



ERNÄHRUNGSWENDE



AN ADVICE MODULE FOR
FOOD POLICY COUNCILS

FOOD CHANGE NOW!



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DEAR FOOD ACTIVISTS AND ENTHUSIASTS,

How safe is our daily bread? Although supermarket shelves appear well stocked at all times, suggesting dependability, the global food supply chain that we all rely on is becoming brittle. Climate change, droughts and floods, political tensions and armed conflicts are jeopardizing constant supply. In the event of an emergency, our food reserves would last for three days at the most.

Food safety, climate change, the extinction of species, malnourishment and overconsumption are inextricably linked, which points to the fact that our food system requires a new, solid foundation: a foundation that isn't organized through global trade but rather regionally, relying on the fields and meadows in front of our own doorsteps, on sustainably operating farms, a diverse food industry, regional markets, local value creation and appreciation.

Calls for a fundamental change in food policies have been becoming louder in previous years, meanwhile political decision making in Berlin and Brussels continues to adhere to "business as usual", refusing to face the challenge. The increasing global public protests, particularly by young people, indicate: discontent is growing. The public is no longer willing to remain silent. It not only demands a change in food policies but also takes matters into its own hands. In an increasing number of cities and communities, the public is building new bridges between farmers and citizens, creating local food concepts and demanding that preventive measures for good and safe food become the subject of local political decision making.

But where do you start when you want to push such big changes? Who can participate in the conversion? How do you create a sustainable social network? How do you reconcile conflicting positions? How do you spark interest in the political aspects of food?

More and more initiatives worldwide are pursuing this path, and some have already successfully done so. Here, too, the movement is gaining momentum. There is no need to reinvent the wheel: we have compiled the most important lessons learned here, and tested them for their practical suitability. In this guide you will find what has proven its worth so far.

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Good luck with starting your initiative!
The World Food Institute, Berlin

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GETTING STARTED WHO'S INVOLVED?



A regional network dedicated to food policy is elementary for building and implementing food policy initiatives such as Food Policy Councils. After all, the goal is to bring all the groups promoting sustainable food and agriculture in your region together.

REGIONAL NETWORKS: BROAD PARTICIPATION, THE CITY & THE COUNTRY

1.1

It is not only advisable to bring together as many stakeholder groups as possible – from civil society to trade and gastronomy – but also to ensure that both stakeholders from urban areas and from the rural

regions are represented, including farmers and food processing companies. Everybody along the food supply chain should be involved in the creation of your new food concept.



TIP

Include the surrounding area

Get in touch with people who have experience in rural development and regional marketing in your region:

➤ Farmers and gardeners who sell their produce directly on their premises or via box schemes.

➤ Farmers who have joined the Small Farmers Association / (Arbeitsgemeinschaft bäuerliche Landwirtschaft AbL)¹, most of them are small scale and medium scale operations, voicing positions vis-à-vis German and international agricultural policy. AbL is also a member of the international farmers' movement La Via Campesina².

➤ Organic farms and processing companies implementing ecological directives in crop cultivation, animal husbandry, and processing. They are organized in farmers associations whose members often also cooperate on a regional and countrywide level. Connect with the organic farming association in your region! Demeter, Bioland, and Naturland are the three largest associations in Germany. The Federal Center for Nutrition (BZfE)³ provides a comprehensive list of organic farming associations in Germany on its website.

➤ The Federal Association of the Regional Movement (Bundesverband der Regionalbewegung) has been

promoting sustainable regional development and empowerment for rural spaces for many years. Reach out to the association and ask who you can liaise with in your region.

➤ Churches often support networking in rural areas and help focus civic commitment. In the catholic church for example, the Catholic Rural People's Movement of Germany (Katholische Landvolkbewegung / KLVB)⁴ as well as the The Catholic German Women's League (Katholischer Deutscher Frauenverband / KDFB)⁵ actively promote good living conditions in rural areas, support for farms and farmers as well as taking initiative in food and agricultural policy issues.



CHECKLIST

Which stakeholder groups can you involve in your initiatives?

➤ Agricultural producers: farms, companies that sell produce directly, processing companies / stakeholders from the food industry

➤ Beekeepers

➤ Processors, e.g. dairy shops, mills, bakeries, butcheries, breweries

➤ Businesses: retailers, commercial chains (e.g. organic supermarkets or conventional supermarkets), wholesale, the local Chamber of Commerce and Industry (Industrie- und Handelskammer / IHK)

➤ Distributors: canteen kitchens, catering companies, weekly markets, food co-ops, community-supported agriculture, The Food Assembly, gastronomy

➤ Health and nutrition educators: (adult education) schools, gardens, (community gardens, city gardens, school gardens, intercultural gardens), health facilities with a nutrition focus, medical and health professionals, health insurance companies and health insurance funds

➤ Political initiatives and stakeholders: Foodsharing, Slow Food, environment associations such as NABU (Nature And Biodiversity Conservation Union), Friends of the Earth Germany – BUND, institutions with a developmental agenda such as fair trade shops (“Weltläden), local groups of NGOs such as FIAN, groups of the “Über den Tellerrand” movement, (regional) associations such as regional groups of organic farming associations, foundations etc.

➤ Political representatives and municipal administrations: municipalities (e.g. urban green space planning departments, public acquisition coordinators), political parties represented in city and communal councils

➤ Universities and research institutions

➤ Church institutions and groups

➤ Citizen shareholder company Regionalwert AGs



GOOD TO KNOW

Pioneers of circular economy

Reach out to one of the “Regionalwert AGs”, which have been spreading all over Germany since 2006 and are supporting circular economies in the food and agricultural sectors in the Freiburg area, the Rhineland, Brandenburg, Berlin, the Isar and Inn regions as well as Hamburg. These citizen shareholder companies invest in organic

farms, processors and retailers to create regional networks and enable value creation on a regional level. The first “Regionalwert AG” was founded in the urban region of Freiburg in 2006. The “Regionalwert” members have gathered ample experience in establishing and funding circular economies in the food and agricultural sectors.⁶

INCLUDE FARMERS AND CATERERS

1.2

According to experienced Food Policy Councils, farmers and caterers in particular have little time to contribute to regional initiatives. Keep in mind: if your initiative meets in the city, farmers will have to travel a longer distance from the surrounding countryside. Caterers

are often busy in the evenings and on weekends. Think about how you can organize your work so these groups can also be involved in your food policy activities from the start.



IN REAL LIFE

This is how Food Policy Councils do it

➤ The committee for regional marketing in the **Cologne Food Policy Council** consists predominantly of farmers. This allows them to efficiently coordinate where and when they meet.

➤ To enable the involvement of certain stakeholder groups and people who cannot regularly participate in

the Food Policy Council's work meetings, the **Berlin Food Policy Council** organized a hearing in 2017, which lasted several hours and to which various practitioners and experts from certain fields were invited to. The hearings provided ideas for proposals for a concrete list of political demands by the Food Policy Council directed at the Berlin Senate.

KIDS, TEENS AND SCHOOLS

1.3

Each of us decides at least three times a day on what is grown in the fields or what is imported, whenever we choose a meal. This begins at an early age and thus depends on what children and young people learn about food. Only in this way can they recognize the value of regional, ecologically produced and fair trade food and pass their knowledge on to others. For this reason, the nutritional education of children and young people is

especially important. Many children in Germany do not have access to good food or eat the wrong kinds of food. About 15 percent of the children and adolescents in this country are overweight and about six percent suffer from obesity, especially if they grow up in socially weak environments⁷. Hence, gaining first-hand experiences in school gardens and kitchens is particularly important for them.



IN REAL LIFE

School gardens and school kitchens as realms of experience

Children learn how vegetables and fruit grow in school gardens and they can work the soil with their own hands. They can also use their own harvest in their school kitchens to prepare delicious meals. Perhaps your Food Policy Council would like to support the establishment of school gardens in the region? Rhineland-Palatinate sets a good example. Here, school gardening is promoted by an initiative at state level. On its website, the state⁸ documented the existence of 41 school gardens and published a practical guide⁹ on the subject. Furthermore, supraregional initiatives such as the vegetable "Ackerdemie"¹⁰ and the "Ackerhelden"¹¹ help establish school gardens.

What ends up on the tables in schools and kindergartens?

Why don't you conduct a survey in the schools and day-care centers around you and ask them: where does the food that is served here on a daily basis come from? The organization Agrar Koordination suggests bringing together the kitchen staff as well as pupils and teachers, parents, school management and school authorities and to establish a "canteen committee" to take a closer look at how school and daycare meals can be made more sustainable. A "food plan check" (how can more regional, fair and organic food be used?) and a "food waste check" (how can waste be reduced and surpluses be recycled?) can help determine where and which things could be changed. More tips and tricks on the subject can be found in the manual "Gutes Essen macht Schule – Nachhaltige Kita- und Schulverpflegung – wie geht das?" ("Good Food at School – Sustainable Day Care and School Catering – How Does it Work?") by Agrar Koordination¹².

HOW DO WE WANT TO WORK?

How can you as an initiative create a solid foundation for your work?

How can you organize yourselves in such a way that it's fun, you work efficiently and everybody is involved? What challenges lie ahead of you and how have other Food Policy Councils mastered them?

BENEFIT FROM THE DIVERSITY OF STAKEHOLDERS IN YOUR INITIATIVE

2.1



TIP Support through experience

Foundations and political education and communication service providers such as e.g. the online platform "erzähl davon" ("talk about it" – www.erzaehldavon.de)¹³ or Prozesswerkstatt¹⁴ offer process consultations and workshops on the subjects of group leadership, organization development, facilitation / presentation and non-violent communication. Find out more about appropriate formats! The Stiftung Mitarbeit foundation (www.mitarbeit.de) has compiled methods and processes for citizens' initiatives on their website.¹⁵

Cooperation between different stakeholder groups is important for inducing change in food and agriculture. However, in practice it can be tricky: people aren't always on the same page. Everyone associates food with personal feelings and experiences. Additionally, the issue of food is often not considered holistically, as a system "from field to plate" in politics, research, and administrations. If you wish to develop a common political vision for food in your region, it is important to take into account the various view points within your initiative—which has a lot to do with social work! In order to make sustainable decisions, fair discussions and compromises are needed and most importantly: everyone needs to be included.

PREPARING AND FACILITATING MEETINGS

Diligently prepare your meetings. The following points are particularly important:

- ✚ establish your goals and methods before the meeting.
- ✚ set an agenda.
- ✚ then choose the facilitator and minute taker.

Building your (food) policy initiative collectively and in a participatory way is a long-term process. Always make sure to establish at which point of the process you are and what the next step is. Setting milestones and planning time horizons will help you reach your goal more efficiently.



TIPP Dynamic facilitation

Sociocracy, also known as dynamic governance or dynamic facilitation, aims at finding a viable solution for everyone involved, thus allowing the group to continuously work even in difficult situations. Decisions are made using “consent”. Consent doesn’t mean “Yes, I agree!” but rather “I have no grave objections”¹⁶. Methodologically, consent is established by exchanging plausible arguments (“the argument rules”). If a decision is proposed for election, everybody involved asks themselves “Can I live with this decision?” If the answer is “No”, the process must be stopped and new solutions need to be found.

Surely you’re familiar with the situation: developing ideas together and having exciting discussions is an enriching experience and fun. However, sometimes it bears the risk of getting bogged down in details or causing conflicts within the group. Good facilitation can work miracles and can also help make meetings more successful and satisfying for everyone involved by:

- ✚ promoting open discussions among everyone involved
- ✚ ensuring mutual understanding
- ✚ contributing to finding solutions in situations of conflict (mediation)
- ✚ identifying common ground for everyone involved
- ✚ insisting on sustainable results
- ✚ promoting cooperation
- ✚ developing perspectives
- ✚ ensuring that everyone involved is heard
- ✚ collecting all the ideas brought up by the group and uncovering the power they bear

Facilitators have various roles and tasks. They safeguard the processes established by the group (time, role, rules, tasks), introduce subjects, prevent losing sight of objectives and getting bogged down in details, clarify individual strands of a discussion and summarize them as well as document their results.



IN REAL LIFE Investing in the foundation phase

When preparing for its launch from March 2017 to June 2018, the Munich Food Policy Council invested a lot of time, money and brainpower. Because the initiative could rely on funding from the start, it was able to hire a professional facilitator who assisted it throughout the foun-

dation phase in a total of eleven meetings. This helped deescalate conflicts, considerably simplified the process and helped create statutes, establish temporary work committees, develop a mission statement for the council and to strategically focus its interest representation.

ENSURING COMMUNICATION AND RANGE

2.3

For many (food) policy initiatives **external communication** happens online, via a website, a contact email address and a Facebook site. Of course you can also use Twitter and other social media to increase your reach. You can also set up a newsletter to keep interested stakeholders in the region posted about your activities. Sustainable web hosting providers include GREENSTA, manitu, and HostEurope¹⁷.

For **internal communication**, setting up a mailing list for you to exchange information as a group makes sense. This can be done, for example, via Riseup or a pre-configured mailing list, often included in packages offered by web hosting providers. Some initiatives also work with virtual spaces such as WeChange or cloud storage like Dropbox. These allow for shared storage or editing of documents, a shared calendar and virtual exchange beyond personal meetings.



GOOD TO KNOW General Data Protection Regulation

Get smart on the subject of data protection! As soon as personal data (e.g. through the administration of members or registration lists for events) is collected, processed or used in your initiative, you must honor data protection regulations (EU DSGVO). Be aware of your data process-

ing and, if necessary, obtain declarations of consent from those affected or conclude data protection agreements with external service providers. You can find more info on this topic e.g. on the websites of the Verbraucherzentrale (consumer advice centre) North Rhine-Westphalia¹⁸.

DECIDE HOW TO DECIDE!

2.4

Particularly in the early stages of your initiative, processes and rules for decision making still need to be tested. You will encounter questions such as: "Who and how many of us need to be involved in this decision, for it to be on legitimate grounds?". Hence, it makes sense to decide how you decide. The following questions can help you in the process:

- How many members of your initiative are to be part of the decision making process (absolute minimum)?
- Which voting rules / rules of decision making are to be implemented (e.g. majority, consensus, consent)?
- Do you want to establish participation rates, i.e. are representatives of certain stakeholder groups within your initiative (e.g. women or food producers) required to be present?

GOALS AND FIELDS OF ACTION

In many places circular economies in the food sector have deteriorated in the wake of industrialization and globalization and need to be reintroduced on a local level in order to create sustainable food systems. Make it your task to detect and reactivate potentials for circular economies in your region. Next to analyzing stakeholder networks it can also make sense to take a look at local logistics and infrastructure. Where are the problems and gaps in your food systems?



TIP

Just start! Expedition to the supermarket

Don't wait until the facts and figures are on the table. You can also get started without performing extensive analyses first. Deficits in the food system (e.g. the low proportion of regional and organic food in supermarkets) are often so obvious that no statistics are required to substantiate these problems. Surveys and actions

can also run in parallel and stimulate each other. Your first steps might lead you to the supermarket. Make an experiment out of it: which foods actually come from the region? In a study carried out in 2015 in Freiburg, it was 20 percent¹⁹. What is the situation like where you are? Win the supermarket manager over for your

experiment and tag all regional products. Invite the press to present your results. This could be a first step and prelude on the way to a change in food policy in your region.

In the end, every initiative finds its own path, determines its own goals, decides where it wants to start and which course to take. Nonetheless, certain patterns can be de-

duced from the experiences of already established Food Policy Councils and food policy initiatives in Germany which can serve as inspiration for your work.

WHAT ROLE DO YOU WANT TO PLAY?

3.1

A Food Policy Council can take on many **roles**. Often, Food Policy Councils serve as local think tanks, instigators and platforms in one. They

- ✚ present problems, solutions and networking options
- ✚ present visions and incentives for the creation of food systems on a regional level and
- ✚ bring together all the relevant stakeholders²⁰.

You will find more ideas in the manual “Unser Essen mitgestalten! – Ein Handbuch zum Ernährungsrat des INKOTA-Netzwerks“ (German)²¹.

Your initiative could have a multitude of **goals**, e.g.

- ✚ a comprehensive program of nutritional training courses for citizens in the city/municipality,
- ✚ more regional food supply
- ✚ more effective food policy networks
- ✚ the reduction of food waste
- ✚ more species-appropriate (regional) animal husbandry
- ✚ a larger proportion of organic, fair or regional food in communal catering
- ✚ the preservation of (small) rural structures or
- ✚ the regionalization of value creation in the food sector

THE FOOD POLICY COUNCIL AS A BRIDGE BETWEEN REAL LIFE AND RESEARCH

3.2

Involving local researchers from a variety of disciplines that can contribute to a change in the food system, and the knowledge that is generated in this way, are key in the development of a regional food concept. This can be done in so-called “living labs” where the public and re-

searchers work on the goal of social ecological change. With respect to projects dedicated to agriculture and rural development, it is important to involve farmers as active participants in research—after all, they are the ones who know best how the things that feed us grow.



LIST OF IDEAS

Which stakeholder groups could your initiative involve?

➤ Convince research institutions or student groups to support your Food Policy Council or even co-found it.

➤ The Food Policy Council as a pool for research ideas: where do you lack knowledge in your analysis, what could innovative approaches for your region look like? Pass these issues on to professors and teachers at universities as ideas for future research.

➤ Create so-called “living labs” where researchers and the public cooperate in researching issues directed towards change in food and agriculture.

➤ Use your contacts to professors and researchers to gain access to statistics and other information relevant to your work.

➤ Ask universities to include Food Policy Councils in their strategic work with external stakeholders and networks. Many university administrations have departments dedicated to networking and external cooperation.

➤ Include the student services’ canteens in your strategies, they are one of the large levers in food change.



IN REAL LIFE

Researchers as partners in action

The Berlin Food Policy Council joined forces with The Eberswalde University for Sustainable Development (Hochschule für nachhaltige Entwicklung Eberswalde / HNEE), among others, to work on a seven-month conceptual phase within the research program “WIR! – Wandel durch Innovation in der Region” (“US – Change through regional innovation / WIR”), funded by the Federal Ministry of Education and Research (BMBF). The HNEE and Berlin’s Technical University’s “Centre for Technology and Society” (“Zentrum Technik und Gesellschaft”) served as the applicants of

a larger consortium of partners including the Economic Development Agency Berlin Brandenburg (Wirtschaftsförderung Berlin-Brandenburg), The Federation for Organic Farming in Berlin-Brandenburg (Fördergemeinschaft Ökologischer Landbau Berlin-Brandenburg) and Pro Agro, an association promoting rural development in the Brandenburg-Berlin region. The Berlin Food Policy Council is involved as a real life research partner in the field “agriculture and food” and has been allocated funds via a service contract²².



ORGANISATION, LAWS, BUDGETS

THE QUESTION OF REPRESENTATION AND POWER STRUCTURES

4.1

The question of which groups and stakeholders the Food Policy Council represents is an exciting one. Which associations, NGOs or city administration departments are backing the initiative? Do you want to be a large mixed group of stakeholders comprised of several smaller groups, or a citizens' initiative for individuals to join forces? Do you exclusively represent citizens (like an NGO) or are local authorities and politicians involved on an equal footing?

DO YOU WANT TO REPRESENT INDIVIDUALS OR GROUPS?

The Food Policy Councils in Berlin, Frankfurt, and Cologne, for example, have opted for independent citizens' initiatives. Firstly, because members who officially represent other institutions would have to frequently consult with their own peers (e.g. regarding decisions) which could lead to bureaucratic obstacles to the process. Secondly, to ensure an open and goal-oriented exchange among all members, which might not be possible if they also had to take into consideration the positions of other institutions. Naturally, interests and views are not always clearly separable when a person wears several "hats" or is involved in different groups. However, to facilitate constructive interaction in your initiative, it can be helpful to be aware of this and to exchange views about it.

FOOD POLICY COUNCILS AS MULTI-STAKEHOLDER PLATFORMS?

Do we only support organic or also conventional operations? Do we want representatives of supermarkets and powerful retail chains to participate or not? Do we want the food industry to sponsor us? Do we generally refuse working with the meat industry for ethical reasons? Food policy initiatives have to deal with a lot of controversial issues. Sometimes it can be challenging to come up with a common denominator in order to find common ground for change in the region, especially if you



TIP Enshrine guidelines

To ensure that the members of the Munich Food Policy Council support its goals, a commencement clause was included in its statutes. In this way, every member of the Munich Food Policy Council automatically consents with its guidelines.

want your initiative to be open to all interested parties. There is no magic formula for dealing with polarizing issues and compromises. However, in addition to good process facilitation and moderation, it can help to undo certain power structures often present in food systems (e.g. a dominant agri-food industry lobby).

DO YOU WANT TO BE A CIVIC OR A COMMUNAL GROUP?

One question every Food Policy Council faces in its foundation phase is whether local municipal representatives should be invited and involved. The issue of whether food policy engagement should draw boundaries between local governments / municipal policy and civil society can have an impact on how Food Policy Councils work, e.g. in terms of political (in)dependence, access to labor resources, political mandates and the council's legal standing, power and control, as well as flexibility in action. You should discuss and decide on this aspect.

Questions your initiative can ask itself:

↘ Which type of organization is most effective / fast / sustainable in driving food and agricultural change in your region?

↘ Do you have good contacts in the city administration or do you know committed local politicians who are interested in actively supporting the establishment of a Food Policy Council?

↘ Would you like to be an independent body that acts as a critical mouthpiece vis-à-vis local politics?

↘ What responsibilities should your council have in relation to local politics? (e.g. lobbying and control, counseling, cooperation)

↘ Where do you get the resources (money, space, equipment, coordination) to fund the Food Policy Council's work? Does the city / municipality provide these resources?

↘ Are you aiming at becoming a more legitimate official council that has a mandate to advise the city council?



GOOD TO KNOW Different kinds of Food Policy Councils

You can find a detailed comparison of the advantages and disadvantages of municipal and civic Food Policy Councils in "Unser Essen mitgestalten! – Ein Handbuch zum Ernährungsrat"²³ or in the English manual "Doing Food Policy Councils Right: A Guide to Development and Action"²⁴.



IN REAL LIFE Various options

↘ In Cologne, the Food Policy Council collaborates with the city administration. Thanks to well-established contacts, the Food Policy Council and the administration were able to jointly draft a resolution for the mayor, through which the city administration was officially commissioned by the city council to support the Food Policy Council. Members of the city administration participate in the Food Policy Council meetings, but do not vote on decisions.

↘ A global pioneer, the Food Policy Council of Toronto / Canada serves as an advisory council to the municipal government. It consists of volunteers from civic society and some full-time members who are employed by the Board of Health and direct the council's affairs.

DETERMINING LEGAL STRUCTURES AND FORMS OF ORGANISATION

4.2

At some point the question of whether you want to be more than just a loose initiative from a legal point of view will arise. There are groups that choose not to acquire legal capacity because, for example, they do not want to force themselves into a legal form or have no desire or time to deal with the demands and accountability this entails. However, this can make the situation



IN REAL LIFE Legal entities and funding

The Berlin Food Policy Council initially decided against becoming a legal entity, but passed statutes in its founding document in its plenary session. Over time, options for funding emerged, which, however only could be applied for by legal entities such as associations. In order to obtain public funds, the council finally decided to found a non-profit association. In June 2018 it officially registered with the local authorities²⁵.

uncomfortable when it comes to funding, as was the case with the Berlin Food Policy Council. Deciding on a particular legal and organizational form can have further advantages: for example, the possibility of creating a legal basis for the members in order to lease land or accept donations. As part of its “MehrWert NRW” project, the North Rhine-Westphalia Consumer Centre (Verbraucherzentrale) developed a toolbox²⁶ for initiatives, which highlights the advantages and disadvantages of different organizational forms:

- Companies constituted under civil law (Gesellschaft bürgerlichen Rechts /GbR)
- Registered or unincorporated associations (der eingetragene oder der nicht rechtsfähige Verein)
- Limited liability companies (Gesellschaft mit beschränkter Haftung/GmbH) or entrepreneurial companies (Unternehmergeellschaft/UG)
- Cooperatives (Genossenschaften)
- Foundations with or without legal capacity (rechtsfähige oder nicht rechtsfähige Stiftungen).

MONEY, MONEY, MONEY FUNDING AND SPONSORS

4.3

Just like any other initiative, a Food Policy Council has to deal with the costs of coordinating the initiative, implementing activities or gaining more members.

CHOOSE YOUR DONORS CONSCIOUSLY

The question of who funds the work of your council is a political one because donors can formally or informally influence the content or political direction of your work. Therefore, you should consider carefully which funds you will accept and which you would rather forego because it could damage your independence or reputation (see also chapter 4.1 Representation and power structures). Basically – and particularly when the sponsors are industrial and commercial groups – there is a risk of “greenwashing”: for example, if a company in the food industry supports you with a larger sum of money to present itself as a sustainable enterprise to the public – even though it manufactures products that harm people, animals or the

environment and which your initiative does not actually want to support. In such a case it’s better to look for a sponsor from the region whose activities you find agreeable, instead.

WHAT RESOURCES DO YOU NEED FOR YOUR WORK?

Staff costs: Food Policy Councils cannot and will not be able to work without volunteers, but of course there are limits: day jobs and other obligations need to be taken care of, after all. That’s why it makes sense to think about whether you need full-time staff at one point when developing your Food Policy Council –not only to make sure volunteers aren’t weighed down but also to determine what effects the employment of full-time members would have on processes and the atmosphere and whether they would help further your initiative.

Staff funding: Personnel costs are often high and should be secured in the long term to create good working conditions for full-time staff. Both at the state and the federal level there are funding programs and calls for proposals to which your initiative can apply. Suitable thematic approaches can be, for example, food, agriculture, health, environment and resource management, climate protection, global or social justice or economic and regional development. Ultimately, there is no magic formula for how to create jobs in a Food Policy Council as long as there aren't any government support programs for regional food cycles. So far, full-time coordination offices in Germany and Switzerland have been funded in many different ways, through the:

↘ One-World Promoter program with thematic references to global justice / sustainable development (Food Policy Council Berlin)

↘ Lower Saxony Ministry for Food, Agriculture and Consumer Protection (Food Policy Council Oldenburg)

↘ Berlin Senate (Berlin Food Policy Council)

↘ Stiftung Mercator Switzerland (Food Forum Zurich)

↘ City of Cologne (supported by the Urban Green Space Planning Department; funding was allocated by the city council) (Food Policy Council Cologne and surrounding area)

↘ Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU), funding program "Short Paths to Climate Protection" for the coordination of the sub-project "Essbare Stadt" ("edible city"); (Food Policy Council Cologne and surrounding area)

Costs for premises: For your meetings or to organize events, you need premises. Before you move in, find out if there are cheaper options. Check out community centers, shops in the neighborhood or spaces that allow you to share rooms and split costs with other initiatives. This can even create synergies between space users, e.g. if you share the space with environmental or climate initiatives and you can inspire each other in your work!

Material costs: As with the rent, splitting costs is also a feasible solution here. Is there a rental or free shop in your region? You may be able to borrow materials or get them for free or for a donation.

Costs for activities and events: Foundations (e.g. GLS Bank's Future Foundation for Agriculture / Zukunftsstiftung Landwirtschaft, Foundation Environment and Development North Rhine-Westphalia / Stiftung Umwelt und Entwicklung or political foundations) offer grants for larger activities or events. You can also request sponsorship from private donors. Catering may be provided by your local organic bakery, brewery or food sharing group. Just ask!



TIP Splitting the workload between employed staff and volunteers

There are Food Policy Councils working with staff and volunteers who are already tried and tested in maintaining transparency and grassroots democracy as well as sharing knowledge, control and resources among everyone involved. Try to agree on what role the staff is to play in your initiative: should they be elected by a steering committee? Who decides on how to fill vacancies? Do they merely have an executive function or are they also to help give direction to your initiative? Who controls them? How can their advance in knowledge be balanced within the group?



IN REAL LIFE Finding a good space

↘ The **Frankfurt Food Policy Council**, which is supported by the Bürger für regionale Landwirtschaft und Ernährung e.V. (Citizens for regional agriculture and food association), holds its meetings on the association's premises.

↘ The **Berlin Food Policy Council** uses the Institute for Ecological Economy Research's (IÖW) "lab" for smaller group meetings—for larger events such as plenary meetings or workshops, it has larger spaces at its disposal, such as the Markthalle Neun.

↘ The **Cologne Food Policy Council** received subsidies to rent an office space for the coordinators.

↘ The **Munich Food Policy Council** convenes in rooms hosted by the GLS Bank Munich and the Ökom publishing house.

POLITICS, ADMINISTRATIONS AND MUNICIPAL LOBBYING

The nationwide wave of Food Policy Councils in Germany since 2015 has posed new challenges for politics and municipal administrations. Neither politicians nor municipal staff are prepared for them. Food as a new municipal task requires new fields of expertise from employees and a redistribution of financial resources.

FOOD POLICY: A NEW FIELD FOR GERMAN CITY ADMINISTRATIONS

5.1

Many municipalities are still unfamiliar with the term “food policy”²⁷, not least because feeding the population was considered a federal duty and not the task of municipalities, and because the city and the country were understood not as a unit but as separate regions. And it is exactly this divide that needs to be overcome. A sustainable food system requires vivid urban-rural connections. Regional food systems can only succeed if the cities are supplied with food cultivated in areas nearby and processed in the surrounding countryside. It is also important to promote a sense of community and, above all, responsibility between urban consumers and food producers.

URBAN REGIONS INSTEAD OF A “SILO” MENTALITY

“Silo mentality” often prevails among administrations and decision makers in urban and rural areas—which is a challenge because it makes it more difficult for urban and rural stakeholders to cooperate or pursue common approaches for the region. Furthermore, municipal boundaries often do not correspond to functional urban-rural interdependencies, which in return inhibits fruitful urban-rural relations²⁸.

The implementation of political agreements such as the Milan Urban Food Policy Pact can help remove such obstacles.



GOOD TO KNOW

The Milan Urban Food Policy Pact

Over a hundred mayors from all over the world signed the Milan Urban Food Policy Pact at the World Expo in Milan in 2015, thus committing to promoting socially just and ecologically sustainable food systems in their urban

regions. Since then, other cities have followed suit, including Berlin, Cologne and Frankfurt—perhaps your city soon will, too?²⁹



GOOD TO KNOW

Regional Value Creation Managers

The Federal Association of Regional Movement (Bundesverband der Regionalbewegung) proposed the introduction of so-called “regional caretakers” or “regional value creation managers” who promote sustainable regional marketing at the interface of politics, industry, crafts and

the population—much like designated climate protection managers who help implement local climate protection concepts. They should be positioned in the municipalities and regions and play a networking, initiating, and assisting role in the development of regional marketing³⁰.

MUNICIPAL FOOD POLICIES ELSEWHERE

5.2

German municipalities have little experience with the holistic approach to “food and agriculture”. Other countries, however, do. In this chapter we present the experiences had by the pioneering regions of Amsterdam and surrounding areas / Netherlands and Massachusetts / USA. Your initiative can also refer to these international examples when municipal representatives or local politicians ask in which direction local change in food policy is supposed to be headed.

INTERDEPARTMENTAL COOPERATION IN AMSTERDAM (BEST PRACTICE 1)

The example of Amsterdam illustrates how the silo mentality can be overcome and how valuable interdisciplinary “food system thinking”³¹ really is. As part of a public program by the city of Amsterdam to reduce obesity among children and young people, various administrative units implemented new forms of cooperation here.

A HEALTH PROGRAM AS AN IGNITION SPARK

The city administration decided to promote the population’s nutritional education by growing food in public spaces. For this purpose, the public health service cooperated with the city planning authority for the first time. This was a new experience, especially for the urban planning staff whose work had previously been limited to the development of large infrastructure projects and housing. This led to a long-term cooperation between the two administrative departments, with both units appointing a contact person for the other.

GOOD FOOD FOR AMSTERDAM SCHOOLS

The project team also established a cooperation with the education authority. Initially, the education authority was reluctant to advertise healthy food and weight-reducing sports programs at schools. Their objection: school curricula were already extensive enough. When the health service took the initiative to ask the schools in Amsterdam about their needs and found a lot of interest, the education authority finally agreed. This example illustrates how beneficiary it is for a region if different departments of the administration—in this case health and education—approach their work from a nutritional point of view³². In Toronto / Canada, the city council even decided to examine all municipal policy decisions from the perspective of urban food first, at the insistence of the Food Policy Council³³.

SYNERGIES BETWEEN MUNICIPAL POLICY OBJECTIVES IN MASSACHUSETTS (BEST PRACTICE 2)

In the U.S. state of Massachusetts, the holistic approach with regard to food planning has had positive effects on economic development, health, and ecological sustainability. Municipalities, for example, endorsed the establishment of farmer's markets that promote regional value creation as well as access to fresh, healthy food.

FARMER'S MARKETS WITH DISCOUNTS FOR BENEFICIARIES

In the city of Boston, regional supply was boosted in 2008 by granting recipients of food stamps a discount of up to US\$ 10 when shopping at farmer's markets as part of the public food security program "SNAP". In this way, the city also ensured access to fresh fruit and vegetables for poor population groups. The program is funded by the city and private donors. The synergies between municipal health and food security activities proved so valuable that the number of farmer's markets increased from seven to 18 between 2008 and 2013, significantly improving relations between the city of Boston and its surroundings.³⁴

CHALLENGING LOCAL COMMUNITIES IN TERMS OF FOOD POLICY

5.3

In many countries and municipalities interdepartmental cooperation for the sake of regional food systems is still in its infancy. This new kind of interdisciplinarity between administrative units, which is crucially connected to the development of a regional food policy, requires good will and an official mandate from the municipality to promote a "backup" institution such as a Food Policy Council³⁵. The Toronto Food Policy Council is regarded

a pioneer in this respect. Toronto has had a Food Policy Council since 1991 and published a Nutrition Strategy in 2008. In its 2017 Status Report on the implementation of the Nutrition Strategy, the City of Toronto announced that it would continue to rely on its administrative units' cooperation. The activities of the health authorities are to be integrated with the urban poverty, neighborhood and climate protection strategies³⁶.



TIP

Look at municipal structures

➤ Be aware of the structures and competencies in your city administration or local government. How is it organized and where can you start with your lobbying or public relations work? For which tasks does the municipality have a mandate? In which areas does it have competencies? Where can it not take action because it lacks jurisdiction?³⁷

➤ Where are the deficits regarding food in your city / community? Which urban departments should have an interest in overcoming the deficit? Which ministries have the required skills or expertise?

➤ Talk to employees in your city administration who are open to new food concepts. Find thematic or institutional interfaces where the interests of the administration coincide with yours.

➤ Talk to employees of your city administration or local politicians who know the local political “scene” well. Where do they see the best opportunities to start with a regional food strategy?

MUNICIPAL COMMITMENT IN THE CONTEXT OF AWARDS AND PROGRAMS

5.4

There are numerous political networks, programs or awards that can inspire your city’s or community’s commitment to food policy. Although they don’t necessarily warrant for sustainable change, they can bring a breath of fresh air into your region’s “sustainability scene”. You can also refer to them when lobbying in municipalities. Examples are

➤ A nutrition strategy officially adopted by the municipality.

➤ The international Milan Urban Food Policy Pact which cities signed to promote sustainable food systems (see chapter 9.1).

➤ The local implementation of the United Nations Sustainable Development Goal (SDG)³⁸, which in many places relates to agriculture and food.

➤ The commitment to the “Biostadt” (“organic city”) program³⁹, which is part of the nationwide “Biostädte” network and promotes regional organic farming and organic food.

➤ The commitment to “Fairtrade-Towns”⁴⁰, which specifically promotes fair trade at local levels.

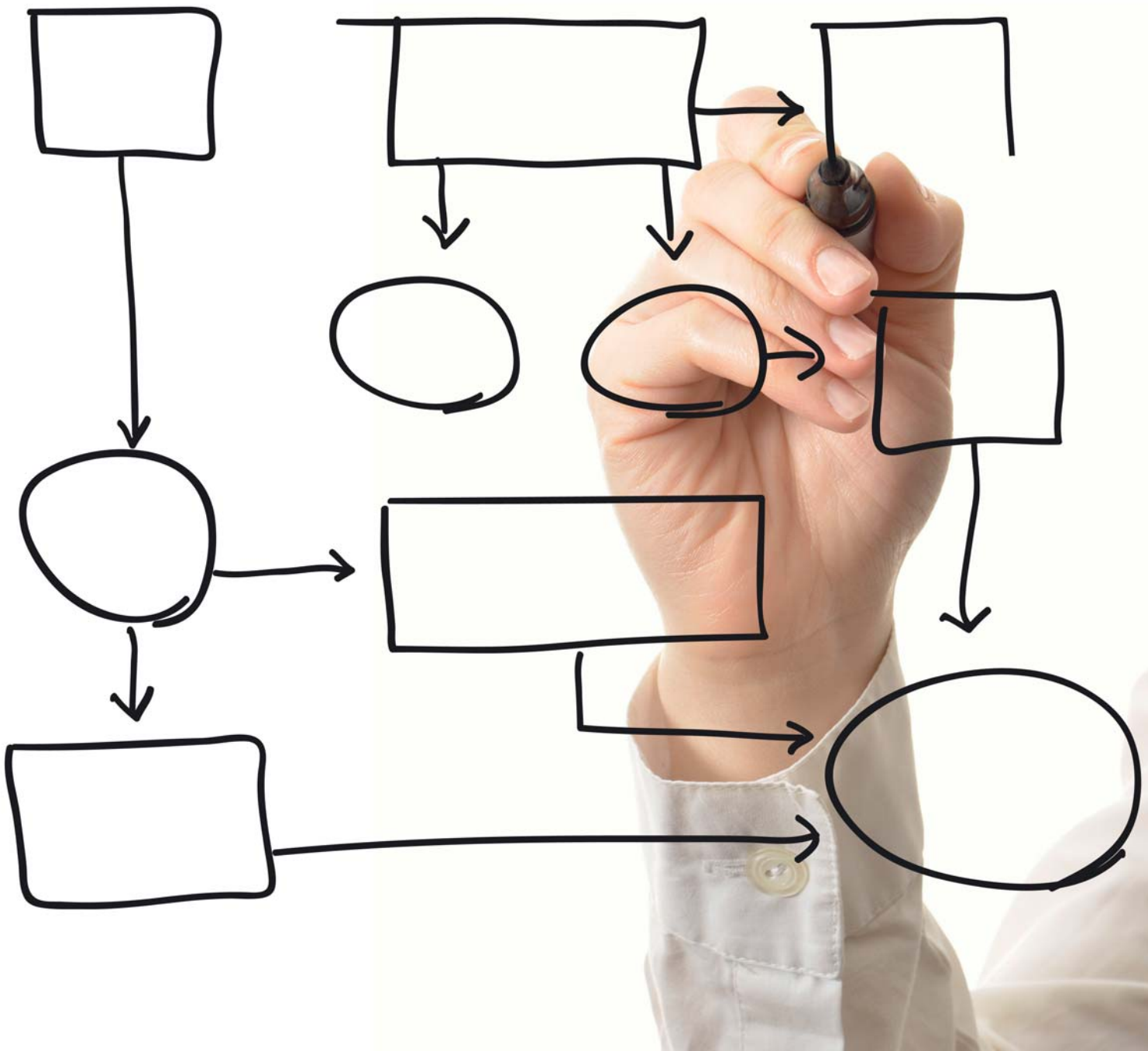
➤ The commitment to the program “Pestizidfreie Kommune” (“pesticide-free community”)⁴¹, which foregoes the use of toxic pesticides in allotment gardens or when cleaning public areas, among others.

➤ The commitment to the “Essbare Stadt” (“edible city”) program⁴², in which useful plants are cultivated and harvested on public land and which promotes the nutritional education of citizens.

➤ Regional infrastructure programs or events with a claim to sustainability (such as horticultural exhibitions, harvest festivals, etc.).

6

BUILDING STRUCTURES — HOW DO OTHERS DO IT?



How do you want to organize yourselves? Who will coordinate your initiative?

Which subgroups / committees / working groups do you want to set up?

Who is chosen by whom? Here you can read how other Food Policy Councils

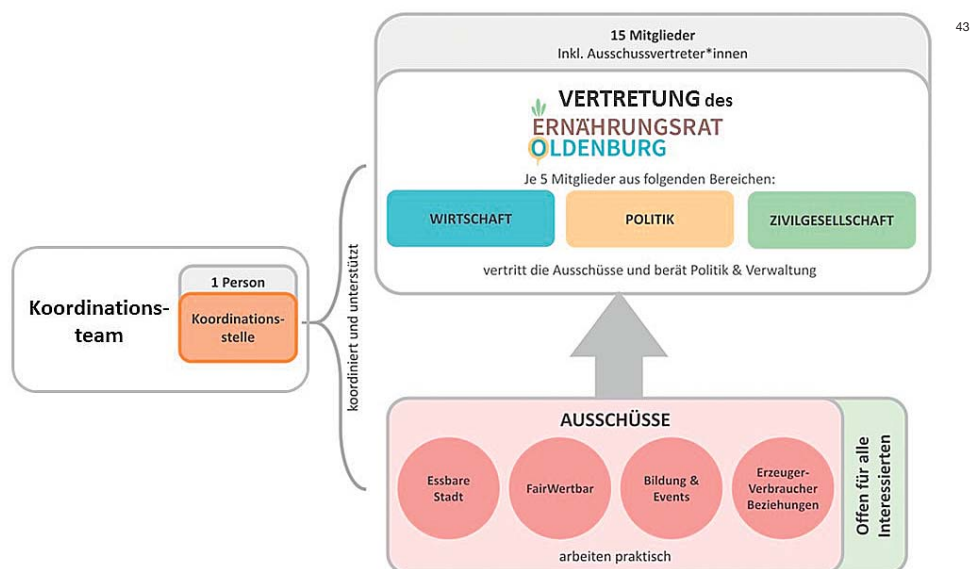
in Germany handle these issues.

THE OLDENBURG FOOD POLICY COUNCIL

6.1

The Oldenburg Food Policy Council was founded in October 2017. The council is represented by 15 elected persons, of which five have backgrounds in the social realms of food economy, politics & administration, and civil society respectively. They make decisions, are responsible for organizational development and do municipal lobbying work. In addition, they assist politicians as experts on regional food issues. The council elects two of its members as spokespersons. In addition, many committed citizens work in the committees “Essbare Stadt” (“edible city”), “FairWertbar” (“fair and recyclable”), “Bildung & Events” (“education & events”) and “Erzeuger-Verbraucher-Beziehung”(producer consumer relations), which are open to all interested parties. The

committees work on specific topics or organize educational programs or events. They are each represented in the council by at least one committee member. Anyone wishing to participate on a long-term basis who has attended at least three meetings can become an official member of the Food Policy Council. For its overall coordination and to support its work, the Food Policy Council set up a part-time coordination office two months after its official establishment. It is supported by the Lower Saxony Ministry of Food, Agriculture and Consumer Protection. The Food Policy Council is a project of the Transfer - Netzwerk nachhaltige Zukunft e.V. association which also applied for funding for the coordination office.



THE FRANKFURT FOOD POLICY COUNCIL

6.2

The Frankfurt Food Policy Council was founded in August 2017. The steering committee consists of seven people, including two spokespersons. It convenes every six to eight weeks to organize and coordinate processes, it also defines the council structure, heads overarching issues, acquires funds, and operates the office which is located at the Association for Regional Agriculture and Nutrition (“Verein für regionale Landwirtschaft und Ernährung e.V.”). The working groups “Ernährungsbildung” (“food education”), “Produktion & Vermarktung” (“production & marketing”), “Kommunikation & Praxistipps” (“communication & practical tips”), “Main-Mittagessen” (“Main lunch”), “Andere Formen des Konsums”

(“other forms of consumerism”), and “Plastikfrei” (“plastic-free”) meet once a month. They are composed of the chairman of the working group, a contact person and other members. Their tasks include the definition of goals, the development and implementation of projects, and a continuous update to the steering committee. All working groups are represented in the steering committee via their chairmen. In the plenary meeting, which takes place once a year, all members of the council have the opportunity to vote. The steering committee is elected every two years.

Organisationsstruktur Ernährungsrat Frankfurt



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THE BERLIN FOOD POLICY COUNCIL

The Berlin Food Policy Council was founded in April 2016. It has a committee of spokespersons which usually consists of about 14 people. These are elected for two years at the plenary meeting which takes place twice a year. The spokespersons organize the council's work, take on tasks of external representation, conduct dialogues with politicians, make important decisions and are accountable to the other members. The council's work is supported by the working groups which are set up according to interest and commitment. The following working groups are currently active: "Lebens-MittelPunkte" ("centers of life") , "Die Wissen schafft" ("science"), "Alternative Stadt- und Regionalplanung"

("alternative city and regional planning"), "Bildung / Gemeinschaftsverpflegung" ("education / communal catering"), "Berlin-Brandenburg" (civil society network between cities and surrounding areas) and "Berlin ist kein Insel" ("Berlin is not an island"; political work)⁴⁵. The leaders of the working groups are in contact with the full-time coordination office, which in return is in close contact with the spokespersons. The coordination office is supported by the Senate Administration for Justice, Consumer Protection and Anti-Discrimination. A total of around 100 committed citizens participate in the Berlin Food Policy Council. All important decisions are made according to the principle of majority voting.



46

Vollversammlung

- > Offen für alle Interessierten
- > Wird zweimal jährlich einberufen
- > Wählt alle zwei Jahre den Sprecher*innenkreis
- > Trifft alle wichtigen Grundsatzentscheidungen im Konsens oder per Mehrheitsbeschluss

Sprecher*innenkreis

- > Besteht aus etwa 14 Personen (mind. die Hälfte Frauen)
- > Befasst sich mit aktuellen Fragen; schlägt strategische Ausrichtung vor; initiiert Veranstaltungen und Projekte; trifft dringliche Entscheidungen; hält Lobbygespräche mit Senat etc.
- > Berichtet der Vollversammlung und ist ihr gegenüber rechenschaftspflichtig
- > Regelmäßige Treffen, ca. alle 6 Wochen

Gemeinnütziger Verein

- > Nur administrative Aufgaben (v.a. Träger für Fördermittel) - keine inhaltliche Rolle
- > Nur die amtierenden Sprecher*innen sind Vereinsmitglieder
- > Aktive sind über AGs und Vollversammlung eingebunden

Hauptamtliche Koordination

- > Koordination des Sprecher*innenkreises und Schnittstelle zu AGs
- > Organisation von Vollversammlung & Treffen
- > Netzwerkarbeit, Außenkommunikation, Prozessgestaltung, Verwaltung, Buchhaltung

Arbeitsgruppen

Gemeinschaftsverpflegung & Bildung // Lebensmittelpunkte // Die Wissen schafft // Alternative Stadtplanung // Berlin ist keine Insel // Vernetzung mit Ernährungsräten in Brandenburg

THE COLOGNE & SURROUNDING AREA FOOD POLICY COUNCIL

6.4

The Cologne & Surrounding Area Food Policy Council was founded in March 2016 by the Taste of Heimat association. It consists of 30 members, one third from civil society, one third from politics and city administration, and one third from the business world. It meets once a quarter and is responsible for networking, exchange, and advice. The members of the Food Policy Council elect their chairperson for a period of four years. Many other committed people from Cologne and its environs participate in the committees “Regionalvermarktung” (“regional marketing”), “Ernährungsbildung / Gemeinschaftsverpflegung” (“nutrition education / community catering”), “Gastronomie & Lebensmittelhandwerk” (“gastronomy &

food trade”) as well as “Urbane Landwirtschaft / essbare Stadt” (“urban agriculture / edible city”). The committees are open to anyone who would like to contribute on a long-term basis. Each committee elects two spokespeople who automatically receive a seat on the council. The council members, the chairman, and the coordinator make up the coordination team and take care of the “day-to-day business”. Right from the start, the focus was on close cooperation with the city administration—various departments of the city administration as well as members of the city council are represented in the Food Policy Council and its committees. Important decisions are made by majority vote.

Der Ernährungsrat für Köln und Umgebung

Ist eine unabhängige Plattform mit 30 Mitgliedern. Er tagt viermal im Jahr mit dem Ziel der Vernetzung, des Austauschs der Akteure sowie der Beratung der Stadt Köln



THE MUNICH FOOD POLICY COUNCIL

The Munich Food Policy Council was founded in June 2018. After eleven moderated meetings of the steering committee, the Münchner Ernährungsrat e.V. was organized as a registered association. It is coordinated by the seven-member executive committee which is dynamically elected at the annual plenary meeting. In addition it is responsible for representing the council and for instigating dialogue. Beside the executive committee and the general assembly there is also a members' council which convenes on demand approximately every two months. Here, board members, members, and interested parties can catch up, discuss topics, and obtain advice. The members of the Munich Food Policy

Council not only have the right to vote on important decisions, but also actively take influence on processes. This happens in teams which deal with a wide array of topics. Depending on their fields of interest, the members can join the respective teams. A spokesperson is also appointed within each team to coordinate regular meetings as well as serve as a mouthpiece to the executive committee. The following teams are currently active in the Munich Food Policy Council: "GrünER" ("greener"), "LautER" ("louder"), "SchlauER" ("smarter"), "Gesünder" ("healthier"), "RegionalER" ("more regional"), and "GrößerER" ("larger").



Gegründet: Juni 2018 Status: gemeinnützig

MITGLIEDERRAT

Kommunikationsplattform und Arbeitsebene

ZIEL: Diskussion und Beratung aktueller Themen

TEILNAHME: Mitglieder und Interessierte

HÄUFIGKEIT: alle 4-6 Wochen

TEAMS

ZIEL: inhaltliche Gestaltung des MünchnER durch Themen- und Projektarbeit

TEILNAHME: Mitglieder und Interessierte

HÄUFIGKEIT: alle 4-6 Wochen, nach Bedarf

BESCHLUSSKOMPETENZ: laut Satzung und geltendes Recht nur Mitglieder

Team grünER
Team lautER

MITGLIEDER

Privat: 33
Stand: Juli 2019

Organisationen: 47
Stand: Juli 2019

In Erweiterung und Ergänzung der Satzung sind die Ziele des MünchnER in deren Präambel spezifiziert festgelegt. Jedes Mitglied des Münchner Ernährungsrates stimmt somit diesen Zielen zu.

MITGLIEDERVERSAMMLUNG

TEILNAHME: Mitglieder und Interessierte

HÄUFIGKEIT: jährlich

BESCHLUSSKOMPETENZ: laut Satzung und geltendem Recht nur Mitglieder

Wählt alle 2 Jahre den Vorstand
(mindestens 3, maximal 7 Personen)

7 VORSTÄNDE aktuell

TEILNAHME: Vorstand

HÄUFIGKEIT: monatlich, nach Bedarf

BESCHLUSSKOMPETENZ: laut Satzung und geltendem Recht die Mitglieder des Vorstandes

AUFGABENVERTEILUNG IM VORSTAND

FURTHER READING AND MORE TIPS

- 1 Website Small Farmers Association (Arbeitsgemeinschaft bäuerliche Landwirtschaft / AbL): <https://www.abl-ev.de/start/>.
- 2 Website La Via Campesina: <https://viacampesina.org/en/>.
- 3 Comprehensive list of organic farming associations on the Federal Centre for Nutrition (BZfE) website: <http://www.bzfe.de/inhalt/bio-lebensmittel-32089.html>.
- 4 Website The Catholic Rural People's Movement of Germany (Katholische Landvolkbewegung/KLVB): <https://klbdeutschland.de/>.
- 5 Website The Catholic German Women's League (Katholischer Deutscher Frauenverband/KDFB): <https://www.frauenbund.de/nc/startseite/>.
- 6 The first Regionalwert AG was founded in Freiburg in 2006. Website: <https://www.regionalwert-ag.de/>.
- 7 Journal of Health Monitoring (2018): Overweight and obesity among children and adolescents in Germany. Results of the cross-sectional KiGGS Wave 2 study and trends – Fact sheet 1/2018, p. 16. Available online at https://www.rki.de/EN/Content/Health_Monitoring/Health_Reporting/GBEDownloadsJ/FactSheets_en/JoHM_01_2018_Obesity_KiGGS-Wave2.pdf?__blob=publicationFile.
- 8 Schulgärten in Rheinland-Pfalz, published by the state of Rheinland-Palatinate (2017). Available online at: <https://nachhaltigkeit.bildung-rp.de/schulischenetzwerke/schulgartennetzwerk/uebersicht.html>.
- 9 Pädagogisches Landesinstitut Rheinland-Pfalz (2013): Praxisleitfaden Schulgarten. Available online at: https://nachhaltigkeit.bildung-rp.de/fileadmin/user_upload/nachhaltigkeit.bildung-rp.de/Schulgarten/PL_INFO_Praxisratgeber_Schulgarten.pdf.
- 10 Website GemüseAckerdemie des Ackerdemie e.V.: <https://www.gemueseackerdemie.de/>.
- 11 Website Ackerhelden GmbH: <https://www.ackerhelden.de/>.
- 12 Agrar Koordination & Forum für internationale Agrarpolitik e.V. (2018): Gutes Essen macht Schule. Available online at: https://www.agrarkoordination.de/fileadmin/user_upload/AK_Broschuere_A4_Web6.pdf.
- 13 Online platform „erzähl davon“: <https://erzaehldavon.de>. The platform provides free online courses, blogs and podcasts on the practical aspects in the work of initiatives.
- 14 Website Prozesswerkstatt: <https://www.prozesswerkstatt-leipzig.org/>.
- 15 „Methoden und Verfahren“, Stiftung Mitarbeit (foundation for participation): <https://www.buergergesellschaft.de/mitentscheiden/methoden-verfahren/>.
- 16 More information on dynamic facilitation at <https://www.partizipation.at/en.html>.
- 17 These providers claim sustainable agendas (e.g. sustainable energy concepts, accounts with sustainable banks, social responsibility) and are listed here exemplarily – check out different providers!
- 18 Information provided on the Verbraucherzentrale (consumer advice centre) North Rhine-Westphalia website regarding The General Data Protection Regulation with respect to the work of initiatives: <https://www.mehrwert.nrw/werkzeugkasten/dsgvo>.
- 19 Moschitz, Heidrun/Oehen, Bernadette/Rossier, Raphaël/Nefzger, Nicole/Wirz, Axel/Stolze, Matthias (2015): Anteil von Lebensmitteln regionalen Ursprungs am Gesamtverbrauch der Stadt Freiburg, Studie im Auftrag der Stadt Freiburg im Breisgau, Schlussbericht, September 2015. Available online at: http://orgprints.org/30031/1/moschitzetal-2015-RegionalerKonsumFreiburg_Schlussbericht.pdf.
- 20 Stierand, Philipp (2016): „Urbane Wege zur nachhaltigen Lebensmittelversorgung“, in: Engler, Steven/Stengel, Oliver/ Bommert, Wilfried (eds.): Regional, innovativ und gesund – Nachhaltige Ernährung als Teil der Großen Transformation, Vandenhoeck & Ruprecht, Göttingen. Available online at: https://speiseraeume.de/downloads/SPR_Urbane_Wege_Nachhaltige_Lebensmittelversorgung_Stierand.pdf.

- 21 INKOTA (2017): Unser Essen mitgestalten! – Ein Handbuch zum Ernährungsrat, 2nd edition. Available online at: <https://webshop.inkota.de/produkt/aktionsmaterial-download-ratgeber/unser-essen-mitgestalten>.
- 22 As of July 2018.
- 23 INKOTA (2017): Unser Essen mitgestalten! – Ein Handbuch zum Ernährungsrat, 2nd edition, p. 16. Available online at: <https://webshop.inkota.de/produkt/aktionsmaterial-download-ratgeber/unser-essen-mitgestalten>.
- 24 Burgan, Michael/Winne, Mark (2012): Doing Food Policy Councils Right: A Guide to Development and Action, pp. 12-14. Available online at: <https://www.markwinne.com/wp-content/uploads/2012/09/FPC-manual.pdf>.
- 25 You can find the Berlin Food Policy Council's statutes online at: <http://ernaehrungsrat-berlin.de/wp-content/uploads/download/ernaehrungsrat-berlin-satzung-160307.pdf>.
- 26 The online toolbox can be found on the the Verbraucherzentrale (consumer advice centre) North Rhine-Westphalia website at: <https://www.mehrwert.nrw/mehrwertnrw-engagement/werkzeugkasten>.
- 27 In her Master's thesis Paula Voigt comes to the conclusion that in 2013 none of the 14 large German cities she surveyed had a holistic food strategy in place. C.f. Voigt, Paula (2014): Ernährungsstrategien für Städte und ihr Umland, Master's thesis, The Eberswalde University for Sustainable Development/HNEE / The Leibniz Centre for Agricultural Landscape Research (ZALF), submitted in April 2014.
- 28 Franziska Wolff, Linda Mederike, Daniel Bleher, Olaf Sosath, Ida Westphal (85/2019) The German Environment Agency (Umweltbundesamt), Publikation Nachhaltige Ernährungssysteme in Zeiten von Urbanisierung und globaler Ressourcenknappheit: Herausforderung und Handlungsmöglichkeiten
- 29 More on the Milan Urban Food Policy Pact at: <http://www.milan-urbanfoodpolicyact.org/>.
- 30 The Federal Association of Regional Movement (Bundesverband der Regionalbewegung) (2015): Erste NRW Erklärung "Nachhaltige Regionalvermarktung - zukunftsweisende Stadt-Land-Beziehungen", November 2015. Available online at: https://www.regionalbewegung.de/fileadmin/user_upload/images/2015/Landesverband_Regionalbewegung_NRW/REGIONAL_PLUS/NRWErklaerung_NachhaltigeRegionalvermarktung.pdf.
- 31 The term "Food System Thinking" was coined by von Pothukuchi and Kaufmann: Pothukuchi, Kameshwari/Kaufmann, Jerome L. (2000): "The Food System—A Stranger to the Planning Field", in: Journal of the American Planning Association, ed. 66, No. 2, pp. 113-127. Available online at: http://archive.clas.wayne.edu/Multimedia/seedwayne/files/kami/1_4JAPA.pdf.
- 32 IPES-Food (2017): What Makes Urban Food Policy Happen? Insights from Five Case Studies. Available online at: http://www.ipes-food.org/_img/upload/files/Cities_full.pdf.
- 33 Toronto Food Strategy: 2017 Update Report: <https://www.toronto.ca/legdocs/mmis/2017/hl/bgrd/backgroundfile-107950.pdf>.
- 34 CLF Ventures/Metropolitan Area Planning Council (2013): Municipal Food Systems Planning Toolkit for MAPC Communities. Available online at: http://www.mapc.org/wp-content/uploads/2017/11/Food_system_guide_3-18-14.pdf.
- 35 As stated by U.S. Food Policy Council expert Mark Winne (2018); Stierand, Philipp (2016): "Urbane Wege zur nachhaltigen Lebensmittelversorgung", in: Engler, Steven/Stengel, Oliver/ Bommert, Wilfried (eds.): Regional, innovativ und gesund – Nachhaltige Ernährung als Teil der Großen Transformation, Vandenhoeck & Ruprecht, Göttingen. Available online at: https://speiseraeume.de/downloads/SPR_Urbane_Wege_Nachhaltige_Lebensmittelversorgung_Stierand.pdf.
- 36 City of Toronto (2017): Toronto Food Strategy: 2017 Update Report, October 2017. Available online at: <https://www.toronto.ca/legdocs/mmis/2017/hl/bgrd/backgroundfile-107950.pdf>.
- 37 A comprehensive analysis of which fields of action of food policy can or may be developed at the municipal level in Germany against the background of the multi-level system is still missing to date. A corresponding analysis was conducted for the U.S.: Harvard Law School Food Law and Policy Clinic/Mark Winne Associates (2012): Good Laws, Good Food: Putting State Food Policy Work for our Communities. Available online at: <https://www.markwinne.com/wp-content/uploads/2012/09/foodtoolkit-2012.pdf>.
- 38 Ideas by The Service Agency Communities in One World/Engagement Global regarding the implementation of the SDGs in municipal contexts are available at: <https://skew.engagement-global.de/global-nachhaltige-kommune.html>.
- 39 Website organic cities network: <https://www.biostaedte.de/>.
- 40 Website Fairtrade-Towns campaign by Fairtrade Deutschland: <https://www.fairtrade-towns.de/mitmachen/>.
- 41 Website of BUND—Friends of the Earth Germany with info regarding "pesticide-free communes": <https://www.bund.net/umweltgifte/pestizide/pestizidfreie-kommune/>.
- 42 Internetseiten zum Thema „Essbare Stadt“ der Vorreiter-Stadt Andernach: https://www.andernach.de/de/leben_in_andernach/es_startseite.html.
- 43 Organigram kindly provided by the Oldenburg Food Policy Council. Effective as of July 2018.
- 44 Organigram kindly provided by the Frankfurt Food Policy Council. Effective as of August 2018.
- 45 As of August 2018.
- 46 Organigram kindly provided by the Berlin Food Policy Council. Effective as of September 2018.
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- 48 Organigram kindly provided by the Munich Food Policy Council. Effective as of July 2019.



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Food change is developing rapidly and is continuously producing new insights.
Please take this into account.

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