

Erasmus+

SESAME

Encourage the deployment of agricultural projects in urban & peri-urban areas through the development of innovative training

MODULE 4 : NETWORKING & GOVERNANCE

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MODULE 4:
Networking and governance



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1. Governance and networking issues

The experiences of urban agriculture and the underlying models are very different from each other, both in business, technical and social aspects. Behind this diversity there are social actors that shape these projects and that are also guided by very different values, objectives and ambitions.

Success will depend on the experiences and models of urban agriculture based on various pillars such as human capacities and skills, ways of sharing information, the different roles of the actors and mechanisms that take into account the aspirations and desires of all relevant stakeholders. This is important for the success and impact of urban agriculture, as multifunctionality implies that different categories of stakeholders are included for different functions.

Governance mechanisms and networking are key to the success of urban agriculture projects and must be implemented from the earliest stages of urban planning.

1.1. Introduction to governance and networking

Watch the slide presentation that provides an introduction on governance and network concepts and their importance for urban agriculture. It will also look at the role of the different jurisdictions and levels of government involved (local, municipal, city region, provincial, national) and the importance of linkages between rural and urban areas. Finally, it also discusses the role of communication between different actors and stakeholders, tools for multi-stakeholder approach and stakeholder analysis.

2. Legal and political issues

After defining the policy, we continue studying the dimensions of the policy and the key instruments of urban agriculture.

2.1. What is politics?

Before introducing the three policy dimensions of urban agriculture, it is important to understand what we mean by policy. In this course, we will use the following definition of food policy.

"A food policy is any decision, program or project that is endorsed by an agency, company or governmental organization that affects the way food is produced, processed, distributed, purchased, protected and disposed of. Food policy operates at the global, national, provincial, regional, local and institutional levels. World Trade Organization regulations, welfare policies, farm subsidies and labeling standards are some examples of high-level policies that influence the food system" (Vancouver Food Policy Council).

Some examples of food policies are:

- Agricultural policies
- Food safety policies
- Nutritional policies
- Food hygiene and safety policies
- Food labeling policies
- International food trade and aid policies
- Food procurement policies

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

- Food production policies (how and where food is produced in the cities).
- Food distribution policies (policies that allow food markets to be located in different parts of the city or that allow food to be sold on the street)
- Food processing policies (policies that regulate small-scale food processing facilities)
- Food access policies (allowing the distribution of free or low-cost food at certain facilities in the city)
- Food waste policies (guiding the collection and disposal of organic waste)

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

As seen above, urban agriculture is a dynamic concept that includes the collection, production, agro-processing, distribution, marketing and disposal of food waste in urban and surrounding areas. Successful policies and programs must take into account the variation in the types of urban agriculture and related activities, each with its own specific characteristics, opportunities and limitations with respect to the achievement of different policy objectives.

Finally, we pose the question: what makes a policy effective? A policy can be successful if:

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

Therefore, an effective policy should lead to:

- Effective planning and execution of the above-mentioned policy measures/instruments;
- Periodic review and adaptation of the policy based on lessons learned during implementation.

Local governments have the power to develop various types of political instruments that could be applied to support or regulate the development of urban agriculture. These include legal, economic, communication and educational instruments, as well as urban planning and design. Urban agriculture policies can interact and overlap with other local government policies, thus generating multiple benefits for city dwellers. Each instrument is based on a specific hypothesis about how it can influence the behavior of actors in society.

2.2. Political dimensions of urban agriculture

The reasons why policy makers create an urban agriculture policy depend very much on their objectives. Three key policy dimensions will be introduced: social, economic and ecological.

2.2.1. Three political dimensions of urban agriculture

We have already seen that the acceptance of urban agriculture is increasing in many cities and countries around the world. In recent years, cities such as Accra (Ghana), Beijing (China), Nairobi (Kenya) and Rosario (Argentina) and countries such as Sri Lanka, Brazil and Sierra Leone have begun to support urban agriculture through concrete policies. Initiatives in Europe, Canada and the United States are also taking shape to improve the sustainability of their urban food systems.

Is it to reduce poverty or increase food availability? Promote community cohesion and social inclusion? Is it to increase the household incomes of the poor? Or is it to increase green spaces and options for waste reuse? Broadly speaking, three major political dimensions of urban agriculture can be distinguished:

- Dimensió social (per a una ciutat inclusiva, sana i amb seguretat alimentària)
- Dimensió econòmica (per a una ciutat econòmicament viable)
- Dimensió ambiental (per a una ciutat saludable ecològicament)

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

2.2.2. Social dimension of politics

In poor countries, it refers mainly (but not exclusively) to policies aimed at supporting urban agriculture for the subsistence of vulnerable populations, focusing mainly on the production of food and medicinal plants for home consumption. The aim is to reduce family expenses in food and medicines, as well as to generate small incomes from the sale of surpluses. These farms need additional income from sources other than agriculture to survive. Examples are home and community gardening, institutional gardening in schools and hospitals, etc. These systems have important social impacts such as social inclusion, poverty reduction, community development and HIV-AIDS mitigation. An example is Cape Town (South Africa) where land is leased along power lines or roadsides to low-income people (Baker and de Zeeuw, 2015).

Moreover, there are increasingly local government policies aimed at strengthening market-oriented urban agriculture in cities in poor countries. An example is the AGRUPAR project in the city of Quito (Ecuador), which promotes the production and marketing of food at the household level based on ecological production methods. It has set up 2,500 urban gardens, with a capacity of 16,700 people, 84% of whom are women. In reality, it covers 24 hectares and produces more than 400,000 kg of food products for the city. The production is marketed through short-chain markets in the city (23% of which through BIOFERIA) and there are open-air markets in 14 points of the city. All products have been certified organic since 2007 under group certification. Half of the production is used for domestic consumption, while the other half is commercialized. The savings from this domestic consumption production is valued at an average of \$127 per month.

In rich countries, the social dimension tends to focus on community development and inclusion. It refers specifically to policies that use different types of urban agriculture as vehicles to directly promote community capacity building, social inclusion and participatory governance, as well as creating vibrant public meeting places. There are many examples, such as Chicago where an agreement was established to give vacant lots of land for the development of community gardens and London where urban agriculture was included in the London Development Plan. One of the actions was to place urban agriculture in vulnerable urban neighborhoods (<https://www.youtube.com/watch?v=fbTxNkVdM38>).

2.2.3. Economic dimension of politics

The economic dimension of the policy refers to urban agriculture policies aimed at a more market-oriented type of urban agriculture. These are activities carried out (mainly) by small enterprises and some large farms run by private investors or producer associations.

The economic policy issues affecting urban agriculture are diverse. Employment skills and training, as well as business incubation and market chain development are crucial policy issues for many cities. The financing of urban agriculture programs and projects is often policy-driven.

The city government can help small and medium enterprises involved in urban agriculture to develop with supportive policies. Land zoning contains many dimensions of economic policy. For example, Dar Es Salaam (Tanzania) recognized urban agriculture as a permitted use of land, positively changing the economic situation of urban producers.

2.2.4. Ecological dimension of politics

The ecological dimension of the policy refers to the type of urban agriculture that plays an important role in environmental management. Waste disposal is a major problem for most cities. Policies to support composting and reuse of organic waste are positive for the health of the city and can provide a benefit to farmers and producers. Policies on the proper management of wastewater used in urban agriculture are a good example of the ecological dimension. Finally, urban agriculture can help to provide services demanded by residents, such as creating a more sustainable city and measures to improve the city's climate.

The fight against climate change and the reduction of greenhouse gas emissions is a new political frontier. We have the examples of Amman (Jordan), which included urban agriculture and forestry in its climate change adaptation plans, and Brighton and Howe (UK), which are helping to fund the community composting operation (Zeeuw and Baker, 2015).

2.3. Constraints limiting the development of urban agriculture

2.3.1. Recognition of urban agriculture

The lack of recognition of urban agriculture as a professional activity is a problem that restricts its practice in many cities around the world. The absence of this recognition can lead to a lack of policies to support urban agriculture. Politicians often fail to understand the multiple functions that urban agriculture can perform.

There are many reasons for this lack of recognition. Governmental bodies charged with working on agriculture or economic development are accustomed to working at a different scale from most urban agriculture projects, and therefore do not understand the unique requirements and potential of urban agriculture. Very few jurisdictions have departments dedicated to urban agriculture. Moreover, many officials may not be aware of how many departments affect urban agriculture.

The socio-cultural damage may arise from the vision of a city that is contrary to the rural environment, with the idea that modernity implies aesthetics, efficiency and hygiene, and that the agricultural system does not represent this. The industrialized food system has alienated people from food production, giving rise to many mistaken ideas. These prejudices, conscious or subconscious, have given rise to practices, laws and regulations that either do not allow the development of urban agriculture or actively impede it.

Other civic organizations are often unaware of the potential role of urban agriculture, such as the Chamber of Commerce or other business service organizations. This can affect urban agriculture in many ways, including opposition to projects, until urban agriculture advocates are included in civic bodies such as neighborhood associations.

The lack of access to financial and technical assistance is also due to a lack of recognition. There are subsidies, grants, preferential loans and marketing support for industrial-scale export-oriented agriculture, but these forms of support often bypass urban agriculture. The financing of small-scale socially oriented projects depends heavily on the responsible governments providing programs or grants.

The presence of technical assistance in urban areas is often small or non-existent. Agricultural extension services are often oriented to rural areas. Sometimes extension agencies may be unfamiliar with small-area farming techniques. In addition, some products may not be available or may be expensive, such as plants or compost.

2.3.2. Lands

Access to land is a political issue, the rules surrounding who can own land or have secure tenure differ in many places. In some parts of sub-Saharan Africa, women are unable to hold land. The ability to control a stretch of land can also be tenuous, as clustering on the land is always difficult. Women's ability to access credit is also limited in some countries, which denies them the possibility of participating in agriculture in any way they wish.

Restrictive zoning policies in cities and peri-urban areas can limit the types of urban agriculture. City zoning regulates what uses are allowed on land in any given area, often categorizing uses such as commercial, residential, open/green or agricultural. Some cities may have a commercial zoned space, but urban agriculture businesses (such as indoor aquaponics facilities) will not be accepted. Environmental and safety standards and practices vary according to the use of the land. This applies to both open spaces and buildings.

On the other hand, not having rules on land use can also be an impediment if the authorities interpret the absence of explicit permission for a use as meaning that it is illegal, and in some places this is the reasoning that is used. This can lead to insecure conditions (since the valid regulations are not applied) and is too much of a hardship for low-income producers who face untold difficulties if they invest time and resources in a tied-up project or if they are removed from the land.

In addition, many jurisdictions have restrictive policies on composting. In North America, large-scale composting is greatly affected by this. Environmental regulations are designed for large waste management companies and are not appropriate for medium-sized or community-based companies.

2.3.3. Environment and Health

Standards and regulations designed to protect human and environmental health have an impact on where and how people are allowed to farm. Previous uses of the land (such as industrial activity or the application of herbicides) may have resulted in toxic waste or other contamination, making it risky to work there or to eat the food produced there. In some areas, government agencies are developing guidelines to help urban producers choose where to farm. However, this can be a very confusing area for urban growers.

In some jurisdictions, soil testing, water balance analysis and archaeological evaluation will be required before cultivation can take place, which will be a major time and money waster for producers.

The policy of keeping livestock in the cities often implies a public health problem. The main problems are getting the animal and waste management. However, given that there are low limits on the number of animals that can be kept, this may be exaggerated.

2.3.4. Sale

There is certainly a need for legislation to regulate the food industry and ensure consumer safety. The complexity of the regulatory environment can be a dissuasive element for new companies. Some examples of these regulations are:

- Food regulations
- Inspections
- Classification and labeling
- Commercial permits and licenses
- Environmental laws and regulations
- Labor laws and regulations
- Risk analysis and critical control points
- Supply management
- Marketing and certification

The absence of local purchasing policies can also slow down the development of urban agriculture. In addition, international trade agreements that restrict preferential purchasing policies for local food also affect the sector. On the other hand, jurisdictions can provide an important economic boost to the sector.

2.4. Policy Instruments for Urban Agriculture

Political instruments refer to the mechanisms and techniques that a government has at its disposal to implement its objectives. We will examine three in particular: legal, economic and communication/educational.

2.4.1. Legal instruments

The policy of legal instruments is based on forcing the actors (such as citizens, industries or public institutions) to adopt a certain desired behavior by means of legal rules and regulations (such as laws, statutes, ordinances, etc.), and that it is possible to control them if these behaviors comply with the rules/laws. Actors who do not comply with the rules will be sanctioned. This policy instrument is especially useful in cases where:

- The desired behavior cannot be achieved in any other way.
- The rules can be easily controlled and complied with.

Legal instruments are also used in cases where other instruments (economic, educational and design) require an adequate legal basis. Examples include cities such as Valadares (Brazil) and Lima (Peru) where urban agriculture programs are formalized by law.

A growing number of laws, statutes or regulations can be contradictory (what is permitted or promoted in one law or regulation may be prohibited or restricted in another). This situation

often arises in relation to urban agriculture because of its multi-sectoral and multi-jurisdictional nature. For example, a city may have a formal policy that supports urban agriculture and, at the same time, an environmental or health regulation that prohibits or restricts it.

The mechanisms to enforce the laws are often weak due to the related costs or lack of political will, which implies a low level of control and sanctioning of undesirable behaviors or an unequal treatment of the different actors. This leads to a situation in which the activities of some actors are sanctioned while others are not. Such a situation (forbidden by law, but tolerated in practice) is commonplace in urban agriculture, especially in the cities of sub-Saharan Africa.

2.4.2. Economic instruments

The logic behind the application of economic instruments is the assumption that community actors will adopt a certain desired behavior if it provides them with economic benefits (or losses if they continue with inadequate behavior). Local governments can grant fiscal incentives or subsidies if the actors adopt a certain behavior, or impose special taxes for undesired behaviors (similar to a tax on tobacco or alcohol). These economic instruments also need a legal basis, but the essential element is not the law itself, but the economic incentive or loss that encourages (or is supposed to encourage) a certain behavior.

Several municipalities give tax exemptions to landowners that allow urban farmers to use vacant private land. For example, the municipality of Valadares (Brazil) exempts private landowners from progressive property taxes if their land is put to productive use. Other cities have reduced water rates or provided incentives for the composting and reuse of household waste. Economic support can also be provided through the supply of water, feed, washes and compost to urban farmers.

An example of a legal instrument used to take advantage of urban agriculture occurred in 2014 when California established an urban agriculture incentive zone. The premise is that owners of property that is not currently in use receive a tax reduction if they commit the land to agricultural production for a period of no less than five years.

These policy instruments are especially useful in cases where:

- The economic incentive is easy to recognize and substantial enough to have an effect,
- The economic incentive is directly related to the desired behavior.

Among the problems related to the application of these instruments is the fact that the costs of policy measures cannot be controlled and can become infeasible when they are used by many actors. Likewise, taxes and subsidies can increase social inequality if there is no way to ensure that the most vulnerable groups in a community are the ones that benefit most from the economic incentive. It is predictable that there will be controversy over economic incentives.

In Vancouver, Canada, some private landowners issued a three-year free lease to a community agriculture project called SOLE to farm a half-acre parcel located in Vancouver's most disadvantaged neighbourhood, Eastside Centre. In exchange, the property tax assessment was reduced from approximately \$50,000 per year (as commercial property) to \$15,000 per year (as agricultural property). The benefits to the community are clear: opportunities to grow food, combined with skills training programs for farmers who are generally low-income. However,

this tax reduction has been a source of disagreement and controversy. In this case, the motives of the landowners who leased the land "free of charge" to the project were questioned.

2.4.3. Communication/educational tools

The use of communication/educational tools is justified because people will adopt a certain behavior if they are well informed about the positive and negative effects of different courses of action. Information, education and persuasion tools can include media programs, social media, training courses, leaflets and websites. These tools are applied to help them understand the importance of a desired change and to assist them in the process of change. Well-known examples are media campaigns to prevent smoking or to promote the use of condoms to combat HIV/AIDS. In the world of urban agriculture, websites such as Kickstarter are becoming a way to raise funds for projects (<https://www.kickstarter.com/projects/search?term=urban+gardening>).

In relation to urban agriculture, a municipality can either provide technical training to urban farmers or provide education on safe food, food growing and food preparation to school children. Communication/educational instruments are often used as a complementary approach to other policy instruments, as the lack of an adequate communication and education strategy can greatly reduce the effectiveness of other policy instruments.

2.4.4. Urban design tools

Urban design instruments are based on the assumption that people will adopt a certain desired behavior if their physical environment has been designed in a way that encourages them to act in a certain way. For example, if public litter bins are widely available, people will generally litter less on the street. Examples related to urban agriculture are zoning (setting aside and protecting certain areas of the city for agriculture), combining or separating certain land uses depending on the degree of conflict or synergy, including space for horticulture among homes or communities in social housing projects, and so on. Several cities have included land for urban agriculture in their urban land use plan, housing or improvement projects. In Canada, guidelines on urban agriculture design are being developed. The first example was the Vancouver Urban Agriculture Guidelines for the private sector (<https://vancouver.ca/files/cov/urban-agriculture-guidelines.pdf>).

2.5. Examples of policies and regulations

City governments are in a position to promote the practice of urban agriculture. The Milan Urban Food Policy Pact will be used as a framework.

Governments can undertake many different actions affecting urban agriculture. Examples include laws, guidelines, zoning, regulations and health standards to name a few. These actions can be supportive or restrictive.

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

- ensure an environment favorable to effective action,

- sustainable diets and nutrition,
- social and economic equity,
- food production,
- food supply and distribution,
- food wastage.

These areas of action will be discussed briefly and some examples will be given to illustrate the possibilities. All examples are taken from Forster et al. (2015). This book offers brief case study documents of cities with good food practices. Students are encouraged to take a look at this resource.

Book: https://www.ruaf.org/sites/default/files/MUFPP_SelectedGoodPracticesfromCities.pdf

2.5.1. Ensuring an environment conducive to effective action (governance)

Facilitating collaboration between city agencies and departments is extremely important, since urban agriculture is related to various departments and agencies. The creation of interdepartmental committees is one of the actions that can be undertaken.

Improving stakeholder participation is important if the city's food system is to function properly. The formulation and planning of actions by various stakeholders is a very effective way to ensure participation and data collection on urban agriculture. Another related action is the creation of food policy councils. These multi-stakeholder bodies are an excellent forum for identifying the measures needed to improve the local food system and expand urban agriculture.

A disaster risk reduction strategy must be developed to improve the resilience of the urban food system. Disaster preparation strategies must take into account future food supply in the face of challenges such as climate change.

Municipal Food Policy and Gant Food Policy Council

The "Gent en Garde" food policy of the city of Ghent, Belgium, was launched in 2013 with the aim of reducing the environmental impact of food production, processing, transport and to promote waste reduction. To help guide the policy, a food policy council was created comprising various stakeholders in the food system, including people working in agriculture, non-profit organizations, retail, catering and academia. Within the government, an internal working group was established to ensure that communication and cooperation takes place between different departments.

New York: nutritional standards and healthy food shopping

A bill was passed to encourage agencies to buy locally sourced food in 2012. The bill allows buyers a price preference of up to 10% in their purchasing decisions. This means that it is possible to buy local products if it is within 10% of the best price available. This measure can be considered an effective measure to integrate policy measures in different areas (health, nutrition, economic development).

2.5.2. Sustainable diets and nutrition

The promotion of sustainable diets refers to healthy, safe, culturally appropriate and environmentally friendly food. Policy measures can include the creation of food strategies or fiscal measures to discourage the consumption of unhealthy products (junk food). Guidelines can help consumers decide which foods to eat optimally. Standards, regulations and labeling

are other policy tools that can be used to advocate for sustainable diets and nutritious food. To educate people on these issues, channels such as public service announcements and education campaigns can be effective.

Shanghai: food traceability information management system

In 2015, the city of Xangai (Xina) created the Xangai Food Safety Information Management Regulation Program. This involves the collection of data from producers and distributors in new broad categories of food, such as cereals, meat, poultry, vegetables, fruits, seafood, soybeans and dairy. Penalties will be applied to businesses that do not comply. It is hoped that with the use of smartphones, consumers will be able to quickly discover where their food comes from.

Xangai has also created a food safety credit system for restaurants and grocery stores. On the Internet, consumers can find out how the business operates in relation to health guidelines. A scale of faces is used (happy face for high safety, low risk; crying face for low safety, high risk).

Milano: collective catering in schools and public services

Milano Ristorazione is a city business that prepares and distributes 80,000 meals a day to schools, kindergartens, retirement homes and a "meals on wheels" service. The aim is to provide children with nutritious food. Education is also offered to children on topics such as sustainability, waste generation reduction and socio-cultural integration. In order to reduce waste generation, the "I don't waste" program was created.

(<https://www.theguardian.com/cities/2016/oct/16/milan-fight-against-food-waste-ugly-fruit-grassroots-world-food-day>)

2.5.3. Social and economic equity

The MUFPP contains many practical policy recommendations on social and economic equity. Support networks (community gardens) are an excellent way to affect the basis of the food system, to include social inclusion and to provide food to people in need. School food systems can be structured to encourage the purchase of local and regional foods, produced in a sustainable way. Ways can be created to facilitate access to food for people in need through food banks and community kitchens.

Belo Horizonte: restaurants of the people

The "Popular Restaurants" program is an important strategy within the nutrition and food safety policy of the municipality of Belo Horizonte, Brazil. Currently, there are four restaurants located in the poor areas of the city, serving 3 million meals a year. The meals are subsidized, so they are much cheaper than other restaurants. People in the "Bolsa Família" program receive a 50% discount on meal prices. The meals are free of charge for people without a registered home. The food comes from local farms, which is a boost for the production of peri urban food. (<https://www.youtube.com/watch?v=YNU-aRu45Gs>).

Ghent - De Site: Urban horticulture promotes social equity

Managed by a non-profit association and financed by the City of Ghent, "De Site" was launched as a temporary project in one of the poorest areas of downtown Ghent. More than 3,000 m² of industrial land has been converted into two crop fields. Local residents can rent plots of land to produce food, paying with a local alternative currency. Otherwise, vegetables are harvested and sold in a social grocery store, where people on low incomes pay reduced prices. Some food is delivered in a restaurant that offers a social price, designed to make the food affordable for people on low incomes (<https://www.youtube.com/watch?v=NdsossBvv-4>).

2.5.4. Food production

Integrating food production and processing into city resilience plans is one suggestion. The use of an ecosystem approach to land-use planning is another important policy that can positively affect food production. Programs can be developed that provide financial assistance and technical training to help the sector. Policies on inputs, such as composting and the safe use of grey water, can be created. Policies to shorten supply chains are another approach that would encourage urban and periurban agriculture.

Quito - Participative urban agriculture program

The Participatory Urban Agriculture Program (AGRUPAR) is run by the metropolitan economic promotion agency CONQUITO of the city of Quito (Ecuador). The program has opened 2,500 orchards and has covered approximately 24 hectares since 2002. It is estimated that the annual production will be 400,000 kilos. The objectives are to reduce food insecurity, improve income, generate employment and provide healthy food for people. Half of the production goes to local markets, providing income to the producers.

Chicago: urban farms on the rise

Chicago, USA, has been a leader in developing policies that have raised the profile and importance of urban agriculture. Zoning in 2011 resulted in urban farms and community gardens being able to use land in different areas of the city. It also provides guidelines on the importance that these businesses or non-profit initiatives can have.

2.5.5. Food supply and distribution

Although it is not a policy, a food flow map can provide important information to policy makers about access to food and the infrastructure needed for food supply. Food safety legislation and guidelines can be created to ensure food safety for consumers. Public procurement policy and support programs for farmers markets can have a direct influence on urban and peri urban agriculture. It is also recommended that barriers to market access for small producers be eliminated.

Barcelona: modern markets

The Institut de Mercats de Barcelona has redeveloped many of the city's covered markets. The economic impact has been significant. The markets have sales of 1,000 million euros a year and employ 7,500 people. In addition to being able to buy local and safe food, these markets help shoppers to improve their eating habits by buying healthier foods. The social welfare of the city is also enhanced by the markets.

Lyon: a fair and sustainable city sign

The Fair and Sustainable City of Lyon seal was created in 2010 to promote sustainable consumption. The food sector has a large participation in the program. One of the program's advantages is the creation of networks between companies that use the label. It is a public-private sector initiative.

2.5.6. Food waste reduction and management

Food wastage and waste generation must be assessed and monitored to see where changes can be made. Public service campaigns can be used to raise awareness of these problems. Some waste is a consequence of the way in which standards are set, for example, product expiration dates. This is an area where policy change can help solve the problem of food wastage. Cities can also consider policies that enable and support food redistribution.

Paris: food recovery and redistribution

The French National Pact to Combat Food Waste aims to reduce food wastage by 50% by 2025. This public-private civil society initiative focuses on the recovery of healthy food, which is then redistributed. The city of Paris carries out awareness-raising campaigns, together with support for community projects involving waste reduction and redistribution. A civil society group "La tente des glaneurs" participates in certifying the food collected as safe before redistributing it to people in need (<https://www.theguardian.com/world/2016/feb/04/french-law-forbids-food-waste-by-supermarkets>).

Curitiba: access and food safety programs

The Câmbio Verde (Green Change) program has been in operation since 1991. The premise is simple: for every 5 kilos of recyclable material, one kilo of food is exchanged. This has drastically reduced waste, while improving the nutritional standards of people on low incomes. Surplus food from local farms is the source of much of this food.

2.6. Policy recommendations and key courses of action

First, we will analyze some of the recommendations of the SUPURBFOOD project, which investigated sustainable modes of urban and peri-urban food provisioning, with a special focus on food waste, food chain reduction and land protection. Next, we will focus on some of the recommendations on urban agriculture that have recently been made in New York and Toronto.

2.6.1. SUPURBFOOD Recommendations

Many different agencies and organizations have put forward key policy recommendations to boost the prosperous food systems of city regions and how to integrate the practice and business of urban and peri-urban agriculture. In 2015, in the framework of the EU-funded SUPURBFOOD research project on sustainable urban and peri-urban food supply methods (<http://www.supurbfood.eu/>), the RUAF Foundation prepared a short list of several relevant recommendations. The document made recommendations in the following areas, with a high level of interrelation:

- Drain the food chains,
- Protect land for urban and peri-urban agriculture,
- Reduce food wastage,
- Optimize waste flows (food),
- Create synergies,
- Align organizational structures.

Shorten the food chains

Recently, many policy experts have focused on reducing the length of food chains to improve the environment and make the food system more sustainable. The MUFPP sets an objective:

25. Support short food chains, producer organizations, producer-to-consumer networks and platforms and other market systems that integrate the social and economic infrastructure of the urban food system linking urban and rural areas. This could include social and solidarity economy initiatives led by civil society and alternative market

systems. (<http://www.milanurbanfoodpolicypact.org/wp-content/uploads/2016/06/Milan-Urban-Food-Policy-Pact-EN.pdf>).

Reducing the length of food chains is a policy that can have a positive impact on urban agriculture and economic development. It implies that there will be more local food available with the possibility of creating stronger relationships between producers and consumers.

City governments can facilitate viable markets for farmers by creating enabling policies and making resources available (such as allowing markets on public land). An example of this is the Greenmarket program in New York. It aims to stimulate production in peri-urban areas of the region, while providing consumers with access to fresh, local food.

Policies that strengthen regional transportation increase the ability of urban producers and food producers to make contributions, access manpower and distribute products. The creation of realistic policies around other key infrastructures such as slaughterhouses and processing facilities can help local food supply.

Land protection for urban and peri urban agriculture

Access to land and security of tenure are crucial issues for the agricultural sector. The land around cities has productive and dry soils. Land for cultivation is a non-renewable resource.

Zoning should be used to protect the surrounding land from urban expansion. Equally important is to ensure that infrastructure exists to complement the land base. In cities, there are many sound policies to ensure that land is available for agriculture. The City of Ghent provides subsidies to ensure that producers are tied to temporarily available land. The Government of the City of Toronto (Canada) subsidizes the costs of setting up a community garden in the park.

The MUFPP also contains recommendations on agricultural policy:

22. Apply an ecosystem approach to guide holistic and integrated land use planning and management, in collaboration with both urban and rural authorities and other natural resource managers, combining the characteristics of the landscape.
23. Protect and enable access and secure tenure to land for sustainable food production in urban and peri urban areas, including land for community gardens and small producers, for example: through community land banks, providing access to municipal land for local agricultural production and promoting integration with the city's land use and development plans and programs.

Other recommendations deal with the problem tangentially:

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

In Catalonia, the Reial decret legislatiu 7/2015, de 30 d'octubre, which approves the revised text of the Law of land and urban rehabilitation, states:

Article 3

Principle of sustainable territorial and urban development.

1. The public policies related to the regulation, planning, occupation, transformation and use of land have as a common purpose the use of this resource in accordance with the general interest and according to the principle of sustainable development, without prejudice to the specific purposes attributed to them by law.

2. By virtue of the principle of sustainable development, the policies referred to in the preceding paragraph promote the rational use of natural resources, harmonize the requirements of the economy, employment, social cohesion, equal treatment and opportunities, human health and safety, and environmental protection, and contribute in particular to:

- a. The effectiveness of measures for the conservation and improvement of nature, flora and fauna and the protection of cultural heritage and landscape.
- b. The protection, appropriate to its nature, of the rural environment and the preservation of the values of the unneeded or uninhabited land to meet the needs of urban transformation.
- c. Adequate prevention of risks and dangers to public safety and health and the effective elimination of the disturbances of both.
- d. The prevention and minimization, to the greatest extent possible, of air, water, soil and subsoil pollution.

3. The public authorities formulate and deploy, in the urban environment, the policies of their respective competence, in accordance with the principles of competitiveness and economic, social and environmental sustainability, territorial cohesion, energy efficiency and functional complexity, and ensure that it is sufficiently equipped and that the land is occupied efficiently, combining uses in a functional manner. In particular:

- a. They enable residential use in homes that constitute a habitual residence in a safe, healthy, universally accessible, adequate quality and socially integrated urban context, provided with the equipment, services, materials and products that eliminate or, in any case, minimize, through the application of the best technology available on the market at a reasonable price, polluting emissions and greenhouse gases, in any case, minimize, through the application of the best technology available on the market at a reasonable price, pollutant and greenhouse gas emissions, water and energy consumption and waste production, and improve waste management.
- b. They promote and encourage economic and social dynamism and the adaptation, rehabilitation and occupation of abandoned buildings.
- c. They improve the quality and functionality of public facilities, infrastructures and spaces at the service of all citizens and promote more economically and environmentally efficient general services.
- d. Promote, with the necessary infrastructures, facilities, equipment and services, the location of economic activities that generate stable employment, especially those that

facilitate the development of scientific research and new technologies, and improve the productive tissues, through intelligent management.

- e. Guarantee universal access for citizens, in accordance with the minimum legal requirements, to buildings for private and public use and to infrastructures, facilities, equipment, transport and services.
- f. Guarantee mobility at a reasonable cost and time, which is based on an adequate balance between all transport systems, which, however, gives preference to public and collective transport and promotes pedestrian and bicycle travel.
- g. Integrate into the urban fabric all uses that are compatible with the residential function, in order to contribute to the balance of cities and residential clusters, and promote the diversity of uses, the proximity of services, facilities and equipment to the resident community, as well as social cohesion and integration.
- h. They promote the protection of the atmosphere and the use of clean materials, products and technologies that reduce pollutant emissions and greenhouse gas emissions from the construction sector, as well as reused and recycled materials that contribute to improving efficiency in the use of resources. They also prevent and, in any case, minimize to the greatest extent possible, through the application of all the systems and procedures legally foreseen, the negative impacts of urban waste and noise pollution.
- i. Prioritize renewable energies over the use of fossil fuels and combat energy poverty, promoting energy conservation and the efficient use of resources and energy, preferably self-generated.
- j. They value, if necessary, the tourist perspective, and allow and improve responsible tourist use.
- k. They promote the enhancement of urbanized and built heritage of historical or cultural value.
- l. Contribute to a rational use of water, and promote a culture of efficiency in the use of water resources, based on conservation and reuse.
The pursuit of these objectives is adapted to the peculiarities resulting from the territorial model adopted in each case by the public authorities responsible for territorial and urban planning.

4. The public authorities promote the conditions for the rights and duties of the citizens established in the following articles to be real and effective, adopt the measures of territorial and urban planning that are appropriate to ensure a balanced result, and promote or contain, as appropriate, the processes of occupation and transformation of the land. The land bound to a residential use by the territorial and urban planning is at the service of the effectiveness of the right to enjoy a decent and adequate habitat, in the terms provided by the legislation in the matter.

Article 13



Contingency of the right of ownership of land in a rural situation: faculties

1. In the land in rural situations referred to in article 21.2. a, the faculties of the right of ownership include the right to use, enjoy and dispose of the land in accordance with its nature, and it must be dedicated, within the limits established by law and by territorial and urban planning, to agricultural, livestock, forestry, hunting or any other use linked to the rational use of natural resources.

The use of land with environmental, cultural, historical, archaeological, scientific and landscape values that are protected by the applicable legislation is always subject to the preservation of the aforementioned values, and includes only those acts of alteration of the natural state of the land that such legislation expressly authorizes.

Exceptionally, and through the procedure and under the conditions provided for in the legislation on territorial and urban planning, specific acts and uses may be legitimized that are of public or social interest, that contribute to rural planning and development, or that are located in the rural environment.

2. In the land in rural situation for which the instruments of territorial and urban planning foresee or allow the passage to the situation of urbanized land, the faculties of the right of ownership include the following:

- a. The right to consult the competent administrations on the criteria and provisions of urban planning, sectoral plans and projects, and on the works to be carried out to ensure the connection of the urban development with the general service networks and, if necessary, the extension and reinforcement of those existing outside the development.

The legislation on territorial and urban planning establishes the maximum period for responding to the consultation, which may not exceed three months, unless a regulation with the rank of law establishes a longer period, as well as the effects that will follow. In any case, the alteration of the criteria and the forecasts provided in the answer, within the term in which it takes effect, may give right to the compensation of the expenses incurred for the elaboration of necessary projects that turn out to be useless, in the terms of the general regime of the patrimonial responsibility of the public administrations.

- b. The right to elaborate and present the corresponding planning instrument, when the Administration has not reserved the public initiative for planning and execution.
- c. The right to participate in the execution of new urban development actions, in a system of equitable distribution of benefits and fees among all affected owners in proportion to their contribution.

To exercise this power, or to ratify it, if it has been exercised before, the owner has the term established by the legislation on territorial and urban planning, which may not be less than one month nor may it be counted from a moment prior to that in which he may know the amount of the revenues of the action and the criteria for their distribution among the affected parties.

- d. The realization of provisional uses and works that are authorized because they are not expressly prohibited by territorial and urban or sectorial legislation and are compatible with urban planning. These uses and works must cease and, in any case, the works must be stopped, without any right to compensation, when so agreed by the town planning administration.

The effectiveness of the corresponding authorizations, under the conditions indicated and expressly accepted by the addressees, is subject to their being recorded in the Property Register in accordance with mortgage legislation.

The lease and the surface right of the land to which this section refers, or of the provisional constructions that are annexed to it, are excluded from the special regime of rustic and urban leases, and, in any case, they automatically terminate with the order of the urban development Administration that agrees the demolition or removal of the land in order to carry out the urban development projects. In these cases there is no right of relocation or return.

- e. The right to use, enjoy and dispose of the land in accordance with the provisions of paragraph 1, provided that the exercise of these powers is compatible with the provisions already contained in the land and urban planning instrument in relation to its transition to the status of urbanized land.

3. Despite the provisions of the previous sections, the delimitation of protected natural areas or areas included in the Natura 2000 Network can only be altered, and the total surface area reduced or land excluded, when justified by scientifically proven changes caused by the natural evolution of these areas. The alteration must be subject to public information, which in the case of the Natura 2000 Network, must be made prior to the submission of the proposal for declassification to the European Commission and the acceptance of this declassification.

Article 24

Specific rules for actions on the urban environment

1. Actions on the urban environment that imply the need to alter the urban planning in force observe the procedural steps required by the applicable legislation to make the corresponding modification. However, this legislation may provide that certain programs or other planning instruments may be approved simultaneously with this modification, or independently of it, through the procedures for approval of the regulatory norms, with the same effects as the same urban development plans. In any case, they shall incorporate the report or memorandum of economic sustainability regulated in section 5 of article 22.

The actions that do not require the alteration of the urban planning in force require the delimitation and approval of an area of joint action, which may be continuous or discontinuous, or the identification of the corresponding isolated action, at the proposal of the parties mentioned in article 8, and at the discretion of the City Council.

2. The administrative agreement by means of which the areas of joint action are delimited or the actions to be carried out in a joint manner are authorized guarantees, in any case, the performance of the notifications required by the applicable legislation and the processing of information to the public when this is mandatory, and contains, in addition and as a minimum, the following points:

- a. *Advance of the necessary equidistribution, understood as the distribution, among all those affected, of the costs derived from the execution of the corresponding action and of the benefits attributable to it, including among these the public subsidies and all those that allow generating some type of income linked to the operation.*

The equidistribution is based on the participation quotas that correspond to each of the owners in the community of owners or in the group of communities of owners, in the

housing cooperatives that may be constituted for this purpose, as well as the participation that, if applicable, corresponds, in accordance with the agreement reached, to the companies, entities or societies that are to intervene in the operation, in order to remunerate the action.

b. *The temporary and definitive relocation and return plan, if applicable.*

3. The spatial delimitation of the scope of action, whether joint or isolated, once the administrative process has been completed, marks the beginning of the actions to be carried out, in accordance with the form of management chosen by the acting Administration.

4. It is possible to occupy the surfaces of free spaces or of public domain that are indispensable for the installation of elevators or other elements that guarantee universal accessibility, as well as common surfaces of private use, such as vestibules, backyards, overcovers, exits and porches, whether located on the ground, subsoil or overhang, when no other solution is technically or economically feasible, and provided that the functionality of the open spaces, facilities and other elements of the public domain is ensured.

The urban planning instruments guarantee the application of the basic rule established in the previous paragraph, either by allowing areas not to be computed for the purposes of building volume or minimum distances to boundaries, other buildings or the public highway or alignments, or by applying any other technique that, in accordance with the applicable legislation, achieves the same purpose.

Likewise, the final agreement in administrative proceedings referred to in paragraph 2, in addition to the effects provided for in Article 42. 3, legitimizes the occupation of the areas of open space or public domain that are municipally owned, and the definitive approval is sufficient cause to establish a cession of use of the overhang for the time during which the building is maintained or, if necessary, the requalification and disaffection, with subsequent alienation to the corresponding community or group of communities of owners. When it is necessary to occupy public assets of public property belonging to other administrations, the town councils may request from the owner the cession of use or disaffection of such property, which shall proceed, if necessary, in accordance with the provisions of the legislation regulating the corresponding property.

5. The provisions of the preceding paragraph shall also apply to spaces that require the performance of works that reduce by at least 30 percent the annual energy demand for heating or cooling of the building and that consist of:

- a. The installation of thermal isolation or ventilated facades on the outside of the building, or the closing or enclosure of the exposed roofs.
- b. The installation of bioclimatic devices attached to the façades or roofs.
- c. The execution of the works and the implementation of the necessary installations for the centralization or provision of common energy installations and solar collectors or other renewable energy sources on the facades or roofs when they reduce the annual consumption of non-renewable primary energy of the building by at least 30 percent.
- d. The realization of works in common areas or dwellings that manage to reduce, at least 30 percent, the water consumption in the building as a whole.

6. When the actions referred to in the preceding paragraphs affect buildings declared to be of cultural interest or subject to any other protection regime, innovative solutions must be sought

that allow the necessary adaptations to be made to improve energy efficiency and guarantee accessibility, without detriment to the necessary preservation of the values that are the object of protection. In any case, a favorable report must be issued, or they must be authorized, if necessary, by the competent body for the management of the applicable protection regime, in accordance with its regulations.

Reduction of food wastage

The FAO estimates that one third of all food produced for human consumption is lost or wasted annually, throughout the entire food chain: agricultural production, post-harvest handling, processing, distribution and consumption (FAO, 2011) (<http://www.fao.org/food-loss-and-food-waste/en/>).

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

34. Convene food system actors to assess and control food waste and waste reduction at all stages of the food supply chain (including production, processing, packaging, safe food preparation, presentation and handling, reuse and recycling) and ensure holistic planning and design, transparency, accountability and policy integration.

35. Raise awareness of food loss and waste through targeted campaigns and events; identify focal points such as educational institutions, community markets, company stores and other solidarity or circular economy initiatives.

36. Collaborate with the private sector together with research, educational and community organizations to develop and revise, if necessary, municipal policies and regulations (for example, processes, cosmetic and classification standards, expiration dates, etc.) to avoid generating waste or to safely recover food and packaging through a hierarchy of "consumption for unprofitable use".

37. Food conservation by facilitating the recovery and redistribution of human consumption of safe and nutritious food, if at risk of being lost, discarded or wasted from production, manufacturing, retail, catering, grocery and hospitality.

The 2030 Agenda for Sustainable Development includes 17 Sustainable Development Goals (SDGs) relevant to the development of urban agriculture. "By 2030, food waste per capita between retailers and consumers must be halved, and food losses along production and supply chains, including post-harvest losses, must be reduced." (<https://sustainabledevelopment.un.org/sdgs>). In June 2016, the European Council reaffirmed this objective when they adopted a list of actions to reduce food wastage and food losses. (<http://data.consilium.europa.eu/doc/document/ST-10730-2016-INIT/en/pdf>).

For more information read: <https://www.ruaf.org/publications/city-region-food-systems-and-food-waste-management-2016>

2.6.2. Experiences in other cities

In recent decades, policy experts have begun to study urban agriculture. A number of interesting reports have been produced that focus on how to increase it.



New York

Five Borough Farm was a long, multi-faceted project by the Design Trust for Public Space to examine and measure urban agriculture in and around New York, with the goal of providing a roadmap for the future. The first publication, *Five Borough Farm: Seeding the Future of Urban Agriculture in New York*, made 30 recommendations in five broad areas:

1. Formalize municipal government support for urban agriculture.
2. Integrate urban agriculture into existing city policies and plans.
3. Identify innovative opportunities to incorporate urban agriculture into the urban landscape.
4. Address disparities in New York City's agricultural community.
5. Create grants for urban agriculture.

First, a clear urban agricultural policy must be established and a plan developed to guide future growth. Land issues have a prominent figure, with goals such as mapping urban agriculture and documenting urban and privately owned land that could be used for agriculture. One very interesting recommendation was to create an urban agriculture advocate for New York. Many cities around the world need an office that can help resolve conflicts that arise with some regularity regarding growth in cities.

The need to integrate urban agriculture into existing city policies and plans is another area in need of reform. The conservation of soil, composting and the incorporation of urban agriculture into the city's green infrastructure program are highlighted.

Recommendations on identifying innovative opportunities for incorporating urban agriculture into the urban landscape include promoting land-based agriculture and supporting urban agriculture projects for domestic use. A key economic recommendation is to strengthen food production and distribution infrastructures. It is recommended that municipal agencies sign contracts to support the sector.

Addressing the differences in the urban farming community contains many recommendations on how to make information more available and transparent. Capacity building in less conserved areas should also be encouraged. One of the ideas mentioned is to provide support for the creation of farmer-to-farmer networks.

For more information: <https://vimeo.com/69500654>

Toronto

Meetings and consultations with the urban farming community led to the publication of an action plan in 2012. The plan contained 68 recommendations divided into 6 areas:

- Linking producers to land and space.
- Reinforce education and training.
- Increase visibility and promotion.
- Give added value to urban horticulture.
- Cultivate relationships.
- Develop support policies.

The first of the four immediate objectives was successfully implemented in November 2013, when the City Council adopted the Toronto Agricultural Program consisting of a City Sector

Steering Committee, a staff working group and a 2013-2014 Work Plan (<https://www.toronto.ca/legdocs/mmis/2013/pe/bgrd/backgroundfile-62375.pdf>).

The economic dimension had been neglected, so adding value to production was an opportunity. The recommendations addressed the financing problems facing urban agriculture and infrastructure needs. Key recommendations in this section include:

- Develop facilities for post-harvest handling of food grown in the city.
- Develop a network of multi-purpose food centers (combining cultivation with on-site food education, direct sales, cooking classes, etc.) throughout the city.
- Develop a window of food processing opportunities, including community-based food processing facilities on a medium and commercial scale.
- Strengthen the financing of urban agriculture.
- Link social investors and seed capital to future initiatives.
- Create incentives for urban agriculture with municipal grants.
- Develop new financing models to fund urban agriculture initiatives.
- Organize a funders' conference to educate funders on urban agriculture.

2.7. Policy lobbying strategies

Policies to support urban agriculture are not identified. What we now know as successful urban agriculture policies have only been put in place as a result of demands, proposals and associated policy advocacy strategies from direct and indirect stakeholders. At this point, we study how to create effective anti-policy advocacy strategies.

When it comes to selling the idea of urban agriculture as a concept or in the form of a project, governments need to become aware of the situation. Two terms related to this need to be identified. Promotion is the act of promoting change. The intended outcomes could include people changing their behavior or attitude or a government changing its policies and laws (FAO, 2011). Lobbying is more personal and targeted. It can be defined as "the act of trying to influence business and government leaders to create legislation or carry out an activity that will help a particular organization." (<http://www.businessdictionary.com/definition/lobbying.html>).

The people who lobby in favor of urban agriculture are direct and indirect actors. Lobby groups can include producer associations, processors, infrastructure companies, social service agencies, health promotion agencies and people interested in promoting the profession such as urban planners and academics. Lobbying can serve many purposes, including obtaining information about solutions perceived as a problem, advocating on behalf of particular groups or individuals, and highlighting issues with a policy proposal (FAO, 2011).

Likewise, international organizations (such as RUAF) play a strong role in the defense of local and international urban agriculture. They provide stakeholders with the tools to combat progressive changes in urban agriculture policies and urban food strategies.

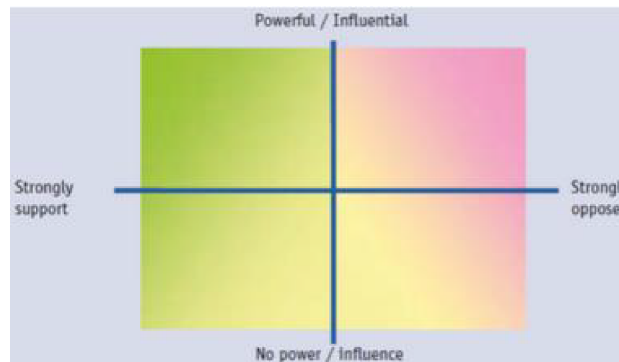
Part of any lobbying strategy is to have a clear communication strategy. FAO (2011) Toolkit Communications Security identifies six steps:

1. Identify and analyze the target audience.
2. Define the communication objectives.
3. Decide on the messages to be transmitted to the public.
4. Select the channels to use.

5. Create a communication work plan.
6. Evaluate the communication activities

2.7.1. Audience

The first question to ask is: who to put pressure on? Sometimes it will be obvious, sometimes not. The following diagram allows you to identify the people and organizations you want to convince of your point of view by asking how you perceive their power and influence:



From the diagram, people and organizations in the top left quadrant identify who is the best to lobby. The top right quadrant is also important, because when you push, you have to talk to everyone, not just the people you agree with. In this upper left quadrant, you are likely to find the "champion", the person who will defend and push the issue or policy on your behalf.

When choosing the message(s) you want to convey, it is important to distinguish between education and persuasion. Education is about informing a person or entity in a general way, for example, about the social benefits that urban agriculture can provide to the city. Persuasion is much more specific. Here the lobbyist is likely to try to persuade the policy maker to opt for a specific option. Taking the previous example a step further, a lobbyist could be trying to get a politician to support increased funding for school gardens.

The most important point to highlight is the need to be prepared. You must have a firm mastery of what you are talking about. If you are in a face-to-face meeting, you may be talking to a person who is well informed and knows the subject very well. So a well-prepared individual will know the opinions of the person they are meeting.

2.7.2. Channels of use

Channels refer to the forms or tools available to get the message to the intended target audience. The strategies and pressure tactics used depend on the message you are trying to convey. Messages can range from raising awareness of a particular issue to defending the wording of a policy to be produced.

There are several ways to communicate with policy makers or technical staff that provide direct recommendations to decision makers. Among the most commonly used methods are:

- Policy seminars, meetings and oral sessions to raise awareness and understanding among policy makers on the issues discussed. This includes the potential development of various urban agriculture systems and technologies in different parts of the city. These techniques can also help to motivate and engage participants to collaborate in policy formulation and action planning. The conclusions and agreements reached during the discussions can be included in the form of an official statement, agenda of

work, agreement or memorandum of understanding. These documents will also provide interested parties with a strong basis for follow-up and for sharing the results of the workshop and meetings with others.

- Organizing visits to urban agriculture farms to share first-hand knowledge of the benefits of urban agriculture is a very effective lobbying channel. These visits can be a very effective way of communicating the needs of urban agriculture and demonstrating results. It can give urban agriculture stakeholders the opportunity to express their concerns and needs, providing decision-makers with a more detailed view of how they can respond.
- Other methods used include tutorials, videos, blogs, study visits, social network campaigns and others.

Creating groups of like-minded organizations can amplify the voice and increase the chances of success.

2.7.3. Examples

Bristol

This city in the United Kingdom is known for its food and agricultural policy initiatives. The initiatives date back decades, but we will focus on some recent developments. Bristol's strength lies in the fact that many organizations and individuals are involved in the functioning of the food system. The Bristol Food Network coordinates communication among its 900 members. In 2009 they created a "Sustainable Food Strategy for Bristol". This was one of the channels used to continue the dialogue with the members of the government. Other channels of pressure they use are dialogue at conferences, seminars and a free day on an organic farm with suppliers (Carey, 2013). This was followed by Who Feeds Bristol? Towards a resilient food plan in 2011. These reports have been useful resources that food system activists have used to push for change, with some success (Reed and Keech, 2015). Despite some progress, there has been some tension. At present, the city of Bristol does not yet have a food strategy.

Rotterdam

Urban agriculture is a popular activity in Rotterdam, with more than 100 active initiatives currently underway, apart from market gardens. The association Eetbaar Rotterdam (Edible Rotterdam) has been promoting urban agriculture since 2007. They bring together expertise from many disciplines to help the urban agricultural development of the city.

Coming from different disciplines, Eetbaar Rotterdam has stimulated and initiated urban agriculture in Rotterdam, because they believe that urban agriculture can greatly benefit the city. An important channel to increase urban agriculture was the 2011 report called Room for Urban Agriculture in Rotterdam (Ruimte voor Stadslandbouw in Rotterdam). The report created a map of opportunities for agriculture in the city.

There is also a regional food council in the city. Made up of researchers, businesses, the agricultural sector, educators and municipal authorities, the Food Council focuses mainly on the promotion of regional food chains, health, education and the circular economy. The meetings serve to create contact networks and exchange ideas, while formulating recommendations for municipalities.

Toronto

Urban agriculture is an important hobby and an increasingly professional activity for people in Toronto. The urban agriculture lobby has taken many forms. The Toronto Food Policy Council was created in 1991. This has provided citizens and the general public with an excellent platform for proposing measures to further urban agriculture. In 2012, Toronto Food Policy enthusiastically endorsed the GrowTO Urban Agriculture Action Plan (http://tfpc.to/wordpress/wp-content/uploads/2012/08/GrowTO_ActionPlan_lowresFINAL.pdf), which was a civil society initiative to expand urban agriculture. In this case, the group that formed the GrowTO steering committee was made up of different interested parties such as farmers, academics, architects, environmental agencies and a food author. The report included many recommendations, some of which have been implemented. An important step forward was the creation of the Toronto Agricultural Program in 2013. The challenge for civil society is to ensure that the enthusiasm of recent years is not lost.

3. Networks and companies - COFAMI case

3.1. Networks and companies

First of all, check out this three-part video that presents an overview of urban producers organizations. This video focuses on the importance of these organizations that involve local and national governments, civil society organizations and others in facilitating the development of strong urban producers' organizations by showing examples in Amsterdam (Netherlands), Dakar (Senegal), Hyderabad (India), and Rosario (Argentina).

Video: <https://www.ruaf.org/publications/strengthening-organisations-urban-producers>

Taking into account this information on the importance of urban producers' organizations, this section focuses on COFAMI (Collective Farmers Marketing Initiatives).

COFAMI (Collective Farmers Marketing Initiatives): will be funded under FP6 (6th EU Research Framework Program). Five project partners from the Netherlands, Switzerland, France, Germany, Austria, Latvia, Italy, Latvia, Denmark, Hungary and the Czech Republic have worked together to identify the social, economic, cultural and political factors that limit and/or enable the formation and development of collective marketing initiatives.

Characteristics of the COFAMI in Europe: extracted from COFAMI's website

In the last decade, we can witness a wide variety of new types of collective marketing initiatives, which at least in part are understood as active responses of farmers to differentiation in food markets, changing society's demands on rural areas and placing increasing attention on policies for more inclusive rural and regional development strategies. Many recent COFAMI can be understood as multipurpose networks that combine product marketing with collective learning and collective strategic action with other actors such as consumers, food chain partners, social organizations, political institutions, agricultural advisory services, etc.

Cooperative activities first emerged in regions where small-scale agriculture was predominant. The main objective was to improve the difficult economic situation of these farmers. While in the North-West, South Europe and the Alpine region, the evolution of cooperatives is characterized by a relative continuity, in Central and Eastern Europe there were breaks in their development due to the changes of regime.

In general, historical trajectories vary greatly because of different political discourses and measures and because of different contextual incrustations. The importance of traditional farmer cooperatives is moreover heterogeneous across regions, countries and even sectors. Nevertheless, traditional cooperatives still play a relatively important role in those countries where their evolution has been more rapid and continuous. At the same time, it is possible to observe the emergence of new promising approaches to the commercialization of collective farmers.

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