desired outcome/impact and targets:** List of key changes expected as part of the replication activities and their timeline. This is defined at the start of the peer-to-peer collaboration.
- **Financing and investments:** Reflection on how to finance the replication of the good practice(s) beyond the funds provided by the project. To be defined throughout and at the end of the peer-to-peer collaboration.¹²
- **Indicators and evaluation:** List of indicators to evaluate the successful replication of the good practice(s). To be defined in collaboration with Food Trails research partners throughout the peer-to-peer collaboration.¹³

The table below offers the example of the action plan for the replication pair Thessaloniki-Bergamo.

Table 3: Action plan for the replication pair Thessaloniki-Bergamo.

Learning pair	Thessaloniki will visit Bergamo. The visit will focus on Food Council and food education.
Good practice	Bergamo's good practices, identified in D1.5 (Agriculture and Right to Food Festival and Biodiversity Valley), show the strong will to foster awareness-raising and education activities related to food. The city will develop these activities further in its Living Lab focused on food education. Bergamo's commitment to a systemic approach to food is also demonstrated by the establishment of the Food Policy Council in 2015. Therefore, Bergamo will be a great example to help Thessaloniki develop the urban vegetable garden (awareness-raising activity) and the Food Council.
Further definition of learning need of mentee city	Among the needs identified in D1.5 are the establishment of the Food Council and participatory development of a food policy, and the development of school educational programmes to adopt healthy eating standards. These needs will be addressed during the visit and in the Living Labs. In addition, D2.4 lists the current pandemic situation and the resistance from Greek municipalities as barriers to implementing Thessaloniki's value propositions, which focus on food education and the Food Council.
Programme of exchanges / timeline	The visit will take place in October 2022.

¹² This aspect is not included in the 11 reports as it was not addressed during the replication activities.

¹³ This aspect is not included in the 11 reports as it was not addressed during the replication activities.

Value proposition / objective of the visit	<p>Thessaloniki's value propositions (D2.4) focus on:</p> <ul style="list-style-type: none"> - Changing food habits of young people while improving their curriculum and transferring the knowledge. - Developing an integrated food policy for the City of Thessaloniki with high stakeholder engagement and the establishment and institutionalization of the Food Council as an official body. <p>Both topics will be widely dealt with during the visit, drawing lessons from Bergamo's good practices and the early developments of its Living Lab, whose objectives are similar to what will be developed by Thessaloniki.</p>
Learning methodology	<ul style="list-style-type: none"> - Work shadowing on what Bergamo has developed so far regarding the Food Council and food education/awareness-raising activities, where Thessaloniki will be mentored. - Peer exchange on the initial development of the Living Labs.
Base analysis and context description	<p>Thessaloniki's activity focuses on awareness-raising activities and the promotion of local products. The city pursued these goals through the organisation of the Thessaloniki Food Festival (Good Practice 1) and the creation of the urban vineyard (Good Practice 2). The Living Labs will further develop these activities by creating an urban garden (for educational purposes) and developing a comprehensive food policy and the Food Council. It is worth mentioning that Thessaloniki will also learn from Funchal's good practices and Living Lab on promoting healthier lifestyles (food education and awareness-raising) by hosting the city in 2023 (see Annex 5).</p>
Partnerships at local level (stakeholders to be involved)	<p>The following stakeholders will be involved:</p> <ul style="list-style-type: none"> - Political representatives: Representatives from the municipalities and decision-makers. - Stakeholders involved in the Living Labs: Representatives from schools, NGOs and institutes working on connecting citizens, local stakeholders and local experts involved in the Food Council. <p>To be defined, according to the needs and the budget, which actors will participate in the physical visit and the online meetings.</p>
Desired outcome/impact and targets	<p>The list of key changes expected as part of the replication activities and timeline will be defined at the beginning of the peer-to-peer collaboration.</p>
Financing and investments	<p>Additional ways to finance the replication of the good practice beyond the funds provided by the project will be defined throughout and at the end of the peer-to-peer collaboration.</p>
Indicators and evaluation	<p>The list of indicators to evaluate the successful replication of the good practice will be defined in collaboration with Food Trails research partners throughout the peer-to-peer collaboration.</p>

Eurocities shared these action plans with the partner cities for approval during dedicated knowledge-sharing workshops on peer-learning methodologies, which took place in November 2021¹⁴. A feedback round with city officers was useful for checking the pertinence of the pairings and making edits where expectations weren't being met.

This preparation phase also included the allocation of Food Trails research partners to the different collaborations.

The table below summarises the outcomes of this process:

¹⁴ Further information can be found in Food Trails deliverable 6.3 'Knowledge-sharing workshops short reports'.

Table 4: Learning pairs, methodology, and topic of the visits.

City	Pairs and methodology	Topic	
Bergamo	Visited city (work shadowing)	Funchal	Local food chains and citizens' involvement
	Hosted city (work shadowing)	Thessaloniki	Food Council and food education
	Visited city (expert mission)	Tirana	Promotion of healthy diets and food waste prevention
Birmingham	Visited city (work shadowing)	Warsaw	Private sector's involvement and food waste
	Hosted city (work shadowing)	Groningen	Healthy diets and citizens' engagement
Bordeaux Metropole	Visited city (work shadowing)	Milan	Food procurement
	Hosted city (work shadowing)	Copenhagen	Citizens' and private sector involvement and creation and evaluation of food policy
Copenhagen	Visited city (work shadowing)	Bordeaux	Citizens' and private sector involvement and creation and evaluation of food policy
	Hosted city (work shadowing)	Milan	Public procurement
Funchal	Visited city (work shadowing)	Thessaloniki	Urban food
	Hosted city (work shadowing)	Bergamo	Local food chains and citizens' involvement
Grenoble Alpes Metropole	Visited city (work shadowing)	Groningen	Citizens' engagement and urban food production for healthy diets
	Hosted city (work shadowing)	Warsaw	Food waste
Groningen	Visited city (work shadowing)	Birmingham	Healthy diets and citizens' engagement
	Hosted city (work shadowing)	Grenoble	Citizens' engagement and urban food production for healthy diets
Milan	Visited city (work shadowing)	Copenhagen	Public procurement
	Hosted city (work shadowing)	Bordeaux	Food procurement
	Visited city (expert mission)	Tirana	Promotion of healthy diets and food waste prevention
Thessaloniki	Visited city (work shadowing)	Bergamo	Food Council and food education
	Hosted city (work shadowing)	Funchal	Urban food
Tirana	Visited city (work shadowing)	N/A	N/A
	Hosted city (expert mission)	Bergamo and Milan	Promotion of healthy diets and food waste prevention
Warsaw	Visited city (work shadowing)	Grenoble	Food waste
	Hosted city (work shadowing)	Birmingham	Private sector's involvement and food waste

At the same time, Eurocities further developed the process for implementing the activities by producing guidelines outlining the different steps of the collaboration and the roles and responsibilities of the stakeholders involved.

2.2 Defining the four phases of the replication activities

Replication activities included both online meetings and in-person visits. Eurocities outlined four phases for implementing these activities. Facilitated by Eurocities, the activities were carried out over six to nine months for work shadowing and five months for the expert mission. The phases comprised¹⁵:

Phase one: Getting started

First online meeting to take place approximately one to three months before the visit to kick off the collaboration, explain the methodology, and redefine the learning needs and objectives of the collaboration based on the action plans developed beforehand.

Phase two: Working together

Second online phase composed of up to three online meetings to delve into the mentee's learning needs, the mentor/expert city's best practices, and to develop the agenda for the in-person visit, including logistical arrangements. This phase was designed to be quite intensive for pairs using the work shadowing methodology, but less so for those using the expert mission methodology.

Phase three: Meeting-up

Two-and-a-half day in-person visit to include field visits, meetings with relevant local stakeholders, and both formal and informal discussions. The visit was designed to be the main feature of the collaboration and include targeted sessions that effectively balanced stakeholder meetings with field visits, ending with a reflection and discussion on how the good practices that had been observed during the day.

In the work shadowing visits, the last half-day were designed to be entirely dedicated to the **transferability session**, an in-depth reflection on how the observed practices could be transferred and replicated in the local context of the mentee city.

During the expert mission, this transferability session was replaced by a discussion on how to advance the work based on the advice provided by the expert cities.

Phase four: Moving forward

Last phase aimed to follow up on the exchange and assess what was implemented after the visit.

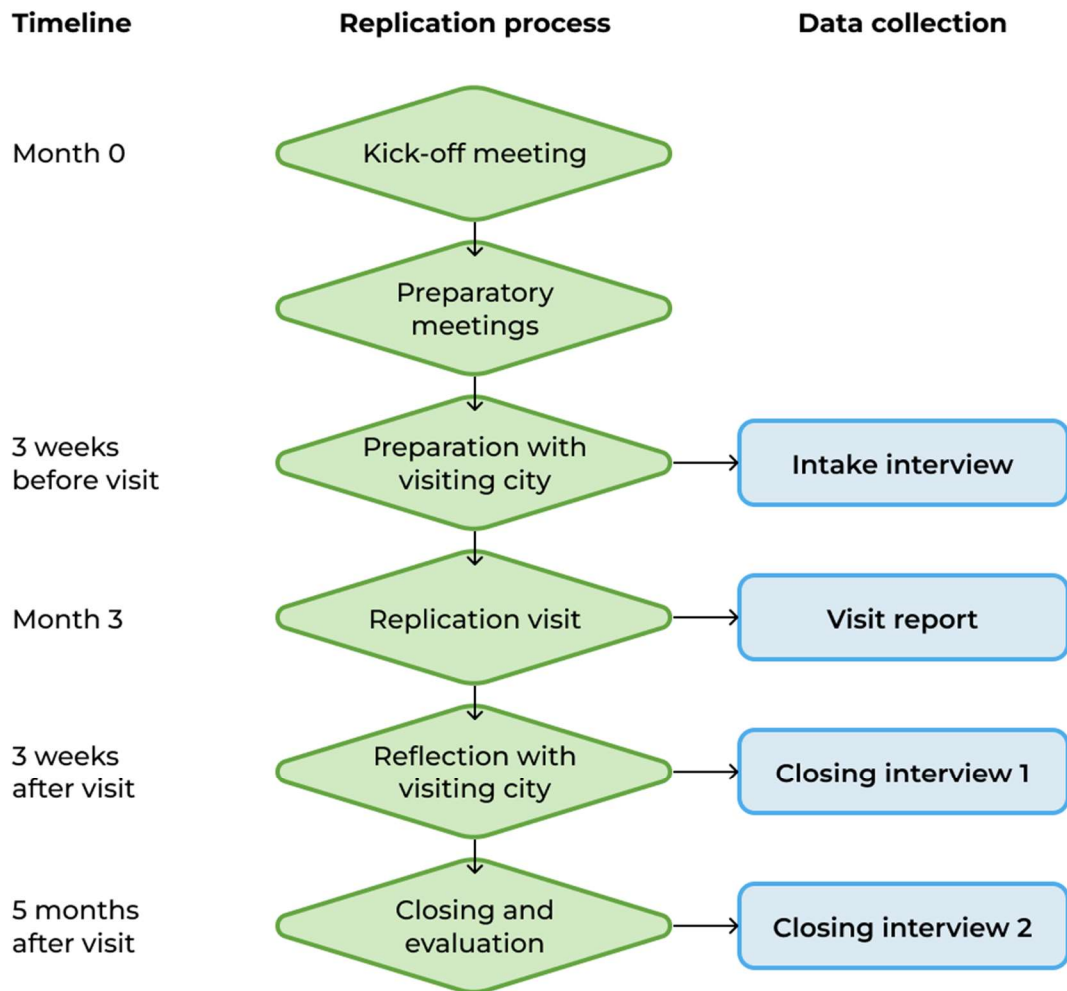
¹⁵ Section 3 'Implementation and outcomes' describe into detail the implementation of those phases.

The process included the development of a protocol to collect data from the Food Trails research partners. The data collection involved multiple interviews conducted over time. Intake interviews occurred three weeks before the replication visits, followed by reports during the visits, and subsequent interviews at three weeks and five months post-visit. These interviews, conducted with mentee cities, had the following objectives:¹⁶

- **Intake interview:** Conducted three weeks before the visit, it aimed to carry out the baseline analysis of the mentee city, establishing the starting point and analysing the possible drivers and barriers to replication.
- **Closing interview 1:** Conducted three weeks after the visit, it aimed to collect initial feedback following the visit.
- **Closing interview 2:** Conducted five months after the visit, it aimed to perform a more comprehensive analysis of the collaboration and assess what the mentee city could implement.

Figure 2: Timeline of the replication process and data collection.

¹⁶ More information on this can be found in the Deliverable 6.2 'Report on replication and scalability of food system innovations on a systemic level'.



The images below summarise the timelines for the two methodologies, highlighting the main activities and outcomes (which are explained in detail in the following section).

Figure 3: Timeline presented to cities (work shadowing).

Replication visit timeline

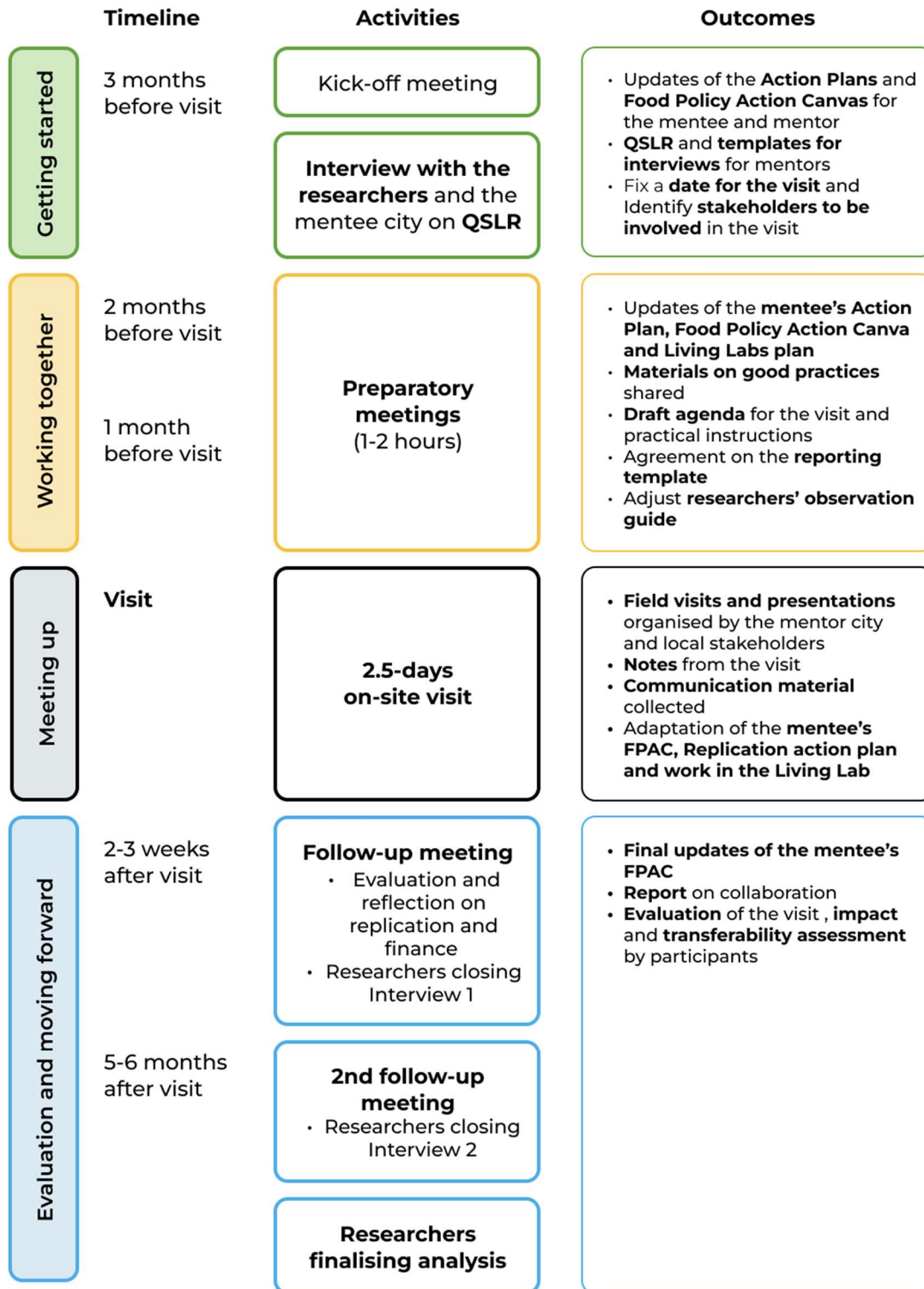


Figure 4: Timeline presented to cities (expert mission).

Expert mission timeline

	Timeline	Activities	Outcomes
Getting started	3 months before visit	First online meeting (2 hours)	<ul style="list-style-type: none"> • Updates of the Action Plans and Food Policy Action Canvas • Learning needs are shared • Fix a date for the visit and identify stakeholders to be involved in the visit
		Interview with the researchers and the mentee	
Working together	1 month before visit	Second online meeting (2 hours)	<ul style="list-style-type: none"> • Updates of the mentee's Action Plan, Food Policy Action Canvas and Living Labs plan • Materials on good practices shared • Draft agenda for the visit and practical instructions
Meeting up	Visit	2.5-days on-site visit	<ul style="list-style-type: none"> • Field visits and presentations organised by the mentee city and local stakeholders • Notes from the visit • Communication material collected • Adaptation of the mentee's FPAC, Action Plan and work in the Living Lab
Evaluation and moving forward	2-3 weeks after visit	Follow-up meeting <ul style="list-style-type: none"> • Evaluation and reflection on the lessons learnt • Researchers closing Interview 1 	<ul style="list-style-type: none"> • Final updates of the mentee's FPAC • Report on collaboration • Evaluation of the visit and the impact by participants
	5-6 months after visit	2nd follow-up meeting <ul style="list-style-type: none"> • Researchers closing Interview 2 	
		Researchers finalising analysis	

3. Implementation and outcomes

3.1 Implementation

Phase 1: Getting started

Eurocities, acting as the facilitator, played a crucial role in the initial online meetings, which often took place some time after the presentation of the matchmaking results and the chosen methodology. For the expert mission, this first meeting occurred one month before the visit. For most replication pairs, however, it took place up to three months before the visit.

During these initial meetings, Eurocities prepared detailed presentations to reiterate the collaboration's objectives and methodology. All participants, including supporting and follower researchers, took part in this exchange. They had the opportunity to present their roles and the methodology for collecting information, with a specific focus on explaining the QuickScan Lens for Replication (QLSR).

All collaborations began with the action plan developed by Eurocities, which served as the starting point¹⁷. The kick-off meeting, facilitated by Eurocities, allowed cities to provide feedback on the action plan, comment on the focus of the collaboration, and express any changes in learning needs. As a result of these discussions, the action plans were updated to serve as the baseline for the collaboration.

For example, Funchal (paired with Thessaloniki) expressed a need to learn more about food councils and stakeholder engagement after developing its food strategy and conducting participatory processes through ad-hoc focus groups. Similarly, the Bergamo-Thessaloniki pair discovered during the first online meeting that they were both UNESCO Creative Cities of Gastronomy and requested that their collaboration include exchanges on this topic.

In some cases, the official kick-off meeting was preceded by a more informal online discussion to confirm the focus. This was the case for the Copenhagen-Bordeaux Metropole pairing. According to the action plan, the initial focus of the visit was on citizen and private sector involvement, as well as the creation and evaluation of food policy. However, Copenhagen also wanted to discuss public procurement and its alignment with their food

¹⁷ See Section 2 'Preparing the replication activities'.

strategy, especially with an upcoming wholesale tender renewal. Public procurement was thus added to the initial focus, reflecting the relevance of the collaboration's timing.

Following the definition of the collaboration's focus, Eurocities assessed the need to subcontract external experts for specific activities, such as dedicated workshops on particular topics. For instance, in the replication visits to Bergamo and Thessaloniki, an external expert was hired to provide expertise on food councils and stakeholder engagement.

The first online meeting also provided an opportunity to further define the visits' timeline, logistics, and available budget.

Phase 2: Working together

The 'working together' phase involved further exploring the learning needs of the mentee city and the good practices of the mentor/expert city. Cities were asked to prepare detailed presentations, followed by active discussions led by Eurocities, researchers, and experts (when present). This phase provided an opportunity to include a large number of relevant stakeholders who could not participate in the in-person visit due to various reasons (such as budget constraints and limited availability) but were important to involve in the exchanges. The information shared and the discussions during these presentations served as the basis for developing the agenda of the visit.

This phase was crucial for laying the groundwork and equipping all participants with the knowledge needed to prepare for the in-person visit. The online presentations and discussions helped prepare participants, allowing the visits to focus less on general overviews of the cities' work and more on meetings with stakeholders, targeted workshops, and field visits. Moreover, familiarising themselves with the mentor's work enabled the mentee to request modifications to the visit programme, such as arranging meetings with specific stakeholders or visiting particular initiatives.

For example, Funchal expressed an interest in visiting Thessaloniki's urban vineyard due to their focus on urban food production. They also wanted to learn more about the participatory processes Thessaloniki had implemented, in collaboration with a local NGO that is part of the food council, to engage the local community in managing this space. As a result, the visit agenda was adjusted to include this request.

During this preparatory phase, logistical aspects of the in-person visit were also discussed, with Eurocities facilitating these discussions. Annex 1 provides more information on the visit agenda template.

Meeting up

The 'meeting up' phase consisted of an in-person visit lasting two and a half days and represented the core of the exchange. The programme began with 'icebreakers' to introduce participants and outline the visit's objectives. Eurocities facilitated all visits.

The first two days of the visit combined formal discussions and working sessions with field visits, allowing participants to see the implemented activities firsthand, meet local stakeholders, and ask questions. Each day concluded with a discussion and reflection on the observed good practices. This session was facilitated by Eurocities and the researchers.

The final day focused on **transferability and action planning for food policy initiatives**. This session provided an in-depth reflection on how the observed practices could be adapted and implemented within the local context of the mentee city. Facilitated by a researcher, this session involved guiding questions and the use of Food Trails tools such as the FPAC¹⁸. The transferability session was not part of the expert mission. Instead, the expert mission included a discussion on how to progress based on the advice provided by the expert cities. Both researchers and Eurocities employed the FPAC to facilitate this process.

In some cases, ad-hoc workshops were conducted by experts, either external or researchers with specific expertise. These workshops proved to be extremely valuable for participants. For example, during the replication visit to Thessaloniki by Funchal, an external expert led a workshop on food councils and stakeholder engagement. This workshop helped Funchal understand the most effective way to engage stakeholders in their local context without needing to establish a formal body. It was clarified that an informal approach to stakeholder engagement would offer greater flexibility and better adapt to their local needs.

The replication activities also provided an opportunity to involve external stakeholders in the project, both in the online and in-person exchanges. The added value of the visits was the ability to engage with these stakeholders directly, discuss various topics, and ask questions. This interaction allowed stakeholders to showcase the activities implemented as part of the development of the Living Labs.

¹⁸ See Section 2 'Preparing the replication activities'.

Table 5: List of stakeholders involved in the replication activities.

List of stakeholders	Food Trails cities										
	Bergamo	Birmingham	Bordeaux Metropole	Copenhagen	Funchal	Grenoble Alpes Metropole	Groningen	Milan	Thessaloniki	Trana	Warsaw
Charity organisations		X			X	X	X	X		X	X
Farmers and local producers	X		X			X	X	X			X
Food banks						X		X		X	
HoReCa sector			X							X	X
NGOs and CSOs		X			X	X	X	X	X	X	
Other departments within the municipality	X			X					X	X	X
Retailers		X			X			X		X	
Schools					X						
School canteens			X	X		X		X		X	
Stakeholders involved in the UNESCO City of Gastronomy	X								X		
Start-ups											X
University					X						X

Informal moments, such as breaks and shared meals, were also crucial during the visits. These opportunities allowed participants to bond and engage in continued discussions in a more relaxed setting. The facilitator played a key role in encouraging these interactions and maintaining group cohesion.

Moving forward

This phase focused on reviewing the implementation of actions taken after the visit. In some cases, dedicated online meetings were organised to encourage informal exchanges and assess the progress made by the mentee city. In other instances, project events and

meetings, such as the Annual Partner Meetings, provided opportunities for these informal discussions. Additionally, these exchanges continued via email, with cities sharing further documents and information.

3.2 Main outcomes

Most cities evaluated the exchanges positively, noting that they were well-organised and that the pairings were generally appropriate. Both mentors and mentees found the exchanges insightful, as illustrated by the quotes from Bergamo and Funchal, where Bergamo was the mentee and Funchal the mentor. A representative from Bergamo stated: *"Visiting the place really helps understand what is going on."* Funchal added: *"Focusing on the transferability is valuable. Learning some basics—e.g., that in Italy children can't eat the food they grow—is good to know. For me, it's useful to understand these details. We have different realities, but with goodwill, we can share and learn from each other."*

Also, these replication activities provided mentors with validation and recognition by giving them the chance to demonstrate their work. This was the case for Warsaw, which acted as the mentor for the replication pair Birmingham-Warsaw.

Although many cities were unable to replicate specific observed good practices, they still found it valuable to see the approaches and work of other cities for inspiration. For instance, in the Grenoble Alpes Metropole-Groningen pairing, where Groningen was the mentor and Grenoble Alpes Metropole the mentee, the observed good practices were challenging to replicate due to the differing levels of administration (municipality vs metropolitan authority). Nonetheless, Grenoble Alpes Metropole found it useful to observe Groningen's municipal-level approach to food governance, which emphasised a bottom-up strategy and collaboration with local initiatives.

These replication activities also facilitated connections between city departments with similar competencies. In the case of Milan and Copenhagen, the visit enabled the establishment of contact between the technical staff responsible for processing public procurement tenders of the two cities.

In Food Trails, the timescales were not long enough to determine the real successes of the visits since it might take longer than five months (when the second closing interviews took place) to evaluate whether an observed good practice is actually viable. For instance, in the replication pair Bordeaux Metropole-Milan, where Bordeaux Metropole was the mentee and Milan the mentor, the Metropole was interested in replicating Milan's hot food canteen system and launched a feasibility study for this purpose. However, at the time of the second closing interview, no information was available on the outcome of this study.

It is often a matter of **replicating an approach** to a specific food-related topic rather than a specific practice. This is still very inspiring for cities participating in these exchanges. Below is a summary of the main outcomes for each city.

Table 6: Main outcome(s) of the replication activities per city.

City	Outcome
Bergamo	More inclusive approach to food education and awareness-raising by linking it with other social initiatives which leading to improved cross-departmental collaboration within the municipality. Meetings with community groups and citizens to involve them in these activities.
Birmingham	More inclusive approach to innovation, involvement of universities based on the model implemented in Warsaw.
Bordeaux Metropole	Replication of the Milan's hot food canteen system and launch of a feasibility study for this purpose.
Copenhagen	Better understanding of the importance of stakeholder engagement in the formulation of food policies and a stronger foundation for exploring ways to involve small and medium-sized enterprises. The visit also inspired the development of a concept for buying and using whole chickens, leading to further exploration of complementary initiatives.
Funchal	Better clarity on how to structure the Food Council, interest in replicating activities to engage with vulnerable people and promote gastronomic tourism, and ideas to engage local actors to collaborate with the municipality on the circular economy.
Grenoble Alpes Metropole	Inspiration on new ways of engaging stakeholders.
Groningen	Inspiration on how to engage small-scale activities and strategically use existing community networks.
Milan	Establishing contact between the technical staff responsible for processing public procurement tenders in Milan and Copenhagen. Replication of market dialogues to create opportunities to tailor tenders to farmers' actual needs.
Thessaloniki	Insights to establish the Food Council and start the process to become UNESCO Creative City of Gastronomy.
Tirana	Insights to carry out the activities and understanding of the importance of data collection and stakeholder engagement.
Warsaw	Appreciation of the metropolitan and holistic approach adopted by Grenoble Alpes Metropole in shaping its food policy and development of a desire to collaborate with surrounding cities and the Association of Metropolitan Cities to establish a food policy group"

4. Lessons learnt and conclusions

These activities offered valuable insights into the key drivers and barriers to replication. Deliverable 6.2, titled 'Report on Replication and Scalability of Food System Innovations on a Systemic Level,' presents a comprehensive analysis for each city. The main takeaways from the 11 collaborations are summarised below:¹⁹

Main drivers for replication:

- **Similar level of experience:** Having similar levels of experience can facilitate exchanges and increase the potential for replication, particularly among advanced cities. For instance, the replication activities between Milan and Copenhagen, where Copenhagen served as the mentor and Milan as the mentee, proved highly successful. Both cities were well-versed in public procurement, which made their discussions particularly fruitful. Milan was able to replicate some of Copenhagen's practices due to its own established tools and competencies. One notable example is the market dialogues, which were a topic during their exchanges. Milan saw these dialogues as an opportunity to tailor tenders to better meet farmers' needs. These dialogues were initiated in 2024, with a representative from Copenhagen invited to share their experiences.
- **Same competences:** The example above can also apply to this driver. The replication between Copenhagen and Milan was successful since both cities have competencies in public procurement.
- **Right timing:** For instance, the timing for the Copenhagen-Bordeaux Metropole pairing, where Bordeaux Metropole was the mentor and Copenhagen the mentee, coincided closely with the renewal of Copenhagen's wholesale tender and food strategy. This allowed Copenhagen to draw valuable insights for the process, such as the procurement of whole animals to reduce food waste.

Main barriers to replication:

- **Different competencies:** Food Trails' consortium includes municipalities and metropolitan authorities, which often have different political powers and varying capacities to influence their food systems. This disparity can create barriers to replication. For example, in the expert mission to Tirana, Bergamo and Milan (expert

¹⁹ Detailed information can be found in the 11 reports that are Annexes to this deliverable. Annex 2 provides information on the template of these reports. Please note that the information in these reports dates back to the time when the interviews were conducted, and there may have been some updates since then.

cities) shared their work on public procurement. The possibility of replicating the good practices shared was limited since Tirana only manages nursery and kindergarten canteens.

- **Different legislations:** This barrier was very common in the exchanges related to food waste. For instance, Tirana finds it very difficult to work with food waste because donating surplus food from restaurants is not legal in Albania.
- **Different contexts:** An example of this barrier is provided by the replication pair Copenhagen-Bordeaux Metropole, where Copenhagen, as the mentee, was interested in focusing on replicating the collaboration with small-scale farmers in public procurement. Nonetheless, this observed practice was difficult to replicate due to the scarcity of small-scale farmers in Copenhagen and Denmark. Additionally, Bordeaux Metropole has closer contacts with these farmers, which makes it easier to involve them in the procurement process.
- **Political instability:** This is particularly evident in cities experiencing political elections. Such political instability makes it challenging to plan activities in advance due to the uncertainty surrounding political support. For example, in Bergamo, municipal elections occurred a year after the visit, which made it difficult to develop a clear long-term strategy to apply the lessons learned.
- **Lack of resources:** Some activities cannot be replicated due to a lack of resources. For instance, when Copenhagen visited Bordeaux and observed how the Metropole manages its food council, Copenhagen noted that this practice could not be replicated due to insufficient resources for establishing and, particularly, facilitating such a body.

The conclusion of the activities was an ideal time to reflect on the methodology, evaluating what worked well and what did not. This reflection serves as a legacy for Food Trails, providing valuable insights for stakeholders interested in implementing similar activities in the future. To conclude this document and summarise the achievements of the Food Trails cities in their specific collaborations, we have compiled a list of lessons learned that can benefit organisations planning similar activities:

- **A clear and defined methodology is key:** A well-structured timeline with specific objectives for each learning phase and precise task allocation for each participant is fundamental to the success of the activities.
- **Replication activities are a two-way exchange:** Although roles are designated as 'mentors' and 'mentees', all participants can learn from these interactions. It is important to view these activities as reciprocal rather than one-way exchanges.
- **Involvement of research partners enhances quality:** Research partners are crucial for improving the quality of the activities by providing a critical perspective, collecting information, and asking targeted questions. Structured interviews conducted at different stages of the learning process can help cities reflect on their work, what they have learned, and how to proceed.

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- **Experienced facilitation is essential:** A skilled facilitator is crucial to the success of these exchanges. They should effectively guide discussions, oversee the implementation of replication activities, and ensure adherence to the methodology. While facilitators should stimulate discussion when participants are quiet, they should also allow conversations to flow when participants are actively engaged. Additionally, facilitators should take notes during the exchanges to ensure that valuable knowledge is preserved.
 - **Dedicate time for final reflections:** A final working session focused on reflecting on lessons learnt is vital. Although wrap-up sessions at the end of each day are helpful, they are often conducted when participants are tired. Allocating half a day to final discussions, action planning, and using targeted tools ensures key learnings are consolidated. This session is also important for addressing any remaining questions. Effective facilitation during this time is crucial.
 - **Encourage honest exchanges:** Participants should be encouraged to share not only their successes but also their challenges. Discussing difficulties can be particularly valuable, as it allows cities to draw inspiration from and relate to more challenging situations.
 - **Include informal moments:** Incorporate ice-breakers, breaks, and shared meals into the visit. Valuable exchanges often occur during these less structured moments. Use these opportunities away from screens to brainstorm, gather ideas, and build relationships. This will facilitate current and future collaborations by fostering trust.
 - **Adopt a 'less is more' approach:** Avoid overly intense programmes. Allow participants time to absorb information and rest before the next day's activities.
 - **Plan sufficient resources:** Ensure adequate time and budget are allocated. Assess whether all involved parties have the resources needed to implement the activities. If not, adapt the activities to fit the available resources and capacity.
 - **Evaluate expertise within the consortium:** Assess the expertise within the consortium and consider hiring an external expert for specific topics. Dedicate time to ad-hoc workshops on these areas if needed.

Annex 1: Draft agenda of the visits

Peer learning

City 1 and City 2

Date:

Objective of the collaboration

Draft Agenda

ARRIVAL DAY

Arrival of visitors and dinner

DAY 1: LOCAL CONTEXT

INTRODUCTION MORNING AND WORKING SESSION

09:00	Coffee, roundtable and Eurocities as facilitator introduction
9:15-9:30	Brief summary of the objectives and expectations of the collaboration for all attendees Eurocities
9:30-10:15	Briefing on the local context in the mentor city, presentation from the mentee city on the development of their Living Lab Mentor city, mentee city and Eurocities as facilitator
10:15-10:30	Coffee break
10:30-11:00	Political level meeting Mentor city, mentee city, Eurocities as facilitator, researchers, expert (when present), local politicians and stakeholders

11.00-12.00	Concrete examples and challenges from the mentor city	Mentor city, mentee city, Eurocities as facilitator, researchers, expert (when present)
12.00-13.00	Lunch	
FIELD VISITS		
13.30-17.30	Field visits to relevant places/initiatives and discussions with local stakeholders	Mentor city, mentee city, Eurocities as facilitator, researchers, expert (when present), local stakeholders
CONCLUSIONS		
17.30-18.00	Action planning session Transferability and action plan	Mentor city, mentee city, Eurocities as facilitator, researchers, expert (when present)
20.00	Free time and dinner	

DAY 2: WORKING SESSIONS CONTINUES

INTRODUCTION OF THE DAY AND WORKING SESSION

9:00-9:30	Review of objectives of the day, remaining questions	Mentor city, mentee city, Eurocities as facilitator, researchers, expert (when present)
9:30-11:00	Discussions with local stakeholders	Mentor city, mentee city, Eurocities as facilitator, researchers, expert (when present), local politicians and stakeholders
11:00-11:30	Coffee break	
11:30-12:30	Action planning session Transferability and action plan	Mentor city, mentee city, Eurocities as facilitator, researchers, expert (when present)
12:30-13:30	Lunch	
FIELD VISITS		
13.30-17.00	Field visits to relevant places/initiatives	Mentor city, mentee city, Eurocities as facilitator, researchers, expert (when present), local politicians and stakeholders

17:00-18:00	Action planning session Transferability and action plan	Mentor city, mentee city, Eurocities as facilitator, researchers, expert (when present)
18:00	Dinner	

DAY 3: CONCLUSIONS AND ACTION PLANNING

INTRODUCTION OF THE DAY AND WORKING SESSION

9:00-9:30	Review of objectives of the day, remaining questions	Mentor city, mentee city, Eurocities as facilitator, researchers, expert (when present)
9:30-11:00	Policy-transfer session action planning	Mentor city, mentee city, Eurocities as facilitator, researchers, expert (when present), local politicians and stakeholders
11:00-11:15	Coffee break	
11:15-12:00	Quick evaluation and next steps	Mentor city, mentee city, Eurocities as facilitator, researchers, expert (when present)
12:00-13:30	Lunch	

DEPARTURE

Annex 2: Replication report template

Part one: Overview of the collaboration

Learning pair and methodology	<i>Short mention to the cities involved and the methodology used between work shadowing and expert mission</i>
Participants	<i>List of involved participants: Mentor Mentee Facilitator Follower researchers Supporting researcher</i>
Focus of the collaboration	<i>Short mention to the focus of the collaboration</i>
Transferability objectives	<i>The good practices observed during the replication activities that the mentee aims to transfer to its local context.</i>
Programme of the exchanges	<i>Brief summary of what happened during the four phases of the exchange.</i>

Part two: Analysis of the replicability

Baseline analysis	<i>Starting point at moment 0: Information collected from the intake interview.</i>
Context analysis and replicability potential	<i>Description of the differences across the food systems in the cities involved.</i>
Barriers hindering replicability	<i>Description of the factors that could represent a barrier to the replicability of the observed good practices.</i>
Desired outcome/impact and targets	<i>Description of the ideal outcome of the replication activities.</i>
Effective outcome	<i>Description of what has been implemented as a result of the replication activities.</i>

Part three: Evaluation of the collaboration

At the end of the visit	<i>First impressions collected after the end of the visit.</i>
3-5 weeks after the visit	<i>Information collected from the first closing interview conducted three weeks after the visit.</i>
At the end of the collaboration	<i>Information collected from the second closing interview conducted five months after the visit.</i>

Conclusion

Short description if the replication was successful or not and why.

Annex 3: Replication report Bergamo-Funchal

Part one: Overview of the collaboration

Learning pair and methodology	Bergamo-Funchal Work shadowing
Participants	Mentor: Funchal Mentee: Bergamo Facilitator: Eurocities Follower researchers: Cardiff University Supporting researcher: Wageningen University & Research
Focus of the collaboration	<ul style="list-style-type: none"> - Governance and transversal approach to food education. - Food education tools.
Transferability objectives	<ul style="list-style-type: none"> - Improving the coordination of educational activities related to food in the city of Bergamo. - Strengthening the alignment of city departments on educational work and activities, and improving coordination between the municipality and other stakeholders active in the city (non-governmental organisations and civil society organisations). - Engaging the broader public, including parents and teachers, through the strategic use of catering services in schools. - Enhancing educational tools in schools and reaching out to citizens.
Programme of the exchanges	<p>Getting Started (5 December 2022): Bergamo's learning needs were further defined, and it was decided to focus the collaboration on various aspects of food education.</p> <p>Working Together:</p> <ul style="list-style-type: none"> - First Meeting (16 January 2023): Funchal presented its work and good practices on food education and awareness-raising activities. - Second Meeting (16 February 2023): Bergamo presented its activities and learning needs related to food education and awareness-raising. Bergamo also involved representatives from

	<p>the municipal department responsible for the Botanical Garden, where educational activities are implemented as part of the city's Living Lab.</p> <ul style="list-style-type: none"> - Third Meeting (13 March 2023): Funchal presented a draft agenda for the visit, which was discussed and agreed upon by all participants. Logistical aspects related to the visit were also discussed. <p>Meeting Up (Funchal, 29-31 March 2023):</p> <ul style="list-style-type: none"> - Day 1: In the morning, after a general introduction and a speech from a political representative of Funchal, there was a presentation on the educational materials. In the afternoon, participants visited a school garden and a school organic food project. - Day 2: The second day started with a visit to the Municipal Market (Mercado dos Lavradores) and the social neighbourhood of Santo Amaro. The afternoon included meetings with local stakeholders. - Day 3: After a presentation on the work done by the Vegetarian Association of Madeira, the transferability session took place. <p>Moving Forward: Informal discussions during consortium meetings in Milan (May 2023) and Funchal (November 2023).</p>
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Part two: Analysis of the replicability

<p>Baseline analysis</p>	<p>Bergamo's food policy promotes a transition to a healthy, sustainable diet. Mapping of the city's food system reveals a broad range of community-led initiatives and highlights the need to involve schools in the food system transition. Bergamo has also developed 'La Buona Mensa'—a comprehensive, inclusive strategy for reforming the school food system. This strategy includes promoting seasonal, locally produced, plant-based foods, decreasing meat consumption, and encouraging foods that are linked to the cultural and culinary traditions of the area.</p> <p>At the outset of the collaboration, Bergamo's city government is not well coordinated around food-related activities. The city has many different departments involved. There are several individuals within</p>
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	Bergamo's municipal government who are enthusiastic about driving change.
Context analysis and replicability potential	Funchal has a strong food education programme, which includes promoting a healthy diet and foods such as beans and pulses. This programme is delivered across schools as well as through other social initiatives. Additionally, Funchal has a network of school gardens used to promote knowledge about food, sustainability, and biodiversity. There is one municipal structure responsible for organising these educational activities.
Barriers hindering replicability	<ul style="list-style-type: none"> - Current political instability in Bergamo: Municipal elections are scheduled for the year after the replication visit, and anticipated changes in city governance may hinder political commitment to supporting changes in the city's food system. - Regulatory constraints in Italy: Italy has several laws that restrict the type of food education activities Bergamo would like to replicate from Funchal, such as consuming food grown in school gardens. - Lack of financial and human resources in Bergamo: There is insufficient financial and human resource capacity in Bergamo to replicate many of Funchal's activities and methods.
Desired outcome/impact and targets	<ul style="list-style-type: none"> - To learn from Funchal about how to develop better food system governance within Bergamo's education system. - To improve coordination between different actors in local government, the education system, and relevant stakeholders (e.g., the botanical gardens). - To develop food education within the wider education system in Bergamo.
Effective outcome	<ul style="list-style-type: none"> - Better collaboration between municipal departments to support desired changes to Bergamo's food system. - Improved food education tools. - More effective partnerships between all stakeholders involved in Bergamo's food system. - Linking food education projects with other social and community projects in Bergamo. - Development and incorporation of food-related activities within other European projects that Bergamo is, and will be, involved in, such as social housing projects for vulnerable communities.

Part three: Evaluation of the collaboration

<p>At the end of the visit</p>	<p>Both cities found the collaboration useful and informative. Bergamo appreciated the methodology, which began with a series of informal online meetings where the two cities engaged in open, fluid conversations about their food systems and relevant activities. These discussions then developed into more detailed explorations of specific topics. Bergamo gained a new perspective on their work. Observing Funchal's efforts in food education within social neighbourhoods provided them with ideas on how they can collaborate with different communities and municipal departments in Bergamo.</p> <p>Daily transferability sessions included in-depth conversations about how various initiatives in Funchal were originally planned—many, such as allotments and composting, are bottom-up initiatives from the community that the Funchal municipality subsequently supported. Schools in Funchal aspire to earn a Green Flag and are enthusiastic about sustainable ecological practices. Food education in Funchal is integrated into other social activities. The strong, collaborative teamwork evident in Funchal has been particularly inspiring for Bergamo.</p>
<p>3-5 weeks after the visit</p>	<p>Bergamo is inspired to create and integrate food policy across multiple departments. They are meeting with schools to co-design activities and are involving Denise Nespoli, a councillor interested in collaborations. Bergamo is exploring ways to embed food education and biodiversity activities into other projects and is considering working with the main vegetable market, a private company outside the municipality. They are motivated to explore collaborations with a broader range of actors and are looking into Erasmus projects to enhance connections with Funchal and other cities engaged in food education.</p>
<p>At the end of the collaboration</p>	<p>Cross-departmental collaborations in Bergamo have improved since the visit. Bergamo has enhanced its manifesto for food policy, which will be useful for future work and planning, especially given the city's current period of political instability. They are also leveraging their membership in the NetZero Cities network and its framework to strengthen their collaborations. Membership in multiple initiatives is being used to support overlapping objectives and develop better ways of working with private companies and other stakeholders.</p> <p>Bergamo is working outside its usual settings to run educational activities on food and is continuing to plan an Erasmus visit. They would like to arrange for Funchal teachers to visit Bergamo.</p>



	Additionally, Bergamo is working on broader education and food activities, including improving school menus. They are engaging with community groups and citizens, as Funchal does, to enhance healthy food awareness. While they are interested in collaborating more with social services, there is limited interest in these departments for delivering food education, as they are more focused on providing food or opportunities to people.
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Conclusion

The visit was well-organised and provided Bergamo with a range of informative and inspirational activities. Observing how Funchal developed food education in various settings offered practical examples of how food education could be expanded in Bergamo. The visit also addressed challenges Funchal had faced in delivering food education projects, such as limited resources and the need for support from and collaboration with parents' groups. This honest and open approach to developing and delivering new initiatives is valuable for mentee cities.

Some elements of the visit could have been improved with stronger links to replication plans. Bergamo also noted that meeting with local politicians responsible for developing and implementing food strategies would have been beneficial. Although time pressures made this difficult, it is important to consider how all aspects of the visit relate to the mentee city's plans for replication.

Overall, the visit was beneficial for both the mentor and mentee city. Both cities appreciated the face-to-face meetings, which provided clear context for the work being done by the host city and helped overcome language barriers that are more challenging in online meetings. Several aspects of the visit, such as the tours of Funchal's social neighbourhoods and the observation of their food education work, offered unexpected inspiration and insights into potential avenues for Bergamo to replicate. Bergamo was particularly inspired by how food is used to empower people and boost their confidence. Both cities benefited from discussions about inclusivity in food work and strategies to move beyond ableism. Steps forward might include using sign language in gardens and improving physical accessibility.

The following quote from the final closing interview encapsulates the collaboration effectively:

“The visit and the collaboration have changed how we (Bergamo) work. We are having more meetings with citizens in every district to present the food policies and the pilot activities from Food Trails. Funchal is also doing this. We go to where citizens meet – it is still in the municipality office, but it is where the citizens gather. We present and try to involve stakeholders from the food sector. We also want to involve different citizen associations – we learned this from Funchal – because, from our councillors, we also want the citizens to eat more vegetables in canteens, restaurants, and bars. So, we go to those places, meet with people there, and engage with associations in the food sector, including farmers and

agricultural associations, to change habits. Our pilot action is not just in canteens. We aim to expand our field of actions. In Funchal, they meet with their citizens throughout the district and work with the social department and schools. So, we are trying to replicate this model. It's not a specific activity but a way of engaging with citizens – we want to try and replicate this model."

Annex 4: Replication report

Birmingham-Warsaw

Part one: Overview of the collaboration

Learning pair and methodology	Birmingham-Warsaw Work shadowing
Participants	Mentor: Warsaw Mentee: Birmingham Facilitator: Eurocities Follower researchers: Cardiff University Supporting researcher: Wageningen University & Research
Focus of the collaboration	<ul style="list-style-type: none">- Food waste.- Innovation.- Private sector involvement.
Transferability objectives	<ul style="list-style-type: none">- Involvement of the private sector and existing local businesses to build new business models around sustainable and local food.- Mapping of stakeholders and their involvement to work on food waste.- Fostering innovation by establishing an innovation hub.

<p>Programme of the exchanges</p>	<p>Getting Started (6 July 2023): Birmingham's learning needs and transferability objectives were confirmed and further defined.</p> <p>Working Together:</p> <ul style="list-style-type: none"> - First Meeting (6 September 2023): Birmingham presented its local challenges, ambitions, and circumstances, and all partners began working on the agenda for the visit. - Second Meeting (14 September 2023): Needs and good practices, as well as the visit agenda, were discussed further. - Third Meeting (20 October 2023): Warsaw provided additional details on its good practices. - Fourth Meeting (1 February 2024): The agenda was finalised. <p>Meeting up (Warsaw, 26-29 February 2024):</p> <ul style="list-style-type: none"> - Day 1: In the morning, after a brief introduction, the objectives of the visit were explained, and Warsaw presented its work, focusing on the Warsaw Food Lab. In the afternoon, participants visited the urban garden Motyka i Słońce to discuss the farm cooperative concept and agriculture in a challenging environment. - Day 2: In the morning, participants visited a charity organisation implementing a pilot on food loss and waste. This was followed by a discussion on innovative food production business models in Warsaw, with representatives from start-ups. The afternoon continued with a presentation of the Warsaw booster, focusing on innovation. - Day 3: Transferability session. <p>Moving Forward: Informal discussions took place at the consortium meeting in Warsaw (May 2024).</p>
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Part two: Analysis of the replicability

Baseline analysis

Birmingham has recently developed a comprehensive food strategy, resulting from an extensive series of workshops and consultations with a wide range of stakeholders across the city's food system. The strategy incorporates feedback from these sessions. Follow-up meetings with stakeholders, demonstrating how their input had been integrated into the city's strategy, were highly effective in generating support for both the food strategy and new systems of inclusive governance. Many stakeholders mentioned that they had previously felt the city council did not listen to them. These strong, respectful working relationships with a broad range of food system actors inform all actions.

Birmingham has established a Living Lab focused on food waste. It has commissioned Eat Make Play, a small community organisation supported by Companions For Hope, another small community organisation specialising in outreach, to work with the community to encourage food waste separation, composting, and growing. The city has a keen interest in behaviour change, pursuing this through relationships with local stakeholders. They are collaborating with Aston University to study the impact of their interventions on food waste.

The city is also interested in supporting and developing innovative food-related businesses to help achieve the aims of the food strategy, particularly regarding healthy diets and a robust regional food economy that reflects the city's diversity.

Plans are underway to develop food production and distribution within the city via the High Rise Harvest initiative. This aims to transform an inner-city car park into a microcosm of the city's food strategy: growing food, serving as a distribution hub for local producers, offering a range of food-related community events and education, and more. Birmingham is also exploring other potential developments in case the initial site strategy cannot be completed.

Birmingham's residents and municipality face a range of economic challenges that impact efforts to improve the food system. However, the city has a long tradition of innovation, creativity, and community spirit, which are being effectively harnessed to support change. There is strong overall support within the city council for the food system work, with strong leadership, and the work is embedded within the public health department, which currently helps protect it from wider economic cuts. Birmingham's food work spans city departments; this

	<p>can be both a barrier and a driver for positive interventions. The Food Trails Birmingham Team includes the core team based in the council's European and International Affairs department and specialist knowledge from the Public Health Food Systems team. There is high enthusiasm for the city's food strategy, and many people are eager to get involved.</p> <p>The food team is skilled at identifying potential avenues for funding and support. They have focused on connecting their Food Trails Living Labs to the Europe 2030 agenda.</p> <p>At the time of the visit, Warsaw did not yet have a food policy in place. The city has a small but energetic food team working on Food Trails, though there is not yet clear political support for this work to continue beyond the project.</p> <p>Warsaw is concentrating on reducing food waste in the HoReCa sector and among NGOs receiving food donations from the Food Bank. The city is also leveraging its ambitious start-up culture to develop innovative, sustainable food-related businesses. Recent years have seen a notable shift towards plant-based diets, which is reflected in the HoReCa sector. Warsaw is collaborating with local businesses and academic institutions to implement changes in food waste management and sustainable food enterprises. Additionally, the city has developed an innovative solution to prevent food waste within charity organisations, addressing the challenges associated with food donations, where quantities and types of products are unknown in advance and their expiration dates are very short.</p>
<p>Context analysis and replicability potential</p>	<p>The cities have very different political contexts, with Birmingham's food system work being widely recognised and supported, both in principle and with some financial input, from other departments working on food-related issues in the city. Birmingham's food system strategy has been co-designed through an intensive consultation process, with community feedback clearly incorporated into the strategy.</p> <p>Warsaw has more potential space within the city for developing both food production and food waste/composting interventions. This contrasts with Birmingham, where space constraints pose challenges for some of the planned interventions, potentially limiting their replicability.</p> <p>High levels of poverty and socioeconomic deprivation restrict opportunities for food system interventions in Birmingham. Both cities</p>

	<p>have a strong entrepreneurial culture, though there are some differences; for example, Warsaw has been more successful in promoting healthy food businesses.</p>
<p>Barriers hindering replicability</p>	<p>Both Warsaw and Birmingham are dealing with significant external challenges impacting their capacity to deliver desired changes. Warsaw has been powerfully affected by the war in Ukraine, and the city's food team has had to divert much of its resources to supporting refugees. There are also wider economic difficulties nationally, which have resulted in cuts to Warsaw's city budget. Birmingham is facing significant economic challenges at the city council level, and Brexit has further limited opportunities to access European funding, with the exception of Horizon Europe. Nevertheless, both teams are working to identify continuation funding through Horizon Europe. In Warsaw, there is concern about the possibility of continuing work on food issues after the end of project funding.</p> <p>Unlike Birmingham, Warsaw has strong links to the surrounding rural and peri-urban areas, which are beneficial to their efforts in supporting local and regional sustainable food businesses.</p>
<p>Desired outcome/impact and targets</p>	<p>Birmingham would like to learn more about Warsaw's business incubator and replicate actions that support the growth and development of sustainable food businesses in their city. They are very interested in the significant dietary behaviour change that has taken place in Warsaw and how the city has become an internationally recognised destination for vegetarian and vegan food. The Birmingham team sees Warsaw as having reinvented itself by supporting businesses and changing perceptions.</p> <p>Birmingham is also interested in the potential to link green initiatives to social prescribing and whether Warsaw has any relevant evidence on their work supporting wider wellbeing.</p> <p>Birmingham would like to embed Warsaw's culture of appreciation for healthy, nutritious, high-quality food and find a way to overcome the UK's association of this kind of food with middle/upper classes. In Poland, there is a strong cultural tradition of valuing food and wanting to share the best possible food with people.</p>
<p>Effective outcome</p>	<p>Birmingham is now working with a food and drink specialist in their Place, Prosperity, and Sustainability division. They are collaborating with a national charity to develop 'Pocket Parks'. This involves working with local communities to adopt and revitalise underutilised pieces of land that can benefit the neighbourhood.</p>

Part three: Evaluation of the collaboration

<p>At the end of the visit</p>	<p>Birmingham was interested in the Warsaw Booster programme and its approach to blending technological and human-centred innovation, compared to the usual focus on technology. They also noted Warsaw's links with local universities and how they are utilising this in both immediate interventions, such as research on food waste and behaviour change, and developing joint research programmes where PhD students carry out practice-relevant research on policy and urban governance. The Birmingham team all noted the importance of using academic research to identify low-tech practical innovations that can immediately benefit grassroots organisations.</p> <p>Birmingham was inspired by Warsaw's work on growing food in the city, which was situated within a cultural and historical context of socio-economic challenges, driving a city spirit of creativity and innovation. Current projects in Warsaw combine socioeconomic and environmental values; this was also inspiring for Birmingham, which is developing urban food production projects.</p> <p>Warsaw's food surplus redistribution systems were informative and inspirational for Birmingham. There was particular interest in low-cost, low-tech systems that have a powerful impact on end users, making their work easier and more effective. These systems are based on the scientific insights of one of the lab experts on how to best store food products to extend their longevity. This can be as simple as labelling magnets for shelves and refrigeration and freezer units, so staff can quickly and easily tell what sorts of food are stored where. Types and quantities of food surplus received by charitable organisations change on a day-to-day basis, so a system that is easily adaptable to reflect that day's food supplies is important. Birmingham asked Warsaw to transfer a ready-to-use kit of the smart storage solution implemented in the visited charity organisation. Warsaw has a range of start-ups and is pushing for the Warsaw Booster to continue supporting food start-ups. Both cities noted the challenge of legislation that can undermine efforts at food system innovation.</p> <p>Like many Food Trails collaborations, the mentor also learnt from the mentee during the replication visit. The cities shared views on the importance of keeping stakeholders on board and ensuring that support continues beyond the initial enthusiasm for projects in their early days. Warsaw also noted that the replication visit allowed them to feel validation and recognition by being given the chance to demonstrate their work. The Birmingham team shared their experience</p>
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	<p>of using social media and online presence for maintaining knowledge of, and support for, their work.</p> <p>Both cities noted the benefits and challenges of politicising food. At times, people with opposing political views will need to work together on shared goals. Projects can be undermined if they are associated with one political party; opposition parties may then disregard projects simply because of this association with an individual or the party they represent. The cities discussed the benefits of framing interventions in terms of 'adding' something, rather than taking something away. This is exemplified in both cities' work on increasing consumption of plant-based foods. Efforts to promote this are done in the context of adding new, appealing recipes for plant-based foods, rather than taking meat out of people's diets.</p>
<p>3-5 weeks after the visit</p>	<p>The Birmingham team have been in communication with 'STEAMHouse', which is part of Birmingham City University and is a programme run on behalf of both Birmingham and Solihull councils. It aims to support businesses in developing their capacity for innovation. It has a range of workshops, IT facilities, studios, and more. STEAMHouse's ambition is to reinvigorate Birmingham's historical position as a centre for manufacturing and innovation. It is an interdisciplinary centre, connecting the university, the city council, and local businesses. It is funded through the UK Shared Prosperity Fund. The Birmingham team are working with them to explore the potential to develop support for food businesses in the area. It was noted that food is not a priority growth area for the West Midlands region, but it is a very important contributor to Birmingham City Council's strategic priorities. Birmingham is very interested in Warsaw's work on using urban spaces for growing food; the social element and the culture of trust were noted as features Birmingham would like to replicate if possible. Both Warsaw's booster programme and its work with community groups were of interest to Birmingham. Both cities noted the importance of engaging with projects/sites, as these have their own needs and challenges. Supporting them, and then seeing how they could grow to be role models for other projects, is seen as an appropriate strategy. Birmingham has developed an intensely bottom-up food strategy and has excellent working relationships with community groups throughout the city. While Birmingham was interested in Warsaw's strategy of paying community groups for their time, this is not currently possible due to funding regulations in Birmingham. However, they already have a strong culture of recognising people's contributions and ensuring that people feel valued for the work they do. Building funding for</p>

	volunteers' time into future external funding bids is being considered whenever possible.
At the end of the collaboration	Both partner cities found it a very positive exchange. Warsaw and Birmingham have both faced significant challenges throughout the project, and the opportunity to share experiences and learn with international colleagues who understand and develop practical responses to barriers was of great benefit.

Conclusion

The Birmingham team were very positive about their partnership with Warsaw and the replication visit. The Warsaw Booster programme was particularly informative for Birmingham. A guide to start-ups in Warsaw provided useful case studies of different initiatives in the city.

Birmingham noted how Warsaw had integrated their Booster programme, which they saw as a fairly traditional business support programme providing access to financial, legal, and technical guidance for new businesses, with their Living Lab. This integration created new working relationships with university colleagues and brought an evidence-based perspective to interventions.

Birmingham also observed that the visit to Warsaw highlighted the significant role of an entrepreneurial spirit and a social attitude that embraces a creative, dynamic approach to working with limited resources. This was particularly relevant and inspiring for Birmingham, given the current economic challenges the city is facing.

The Birmingham team mentioned that it would have been useful to meet with other city stakeholders during their visit to Warsaw. This would have been informative for Birmingham, as it would have further contextualised the visit and could have helped the Warsaw team strengthen their case for the significance of their work. Throughout Food Trails, city officers have noted that being part of an international project like this can help those involved gain interest and support for their work from colleagues throughout the municipality.

Annex 5 : Replication report Bordeaux Metropole - Milan

Part one: Overview of the collaboration

Learning pair and methodology	Bordeaux Metropole and Milan Work shadowing
Participants	Mentor: Milan Mentee: Bordeaux Metropole Facilitator: Eurocities Follower researcher: Cardiff University Supporting researcher: Wageningen University & Research
Focus of the collaboration	<ul style="list-style-type: none"> - Procurement and collective catering. - Food aid and stakeholder engagement.
Transferability objectives	<ul style="list-style-type: none"> - Improving collective catering procurement for more sustainable and healthier diets, supporting sustainable local food production, and strengthening rural/urban linkages. - Food surplus recovery and food aid to enhance socially related food actions, foster third sector stakeholders' engagement, and create synergies between local food and social policies.
Programme of the exchanges	<p>Kick-off Meeting (6 September 2022): Presentation of the collaboration framework and methodology, further definition of the learning needs, and potential matching good practices.</p> <p>Working Together:</p> <ul style="list-style-type: none"> - First Meeting (13 October 2022): This meeting focused on food aid. Milan presented their activities, ambitions, and achievements regarding food aid and recovery, followed by a discussion on Bordeaux Metropole's learning needs and the identification of items to add to the visit agenda. Milan presented its Food Hubs network, established during COVID to collect and redistribute surplus food to people in need. These hubs have remained in place and expanded after the health crisis. Bordeaux Metropole's overall objective for food aid was to carry out a general diagnosis to increase knowledge on food. Milan encouraged Bordeaux Metropole to conduct a



	<p>mapping exercise to assess system needs and facilitate action, and shared insights on the methodology they used.</p> <ul style="list-style-type: none">- Second Meeting (6 December 2022): This meeting focused on procurement and collective catering to foster local food production. Milan presented their work with farmers and the agricultural districts of the city to connect existing local production with procurement for school canteens and collective catering. Milan also presented the local collective catering system and their work to develop more sustainable and healthier menus and reduce waste. Bordeaux Métropole's overall objective is to improve and enhance food procurement processes to supply more quality, local food to ensure access to healthy and sustainable food for all while preserving and developing regenerative agricultural activities on its territory. <p>Replication Visit (Milan, 8-10 February 2023):</p> <ul style="list-style-type: none">- Day 1: In the morning, introductory meetings took place to clarify Bordeaux Metropole's learning needs in relation to their work and ambitions, and to present Milan's Living Lab and food policy actions on waste and recovery, procurement, and local agriculture. In the afternoon, participants visited a social solidarity market that redistributes food surplus and delivers social services.- Day 2: In the morning, participants visited a central kitchen, where there was a presentation and discussion with Milano Ristorazione on the food preparation process and logistics, food education schemes, and shifting school menus towards more sustainable and healthier diets. In the afternoon, participants visited a dairy farm and production unit based in a city agricultural district and discussed collaboration with farmers.- Day 3: The day began with a visit to the wholesale market and its food waste hub, followed by a transferability and action planning session with researchers and an evaluation of the collaboration. <p>Moving Forward: Bordeaux Metropole and Milan exchanged emails with questions and further details on the actions and policies presented during the visit</p>
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	and had informal follow-up conversations during the Annual Partner Meeting in Milan (May 2023) and in Funchal (November 2023).
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Part two: Analysis of the replicability

Baseline analysis	<p>Bordeaux Metropole is interested in strengthening their territorial food system and using the public procurement system to achieve this. They aim to increase the amount of locally produced food used within the procurement system. Bordeaux Metropole also wants to decrease food waste in the region and ensure that food surplus is collected and redistributed as food aid to those in need. However, they are also concerned with how to prevent people from becoming dependent on food aid. Bordeaux Metropole is working on improving engagement with diverse stakeholders in the food system at the metropolitan level.</p> <p>Milan is also addressing these topics. They have carried out innovative and integrated mapping of the food aid system, employing clear methodologies to engage stakeholders. During the COVID crisis, Milan developed a network of food aid hubs, which are still operational and expanding, managed by the city. Milan engages, connects, and provides visibility to the NGOs, private sector, and research stakeholders involved in these hubs. They shared their experiences and views on the necessity of having a food policy team recognised by third sector actors to engage with diverse stakeholders who possess practical and informal knowledge, and to map stakeholders' activities.</p> <p>Bordeaux Metropole coordinates social workers from its municipalities involved in food aid actions and provides financial support to local food aid actors through a dedicated budget for food aid NGOs. Bordeaux Metropole's food strategy includes limited direct actions on food aid. Social aspects are not within the competencies of the Metropole. However, Bordeaux Metropole engages local stakeholders through the Food Policy Council and facilitates food aid schemes.</p> <p>Bordeaux Metropole has a strong framework and clear ambitions for collective catering. They aim to support local sustainable production and farmers through public procurement tenders and schemes to preserve agricultural land and support farmers but face challenges</p>
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	<p>around food processing. Before the visit, Bordeaux Metropole was beginning to consider creating a local processing unit to transform local food and serve it in canteens.</p> <p>Milan is developing rural/urban cooperation through public procurement and farmers' markets to foster short supply chains and support local producers. Ninety percent of fresh fruits and vegetables, pasta, rice, and bread in the city's collective catering system are organically produced; this high percentage is enabled by the city's cooking facilities.</p>
Context analysis and replicability potential	<p>Both Milan and Bordeaux Metropole share competencies and political commitment to address food production and rural-urban connections. Both cities intervene in their food systems through direct actions on local food production and agriculture. They are committed to agroecological transitions and using the public procurement system to support farmers. Public policy tools and competencies are similar for Bordeaux Metropole and Milan, and both have political support for local production and sustainable diets. Bordeaux Metropole has some concerns about food aid, as it is seen as not addressing the root causes of food poverty. Some view it as supporting a flawed food system, where donors—often large, powerful actors in the food system—receive tax benefits for their contributions. Bordeaux Metropole is technically and financially supporting two projects aimed at developing an approach to food social security. They are interested in Milan's IBVA food hub, where food aid recipients receive broader support in addition to food aid. Milan is managing a food surplus hub in the municipally owned wholesale fruit and vegetable market. Stallholders are encouraged to donate leftover food at the end of each day, which is then offered to civil society organisations coordinating redistribution. Bordeaux Metropole is interested in this project and exploring ways to replicate it.</p>
Barriers hindering replicability	<p>Bordeaux Metropole's and Milan's collective catering systems differ significantly in terms of the number of meals served daily, the size of central kitchens, and the type of meals served. Bordeaux Metropole serves cold meals, while Milan provides hot meals. Additionally, Bordeaux Metropole directly manages only two canteens, with the rest managed by the municipalities in the area. In contrast, Milan manages all the canteens in the city.</p> <p>The social competencies differ as well: Bordeaux Metropole's powers in this field are limited, with responsibilities primarily falling to the</p>

	<p>individual cities rather than the Metropole itself. Cost constraints and French hygiene regulations restrict Bordeaux Metropole's ability to serve hot food, as Milan does. There is currently a lack of knowledge among cooks and procurement officials on how to implement changes.</p> <p>Aligning different public scales and competencies, as well as involving the private sector in public services, poses challenges. There is also a lack of robust data on the impacts of supported actions. Food aid stakeholders are numerous and diverse, and the food distributed via food aid often lacks quality and nutritional value. There is a shortage of fresh fruits and vegetables, with foods typically high in fats and sugars. The French food aid system is controlled by three or four large organisations, making it difficult to shift their focus from food aid to food justice.</p>
<p>Desired outcome/impact and targets</p>	<p>Bordeaux Metropole would like to:</p> <ul style="list-style-type: none"> - Support food surplus redistribution through its indirect competencies and provide financial support to organisations working in this field. - Gain inspiration and insights on food waste recovery schemes and engagement with food aid stakeholders, particularly around private/public collaboration and methodologies for engagement and evaluation. - Enhance sustainability throughout its procurement system by prioritising procurement from local and organic sources.
<p>Effective outcome: What has been actually implemented</p>	<ul style="list-style-type: none"> - Preliminary meetings between relevant Bordeaux Metropole municipal officers have taken place to discuss and plan further changes. - Bordeaux Metropole is working with municipalities to assess what is needed to enhance the sustainability of their procurement systems, such as changing menus, drafting new tenders, and supporting food waste reduction. - Initial training sessions for municipal cooks have been organised. - Bordeaux Metropole has launched a feasibility study to replicate Milan's hot meals production chain within the Bordeaux Metropole context.

Part three: Evaluation of the collaboration

<p>At the end of the visit</p>	<p>The visit illustrated opportunities for addressing multiple FOOD 2030 and related sustainability concerns through the procurement system. Milan demonstrated how the procurement system can deliver more than 'just a meal'—by supplying raw ingredients, preparing them, distributing them throughout the school system, and minimising plastic use, multiple objectives can be addressed.</p> <p>Bordeaux Metropole's political representatives were enthusiastic about exploring the potential to replicate Milan's hot food canteen system. Milan's use of the wholesale market to facilitate the collection and redistribution of food surplus was also interesting and inspirational for Bordeaux Metropole's representatives.</p> <p>Milan's work on the management of agricultural land and the inclusion of farmers in public procurement and planning was particularly relevant to Bordeaux Metropole.</p> <p>There were some barriers to the transferability. Bordeaux Metropole and Milan collect and analyse data on the procurement system differently. Bordeaux Metropole sought more specific details about Milan's procurement work, such as the number of meals served in different sectors, food costs, associated costs (e.g., energy, human resources), quality criteria (e.g., Protected Designation of Origin, fair trade, organic), and the number of suppliers.</p> <p>However, both parties found it useful to discuss these differences, as it prompted them to reflect on how they could collect and use data more effectively to monitor their food systems.</p>
<p>3-5 weeks after the visit</p>	<p>The collaboration has been both informative and inspirational, but it is still early to see significant material results. All the areas Bordeaux Metropole wishes to work on require time and engagement from a broad range of stakeholders, including politicians, canteen staff, and food producers. A study is currently being conducted to develop a processing plant for vegetables, which could help increase the use of local produce in the public procurement sector.</p>
<p>At the end of the collaboration</p>	<p>Work is still ongoing in Bordeaux Metropole to collect data from Milan, which will be used to operationalise changes in their public catering sector.</p>

Conclusion

The replication has been successful in demonstrating how the procurement system can drive territorial food system change and incorporate other sustainability goals. Many factors contributed to the replication pairing being inspirational and informative. However, before the collaboration began, Bordeaux Metropole already had a clear vision of their aims and aspirations for their food and catering systems. They remain in communication with Milan and are awaiting specific details regarding Milan's catering system, which they hope will support concrete improvements to their procurement system. Bordeaux Metropole is exploring the investment in a new processing plant for vegetables, which would facilitate local producers' supply to the school procurement system.

The involvement of Bordeaux Metropole's political officials and their participation in the visit have strengthened political engagement and understanding of how municipalities can drive food system transitions. The cities exchanged ideas on how municipalities can facilitate the redistribution of surplus food to those in need; however, both cities expressed concerns that these practices do not address the root causes of food poverty. Milan's system of allowing civil society to use a space in the city's wholesale market for collecting and redistributing food surplus could potentially be replicated easily and without significant financial impact on Bordeaux Metropole. Bordeaux Metropole would have also liked the opportunity to visit a farm that supplies food for Milan's canteen system.

Annex 6 : Replication report

Copenhagen-Bordeaux Metropole

Part one: Overview of the collaboration

Learning pair and methodology	Copenhagen and Bordeaux Metropole Work shadowing
Participants	Mentor city: Bordeaux Metropole Mentee city: Copenhagen Facilitator: Eurocities Follower researchers: Roskilde University Supporting researcher: Wageningen University and Research
Focus of the collaboration	<ul style="list-style-type: none"> - Sustainable procurement for public collective catering. - Building policy coherence and aligning food procurement policies for 'healthy and sustainable diets for all' and systemic transformation of food systems. - Local food governance and stakeholder engagement.
Transferability objectives	<p>Replication objectives related to public procurement, as Copenhagen is in the process of renewing its overall procurement tenders next year:</p> <ul style="list-style-type: none"> - Procure a whole animal and transform supply chains so kitchens can make use of the entire animal (e.g., reduce food waste by enabling the usage of chickens' bones and innards). - Increase the involvement of local Small and Medium-sized Enterprises (SMEs) and farmers in procurement tenders to support sustainable local supply chains. <p>Replication objectives related to local governance and the integration of various policy objectives and documents for integrated change:</p> <ul style="list-style-type: none"> - Gain inspiration and concrete insights from Bordeaux Metropole's Food Policy Council and Food Strategy, and how these two entities work together, with expanded insight on stakeholders' engagement. As Copenhagen is in the process of creating a new food strategy in the upcoming years, it is

	<p>looking for inspiration on structuring local food governance and engaging stakeholders in policy development and implementation.</p>
<p>Programme of the exchanges</p>	<p>Informal preliminary discussion on the focus of collaboration and scope of exchanges, during which partners decided to focus on how to align the food strategy with procurement policy objectives, and how to facilitate and enhance a territorial food network.</p> <p>Getting started (16 June 2023): Presentation of the collaboration framework, methodology, and further definition of the learning needs and transferability objectives. Bordeaux Metropole introduced its local context and overall work on food, including its Food Council, new Food and Agriculture Strategy, and approach to procurement. Copenhagen refined its learning needs around how to align and coordinate food and procurement policies, and how to engage small farmers and businesses through procurement. This remains a challenge for the municipality as engagement relies mainly on procurement and concerns mostly large-scale farmers.</p> <p>Working together (June-September 2023):</p> <ul style="list-style-type: none"> - First meeting (15 September 2023): Presentations of Copenhagen's activities and Bordeaux Metropole's good practices. Clarification of ambitions and learning needs. Copenhagen's work on food since the 2000s has focused mainly on collective catering and food education. Bordeaux Metropole expanded on the intertwined processes of the development of the Food and Agriculture Strategy and the revamp of the Food Policy Council, as well as their Living Labs objectives. The conversation identified Copenhagen's challenges related to stakeholder engagement and local governance, the monitoring and measurement of progress, efforts in decarbonising logistics in collective catering, and sectoral policy alignment. - Second meeting (22 September 2023): Presentation of Bordeaux Metropole's Observatory, discussions to refine Copenhagen's interests and learning needs, and adaptation of the visit agenda accordingly. <p>Meeting up (Bordeaux, 11-13 October 2023):</p>

	<ul style="list-style-type: none"> - Day 1: Introductory meetings on Copenhagen's Living Lab and challenges; Bordeaux Metropole's context and food policy actions and discussions with local stakeholders on public procurement, followed by a transferability session. - Day 2: A series of site visits and in-depth discussions with local producers, farmers, and actors of the local supply chains on Bordeaux Metropole's approach to making procurement more local, sustainable, and fair to producers. - Day 3: Visit to a collective kitchen and in-depth discussion with local actors on collective catering, procurement, and education about food. - 16 October 2023: Online workshop on transferability assessment and action planning, evaluation, and conclusion. The workshop was exceptionally held online to allow more time for the field visits. <p>Moving forward (23 January 2024): Online workshop on replicability assessment and action planning, and discussion on main learnings and concrete outputs for both cities.</p>
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Part two: Analysis of the replicability

<p>Baseline analysis</p>	<p>Copenhagen's learning needs and Living Labs focus on tapping into the potential of public procurement to develop a climate-friendly new standard for the public plate. The city's Living Lab aims to foster food education, advance protein transition, and shift eating habits towards more sustainable, nutritious, and healthier diets by better integrating political goals, especially sustainability criteria, into its procurement policy.</p> <p>Copenhagen has significant awareness and experience in using public procurement as a tool for advancing sustainability in the food system. At the time of the replication visit and peer-learning with Bordeaux Metropole, Copenhagen was preparing to renew their wholesale tender. Additionally, Copenhagen has been active in the food system space for several years and enjoys strong political support. The city has maintained a robust food policy with public canteens serving as a key entry point. During the peer-learning with Bordeaux Metropole, Copenhagen was beginning the process of preparing for the renewal of its food strategy in the upcoming years. Copenhagen aimed to use the visit and peer-learning with Bordeaux Metropole to gain inspiration for further improving its procurement</p>
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	<p>processes. Beyond procurement, Copenhagen was also interested in learning about Bordeaux Metropole's strategy development process, particularly in connection with its Food Policy Council and governance system. This focus included exploring ways to enhance stakeholder involvement.</p> <p>Bordeaux Metropole's Living Lab and policy aim to consolidate sustainable procurement from local and organic sources to achieve more sustainable public procurement at the metropolitan level, while also strengthening local food governance and stakeholder engagement around its food policy and Food Policy Council.</p> <p>As part of Food Trails, Bordeaux Metropole developed pilot actions and a food policy from which Copenhagen can learn and gain inspiration:</p> <ul style="list-style-type: none"> - Development and Improvement of the Agriculture and Food Policy Council: This initiative aims to foster collaboration with local stakeholders and farmers, strengthen local food governance, and ensure access to healthy and sustainable food for all. - Improving the Supply of Public Catering: This aims to meet the needs of the Metropole area and achieve specific targets for sustainable public procurement. - Elaboration of the New Food Strategy: Bordeaux Metropole presented the development process of their newly adopted Food Strategy, which sets ambitious objectives and clear food governance schemes. The strategy was developed in collaboration with stakeholders involved in the Food Policy Council, which has been active since 2017 and now guides the strategy's implementation. <p>Copenhagen can draw valuable lessons from Bordeaux Metropole's experiences, particularly in the areas of integrating sustainability criteria into procurement policies, engaging stakeholders through a Food Policy Council, and developing a comprehensive food strategy.</p>
<p>Context analysis and replicability potential</p>	<p>The procurement team from Copenhagen noted that France has more small-scale farmers compared to Denmark, where farms are generally larger in scale. Additionally, Copenhagen lacks the close contact with farmers that Bordeaux Metropole enjoys. Bordeaux Metropole's procurement officers have extensive experience working closely with small-scale farmers and Small and Medium-sized</p>

	<p>Enterprises (SMEs). After the visit, Copenhagen considered the idea of influencing their wholesalers through tenders to engage more with SMEs. However, replicating Bordeaux Metropole's collaboration with small-scale farmers was initially identified as challenging due to contextual differences and barriers.</p> <p>Parallel to this, the focus of the procurement transferability objective shifted towards adjusting food waste by enabling the use of all parts of procured chickens. During the visit, Copenhagen observed that Bordeaux Metropole's kitchens utilised almost every part of the animals, including bones and innards. Inspired by this, Copenhagen considered enabling a more comprehensive use of their procured chickens as a way to reduce food waste, promote learning around full utilisation, and potentially save money.</p> <p>Copenhagen has a long history of food policies, food strategies, and municipal work on food, extending further back than in Bordeaux Metropole. However, unlike Bordeaux Metropole, Copenhagen does not have a Food Policy Council. Despite this, Copenhagen has significant experience involving various food actors, which could serve as a strong foundation for replicability in this area.</p> <p>At the time of the collaboration between Copenhagen and Bordeaux Metropole, Copenhagen was preparing to develop a new food strategy. This process could potentially open up opportunities for new initiatives in the upcoming years, inspired by the peer-learning experience. Copenhagen identified this as another replicability potential, with the opportunity for future implementation of ideas, inspiration, and enhanced awareness gained from the collaboration.</p>
<p>Barriers hindering replicability</p>	<p>In Copenhagen's replicating interests for the procurement part, the initial idea of focusing on enhancing collaboration with small-scale farmers faced significant barriers. One major obstacle is the scarcity of small-scale farmers in Copenhagen and Denmark, making it difficult to replicate what was observed in Bordeaux Metropole. Additionally, Copenhagen lacks the close contact with farmers that Bordeaux Metropole has. The approaches to sourcing strategies differ significantly between the two cities. Bordeaux Metropole emphasises establishing close relationships with small-scale farmers and local producers, facilitated through engagement with a local cooperative, ensuring direct communication between the city and its agricultural partners. In contrast, Copenhagen's procurement typically involves larger, more established suppliers who deliver for the official wholesalers that Copenhagen works with. However, Copenhagen's 'dynamic purchasing system' still enables diversity.</p>

	<p>Initially, Copenhagen did not plan to directly replicate the concept of a Food Policy Council. After the visit, they expressed that they would not be able to fully replicate the idea due to a lack of resources, particularly in terms of facilitating and maintaining the council's relevance and activity.</p> <p>Copenhagen also highlighted some contextual differences in relation to food strategy. In Bordeaux Metropole, agriculture is an integral part of their strategy, whereas Copenhagen does not have agriculture within its area. Copenhagen's strategy mainly focuses on public kitchens, while Bordeaux Metropole does not have responsibility for public kitchens. This significant difference hinders direct and concrete replication of food strategy.</p> <p>Despite these barriers, the peer-learning experience provided valuable insights. Copenhagen can adapt and apply certain principles and practices from Bordeaux Metropole in a way that fits its unique context and existing structures.</p>
<p>Desired outcome/impact and targets</p>	<ul style="list-style-type: none"> - Enhancing Collaboration with Wholesalers: Start the process of figuring out how to collaborate more effectively with wholesalers to better enable small-scale farmers and SMEs to work with them, thus getting included in Copenhagen's procurement. - Procuring Whole Chickens: Arrange for the procurement of whole chickens and enable Copenhagen's kitchens to use all parts of the animal, thereby reducing food waste and promoting full utilisation. - Stakeholder Involvement: Leverage the strengthened awareness of the value of stakeholder involvement when creating and implementing food policy. - Involvement of Food Actors: Use the inspiration from Bordeaux Metropole to enhance the involvement of food actors in the upcoming renewal of Copenhagen's Food Strategy and possibly beyond this period. - Cross-Departmental Collaboration: Ensure that people from different internal departments participate in visits and discussions to enable better cohesion and stronger internal, cross-departmental understanding and collaboration.
<p>Effective outcome</p>	<ul style="list-style-type: none"> - Innovative Procurement Approaches: Copenhagen is working on making their new wholesale tender in an innovative way, incorporating fresh thinking into their tender material. The visit to Bordeaux Metropole provided a stronger focus on who to involve in this process.

	<ul style="list-style-type: none"> - Procuring and Using Whole Chickens: Copenhagen has started to mature the idea of procuring whole chickens by initiating informal and ongoing dialogues with wholesalers, discussing the concept with culinary advisors, and keeping the idea in mind for potential future opportunities. - Development and Implementation of the Whole-Animal Idea: Copenhagen anticipates that it will take time for the whole-animal idea to mature before implementation. They see potential for integrating this idea with other activities or new ideas, such as combining it with the aim of closer collaboration with SMEs. They also see it as a way to reflect 'respect for food' and consider linking it to educational initiatives. - Challenging Food Policy Practices: The visit inspired Copenhagen to challenge their current approach to food policies, offering new perspectives and an opportunity for reflection. - Food Policy and Strategy Inspiration: Copenhagen gained valuable insights and a strengthened awareness of the importance of continuous and long-term stakeholder involvement in food policy and strategy development. - Engagement with Local Food Organisation: After the visit, a local food organisation contacted Copenhagen with ideas similar to those of a Food Council. Insights from Bordeaux Metropole's Food Council helped Copenhagen better understand and engage with these ideas. - Enhanced Internal Collaboration: The visit, involving participants from different working areas and internal departments, resulted in closer and stronger cross-departmental collaboration. It fostered greater organizational cohesion, provided a shared experience, and highlighted the importance of internal connection and communication.
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Part three: Evaluation of the collaboration

<p>At the end of the visit</p>	<p>Overall, the visit between Copenhagen and Bordeaux Metropole proved to be fruitful and satisfactory for the officers from both cities, offering valuable opportunities for the municipalities to exchange ideas, discuss challenges, and explore ways to enhance their food strategies. The discussions and activities during the visit led to a deeper understanding of the complexities involved in implementing sustainable procurement practices and underscored the importance</p>
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	<p>of collaboration with diverse stakeholders and knowledge sharing between cities.</p> <p>During the visit, Copenhagen and Bordeaux Metropole engaged in comprehensive discussions and activities aimed at improving their strategies within the food system. A key takeaway from the visit was the recognition of the challenges inherent in public administration, particularly in relation to implementing food procurement strategies. A notable topic discussed by the Copenhagen officers, both during the visit and on their return journey, was the concept of procuring whole animals for use in school food programmes. While Bordeaux Metropole already employs this approach and demonstrated it during field visits with stakeholders (suppliers), it remains a relatively new idea for Copenhagen. Bordeaux's focus is primarily on beef, while Copenhagen aims to apply similar principles to chickens, with objectives of reducing waste and promoting sustainability in the food system.</p> <p>Food education emerged as a significant focus throughout the visit. Copenhagen has extensive experience in this area, and officers from both cities discussed the importance of educating citizens, particularly children, about sustainable food consumption habits. Strategies such as cooking classes, school food programmes, workshops, and campaigns were identified as effective means of promoting food education and fostering healthier eating habits within the community.</p> <p>Additionally, Bordeaux Metropole's Food Observatory was highlighted for its role in assessing and evaluating the city's food policy. This approach ensures that policy decisions are evidence-based and contribute to the overall sustainability of the food system.</p> <p>In summary, the replication visit underscored the importance of collaboration and mutual learning between cities in addressing food challenges.</p>
<p>3-5 weeks after the visit</p>	<p>Copenhagen found the replication visit meaningful in several ways. They described it as inspirational, providing a closer and live experience of practices in another city, which also offered new perspectives on their own practices in Copenhagen.</p> <p>Reflecting on barriers to replicability, Copenhagen noted that it is, and will always be, challenging to fully understand and grasp the context and practices of another place. This challenge complicates the process of determining what could be replicated and how. Additionally, cultural differences and language barriers further complicate this process.</p>

	Based on their experience, Copenhagen recommended that having something relevant, specific, and concrete to focus on upon returning from a replication visit can significantly enhance the learning process and application of new ideas.
At the end of the collaboration	<p>At the end of the collaboration, Copenhagen remained satisfied and pleased with the replication visit to Bordeaux and the knowledge sharing with the Bordeaux Metropole team. Copenhagen reflected that the visit provided new inputs and inspiration, offering fresh perspectives that led to new views on their own models and context. Some of these new inputs were kept in mind for future consideration, while others had begun to be developed further. Copenhagen described how ongoing discussions, identification of potential applications, and exploration of connections led to the emergence of even more ideas.</p> <p>Copenhagen also evaluated that while preparing for the visit with some specific ideas and maintaining openness to entirely new concepts was beneficial, it did not necessarily mean that everything would be ready for immediate replication within the timeframe of the Food Trails project. They emphasised that maturing new initiatives and ideas takes time.</p>

Conclusion

The replication learning between Copenhagen and Bordeaux Metropole can be concluded as successful, with both cities expressing satisfaction with the exchange and Copenhagen gaining valuable new perspectives and inspiration for several aspects of their activities.

For the food policy component, the insights gained highlighted the importance of stakeholder engagement in the formulation of food policies. In terms of procurement, new ideas provided Copenhagen with a stronger foundation for exploring ways to involve SMEs. The visit also inspired the development of a concept for buying and using whole chickens, leading to further exploration of initiatives that could complement this idea.

One specific and useful outcome observed during the documentation of the replication process was Copenhagen's use of the visit to enhance collaboration and mutual understanding across different internal administrations. This cross-departmental engagement helped strengthen internal cohesion and provided additional value to the replication experience.

Annex 7: Replication report Funchal-Thessaloniki

Part one: Overview of the collaboration

Learning pair and methodology	Funchal-Thessaloniki Work shadowing
Participants	<p>List of involved participants:</p> <p>Mentor: Thessaloniki Mentee: Funchal Facilitator: Eurocities Follower researchers: Fondazione Politecnico di Milano Supporting researcher: Wageningen University & Research Expert: Katrien Verbeke</p>
Focus of the collaboration	<ul style="list-style-type: none"> - Food council and stakeholder involvement.
Transferability objectives	<ul style="list-style-type: none"> - Understanding the governance system - Functional aspects of the Food Council - Partner involvement: engagement and maintaining motivation - Monitoring the food strategy - Food festival activities - Urban food production
Programme of the exchanges	<p>Getting started (6 July 2023): The chosen methodology and main steps were presented, and the roles of the participants were explained. The replication action plan helped refine Funchal's learning needs, focusing on the food council and stakeholder involvement. Thessaloniki, the mentor city, presented its good practices.</p> <p>Working Together:</p> <ul style="list-style-type: none"> - First Meeting (22 September 2023): Thessaloniki's good practices were discussed, with presentations from a researcher from the University of Madeira and four stakeholders from Thessaloniki's Food Council. The meeting covered the

	<p>establishment and future actions of the Food Council, the support network for vulnerable groups, the role of external stakeholders, and the Food Council's structure and functions.</p> <ul style="list-style-type: none"> - Second Preparatory Meeting (31 October 2023): This meeting defined Funchal's learning needs, considering its context and current food strategy. - Third Meeting (10 November 2023): Good practices from Thessaloniki were explored, including: <ul style="list-style-type: none"> - Managea: An initiative focused on environmental awareness, sustainable architecture, and urban policy making. - Thessaloniki Food Stories: A gastronomic event featuring a walking food tour to highlight the city's culinary identity. - Food Council Presentation: Discussions on engaging stakeholders through the American Farm School and collaborations with the Thessaloniki municipality. - Fourth Meeting (23 November 2023): Finalised the agenda for the replication visit, including a visit to the urban vineyard as requested by Funchal. <p>Replication Visit (Thessaloniki, 5-7 December 2023):</p> <ul style="list-style-type: none"> - Day 1 (5 December 2023): Morning discussion on the mentor city's activities. The first good practice presented was Biokofinaki, a social enterprise for recovering drug addicts, followed by the InCommon project, focusing on circular practices to improve neighbourhood quality of life. - Day 2 (6 December 2023): Continued discussions on Thessaloniki's Food Council, including a workshop with Food Council experts. The Managea project was presented, featuring participatory workshops in Doxa Park (urban vineyard) for environmental and social cohesion goals. The day included a gastronomic walk to showcase local culture and food, followed by a feedback session. - Day 3 (7 December 2023): The transferability session took place. <p>Moving Forward (13 May 2024): An online meeting will review Funchal's progress since the replication visit.</p>
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Part two: Analysis of the replicability

Baseline analysis	<p>The Food Vision launched by Funchal on 16 October 2023 aims to ensure healthy food access for all citizens. The programme is based on five key pillars:</p> <ul style="list-style-type: none">- Education- Sustainability- Inclusion- Support for Local Production- Networking <p>The strategy involves a series of actions targeting specific areas aligned with these pillars, aiming to meet the needs of the community, partners, and population. It actively engages the community through focus groups and a co-creation methodology used in previous events.</p> <p>The absence of a prior food strategy has driven the implementation of this new process, presenting both a necessity and an opportunity for development.</p> <p>The four-year strategy programme involves multiple municipal departments and partners, including those from the regional food strategy. Funchal has established indicators to assess the strategy's effectiveness. The decision-making process is managed by a council and discussed in internal municipal meetings, with final decisions made by the municipal executive.</p> <p>Key partners include:</p> <ul style="list-style-type: none">- Departments for education, environment, green spaces, economy, science, and tourism.- The Municipal Housing Company and community centres.- Non-profit organisations, hotels, schools, and restaurants.- The University of Madeira, linking research and institutional support. <p>Funchal engages the local community through events and focus groups, employing co-creation methodologies to gather feedback. Challenges include coordinating schedules for stakeholder participation. Opportunities arise from potential new project partnerships and informal collaborations stemming from these meetings.</p>
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<p>Context analysis and replicability potential</p>	<p>The potential for replicating Thessaloniki's activities in Funchal is strong. The Funchal team has already aligned its initiatives with the Regional Food Strategy and started relevant activities before the replication visit. Their efforts have had a significant impact, with high levels of interest and participation from the community.</p> <p>Implementing the food strategy in Funchal is both a necessity and an opportunity, which enhances the commitment of involved stakeholders. Funchal has set up indicator groups to assess progress, showing a proactive approach to monitoring and evaluation. Although there is no official Food Council yet, there is considerable interest from stakeholders.</p> <p>Funchal has engaged several municipal departments—education, environment, green spaces, economy, science, and tourism—and needs to strengthen its connections. Currently, key contacts are with the Regional Food Strategy and the Food Trails project.</p> <p>The city collaborates closely with the Municipal Housing Company, community centres, and residents of social neighbourhoods. Additional partners include various non-profit organisations, hotels, schools, and restaurants, with the University of Madeira providing research and institutional support.</p>
<p>Barriers hindering replicability</p>	<p>Initially, the Funchal team reported no significant barriers. However, the intake interview revealed some limitations. Funchal lacks private investors or funding, relying solely on its municipal budget and support for non-profit associations and food-related projects. This dependency on public funding could be a limitation. Additionally, as Funchal is still in the learning phase, there may be challenges related to knowledge of the process and obstacles encountered during development.</p>
<p>Desired outcome/impact and targets</p>	<p>Funchal is keen to explore how Thessaloniki's Food Council is organised, particularly its partner involvement and operational processes. They are interested in observing how Thessaloniki engages stakeholders and conducts meetings. Funchal also wants to understand how Thessaloniki manages the relationship between consumers and producers and integrates its food strategy with tourism.</p> <p>The visit will focus on meetings with Thessaloniki's food teams and Food Council members to understand how their feedback shapes food policy. However, Funchal may face constraints due to its recently established Food Council. While the concept of a Food Council is valuable, Funchal will need to adapt it to their own context, given that their health council is currently in place.</p>

<p>Effective outcome</p>	<p>Funchal learned about the effective organisation of stakeholders and Food Council members and how they lead their initiatives. They are currently planning activities for schools and families, including kitchen and allotment garden projects, which have successfully engaged citizens.</p> <p>An important takeaway is that a Food Council does not need to be overly formal to be effective. Funchal has involved hotels and restaurants, achieving notable success in stakeholder engagement, and has received strong support from the municipality for their events. Additionally, Funchal is expanding its network to include new partners and funding sources for activities. They are also exploring ways to enhance food tourism and replicate aspects of the Biokofinaki project.</p>
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Part three: Evaluation of the collaboration

<p>At the end of the visit</p>	<p>On the final day of the replication visit, the transferability session was held. This session focused on identifying actionable insights for Funchal to implement in their context, as well as reflecting on lessons learned from Thessaloniki.</p> <p>Key takeaways included:</p> <ul style="list-style-type: none"> - Empowering Stakeholders: Emphasising the importance of giving stakeholders more responsibility and letting them take on leadership roles as ambassadors for initiatives. - Circular Economy: Addressing food waste, particularly bread, and considering events like Bread Week to reduce waste. - Knowledge Sharing: The value of engaging stakeholders, including civil society, and incorporating knowledge-sharing activities with schools and families. - Focus Groups: Organising focus groups to ensure activities are effectively guided and aligned with community needs.
<p>3-5 weeks after the visit</p>	<p>After a little over five weeks, the First Closing Interview was held to review the interventions Funchal had implemented in the short to medium term. Despite the Christmas period impacting progress, the Funchal team continued to work on integrating lessons learned from Thessaloniki.</p> <p>Key updates include:</p> <ul style="list-style-type: none"> - Planning Activities: Funchal scheduled meetings with stakeholders for January, and while no major changes have been observed yet, the city anticipates more proposals with additional time.

	<ul style="list-style-type: none"> - Progress and Barriers: There have been no significant barriers so far, but more time is needed to see results and address any potential issues. - Future Plans: Funchal has begun planning activities for the year, including an education and communication plan, to further develop and implement their strategies.
<p>At the end of the collaboration</p>	<p>Five months after the replication visit, Funchal has made significant progress and achieved new, satisfactory results:</p> <ul style="list-style-type: none"> - Food Council Structure: Funchal has defined its Food Council structure, focusing on functionality over formal recognition. The emphasis has been on becoming operational rather than achieving formal status. - Events and Stakeholder Engagement: Several events, including the Bread Forum, have been successfully organised. These events have engaged stakeholders and effectively represented civil society, attracting public attention. - School Involvement: Funchal has managed to involve schools and pupils' families in dissemination activities, though direct intervention with pupils' meals is not yet feasible. Activities with school kitchens are underway to improve diets. - New Actors and Circularity Projects: New actors have joined the field, and Funchal is exploring the replicability of the Biokofinaki project, particularly for ex-prisoners and similar communities. Circularity projects are also under consideration, with information gathering in progress. - Long-Term Commitment: Funchal's activities are not just short-term; the team has expanded its network and funding knowledge, expecting continued activity beyond the project's end. There has been a paradigm shift, making food sector focus a necessity. <p>Funchal is working towards more active local restaurant involvement and continues to build on the momentum gained from the replication visit.</p>

Conclusion

In conclusion, the replication experience between Thessaloniki and Funchal is progressing positively and continues to evolve. From the outset, Funchal's areas of need were clear, and Thessaloniki's team effectively addressed these technical and operational needs. The previous initiatives by Thessaloniki provided a solid foundation for Funchal's future activities.

The workshops and activities conducted during the visit expanded both teams' perspectives, offering valuable insights and new ideas. Funchal is now positioned to critically evaluate and scale these proposals according to their needs, with a focus on making their Food Council operational rather than formal. Funchal has also begun to engage more stakeholders, starting with one-to-one meetings and gradually involving them in events. There is a noticeable shift towards incorporating food sector expertise into a growing number of events, which has increased citizen and civil society involvement. Moreover, Funchal has gained new sector knowledge that will support the continuation of activities beyond the Food Trails project. The team is now more familiar with potential funders and continues to rely on municipal funding for associations, which supports their ongoing food sector initiatives.

Annex 8: Replication report Grenoble Alpes Metropole-Groningen

Part one: Overview of the collaboration

Learning pair and methodology	Grenoble Alpes Metropole and Groningen Work shadowing visit
Participants	List of involved participants: Mentor city: Groningen Mentee city: Grenoble Alpes Metropole Facilitator: Eurocities Follower researchers: Roskilde University Supporting researcher: Wageningen University & Research, Politecnico di Milano
Focus of the collaboration	<ul style="list-style-type: none">- Rural/urban linkages and local food production- Stakeholders' engagement to strengthen food governance and foster behavioural change
Transferability objectives	<ul style="list-style-type: none">- Rural/Urban linkages and urban food production: fostering access to healthy food for all by supporting local food production, urban agriculture schemes, and bottom-up initiatives.- Stakeholder engagement (including vulnerable groups) and citizen outreach to encourage behavioural change and foster local food governance.

<p>Programme of the exchanges</p>	<p>Getting started (1 February 2023): Setting the collaboration framework and presentation of the methodology and further definition of the learning needs and transferability objectives.</p> <p>Working together :</p> <ul style="list-style-type: none"> - First meeting (22 March 2023): Presentation of Grenoble Alpes Metropole's local context and activities on increasing public awareness of sustainable diets and encouraging behavioural changes. Grenoble Alpes Metropole shared its learning needs and expectations as it worked on formulating its first food policy and reactivating Food Council established as part of their Inter-territorial Food Project (PAT), to gather stakeholders from the Metropole and beyond. - Second meeting (19 April 2023): Presentation of Groningen's local food context, food policy achievements and actions on urban farming, social restaurants and community network; its work on advancing protein transition and engaging stakeholders and citizens at local level, as well as embedding and structuring of the food work inside the municipality to ensure long-lasting impacts on the food systems. - Third meeting (9 May 2023): Finalisation of the agenda for the visit. <p>Replication visit (Groningen, 31 May- 2 June 2023):</p> <ul style="list-style-type: none"> - Day 1: Introductory meetings on Grenoble Alpes Metropole's Living Lab and challenges; Groningen's context and food policy, two site-visits on local food production and meeting with local stakeholders, transferability session. - Day 2: An in-depth session with local stakeholders on Groningen's stakeholder engagement approach and support to protein transition initiatives, presentation by a researcher on bottom-up collaboration, site visits to Groningen's pilot actions in Westpark, transferability session. - Day 3: Transferability assessment and action planning, evaluation and conclusion. <p>Moving forward: Informal discussion at the Annual Partner Meeting in Funchal (November 2023).</p>
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Part two: Analysis of the replicability

<p>Baseline analysis</p>	<p>Before Food Trails, Grenoble Alpes Metropole did not have a Food Policy in place at the metropolitan level. However, the Metropole was engaged in an Inter-territorial Food Project (IFP), which extended beyond metropolitan boundaries and involved local stakeholders from the metropolitan area and beyond. This inter-territorial collaboration led to the establishment of an Inter-territorial Food Policy and the framing of the local food governance system, as well as an agreement on collaboration between stakeholders. A first version of a Food Council was established within this framework but was abandoned over time and was not operational at the beginning of the collaboration between Grenoble Alpes Metropole and Groningen.</p> <p>Grenoble Alpes Metropole entered the collaboration with Groningen with the following aims:</p> <ul style="list-style-type: none">- Further refining the inter-territorial collaboration and governance system, as well as acting on their individual food governance. To achieve this, Grenoble Alpes Metropole worked on reactivating and re-establishing the Food Policy Council at the inter-territorial level, as part of the IFP, to foster stakeholder engagement and collaboration.- Defining and creating their five-year food and agricultural policy by the end of the project. By defining this new Food Policy, Grenoble Alpes Metropole hopes to foster the integration of different food objectives from various administrative departments, sectoral workstreams, and municipalities, and to strengthen the interdisciplinarity inherent in tackling food challenges.- Enhancing stakeholder and citizen involvement and urban/rural connections to strengthen local food governance and ensure greater outreach and concrete impacts of the food policy and initiatives. <p>Grenoble Alpes Metropole and Groningen's collaboration focused on the two main challenges faced by the Metropole at that time:</p> <ul style="list-style-type: none">- Stakeholder engagement for food systems transformation- Local food production and rural/urban linkages.
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	<p>For instance, the Metropole was exploring how to reach out to all citizens (beyond the usual suspects) to encourage long-term behavioural change and effectively raise awareness of healthy and sustainable food systems and diets. Inputs from Groningen on the development process of their food policy and overall food governance systems were also identified as potentially valuable insights for the replication needs of Grenoble Alpes Metropole.</p>
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Context analysis
and replicability
potential

The administrative structure and scope of actions in Groningen and Grenoble Alpes Metropole, though both "inter-territorial," operate at different levels of administration, impacting the scope, processes, and proximity to local stakeholders. Despite the complexity in replication due to these administrative differences, the collaboration provided valuable inspiration and perspectives. Grenoble Alpes Metropole gained insights from Groningen's municipal-level approach to food governance, emphasising a bottom-up strategy and collaboration with local initiatives. The contrast in Dutch and French political cultures, favouring grassroots action in the former and centralised decision-making in the latter, enriched the Metropole's perspective. The visit underscored the importance of the "human link" and trust in implementing successful food actions and achieving long-term urban food system transformation.

Grenoble Alpes Metropole and Groningen differ in formal competencies related to food policy. The Metropole's focus on public collective catering, a prerogative in France, is not covered by Groningen. Social competencies at Grenoble Alpes Metropole are scattered, leading to diverse agendas and resources for food system transformation. Despite these differences, both cities face similar challenges in awareness, food education, and nutrition. Groningen, not having collective catering as an area of governance, becomes an asset, allowing exploration of additional solutions beyond Grenoble Alpes Metropole's collective-catering-centric approach to transform the local food system.

During the transferability session, the Grenoble Alpes Metropole team identified key insights from the exchange:

Groningen's food transition narratives and nudging techniques provide inspiration for Grenoble's Month of Food Transition.

Groningen's effective tools for collaborating with stakeholders and integrating diverse opinions are valuable for enhancing actions and initiatives, with a focus on mediating strong collaborations and connections between stakeholders. This facilitative approach is considered impactful and resource-efficient, offering potential for incorporation into the Metropole's Food Policy and local governance model.

Groningen's progressive construction of local governance, built on trust and narrative connections across different scales, experiences,

and perspectives, serves as inspiration for the reactivation of Grenoble Alpes Metropole's inter-territorial Food Policy Council. Groningen's supportive actions and tools for food producers and businesses, such as providing business models, spaces, agricultural land, capacity building, and communication support, offer a model for sustaining local food production.

Key drivers for replication encompass an integrated thinking approach, a dedicated mandate and resources for food policies, opportunities from EU projects, political support, staff experiences, institutionalization of urban food policies within municipalities, and the accumulation of skills, including "soft skills," by staff.

<p>Barriers hindering replicability</p>	<p>As mentioned above, the different administrative structures, scopes of action, and political cultures of Groningen and Grenoble Alpes Metropole—one operating at a municipal level and the other at a metropole and inter-territorial level—can also be seen as barriers to replicability.</p> <p>In the peer-learning exchanges, both cities faced difficulties assessing whether a good practice could be effectively replicated and adapted to their local context and scope, and if so, to what extent and how. The difference in administrative levels and scopes necessitates adapting good practices to properly translate them to another local reality and set of food objectives. For instance, Groningen's methods for engaging with inhabitants and local stakeholders are not directly replicable in the context of Grenoble Alpes Metropole. Although the Metropole's team also plays a significant role in facilitating local action, it is more distanced from the ground and only indirectly connected with citizens and local stakeholders.</p> <p>These administrative differences with Groningen were perceived as significant barriers to replication by the Grenoble Alpes Metropole staff, who find comparability more easily with actions from other municipalities, particularly those focused on school canteens. Further, clear transferability and replication were challenging due to a combination of several factors, including:</p> <ul style="list-style-type: none"> - Local Decision-Making Processes: The local decision-making processes in both cities and the flexibility of the teams, particularly concerning the availability of structured economic resources and dedicated personnel. - Team Experience and Internal Recognition: The experience of both teams within their municipalities and their internal recognition. - Connection with Local Stakeholders: The more distanced connections of the Grenoble Alpes Metropole team with local stakeholders. - Urban Space for Agriculture Projects: The lack of urban space for agriculture projects in Grenoble Alpes Metropole and the potential for scaling up such projects within the Metropole.
<p>Desired outcome/impact and targets</p>	<ul style="list-style-type: none"> - For Grenoble Alpes Metropole to gain inspiration and concrete insights on stakeholder engagement in local food production, such as for discussions on establishing a Food Policy Council and creating clear food governance structures.

	<ul style="list-style-type: none"> - To obtain inspiration and practical insights on defining Grenoble Alpes Metropole's strategy and local actions for engaging citizens in promoting sustainable and healthy diets, as well as protein transition. - To seek inspiration and concrete insights on strengthening urban-rural connections and the types of support needed for local food producers in the long term.
Effective outcome	<ul style="list-style-type: none"> - The main outcomes of the visit were new ideas, enlightenment, inspiration, and strengthened awareness, particularly concerning local food governance and stakeholder engagement. - No specific good practices were directly replicated and implemented within the timeframe of the researchers following Grenoble Alpes Metropole's experience. However, the Metropole team found the cookbook promoting healthy eating habits, including for vulnerable groups, particularly inspiring and considers incorporating similar elements into the food strategy they are currently developing. - Another outcome was the increased focus on the importance of "human links" and connections, inspired by examples from Groningen. - Additionally, the visit led to a discussion that prompted Grenoble Alpes Metropole to consider exploring a stronger connection between its Climate Strategy and Food System Transition. This could enhance funding opportunities for the food policy and improve coordination of efforts across different administrative departments at the Metropole level.

Part three: Evaluation of the collaboration

At the end of the visit	<p>Grenoble Alpes Metropole gathered inspiring insights from the exchange with Groningen, expressing an interest in:</p> <ul style="list-style-type: none"> - Mapping local stakeholders and experimenting with new ways to engage them in food transition pathways. This includes leveraging new narratives (focusing on "food transition" rather than "protein transition") and further valuing bottom-up initiatives that are closer to citizens. - Encouraging exchanges with other Grenoble Alpes Metropole departments working on climate strategy to emphasise the link
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	<p>with food-related policies, aiming for increased visibility, commitment, and possibly additional resources.</p> <p>Groningen gained a deeper understanding of the Grenoble Alpes Metropole context, which is useful for identifying common drivers and barriers. One area they would like to strengthen is the impact measurement of the food-related initiatives promoted and supported by Groningen, including the development and testing of new indicators.</p> <p>Both cities noted that such exchanges provide valuable opportunities to report on what each city has accomplished, appreciate the achievements, and learn from each other's experiences.</p>
3-5 weeks after the visit	<p>Grenoble Alpes Metropole expressed being impressed with the good practice examples they encountered during the visit to Groningen. They found it both motivating and beneficial to connect with others facing similar challenges, as well as to gain insights from those operating at the municipal level.</p> <p>At this time, Grenoble Alpes Metropole's evaluation of the visit indicated that it did not directly facilitate the replication of any specific practices from Groningen—at least not in the sense of having already started to implement or put into practice concrete learnings. Nonetheless, Grenoble Alpes Metropole remained enthusiastic about the peer-learning experience. They highlighted the visit as highly useful for inspiration and broadening their awareness. The Metropole's staff noted that the inspiration gained from the visit has influenced their perspectives and approaches in various work-related contexts since.</p>
At the end of the collaboration	<p>Grenoble Alpes Metropole did not identify any direct practices for replication from the peer-learning exchange with Groningen. This outcome was attributed to a variety of influencing factors. Additionally, the coordinator from the Metropole noted that the past six months had significantly enhanced their own awareness and understanding of their role within the Metropole, particularly since they were new to the position at the time of the peer-learning with Groningen.</p>

Conclusion

Grenoble Alpes Metropole evaluated their replication visit to Groningen as a highly inspirational experience. While the peer-learning exchange was partly successful, with limited identification of elements for direct replication at the time of the interviews, it

provided valuable insights and inspiration, particularly in food governance and stakeholder engagement. The Metropole also developed a deeper appreciation of the importance of the 'human link' through their experience with Groningen's good practices. Additionally, influenced by Groningen's example of preparing a cookbook, Grenoble Alpes Metropole incorporated this concept into the draft of their Food Policy text, thus replicating Groningen's approach to some extent. Although identifying concrete elements for direct replication from actions at a different administrative level proved challenging, the Metropole found the insights gained from this different perspective of administration to be enlightening.

Annex 9: Replication report

Groningen-Birmingham

Learning pair and methodology	Groningen and Birmingham Work shadowing
Participants	Mentor city: Birmingham Mentee city: Groningen Facilitator: Eurocities Follower researcher: Wageningen University & Research Supporting researcher: Wageningen University & Research
Focus of the collaboration	Stakeholders' engagement, including vulnerable groups, to promote behavioural change and make healthy and sustainable diets available for all.
Transferability objectives	<ul style="list-style-type: none"> - Citizen and Stakeholder Engagement: Groningen seeks to further engage citizens, including young people and vulnerable groups, to enhance access to healthy diets and food skills. - Effective Engagement Schemes: The city is looking for engaging, trusting, and empowering schemes to encourage behavioural changes and promote sustainable and healthier diets. - Learning from Birmingham: Groningen aims to learn from Birmingham's approach to engaging vulnerable communities and its food strategy to improve its own engagement practices. - Support for Food Initiatives: Groningen plans to support new food-related initiatives and connect existing ones through urban planning, data collection, and citizen consultations. - Learning from Food Strategy: The city is interested in understanding the role of municipalities in the food system by studying Birmingham's food strategy and food revolution structures.

<p>Programme of the exchanges</p>	<p>Getting started (6 April 2022): Setting the framework for collaboration, including a presentation of Groningen's food actions, ambitions, and learning needs, and an introduction to the inspiring and potentially replicable good practices from Birmingham.</p> <p>Working Together:</p> <ul style="list-style-type: none"> - First Meeting (19 April 2022): Interactive and participative workshop to define Groningen's challenges and learning needs and identify corresponding good practices from Birmingham on stakeholder engagement and support for bottom-up initiatives aimed at healthy and sustainable diets for all, data collection, and the city's approach to local food governance. - Second Meeting (13 June 2022): Refining Groningen's learning needs and interests, and further discussion on Birmingham's good practices, including stakeholder engagement schemes, the food justice network, collaboration with community centres, community research projects, and food policy and governance systems. - Third Meeting (6 September 2022): Addressing pending questions, reviewing the final programme for the visit, and discussing practical elements. <p>Replication Visit (Birmingham, 14-16 September 2022):</p> <ul style="list-style-type: none"> - Day 1: Introduction meeting to recall Groningen's expectations and learning needs, and presentation of the Birmingham Food Strategy, Food Revolution, and local governance system; followed by site visits to social enterprises and community-led schemes aimed at fostering access to healthy food for all; transferability session. - Day 2: Field visits to community-led initiatives and meetings with stakeholders on ensuring access to food for all and empowering communities; visit and presentation of the Food Trails pilots on local food production, engagement with vulnerable groups, and food education; transferability session. - Day 3: Transferability and action planning session, including discussion on main learnings and evaluation. <p>Moving Forward (8 June 2023):</p>
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	<p>Cities gathered online to share the main lessons learned from both cities. Groningen learned about Birmingham's management of a network of bottom-up initiatives, collaboration with local stakeholders, the power of narratives, and the importance of mainstreaming food policies. Additionally, they explored how the municipality positions itself to support and embed bottom-up initiatives within an overarching strategy that sets long-term goals and clear governance.</p>
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Part two: Analysis of the replicability

<p>Baseline analysis</p>	<p>Groningen has been developing a new food agenda, which has gained increasing urgency. The policy focuses on:</p> <ul style="list-style-type: none"> - Health and sustainability. - More food in public spaces. - More plant-based food. <p>The policy also addresses protein transition to impact climate. However, its implementation has been stagnant due to capacity issues and the lower priority given to food policy compared to other domains such as energy transition and climate goals. Food is not a priority on its own but is linked to various topics like health and liveability.</p> <p>Groningen has had a food policy since 2012. Initially, there was limited attention and resources for food, but this changed when a new political party in the council committed to food policy, with climate and animal welfare goals. By the time of the interview, Groningen had begun working on a Roadmap and Agenda approved by the local council in June 2024, which is regarded as a progressive policy.</p> <p>Activities linked to the development of the more ambitious food policy included:</p> <ul style="list-style-type: none"> - Development of a “learning network” through initial conversations with stakeholders. - Creation of a cookbook to foster better communication. - Increasing the integration of the food policy within the whole organisation.
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	<ul style="list-style-type: none">- The most pressing question from Groningen was how the municipality should communicate the importance of healthy eating and its role in the food system. Groningen supports a bottom-up approach by enabling and empowering initiatives that promote healthy and sustainable diets. Currently, the municipality views its role as a facilitator, creating space for food development, providing a platform, and supporting knowledge development and skills training for citizens. <p>Birmingham has recently developed a comprehensive food strategy, resulting from extensive workshops and consultations with a broad range of stakeholders across the city's food system. Follow-up meetings with stakeholders, demonstrating how their input had been incorporated into the city's strategy, were instrumental in generating support for the strategy and new inclusive governance systems. Many stakeholders felt previously unheard by the city council.</p> <ul style="list-style-type: none">- Birmingham has a Living Lab on food waste, working with community groups to encourage composting. The city has a strong interest in behaviour change and is studying the impact of its interventions on food waste in collaboration with Aston University.- Birmingham aims to support and develop innovative food-related businesses that align with the city's food strategy, particularly concerning healthy diets and a robust regional food economy reflecting the city's diversity.- Plans include developing food production and distribution within the city via the High Rise Harvest initiative. This project aims to transform an inner-city car park into a hub for growing food, distributing local produce, hosting food-related community events, and providing education. Birmingham is also exploring alternative developments if the initial site strategy cannot be completed.- The city faces various economic challenges impacting food system improvements. However, Birmingham leverages its tradition of innovation, creativity, and community spirit to drive change. There is strong support within the city council for food system work, with leadership embedded within the public health department, which helps protect it from broader economic cuts. The city's food work spans multiple departments, which can both hinder and facilitate positive interventions. While finding individuals with the time and
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	<p>capacity to engage in projects can be challenging, there is high enthusiasm for the city's food strategy.</p> <ul style="list-style-type: none"> - Birmingham's food team is skilled at recognising potential funding and support opportunities. They have connected their Food Trails Living Labs to the Europe 2030 agenda.
<p>Context analysis and replicability potential</p>	<p>Groningen already recognises differences between the challenges faced by both cities. Birmingham is a larger city with a significant Indian community and a diverse range of cultures where food plays an important role in cultural heritage. As a result, Groningen was particularly interested in how these cultural aspects affect social cohesion and community involvement in food-related activities. Despite recognising differences, Groningen observes that the problems to be solved and the actual activities are quite similar.</p> <p>Birmingham operates on both small and large scales. A notable aspect is that, despite the city's size, food-related work often remains at a small scale, though large-scale initiatives are part of a broader programme that encompasses a wide range of activities. Birmingham makes extensive use of existing networks and individuals who act as ambassadors, particularly within distinct cultural communities more receptive to food as a "community gift." For example, Birmingham engages significantly with church communities, whereas Groningen does not involve religious groups in the same way. Birmingham benefits from a larger team and a food policy, though this policy is less embedded in the political arena. In contrast, Groningen's food policy is strongly integrated within the municipality, supported by a good network and interpersonal backing for food policy.</p> <p>These differences and insights have stimulated Groningen to:</p> <ul style="list-style-type: none"> - Rethink the role of the municipality in relation to ongoing initiatives and emphasise a bottom-up approach. - Recognise that everything is context-specific and that scales can vary in different environments. - Identify "food heroes". <p>Groningen is more comfortable with maintaining its smaller scale. The most important lesson is the impact of local "food heroes"—individuals who can effectively reach a large group of people and</p>

	<p>accelerate the necessary change. The exchange visit provided Groningen with an opportunity to reassess its role in its activities. Groningen was also pleased to receive the card game from Birmingham, a fun way to teach children about foods that make them strong.</p>
<p>Barriers hindering replicability</p>	<ul style="list-style-type: none"> - Communication and Engagement with Stakeholders or Target Groups: For example, in Groningen's protein transition initiative, consumers often become defensive or resistant when the reduction of meat consumption is addressed. - Bringing All Necessary Stakeholders Together and Uniting Them Under a Shared Commitment: For instance, Birmingham's umbrella programme faces difficulties in convincing supermarkets to join the initiatives. - Establishing a Good, Trustworthy Relationship Between "Food Heroes" and the Municipality That Fosters Co-Creation: It is crucial to create personal commitment within the municipality itself. - Organisational Structure of the Municipality Hindering Budget and Capacity for Food Initiatives: Municipalities are often organised in "silos," creating obstacles in terms of budgeting and capacity allocation.
<p>Desired outcome/impact and targets</p>	<p>The main desired impacts for Groningen and targets identified in the intake conversation were:</p> <ul style="list-style-type: none"> - Increasing citizens' awareness and empowerment through the provision of tools and the development of skills and knowledge. - Creating a learning network between initiatives and the municipality. - Establishing a support network within the municipality to foster and implement an effective food policy that connects different stakeholders and resources. <p>Therefore, for the visit, Groningen was interested in learning about the branding of some of Birmingham's municipal food policies. Specifically, they were interested in how these policies were not fully branded as "public policies" to encourage stakeholder ownership and trust, as well as Birmingham's engagement with stakeholders.</p>

Effective outcome	<ul style="list-style-type: none"> - Recognition of the significant gap between an idea and its actual implementation. - Utilisation of stakeholders who are already on board to extend the municipality's capacity and resources. Engaging enthusiastic community members and providing them with the necessary space and support to participate in these activities.
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Part three: Evaluation of the collaboration

At the end of the visit	<p>Sentiments from Groningen at the end of their visit to Birmingham were highly positive. The visit was inspiring, providing a valuable opportunity to learn from real-life experiences. The data on food and health-related issues in Birmingham was presented clearly, along with a straightforward action plan that Groningen could also adopt. There was a strong sense of recognition regarding shared challenges and approaches. Although Birmingham is a much larger city with more complex challenges, its integrated and consistent approach offered valuable lessons for Groningen. Groningen has already begun breaking down internal silos by establishing a working group. The next step is to engage higher management to explore how to combine funds to address joint food-related challenges. The Groningen team also drew significant inspiration from the Birmingham team, particularly their expertise in behaviour change and the dietary card game. Conversations during dinner provided spontaneous and valuable interactions that are unique to face-to-face meetings.</p> <p>The sentiment from Birmingham at the end of Groningen's visit reflected a sense of progress and reliance on collaboration. While all the initiatives visited were already functioning independently, Food Trails is exploring ways to further support them. Birmingham relies on its scientific partners to assess the impact of their activities, underscoring the importance of research and evidence in driving their efforts.</p>
3-5 weeks after the visit	<p>Three weeks after their visit to Birmingham, Groningen reflected on their experience, finding it primarily inspirational and useful for informing policy members at their own municipality about different food approaches.</p> <p>Regarding municipal structure and food policy, Groningen noted that Birmingham's policy, which has operated as an umbrella programme across various target groups for several years, garnered significant attention. However, concerns were raised about the implementation of this policy and the degree to which the strategy is embedded within</p>

	<p>Birmingham's internal political system. Groningen observed that Birmingham's ability to advocate effectively is likely due to their larger team and the integration of their food strategy within the health department, which provides more resources, capacity, and attention. This integration serves as an inspiration for Groningen to foster unity among different domains (e.g., economy, health, welfare) within their municipality to collaborate on food-related issues.</p> <p>In terms of reaching and engaging stakeholder groups, Groningen appreciated Birmingham's focus on individuals and their attention to small-scale activities, reflecting a genuine interest in addressing people's needs. Additionally, Birmingham's application of projects on larger scales, such as the car park initiative, was noted. Groningen found value in Birmingham's approach of avoiding broad labels like "citizens of a city" and instead differentiating them into specific groups based on their geographical areas (e.g., North vs South). This method helps in setting targeted policy goals. The importance of specific individuals in the community, framed as "food heroes," was highlighted, as their reach and commitment can significantly amplify impact. Moreover, Groningen recognised Birmingham's use of existing networks and communities (mainly churches) to strengthen food activities, reflecting a bottom-up approach that involves actual problem owners rather than "detached" government officials.</p>
<p>At the end of the collaboration</p>	<p>Five months after their visit to Birmingham, Groningen reflected on their experience and noted several key sentiments.</p> <p>Firstly, Groningen acknowledged that replicating lessons learned in a different context is challenging. However, the primary takeaway was the inspiration gained and the ability to showcase to others in their municipality what other cities are achieving in the food domain. Specific examples included Birmingham's approach to communication, such as the framing of their Food Strategy, and their effective stakeholder interactions, including the role of key players and the supporting role of the municipality. This inspiration and the demonstration of successful practices from Birmingham were deemed valuable for informing and motivating policy changes and approaches in Groningen.</p>

Conclusion

The visit to Birmingham left participants feeling inspired and motivated by the city's live events and real-life experiences. They gained valuable insights into Birmingham's effective

and clear food and health-related strategies, which served as a model for breaking down silos and addressing food challenges in their own contexts.

Groningen participants were particularly impressed by Birmingham's integration of food strategies within the health department, which provided more resources and capacity. This inspired them to consider a unified approach within their own municipality. Informal discussions during the visit further enriched their understanding and fostered deeper connections.

Groningen used these insights to inform their own municipal policies, appreciating Birmingham's focus on small-scale activities and the strategic use of existing community networks. The bottom-up approach, engaging community "food heroes," was seen as a powerful model for stakeholder engagement.

While Groningen acknowledged the difficulties of replicating these lessons in a different context, they emphasised the inspiration drawn from Birmingham's food strategy and stakeholder interactions. The visit highlighted the importance of sharing experiences and showcasing successful practices with other municipalities, promoting a broader commitment to food system transformation.

Annex 10: Replication report Milan – Copenhagen

Part one : Overview of the collaboration

Learning pair and methodology	Milan and Copenhagen Work shadowing
Participants	Mentor: Copenhagen Mentee: Milan Facilitator: Eurocities Follower researchers: Cardiff University Supporting researcher: Roskilde University
Focus of the collaboration	<ul style="list-style-type: none"> - Public procurement - Food waste reduction
Transferability objectives	<ul style="list-style-type: none"> - Criteria in Public Procurement for Food Education: Establishing guidelines for selecting vendors and services that support food education initiatives within public procurement processes. - Support for Short Supply Chains: Promoting and facilitating procurement strategies that favour local and short supply chains, enhancing the sustainability and efficiency of food distribution. - Procurement Outcome Evaluation: Assessing and evaluating the results of procurement activities to ensure they meet the intended goals and objectives, particularly in relation to food education and sustainability. - Measurement of Food Waste Reduction in Public Canteens: Implementing methods to track and measure the reduction of food waste in public canteens, aiming to improve sustainability and operational efficiency.

<p>Programme of the exchanges</p>	<p>Getting Started (19 May 2022): Milan recognised the need to develop a completely new contract with Milano Ristorazione (MiRi) for the first time in 20 years. They viewed this as an opportunity to usher in a new era of collaboration, featuring new investments, updated procurement methods, and revised standards.</p> <p>Working Together:</p> <ul style="list-style-type: none"> - First Meeting (10 June 2022): Milan presented its learning needs in detail. - Second Meeting (29 August 2022): Copenhagen shared its work and good practices. - Third Meeting (9 September 2022): Finalisation of the agenda for the upcoming visit. <p>Replication Visit (Copenhagen, 28-30 September 2022):</p> <ul style="list-style-type: none"> - Day 1: Participants visited a school canteen, focusing on biowaste management. In the afternoon, there were discussions and presentations on how Small and Medium-sized Enterprises (SMEs) can benefit from a dynamic purchasing system, how political goals can be translated into tender requirements, and how to incorporate criteria related to food waste prevention. - Day 2: The morning involved a visit to a school canteen with a focus on food waste prevention. In the afternoon, further presentations on Copenhagen's initiatives took place. - Day 3: There was a presentation on influencing food waste reduction throughout the value chain, followed by a session on transferability. <p>Moving Forward: Informal exchanges between Milan and Copenhagen continued via email and during the subsequent Annual Partner Meetings.</p>
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Part two : Analysis of the replicability

<p>Baseline analysis</p>	<p>Milan recognised the opportunity to address circularity and the environmental impacts of its school catering system on multiple levels, including procurement, student enjoyment of meals, food waste reduction, and infrastructure associated with meal preparation and distribution. They aimed to leverage the school catering system to advance many of their Food 2030 goals but sought to deepen their understanding of practical operational details for drawing up contracts with suppliers to enhance sustainability.</p> <p>Milan serves over 85,000 meals per day, featuring seasonal and varied weekly menus across the city, with significant local input from nutritionists. The city aims for its menus to align with the 'Mediterranean diet.' With the contract with Milano Ristorazione, the main school catering supply company, up for renewal, Milan saw this as an opportunity to integrate goals related to circularity, food waste, and rural connections into a more innovative procurement contract. There is also an awareness of the need to improve communication with children's families outside of school to enhance knowledge and understanding of food policies and food waste.</p> <p>Milan is working to strengthen urban-rural connections in its food system and hoped to learn from the visit how to establish direct connections with local suppliers. They aim to enhance the city's procurement system to develop and support a territorial food system through public procurement. Currently, much of the organic food used in Milan's school canteens is sourced from suppliers located far from the city.</p>
<p>Context analysis and replicability potential</p>	<p>Copenhagen's municipal kitchens prepare approximately 115,000 meals per day. Copenhagen's menus are decided by the chefs with input from students.</p> <p>Both cities are working to develop legally acceptable and appropriate environmental criteria within the tender process to ensure fair competition. Copenhagen cannot impose mandatory, compulsory demands on suppliers. However, it has made notable progress in developing tenders where additional points are awarded to suppliers who provide 'added value' to their contracts and services. The tenders also address other aspects of the food system, such as transportation and packaging. Copenhagen is working to develop dynamic purchasing systems that allow relatively small-scale producers to engage with the procurement system, providing particular foodstuffs in limited quantities and/or time periods. This will</p>

	<p>support small-scale, and possibly local, producers by providing a market for their agroecological produce.</p> <p>Copenhagen is developing a network of Food Schools, where meals are prepared on-site, with students directly involved in preparing and refining menus and learning about food. These schools are also actively involved in food waste reduction, weighing waste at multiple points of its generation. Waste from kitchens is measured separately from 'plate waste'—e.g., food that has been served but not eaten. This allows the canteen service to develop a detailed understanding of exactly where waste is occurring.</p>
Barriers hindering replicability	<p>Copenhagen's procurement strategy is highly focused on organic produce, whereas in Milan, managing the demand for organic produce is more challenging. Currently, Milan's primary focus is on the health and nutrition of school foods. However, a cultural shift is needed to prioritise other elements of the food system, such as student involvement in menu planning, enjoyment of meals, decreasing meat content, prioritising organic produce, and short supply chains.</p> <p>Milan's regulatory system is quite strict, so developing appropriate procurement contracts and supplier relationships will need to be managed carefully. Milan is working to assess levels of food waste in schools with varied socioeconomic demographics. This assessment requires training and commitment from school catering staff. There are varied levels of understanding and commitment among staff regarding this project, and human resources are also varied.</p> <p>Copenhagen's 'Food Schools' require significant economic buy-in from families, which may not be possible in all of Milan's schools.</p>
Desired outcome/impact and targets	<p>Milan aims to address circularity throughout the school canteen system. This includes reducing food waste, increasing resource efficiency, and using the procurement system to drive sustainability.</p>
Effective outcome	<p>The visit has significantly aided Milan in developing its new contract with Milano Ristorazione, incorporating new advisories and rules related to sustainability in procurement. It was a positive experience, demonstrating to Milano Ristorazione that they are already well-positioned regarding many sustainability goals. Educational activities are now being integrated into some contracts, and Milano Ristorazione is exploring what can be included in new contracts and tenders.</p>

	<p>Additionally, the visit facilitated open discussions about the challenges of students leaving school grounds to obtain food from alternative sources, such as fast food restaurants. This raised important considerations for how schools can address this issue while promoting good dietary habits as students get older.</p>
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Part three : Evaluation of the collaboration

<p>At the end of the visit</p>	<p>Milan found it very useful to learn specific details about the tendering process and how to incorporate broad goals, such as education, into the tenders. The visits to Copenhagen's schools and kitchens provided valuable insights into the catering process, costs, and logistics.</p>
<p>3-5 weeks after the visit</p>	<p>Milan viewed the visit as very positive, noting that it was well organised. They have a strong working relationship with Copenhagen, making it an excellent city for replication. Milan appreciated the involvement of various individuals with different responsibilities related to the food system and the advantage of creating connections with them. The visit offered opportunities to share visions and establish links on topics not directly related to Food Trails but still relevant to food system transformation.</p> <p>Milan observed the differences in models between the two cities and is still reflecting on which model might be more effective. They recognise that each city and country has its own visions and priorities. Overall, they saw the visit as an opportunity to learn and enhance their practices.</p>
<p>At the end of the collaboration</p>	<p>The visit proved highly informative, shedding light on the role schools can play in driving food system change. It addressed not only material procurement but also student involvement and the overall canteen environment. Techniques for measuring and assessing food waste at every stage of the school catering system were detailed.</p> <p>A key outcome of the visit was establishing contact between the technical staff responsible for processing public procurement tenders in Milan and Copenhagen. Milan discovered that Copenhagen's approach, which includes market dialogues with local farmers, creates opportunities to tailor tenders to farmers' actual needs.</p> <p>In response to these insights and considering the legislative differences between the two countries, Milan's Food Policy, in collaboration with Milano Ristorazione, has planned a series of market dialogues with farmers or groups of farmers as part of the European project School Food 4 Change (SF4C). These dialogues commenced in 2024, with a</p>



	representative from Copenhagen invited to share their experience at one of the sessions held in the Milan area.
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Conclusion

The collaboration has been very successful. This is partly due to both cities being quite advanced in their food policy development and having a history of working together on related issues. The partnership supports Milan in its goals of developing and implementing practical methods to achieve the desired outcomes for transforming its school canteen system. The visit to the Food School was particularly informative, demonstrating how students can be involved in menu development, meal preparation, and driving sustainable dietary transitions.

Annex 11: Replication report

Thessaloniki-Bergamo

Part one: Overview of the collaboration

Learning pair and methodology	Thessaloniki-Bergamo Work shadowing
Participants	Facilitator: Eurocities Mentor: Bergamo Mentee: Thessaloniki Follower researchers: Roskilde University Supporting researcher: Wageningen university External expert: Katrien Verbeke
Focus of the collaboration	<ul style="list-style-type: none"> - Knowledge sharing as being UNESCO Cities of Gastronomy. - Setting up and implementing a Food Policy Council.
Transferability objectives	<ul style="list-style-type: none"> - How to use strategically the title of Creative City of Gastronomy. - How to set up a Food Policy Council.
Programme of the exchanges	<p>Getting started (17 March 2022): An outline of Food Trails and the roles of the researchers was provided. Learning needs became clearer during this meeting. When the two cities noted that they are both UNESCO Cities of Gastronomy, Thessaloniki expressed a keen interest in exchanging experiences with Bergamo, which had held this title for a longer period. Thessaloniki felt this could complement the peer learning about the Food Policy Council. During this conversation, it was realised by a member from Bergamo that their city's UNESCO stakeholders were not yet part of Bergamo's Food Policy Council, and that they should be. Some practical planning was also conducted.</p> <p>Working together:</p> <ul style="list-style-type: none"> - First meeting (6 July 2022): This meeting focused on the UNESCO Cities of Gastronomy and Bergamo's experience in relation to it. - Second meeting (20 July 2022): Discussion on Bergamo's Food Council and finalisation of the agenda for the visit.



	<p>Replication visit (Bergamo, 7-9 September 2022):</p> <ul style="list-style-type: none">- Day 1: In the morning, participants met with local stakeholders involved in a project on urban regeneration. In the afternoon, there were further discussions with these stakeholders.- Day 2: The participants visited the Biodiversity Valley, where the Bergamo Botanical Garden conducts activities related to the protection and conservation of biodiversity. They also met with local producers from the area.- Day 3: Transferability session. <p>Moving forward: Informal meeting during the Annual Partner Meeting in Thessaloniki (November 2022).</p>
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Part two: Analysis of the replicability

Baseline analysis

At the starting point, Thessaloniki was in a position where they did not have an actual food policy but aimed to create one. Over the years, since 2017, there had been a growing recognition that food encompasses much more than just gastronomy. Thessaloniki indicated that they were in the process of achieving alignment around food within the municipality and seeking political engagement and commitment. Additionally, Thessaloniki noted that Greek municipalities lack a legislative framework for sustainable food systems; Greek cities only have legislative requirements related to health and nutrition.

Paired with Bergamo, Thessaloniki was matched with a city that has had a Food Policy Council in various forms and to different extents since 2015. Before the visit, Thessaloniki did not have a Food Policy Council but had assembled a working group to begin establishing one. Thessaloniki hoped to gain inspiration for preparing and setting up a Food Policy Council.

Thessaloniki envisioned implementing a Food Policy Council as an organisational body with the primary goals of developing a food policy, facilitating cooperation among stakeholders, and advocating for food policy. They also recognised that a Food Policy Council is not only new to them but also not widespread throughout Greece. Consequently, Thessaloniki expressed ambition to advocate for the role of cities in food system transitions on a national level.

Since 2021, Thessaloniki has been a 'UNESCO City of Gastronomy'. They saw an opportunity to connect their work within this UNESCO project with the Food Trails project. Thessaloniki had faced challenges in the first year of joining the UNESCO network, not only due to a shortage of financial resources but also due to the absence of a central urban food policy. The coordinator from Thessaloniki suggested that a Food Policy Council might address these issues.

Bergamo has been a 'UNESCO City of Gastronomy' since 2019. Unlike Thessaloniki, Bergamo is not the only Italian city to hold this title, whereas Thessaloniki was the only Greek city with this designation at the time. In this context, Thessaloniki was seeking to interact with and collaborate with other European cities.

<p>Context analysis and replicability potential</p>	<p>Both cities share the perspective that they have many similarities and much in common—such as both Bergamo and Thessaloniki participating in several of the same international projects. This common ground appears to have fostered a positive ‘peer learning-collaboration’ atmosphere, potentially providing a good starting point for mutual understanding and interest, which could enhance replicability.</p> <p>Neither Bergamo nor Thessaloniki has national legislation or jurisdiction on sustainable food. In Italy, there are guidelines for sustainable food in school canteens, and it is mandatory to include Minimum Environmental Criteria (MEC) in public procurement. However, public procurement was not the focus of the collaboration.</p> <p>The absence of specific legislation to promote sustainable food among citizens in both cities might actually facilitate replicability. Since Thessaloniki is still in the early stages of development, they have opportunities to adopt a ‘bottom-up’ approach rather than a ‘top-down’ approach driven by demands and legislation. This increased autonomy could serve as a potential advantage for Thessaloniki in replicating successful practices.</p>
<p>Barriers hindering replicability</p>	<p>The fact that Thessaloniki, in the same way as Bergamo, doesn't have any specific national legislation or jurisdiction to promote sustainable food for citizens can at the same time also be a barrier. In the way that Thessaloniki is missing formal obligations and a frame for pushing the desired sustainable outcome – understood both in a general sense and in the sense of Thessaloniki's work to replicate. This is also the obstacle and challenge which one of the Food Trails-coordinators from Thessaloniki mentioned several times, when asked about barriers in their work.</p> <p>In addition, in terms of resources and capacity, Thessaloniki is generally in a place where they are under financial pressure. Thessaloniki talked about how the Greek municipalities in general have low autonomy when it comes to the finance. In this there could be barriers hindering Thessaloniki's work in general – as well as their work to replicate.</p>
<p>Desired outcome/impact and targets</p>	<ul style="list-style-type: none"> - Thessaloniki gained additional inspiration and knowledge, strengthening their starting point for preparing, launching, and establishing a Food Policy Council in their city. - Thessaloniki obtained insights from Bergamo's years of experience as a ‘City of Gastronomy,’ which will support Thessaloniki's efforts in this area—such as acquiring strategic

	<p>ideas to better leverage the potential of their UNESCO designation. Furthermore, Bergamo and Thessaloniki began to explore future joint advocacy as 'Cities of Gastronomy,' with the aim of officially involving T with another Gastronomy City.</p>
<p>Effective outcome</p>	<ul style="list-style-type: none"> - The advice and recommendations from the external Food Council expert, combined with Bergamo's sharing of experiences—both their Food Council's successes and failures—supported Thessaloniki's process in preparing for and establishing a Food Council. Thessaloniki expressed that the peer-learning and the expert's recommendations had strengthened their foundation for implementation. - In connection with the visit, Bergamo also received significant support from the external expert on Food Councils, who participated during the visit and provided recommendations on addressing the challenges Bergamo faced with their Food Council. - Five months after the replication visit, Thessaloniki had established a Food Policy Council, which had conducted its first workshop with stakeholders, resulting in an initial draft of a food policy for Thessaloniki. - The Food Trails pairing of Thessaloniki and Bergamo has facilitated direct contact between the two cities, initiating joint advocacy between two UNESCO Cities of Gastronomy. Bergamo shared its experiences with Thessaloniki in the context of being a 'City of Gastronomy,' while Thessaloniki inspired Bergamo with the idea of linking their 'City of Gastronomy' work with their Food Policy Council.

Part three: Evaluation of the collaboration

<p>At the end of the visit</p>	<p>The exchange between Thessaloniki and Bergamo proved highly successful and impactful. The advice and recommendations from an external Food Council expert, combined with Bergamo's sharing of their Food Council experiences, significantly supported Thessaloniki in preparing for and establishing their own Food Council. Thessaloniki found the peer learning and expert guidance invaluable, which strengthened their foundation for implementation. Bergamo also benefited greatly from the external expert's support, receiving tailored recommendations to address the challenges they faced with their Food Council.</p>
<p>3-5 weeks after the visit</p>	<p>At the first interview after the visit, Thessaloniki expressed great enthusiasm about the peer learning and collaboration with Bergamo. Thessaloniki felt that Bergamo was an excellent match for them. They were greatly inspired by Bergamo's previous successful experiences, especially concerning the two main focuses of this collaboration, and Thessaloniki also gained insights into some of the challenges Bergamo faced with their Food Policy Council. Thessaloniki mentioned having had some interesting one-on-one conversations with people from Bergamo, in addition to the official planned programme. Thessaloniki further noted that the recommendations from the external Food Council expert seemed likely to be very helpful. It appears that Bergamo also benefited from the collaboration and received valuable recommendations from the external expert.</p>
<p>At the end of the collaboration</p>	<p>At the interview five months after the visit, Thessaloniki expressed that the collaboration within Food Trails had been a valuable starting point for both cities to work together as Cities of Gastronomy. It had also facilitated the integration of the UNESCO Network's work with their respective food policies. Thessaloniki noted that the expert recommendations and peer learning had provided significant support and inspiration for the preparation and implementation of their own Food Policy Council. Thessaloniki also reflected on an interesting experience from the first workshop of their Food Policy Council. They observed that some stakeholders who attended the workshop appeared to expect a role similar to that of a vice-chair. This led Thessaloniki to realise that the term "council" might suggest a level of influence that could not be assured. Consequently, Thessaloniki is considering renaming the organisational body to something like "Food Hub" to prevent such misunderstandings.</p>

Conclusion

The collaboration and peer learning between Thessaloniki and Bergamo was highly successful, and Thessaloniki provided a very positive evaluation of the experience. The replication process between these two cities can also be considered successful, as both of Thessaloniki's learning needs were addressed, with one of them even being fully realised within the timeline of the researchers following their replication process. Specifically, Thessaloniki began a collaboration with Bergamo within the network of UNESCO Cities of Gastronomy, and by the time of the conducted interviews, Thessaloniki had also implemented a Food Policy Council. The peer learning and the replication visit were instrumental in supporting Thessaloniki through a successful process of establishing their Food Policy Council. Additionally, interactions with an external 'Food Policy Council' expert provided valuable support for both Thessaloniki's replication of a Food Policy Council and Bergamo's further development of the concept.

Annex 12: Expert mission Tirana

Part one: Overview of the collaboration

Learning pair and methodology	Tirana, Bergamo, and Milan Expert mission
Participants	Mentor (expert cities): Bergamo and Milan Mentee: Tirana Facilitator: Eurocities Follower researchers: Politecnico di Milano Supporting researcher: Wageningen University & Research
Focus of the collaboration	<ul style="list-style-type: none"> - Promotion of healthy diets. - Food waste prevention.
Transferability objectives	<p>In the expert mission, there isn't anything related to transferability. The expert cities visited the mentee city to share their expertise and give advice based on the mentee's local context. The expert cities shared their good practices and provided counselling regarding the two topics that are the focus of the collaboration. Particularly, the discussion focused on the following:</p> <ul style="list-style-type: none"> - Regarding the promotion of healthy diets: The role of public procurement, how to promote organic and local products by giving producers access to the markets, education and awareness-raising as means to reach this objective. - Regarding food waste prevention: How to collaborate with the relevant stakeholders to prevent food waste by redirecting food surplus through donations, and how to coordinate the different actors managing food aid.
Programme of the exchanges	<p>Getting started (16 May 2023): Presentation of the methodology and the roles of different partners, Tirana expressed its learning needs, the agenda started being drafted.</p> <p>Working together (8 June 2023): Bergamo and Milan presented their good practices and the agenda was finalised;</p> <p>Meeting up (Tirana, 20-22 June 2023):</p> <ul style="list-style-type: none"> - Day 1: In the morning, after the Tirana team introduced its work, challenges, and needs, there was a visit to a nursery canteen.

	<p>In the afternoon, there was a discussion on promoting healthy and sustainable diets and the crucial role of procurement in this regard. Diola Dosti, a nutritionist working for Tirana to design the menus for nursery and kindergarten canteens, participated in the discussion. The Food Policy Actions Canvas guided the discussion that Eurocities and the research partners facilitated.</p> <ul style="list-style-type: none"> - Day 2: In the morning, there was a visit to a social centre to see how food aid is managed. Then, there was a visit to the AgroPark, the new public market located on the city's outskirts. In the afternoon, there was a discussion on the potential of the AgroPark to offer a space where local producers can sell their products. Then, Renata Kongoli, a researcher working with Tirana, explained her work to collect data on food waste management by interviewing representatives from bars and restaurants, who then explained how they manage food surplus and the barriers to developing further activities. Lastly, a representative from the Food Bank presented its work. These interventions stimulated a discussion on preventing food waste and redirecting food surplus toward food aid. The Theory of Change and Food Policy Actions Canvas guided the discussion that Eurocities and the research partners facilitated. - Day 3: The last day was focused on defining a pathway to develop a food policy. The first fundamental step that all participants pinpointed was identifying the relevant General Directorate within the Municipality of Tirana and collaborating with them. Another essential step all partners identified was the involvement of all relevant stakeholders, possibly through establishing a food council. Lastly, data collection, awareness-raising, and education were identified as cross-cutting actions rather than standalone objectives. Based on the above considerations, all participants drafted the following actions to take and the timeline to have the draft of a food policy ready by December 2023. <p>Moving forward (21 September 2023): Tirana presented its follow-up actions and the expert cities gave further counselling with particular regard to drafting a food policy.</p>
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Part two: analysis of the replicability

<p>Baseline analysis</p>	<p>Tirana has shaped the activities of its Living Lab around the following main objectives:</p> <ul style="list-style-type: none"> - Improve meals distributed in kindergartens, nurseries, and social centres. - Promote local organic production by shortening food supply chains through the establishment of the AgroPark, a new infrastructure in the peri-urban area of the city owned by the municipality. - Foster more sustainable and healthy diets through awareness-raising campaigns and events organised in the AgroPark targeting citizens. - Reduce food waste in restaurants and strengthen food aid through surplus food recovery and redistribution to urban vulnerable people. - Develop a structured and comprehensive food policy strategy and a Food Policy Council. <p>Milan is also investing in reducing food waste, focusing on strengthening the circularity of the school canteen system. To achieve this, the city has been working on integrated initiatives to reduce surplus food and food waste in collaboration with Milano Ristorazione, the public company responsible for managing school canteens. In particular, they have been experimenting with a measurement system in school canteens coupled with nudging strategies and changes in menus to reduce waste among users, as well as the installation of biodigesters in school kitchens/kitchen centres. Moreover, a joint protocol has been established by the municipality to engage all relevant urban stakeholders in optimising the food recovery and redistribution system for vulnerable people.</p> <p>Bergamo focuses on promoting healthier and more sustainable diets through public procurement in school canteens, as well as education campaigns targeting young people. In common with Milan and Tirana, Bergamo has been developing a comprehensive food policy strategy.</p>
<p>Context analysis and replicability potential</p>	<p>Before Food Trails, Tirana had never addressed food-related issues in its policy domain. Through the project, a cross-departmental working group dedicated to food has been created, driven by an external consultant in charge of coordination and fundraising. The Food Trails working group is attempting to systematise existing initiatives and new experimental actions on food in the city within a harmonised and structured strategy, which should lead to the development of a food policy document and a Food Policy Council. In April 2023, the AgroPark was established and launched as a new infrastructure owned directly by the municipality, aimed at</p>

	<p>connecting local organic producers to urban citizens. Urban fruit and vegetable city markets are managed by private actors. Moreover, Tirana municipality manages the food procurement for the canteens of kindergartens, nurseries, and social centres but has no control over schools, which lack canteens. Additionally, a surplus food recovery and redistribution system managed by the national food bank in collaboration with other non-profit frontline organisations was already active. However, there are a few operational and legal barriers hindering its scale-up, which the municipality would like to address.</p> <p>In contrast, Milan launched its own Food Policy in 2016 after the Expo Exhibition of 2015, mobilising municipal budget and engaging a dedicated team to work on food, which has grown rapidly over the last few years. Within the food policy strategy, food waste reduction and the transition to more sustainable production and consumption patterns are among the priority goals, leading to the implementation of multiple actions and initiatives and the creation of a wide and robust collaborative network of public and private urban partners. Within this context, Milan has been developing the Food Trails Living Lab, aimed at strengthening actions and networks to reduce food waste and improve meals in school canteens.</p> <p>Bergamo has been working on developing a comprehensive Food Policy Strategy, which was approved in 2023. The city first published a detailed document (“Il sistema alimentare Bergamasco”), describing the urban food systems, from production through to consumption and surplus food and waste management, and mapping urban food stakeholders. They have developed the “Buona Mensa” programme to improve school menus, favouring plant-based recipes and local ingredients, while fostering educational initiatives for children to improve consumption habits and reduce food waste. Bergamo has also established a process for measuring and monitoring food waste in school canteens.</p> <p>Therefore, the three cities differ in their levels of maturity in terms of urban food policy development and governance structures, as well as the legal and regulatory frameworks on food waste management and food donation and the scope of intervention of the municipality in public food procurement.</p>
<p>Barriers hindering replicability</p>	<p>Tirana struggles to change procurement procedures since the municipality does not manage school canteens and due to some limitations of the existing tendering system for food procurement in kindergartens and social centres. The flexibility offered by the short duration (12 months) of these</p>

	<p>contracts is counterbalanced by the “single-big” tender structure, which favours large-scale suppliers and hinders the possibility of supplying local and organic products.</p> <p>Moreover, regarding food waste, Tirana encounters legal and cultural barriers to food donation. The city still lacks a comprehensive strategy on how to address food waste by leveraging the AgroPark, which was recently launched and is still at the initial stage of development.</p> <p>Finally, Tirana has recently experienced political and internal organisational changes, which have slowed down the activities of the Living Lab.</p>
<p>Desired outcome/impact and targets</p>	<p>Despite the barriers and differences among the city contexts, the expert mission aimed to:</p> <ul style="list-style-type: none"> - Transfer knowledge from expert cities on how to draft a food policy strategy and establish and consolidate a network of urban stakeholders working on food. - Provide practical insights on how to optimise food recovery and redistribution systems in collaboration with private, profit, and non-profit actors. - Offer insights on how to build and monitor educational campaigns on healthy and sustainable diets targeting citizens, particularly young people. - Provide guidance on how to use public procurement (even though “limited” to kindergartens, nurseries, and social centres) to improve meals and foster educational campaigns.
<p>Effective outcome</p>	<p>As an outcome of this exchange, Tirana has recently made progress through the following actions:</p> <ul style="list-style-type: none"> - More specifically defined the activities of the AgroPark, which has been running since its launch in spring 2023. - Prepared and signed a consortium agreement with key urban stakeholders, defining the main objectives and expectations of the urban food policy, as well as stakeholders’ roles and possible contributions to its development. - Enriched the dataset on food waste and consumption behaviours through collaboration with the local university to provide more evidence-based support for food policy making. - Identified key relevant internal stakeholders to involve and engaged several municipal directories to commit to food-related issues.

Part three: Evaluation of the collaboration

<p>At the end of the visit</p>	<p>The expert mission provided Tirana with valuable inputs to implement activities aimed at reaching the objectives of the value propositions. First, the AgroPark – the first 100% public market opened in the city – was identified as key to providing local producers with a space to sell their products, redirect food surplus, and organise awareness-raising activities. The importance of procurement was also reiterated, although Tirana has a limited scope of intervention since it manages only nursery and kindergarten canteens (there aren't school canteens). Regarding food waste, the importance of involving stakeholders (markets and supermarkets, bars and restaurants) and collaborating with relevant actors to manage surplus food and redirect it towards food aid was emphasised. Furthermore, everyone agreed on the importance of data collection to provide evidence for policy-making, and awareness-raising and education to reach the objectives. The steps towards developing a food policy were identified by listing outcomes and actions in the short, medium, and long term.</p>
<p>3-5 weeks after the visit</p>	<p>In the weeks that followed the visit, Tirana began liaising with the General Directorates whose activities are related to food and signed Memorandums of Understanding with relevant stakeholders (associations and NGOs). In addition, a close collaboration with the AgroPark started, with the initial aim of organising awareness-raising activities. Lastly, there is an ongoing reflection aimed at finding financial resources to ensure the sustainability of the actions beyond Food Trails.</p>
<p>At the end of the collaboration</p>	<p>A few months after the visit, Tirana managed to prepare and sign informal agreements with key urban stakeholders, defining the main objectives of the urban food policy and their commitment to its development. The city proceeded with drafting the food policy document. To achieve this, the team engaged several municipal directories to commit to food-related issues. Additionally, in collaboration with the local university, the sample of responses to the questionnaires on food waste and consumption patterns was further enlarged.</p>

Conclusion

The expert mission can be considered successful as it provided the Municipality of Tirana with valuable insights and ideas for developing their activities. Although the city is at a very early stage in its work on food, there are promising starting points for implementing initiatives to promote healthy diets and prevent food waste. As a first step, the city is already coordinating across the different General Directorates within the Municipality and involving relevant stakeholders with the aim of establishing a food council and developing a food policy strategy.

Annex 13: Replication report Warsaw-Grenoble Alpes Metropole

Part one: Overview of the collaboration

Learning pair and methodology	Warsaw and Grenoble Alpes Metropole Work-shadowing
Participants	Mentor: Grenoble Alpes Metropole Mentee: Warsaw Facilitator: Eurocities Follower researcher: Politecnico di Milano Supporting researcher: Wageningen University and Research
Focus of the collaboration	<ul style="list-style-type: none">- Food waste prevention and reduction.- Optimisation of food aid system and Food Bank in the context of the humanitarian crisis.
Transferability objectives	<ul style="list-style-type: none">- Gain insights, methodology, and tools to measure, prevent, and reduce food waste in small restaurants to encourage efficient surplus food recovery and redistribution.- Optimise receiver/donor distribution mechanisms for food aid, which have become a pressing humanitarian challenge due to the increased number of beneficiaries as a result of the war in Ukraine.

<p>Programme of the exchanges</p>	<p>Getting started (12 January 2023) Setting up the collaboration framework and scope, presenting the methodology and timeline, and discussing Warsaw's learning needs and notable good practices from Grenoble Alpes Metropole.</p> <p>Working together</p> <ul style="list-style-type: none"> - First meeting (1 February 2023): Presentation of the local context in Grenoble Alpes Metropole, including its food policy priorities and good practices on preventing food waste in collective catering, sorting and managing waste at the metropolitan level, and food aid and recovery schemes. This included a discussion to refine Warsaw's learning needs and shape the agenda for the visit. - Second meeting (6 February 2023): Presentation and review of the final version of the visit agenda prepared by Grenoble Alpes Metropole, refinement of Warsaw's learning needs and expectations, and review of the practical details. <p>Replication visit (Warsaw, 22-24 February 2024)</p> <ul style="list-style-type: none"> - Day 1: Introduction to Grenoble Alpes Metropole's food policy actions and update on Warsaw's Living Lab development; site visit to a school kitchen used by a local food bank for food aid to transform surplus food, followed by a discussion with local stakeholders; lunch and discussion with a local chef on cutting food waste; discussion on cross-sectoral collaboration and transferability session. - Day 2: Update on Grenoble Alpes Metropole's pilot actions on waste management in school canteens; site visit to a school canteen to participate in a food waste weighing campaign; workshop led by a researcher from Politecnico di Milano on food aid and food waste reduction through public-private partnerships in Milan and other cities; transferability session. - Day 3: Transferability and action planning interactive session on the main lessons learned by participants, the barriers and drivers to replication, and evaluation of the collaboration. <p>Moving forward (8 September 2023) Discussion on the Living Labs' advancements and common challenges, advice on potential solutions or available resources, identification of the main inspirations and lessons learned by both cities, and evaluation of the collaboration outcomes.</p>
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Part two: Analysis of the replicability

Baseline analysis

Warsaw was at different stages of advancement regarding its two main objectives: it was more advanced in its work on food waste than on food aid.

Warsaw aimed to optimise the receiver/donor distribution mechanism for food aid, which became a pressing challenge as the number of beneficiaries increased due to the war in Ukraine. To address this, the city collected data on food waste and collaborated with local researchers to map food flows between donors and recipients to identify factors impacting food waste and potential levers for action.

Warsaw sought to develop definitions and methods to measure and analyse food waste in the city and to create narratives on the benefits of preventing food waste. While the city manages waste collection, three agencies operate within it, and the treatment plants are not city-operated. Initially, only information about biowaste was available, lacking details on quantity and composition. Warsaw focused mainly on food waste prevention and reduction in small restaurants by conducting empirical field research and workshops with local researchers. These efforts were notably aimed at assessing knowledge around food waste and donation legislation among restaurateurs and identifying how the municipality could offer solutions. The city aimed to engage restaurants and shops further in food donation schemes by clarifying the EU and national legal frameworks and developing tools to help restaurants quickly understand what was feasible. The Food Lab decided to focus on food surplus distribution in restaurants as a key moment in the food journey where food waste occurs.

Grenoble Alpes Metropole manages waste with a goal to reduce the volume by half by 2030 and to develop upcycling and recycling initiatives. The Metropole shared good practices on preventing food waste in public school restaurants and on waste sorting and management at the metropolitan level. The city developed communication and incentivisation actions for residents to prevent waste and implemented a waste weighing campaign in school canteens at the beginning of the project to establish baselines. An endline weighing campaign will be developed to measure the effectiveness of the actions taken.

	<p>Grenoble Alpes Metropole's work on waste is guided by national regulations requiring supermarkets, collective catering, and food processing industries to donate consumable food to NGOs, aiming to halve food waste by 2025, shift towards more sustainable meals in catering, and make biowaste sorting mandatory. Since 2023, Grenoble Alpes Metropole has had a food waste plan and projects in school canteens, but it now aims to develop an overarching document to set targets for food waste prevention. Additionally, the Metropole addresses waste through procurement for catering, awareness-raising campaigns on healthy diets targeting the population, and by providing incentives to private actors through grants.</p>
<p>Context analysis and replicability potential</p>	<p>Both cities prioritise waste and surplus redistribution, though their approaches differ.</p> <p>In Grenoble Alpes Metropole, competencies related to food waste and food aid are managed separately, as the Metropole does not have direct responsibility for these areas. The scope of Grenoble Alpes Metropole's actions extends to the metropolitan level and involves 49 municipalities.</p>
<p>Barriers hindering replicability</p>	<p>Administrative procedures: The Warsaw team faces procedural issues that are hindering the city's food work and the implementation of pilot projects. For example, Warsaw has been unable to subcontract individuals to build the identified storage solutions and conduct the necessary testing.</p>
<p>Desired outcome/impact and targets</p>	<p>Warsaw could learn from Grenoble Alpes Metropole's specific methods, tools, and protocols for measuring waste in school canteens, as well as the campaigns organised for collective catering restaurants.</p>
<p>Effective outcome</p>	<p>Inspirations and New Perspectives Gained by Warsaw:</p> <ul style="list-style-type: none"> - Inspiration from the metropolitan scale and collaboration with neighbouring cities and the association of metropolitan cities in Poland, aimed at transforming food systems locally and nationally. Warsaw envisions developing their food policy at the metropolitan level to encompass the entire food system. - Encouragement from Grenoble Alpes Metropole's effective engagement with producers and farmers. - Valuable insights gained from a visit to a kitchen operated by the regional Food Bank, where meals are prepared using meat

	<p>and fish with very short expiration dates, extending the longevity of these food products by 3-4 days.</p> <p>Grenoble Alpes Metropole's Learnings:</p> <ul style="list-style-type: none"> - Engaging and collaborating with restaurants is challenging. The Metropole found Warsaw's approach, which uses food waste as a gateway for further collaboration, to be relevant and inspiring. The new food policy might also integrate targets for private actors.
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Part three: Evaluation of the collaboration

<p>At the end of the visit</p>	<p>Grenoble and Warsaw found the visit both useful and inspiring, despite the differences between their city contexts. The visit, which included theoretical and interactive sessions as well as practical examples and field visits, highlighted possible strategies and actions to address the food waste and food insecurity challenges faced by both cities. Key elements of common interest that emerged from the visit are:</p> <ul style="list-style-type: none"> - Theoretical frameworks and instruments used for behavioural change. - Strategies for identifying and engaging experts in the process. Grenoble successfully engaged a consultancy specialising in governance and a psychologist to design and implement the Living Lab. Warsaw, however, needs to involve an expert in food waste tax law, which is currently missing from their team. - Methods for analysing and understanding food waste, including its causes, points of generation, and behavioural patterns that contribute to or prevent its generation. - Best practices for optimising surplus food recovery and redistribution in collaboration with non-profit organisations. - Techniques and processes for measuring and monitoring food waste, such as the weighing and nudging systems adopted in Grenoble Alpes Metropole's school canteens. - Approaches for involving different municipal departments. - Strategies for engaging the private sector, particularly restaurants. - Methods for scaling up food policy at the metropolitan level. <p>A shared area of interest for further investigation by both cities is the national legal framework governing food waste management and food donation, and the availability of practical guidelines for food donation.</p>
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3-5 weeks after the visit	The cities were not able to replicate any practices; however, the exchange was valuable for exploring specific problems and gaining practical insights into potential actions and processes.
At the end of the collaboration	<p>Warsaw experienced administrative barriers in procurement and subcontracting procedures, which slowed down the work plan of the Living Lab. They struggled to introduce innovative tenders that could support the development of food policy actions. Grenoble encountered similar barriers and offered to share knowledge and practices on food procurement with Warsaw's officers.</p> <p>While the collaboration has not yet produced practical outcomes for transferability, it has allowed both cities to incorporate new perspectives in addressing similar issues. Warsaw particularly valued the metropolitan and holistic approach adopted by Grenoble Alpes Metropole in shaping its food policy and expressed a desire to collaborate with surrounding cities and the Association of Metropolitan Cities to establish a food policy group. Meanwhile, Grenoble found Warsaw's approach to engaging private actors, especially through the "food waste reduction" narrative, inspiring and plans to use this strategy to further engage restaurants and producers in its Living Lab.</p>

Conclusion

The collaboration was fruitful and inspiring, as the two cities found common ground for exchange and shared practical insights on similar issues, despite their different regulatory and political contexts. However, a few structural barriers hinder the replicability process. For example, in Warsaw, food is not recognised as a political priority, and there is no cross-departmental commitment to the topic. Additionally, Grenoble Alpes Metropole operates at the metropolitan level with an inter-territorial approach, which presents a different geographical scale and jurisdiction compared to the Warsaw municipality. The exchange could have been organised earlier to allow more time to investigate the specific city contexts and identify opportunities for replication. Nevertheless, both cities plan to continue engaging in further exchanges.