Policy co-creation
Capacity Building Programme

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Document short abstract	This document is the provision of the project's envisioned policy dimension of the Capacity Building Programme (P-CBP) which is built from the WP-3 key findings e.g., referred as "D4.1 – Policy co-creation capacity building programme". Key findings are assembled from tasks T3.2, T3.3., T3.5, T3.6 and T3.7. The main aim of this P-CBP is to provide actionable guidelines and structured information per the project definition found in the project description chapter "1.3 Concept and methodology – (a) Concept – (a).7 – Securing efficient learning environments", concretely an "open access digital training guide and self-learning online platform encompassing a comprehensive set of learning material and generated on Google Site." The P-CBP also uptakes from key findings generated by WP-4 and WP-5 globally, more specifically tasks T4.1 and T5.1. Cities2030 explores the CRFS educational programmes landscape combining examinations with recent studies and research on CRFS transitions mechanisms. To facilitate the distinction with the deliverable D5.1 the present deliverable is labelled "Policy Capacity Building Programme" (P-CBP).

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Legislation

Legislation H2020 Framework Programme – Regulation (EU) No 1291/2013 of the European Parliament and of the Council of 11 December 2013 establishing Horizon 2020 - The Framework Programme for Research and Innovation (2014-2020) (OJ 347, 20.12.2013, p. 104).

Euratom Research and Training Programme (2014-2018) – Council Regulation (Euratom) No 1314/2013 of 16 December 2013 on the Research and Training Programme of the European Atomic Energy Community (2014-2018) complementing the Horizon 2020 – The Framework Programme for Research and Innovation (OJ L 347, 20.12.2013, p. 948).

H2020 Specific Programme – Council Decision 2013/743/EU of 3 December 2013 establishing the Specific Programme Implementing Horizon 2020 - The Framework Programme for Research and Innovation (2014-2020) (OJ L 347, 20.12.2013, p. 965).

Rules for Participation (RfP) – Regulation (EU) No 1290/2013 of the European Parliament and of the Council of 11 of December 2013 laying down the rules for the participation and dissemination in Horizon 2020 – the Framework Programme for Research and Innovation (2014-2020) (OJ L 347, 20.12.2013, p.81).

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Abbreviations

Abbreviation	Description
CIAB	Cities2030 Advisory Board
CBP	Capacity Building Programme
CEP	Cities2030 Educational Programme (root of the project capacity building programmes)
CFRS	Cities Regions Food Systems
CSO	Civil Society Organisation
EC	European Commission
ETS	Education and Training Systems
EU	European Union
ExeCom	Executive Committee, composed by all WP leaders and co-leaders
IA	Innovation Action
KPI	Key Performance Indicators
NFIL	Non-Formal and Informal Learning
P-CBP	Policy Capacity Building Programme
PMO	Project Management office
ULO	Units of Learning Outcomes
UN	United Nations
RIA	Research Innovation Action
RRI	Responsible Research and Responsibility
WP	Work package

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Executive summary

The project Cities2030 "Policy Capacity Building Programme" (P-CBP), structured in the present document, is a guideline for the co-creation of a framework to assist building capacities for policy innovation in all actors of City Region Food Systems (CRFS). Concretely, the P-CBP framework is provided to support training sessions that include a wide range of CRFS actors profiles. The P-CBP is rooted in the educational programme that has been developed in WP-3, WP-4 and WP-5 of Cities2030. The P-CBP is designed to support both non-formal and informal learning to support the wide range of CRFS stakeholders. The proposed pedagogical approach is inspired by the European Credit System for Vocational Education and Training (ECVET)[3], which bring a structure without prior knowledge.

The P-CBP background is outlined chapter 1 (Ch-1) where its purpose is presented by addressing the integration of capacity learning in the overall project concept. Chapter 1 identifies the need for participative creation and for the development of a real-scale learning environment that supports cities to overcome existing barriers to food system transformation and develop integrated, sustainable and safe urban food system policies/strategies in line with the FOOD 2030 policy priorities. The P-CBP actively directs community empowerment, as citizen engagement is a core element of Cities2030, and does so through addressing policy processes in the context of the policy labs of WP4.The P-CBP suggests a participatory approach with all agents of the urban food chains. This provision aims at contributing to current efforts from scholars and experts around the world who are tackling the growing complexity of the CRFS landscape. This is especially relevant in the aftermath of the COVID-19 pandemic, which triggered extraordinary short-term stresses on food supply chains on a global scale.

The present guidelines deliver a comprehensive learning framework, outlined in Ch-3, to provide a detailed learning environment. The P-CBP is organised in eleven training modules that correlate with 11 Units of Learning Outcomes (ULO) that are centred around the project ten focus areas and are composed of six food system functionalities around the concept of City-Region Food Systems (CRFS). The broad focus areas allow end-users to tailor their initiatives. In addition, the ULO n.º 1 proposes to address the policy dimension of CRFS, especially considering the FOOD2030 topic e.g., the current state-of-affairs on CRFS concepts, profiling the actors of the CRFS (MUFPP, EIT Food, etc.), and beyond. Finally, the P-CBP proposes to further engage CRFS actors throughout the food system, increase public awareness and business interest, and empower all actors of the CRFS on the connection between nutrition, climate, circularity and innovation in food at large.

The project community of practice generates training modules as a whole via the participative production of templates which are delivered to partners Stichting VU (IVM, P33), together with IAAD (P5). Together, partners ensure the materials are uploaded and made available in the project website, with the support of project's Cities2030 webmaster represented by partner ARFI (P29):

Contact person for IVM: .... Mr Mark KOETSE via .... mark.koetse@vu.nl

Contact person for IAAD: ...... Ms Rahime KARAMAVUŞ .... research.iaad@gmail.com

IAAD is the partner assigned to supervise the P-CBP curation in the project website. The main contact organisation for all matters connected to the participative production of the P-CBP has been assigned to IVM. This assignment comprises networking with all the entities contributing to the co-creation of the P-CBP, whereas it is the organisation practicing the P-CBP in a specific location (country) who ensures communication

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[3] European Credit System for Vocational Education and Training (ECVET) The European Parliament and the Council of the EU, 2009

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and development with the P-CBP end-users. Both partners, IVM and IAAD, ensure all participants in the P-CBP are engaged in the project community of practice via organising a structured networking with all organisations to that purpose.

The project CRFS Labs, also referred to as 'Policy Labs', play a significant role in the P-CBP via two dimensions. First, the CRFS Policy Labs (CPL) generate learning environments for the co-creation of the CPL, emphasizing the need for the integration of competences building into the P-CBP. Second, the CPL host activities aiming at facilitating the participative production of training modules. CPL host the training sessions in principle, yet training sessions may be held at alternative locations if that is more suitable for the implementation of the anticipated training practices. Oppositely, the participative production of pioneering training modules occurs in the CRFS Policy for they are the core instruments of the project for the practice of innovation cycles in a multi actor environment. For this reason, the organisations and individuals who are facilitating and managing the CPL must be entirely part of the P-CBP development process. Additionally, any interactions between the CPL and the P-CBP must be supported by synergetic mechanisms with recent, ongoing and planned initiatives that are related to building capacities in individuals on sustainable CRFS. Promotors of training modules liaise with relevant parties that are engaged and active in local and regional developments, to build upon key findings from these developments (e.g., contents, methods, evaluation approach, impact monitoring and assessment, etc.).

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1. Background

1.1 Why capacity building?

The transformation from a linear food system approach towards adopting a system thinking approach requires complex learning, interdisciplinarity, and knowledge sharing and integration. Capacity building can be a vehicle to transfer the competencies required for communities, groups or people to address their current needs. Stimulating real and equal collaboration, knowledge integration and transformative learning is complex as it requires specific (and new) actor roles and sets of competencies among a variety of actors, in line with complex food systems thinking (Den Boer et al., 2021). Via capacity building, citizens and stakeholders can utilise tools and develop competencies to strengthen their capability to operate, manage, support and expand their real-scale development, make use of key findings, and take action to tackle critical societal challenges (Leeman et al., 2015).

CRFS systems are highly complex due to their dynamic nature and the high number of actors involved. The actors involved in the CRFS value chain include suppliers, manufacturers, regulatory bodies, public authorities and customers, while actors active in multiple (governance) responsibilities consist of policymakers, urban practitioners and LL coordinators. Actors responsible for food system governance have to deal with multiple (agri-food) challenges and their socio-economic and environmental outcomes. The Capacity Building programme can assist public authorities, policymakers, urban practitioners and citizens to deal with such challenges by supporting them in gaining a deeper knowledge of the CRFS approach and develop the skills necessary to thrive in their regional context. To do so, the Cities2030 project bridges the CRFS concept with the LL approach and has a territorial perspective, highlighting the importance of the concept of 'places' and pointing to the need for a 'place-based approach' to food system transformation. In other words, the programme focuses on the regional context with city-regions at its core and aims to generate circular models between cities and their peri-urban areas, ultimately supporting the development of policy pathways towards sustainable CRFS.

1.2 Cities2030's contextualisation

The Cities2030 project is constructed across groups of activities labelled "work packages" (WP) that each has its own goal within the project. This deliverable and all related activities are primarily linked to WP3 to WP5. WP3 generates an actionable blueprint to create sustainable CRFS and to provide to all agents of the food system arena an interactive approach for food supply chain planning, production, monitoring and improvement, to meet the EU objectives. The gathered intelligence is then applied in WP4 to ensure an adequate activation of all involved participants of the CRFS, building capacities to facilitate an efficient policies co-creation process. This report is closely related to other deliverables within WP4, including the "Policy Lab Step by Step Guide" (Deliverable 4.2), and the "Policy Lab Action Plans" (Deliverable 4.3), which describes at lab level how the approach set out in this deliverable are realised.

The P-CBP integrates all WP activities in a structured way to:

a) support WP activities, via building the necessary capacities in the project's participants, identified via needs and situation analysis, following the three tiers approach, and tailored for each activity setting and anticipated outcomes and outputs;

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b) facilitate building a shared vision on the project concept and objectives, rooted in the main aim to support cities to overcome existing barriers to food system transformation and develop integrated, sustainable and safe urban food system policies/strategies in line with the FOOD 2030 policy priorities.

In particular, the P-CBP connects with the project instruments such as the system thinking approach, the observatory on sustainable urban food policies and practices, the CRFS labs and the cities-scale pilot experiments. CRFS labs are inspired by the concept of "Living Labs". A Living Lab is an orchestrator of open innovation processes focusing on co-creation of innovations in real-world contexts by involving multiple stakeholders focusing in particular on the end-users (Bulkeley et al., 2016). In Cities2030, the end-users are the citizens and communities, together with other food system actors. The project explores the Living Lab concept combining examinations with recent studies and research on CRFS transitions mechanisms (WP3, WP4 and WP5), incorporating policy and technology innovation frameworks and food-related spheres (climate, ecosystem, biodiversity, transport, energy, natural resources management, etc.) to generate the present open learning and capacity building material.

Cities2030 builds the P-CBP through exploring and developing both digital and physical environments. An actionable and deployable educational package has been developed that enhances empirical learning in real-scale environment provided by lessons learned from Cities2030 partners and stakeholders. Learning processes encompass a vast array of methodologies such as peer learning, volunteering, job shadowing, apprenticeships, physical and virtual learning mobilities, personal projects developments, entrepreneurship ventures (focusing on social enterprises), and more globally work-based learning.

1.3 Target groups

Figure 1 shows the project's key identified audiences organised across 4 main groups. The approach falls under the quadruple helix model, which brings science, policy, business, and civil society together. This model is widely used to foster innovation and help knowledge and resource-sharing among these parties (Hakeem et al., 2023). This approach is based on the notion of knowledge democratisation, pluralism and diversity, together with interdisciplinarity for tackling the challenges of CRFS. As Carayannis & Campbell (2012) highlight, the incorporation of stakeholders and interest groups in policy-making processes can be a way of creating durability in the decisions made. Thus, Cities2030 Capacity Building material tries to address all four target groups and create tools for them to generate innovating (policy) solutions in their context-specific LLs.

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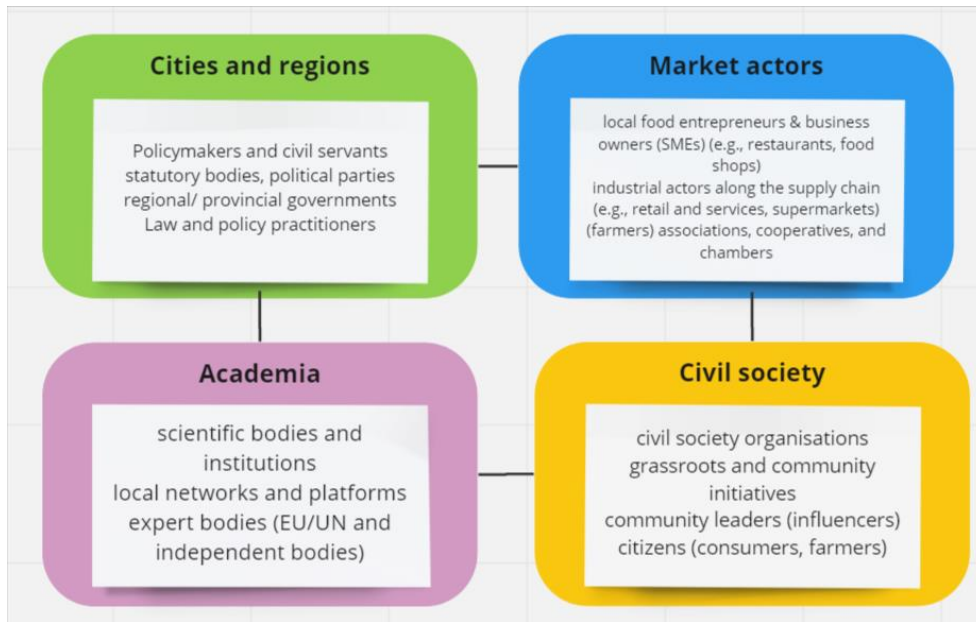*Rev 2.0 – July 2023*   Page | 9

Figure 1 The four main target groups, following the Quadruple Helix model (adapted by Carayannis & Campbell, 2012)

2. Learning Framework

2.1 Key thematic

Cities2030 P-CBP guidelines develops per the project framework, which is defined in the chapter 1 of the project's description, and more specially per the CRFS model proposed by the FAO, which identifies 10 central thematic e.g., focus areas, as shown in figure 2 (below).

Figure 2 Cities2030 ten key focus areas

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Cities2030 proposes to structure these central thematic e.g. focus areas, in learning outcomes, yet safeguarding a non-formal setting which meet the vast majority of the project targeted audiences when considering raising-awareness on the challenges of food systems and empowering the actors of these food systems for participative studies and co-creation processes. The most important aspect is the focus on learning outcomes to show what a learner knows, understands and is able to do upon completion of a learning process. Cities2030 proposes to facilitate and promote food systems education for the project target groups.

Cities2030's learning environment proposes to implement training activities to equip participants for the development of policy co-creation processes, based on ten focus areas, illustrated in the figure 2, and understood as Learning Outcomes under the present learning process. However, the first ULO proposes to address governance and innovation as a whole and to provide a comprehensive umbrella for the co-creation and implementation of the ten ULO. Consequently, the P-CBP starts with ULO n.º 1, to ensure participants are well informed about the prismatic character of CRFS. The table 1 (below) outlines suggested thematic specific to each focus area (see also figure 2), and for ULO n.º 1 as well.

Table 1 Cities2030 suggested non-exhaustive thematic per focus areas

ULO	Focus area	Short description	Possible thematic (random order and non-exhaustive)
1	CRFS governance and policy innovation	The main aim of this ULO is to build capacities on the overarching notions of the CRFS and policy frameworks nexus e.g., innovation, development, testing, assessment and validation nexus. For instance, what is policy making, what is CRFS globally, who are the actors, what are trade-offs, etc.	1) What is a policy and how does it work concretely? Summarising: what is food policy, who makes food policy? 2) The EU arena (CAP, Green Deal, FOOD2030, etc.) and the international arena (FAO, etc.) 3) Governance, multi-actors' cooperation, vision, coordination for sustainable CRFS; CRFS policy framework. 4) Understanding the EU Policy framework e.g., FOOD2030, Farm to Fork, the European Strategy and Policy Analysis System, the EU common agricultural policy as a whole, and their interlink with the EU Green Deal 5) Climate, urban development, biodiversity, smart cities concept, environment, healthcare globally 6) CRFS themes and FOOD2030, Open and Citizen Science, CRFS Labs, other project's concepts 7) Healthy diets' perspective in overcoming stresses and emergencies such as the COVID-19 pandemic. 8) City food belts, short supply chains and other CRFS concepts 9) What is System Thinking and how does it work? 10) What is a policy and how does it work concretely? 11) Ethical framework applicable to CRFS and citizen-driven perspectives 12) The ICT arena at large 13) Urbanism, communities development, etc. 14) Innovation triggers (pulls: EU policies, regulations, needs, etc. And push: citizens/communities, etc.) 15) Innovation enablers/accelerators and drivers, obstacles and vulnerabilities 16) Policy innovation cycle and management, etc. 17) CRFS rationale for cities and regions

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ULO	Focus area	Short description	Possible thematic (random order and non-exhaustive)
			18) MUFPP city platform 19) CRFS Labs as vehicle for city-led food system transformation 20) Project Cities2030 specific support model, etc.
2	Production	The main aim of this ULO is to build capacities on notions of policy frameworks applicable to the production of food towards building sustainable CRFS	1) Typology of policies used to influence agricultural production 2) Laws and regulations behind place-based food production systems to understand how these public policies affect the environment, people and animals 3) Food production and urban economy 4) Food production and urban resilience 5) Explore and co-create public policy models based on the analysis of food production indicators, to generate an integrated framework of actions 6) Explore and co-create a CRFS-integrated food production related policy framework roadmap towards 2030 and possible scenarios for 2050
3	Processing	The main aim of this ULO is to build capacities on notions of policy frameworks applicable to the processing of food towards building sustainable CRFS	1) Policy frameworks to support food processing for improved integration in sustainable food chains 2) Policy framework to support food processing, including extraction, transformation, and food preservation 3) Policy framework to support novel food processing techniques: preservation, transformation, and extraction 4) Explore and co-create public policy models based on the analysis of food processing indicators, to generate an integrated framework of actions 5) Enhancing policy interventions to catalyse the benefits of the processing sector towards novel processing techniques 6) Explore and co-create a CRFS-integrated food processing related policy framework roadmap towards 2030 and possible scenarios for 2050
4	Distribution	The main aim of this ULO is to build capacities on notions of policy frameworks applicable to the distribution of food towards building sustainable CRFS	1) Policy frameworks to improve roads, transportation, storage, cold chain and logistical distribution structure to enable the delivery of safe, perishable nutritious foods to urban markets 2) Policy frameworks Support the development of e-commerce platforms to help producers create markets for nutritious foods and improve access for populations with limited mobility or in underserved areas 3) Policy frameworks to support supply chain infrastructure actions globally e.g., develop infrastructure to reduce loss and waste of nutritious foods and increase its redistribution 4) Explore and co-create public policy models based on the analysis of food distribution indicators, to generate an integrated framework of actions 5) Policy frameworks to foster public private partnerships for the management of risk factors that can affect food distribution (from assessment to intervention) 6) Explore and co-create a CRFS-integrated food distribution related policy framework roadmap towards 2030 and possible scenarios for 2050

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ULO	Focus area	Short description	Possible thematic (random order and non-exhaustive)
5	Markets	The main aim of this ULO is to build capacities on notions of policy frameworks applicable to food marketplaces towards building sustainable CRFS, also consider here the marketing and sales scene	1) Policy frameworks to support the empowerment of smallholder farmers and small farm businesses to access markets for nutritious foods by establishing farm associations, cooperatives and food hubs, developing mechanisms for collective bargaining and increasing access to price information 2) Policy frameworks to support sustainable market regulation globally 3) Supporting policy frameworks for food marketing and sales to children and Youth (threat or opportunity?) 4) Policy frameworks to support agricultural commodity markets and corresponding local/regional trading flows 5) Policy frameworks to support maintaining and upgrading markets selling quality foods to low-income communities and ensure they have access to infrastructure to enhance food safety and reduce foods losses 6) Explore and co-create public policy models based on the analysis of food markets indicators, to generate an integrated framework of actions 7) Policy frameworks to support place-based traditional and fresh food market liaising with short supply chain approaches 8) Explore and co-create a CRFS-integrated food markets related policy framework roadmap towards 2030 and possible scenarios for 2050
6	Consumption	The main aim of this ULO is to build capacities on notions of policy frameworks applicable to the production of food towards building sustainable CRFS, also consider here behaviourial change in nutrition/eating habits	1) Globally explore current trends rooted in demand-side policies that aim to reduce consumption of animal-based foods, increase plant-based foods, and effectively reduce overconsumption, that aim at developing new source of food considering health and wellbeing at global scale ("concept of "One Planet Health") 2) Globally explore the role of government policies and regulations to act on dietary choices (consider barriers to and opportunities for healthier food consumption) 3) Globally explore the role of government policies and regulations to act on food-related Non-communicable diseases risk reduction in adolescence and youth 4) Explore interlinks and trade-offs between food-related policy frameworks and health/wellbeing ones and discuss possible pathways for mitigation or elimination 5) Explore and co-create public policy models based on the analysis of food consumption indicators, to generate an integrated framework of actions 6) Explore globally possible pathways towards unified and impactful policies framework to reduce ultra-processed food consumption and promote healthier dietary habits 7) Explore and co-create a CRFS-integrated food consumption related policy framework roadmap towards 2030 and possible scenarios for 2050
7	Waste	The main aim of this ULO is to build capacities on notions of	1) Policy framework to foster food sharing communities and economies as proven mechanisms to tackle food waste and loss

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ULO	Focus area	Short description	Possible thematic (random order and non-exhaustive)
		policy frameworks applicable to the management of food waste and loss towards building sustainable CRFS	2) Policy frameworks to enable surplus food donation and interlinked to food sharing economies 3) Globally explore the role of government policies and regulations to act on food loss and waste reduction as a means toward enhanced co-benefits 4) Policy frameworks to keep food out of landfills and incinerators, where it causes social/environmental harm 5) Globally explore policy frameworks to educate and activate citizens to facilitate socially and environmentally responsible consumers 6) Explore and co-create public policy models based on the analysis of food waste and loss indicators, to generate an integrated framework of actions 7) Policy frameworks to support the standardization of local, regional date labelling as well as new technologies for bio-active packaging 8) Explore and co-create a CRFS-integrated food waste and loss related policy framework roadmap towards 2030 and possible scenarios for 2050
8	Security	The main aim of this ULO is to build capacities on notions of policy frameworks applicable to food security towards building sustainable CRFS	1) Explore the very definition of "food security" and explore pathways to "normalise" correlated frameworks (MUFPP, OECD, FAO-UN, WHO, International Food Policy Research Institute, IFPRI, IPES-Food, EIT Food, etc.) considering local and regional contexts and food programmes, and under the perspective of food-related policy frameworks, and co-create possible narratives 2) Explore the ethical dimension of food security under the perspective of possible enabling policy frameworks 3) Explore and co-create public policy models based on the analysis of food security indicators, to generate an integrated framework of actions 4) Globally explore the interlinks between food security and the farm to fork scene (from production to waste) and connect with policy frameworks to enhance food security 5) Explore and co-create a CRFS-integrated food security related policy framework roadmap towards 2030 and possible scenarios for 2050 6) Explore interlinks and trade-offs between food systems policy frameworks (from farm to fork) and food security and discuss possible pathways for mitigation or elimination
9	Ecosystem Services	The main aim of this ULO is to build capacities on notions of policy frameworks applicable to the preservation, maintenance and restoration of food-related Ecosystem Services towards building sustainable CRFS	1) Explore and define the concept of Ecosystem Services under the perspective of food-related policy frameworks and co-create possible narratives 2) Globally explore the interlinks between food-related Ecosystem Services and the farm to fork scene (from production to waste) and connect with policy frameworks to enhance Ecosystem Services

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ULO	Focus area	Short description	Possible thematic (random order and non-exhaustive)
			3) Explore and co-create a CRFS-integrated food related Ecosystem Services policy framework roadmap towards 2030 and possible scenarios for 2050 4) Explore interlinks and trade-offs between food systems policy frameworks (from farm to fork) and food-related Ecosystem Services and discuss possible pathways for mitigation or elimination 5) Explore and discuss interlinks between food-related Ecosystem Services and food security under economic perspectives towards environmental sustainability and considering supportive policy frameworks 6) Connect and explore food-related Ecosystem Services and livelihoods under the perspective of supportive food policy frameworks and co-create pathways towards Ecosystem Services enhancing policies 7) Explore and discuss food-related Ecosystem Services concepts under the perspective of policy frameworks and land use management
10	Livelihoods, growth	The main aim of this ULO is to build capacities on notions of policy frameworks applicable to food-related livelihoods towards building sustainable CRFS	1) Explore the very definition of food-related livelihood system under the perspective of policy frameworks and co-create possible narratives 2) Globally explore the interlinks between food-related livelihoods and the farm to fork scene (from production to waste) and connect with policy frameworks to foster and improve livelihoods 3) Explore interlinks and trade-offs between food systems policy frameworks (from farm to fork) and food-related livelihoods and discuss possible pathways for mitigation or elimination 4) Explore and discuss human right to dignified work and fair wages in food supply chains and connect to possible pathways towards enhancing food-related policy frameworks, regulatory frameworks and compliance regimes 5) Explore interlinks and trade-offs between food systems policy frameworks (from farm to fork) and food-related employment and social affairs policy frameworks
11	Inclusion, equity	The main aim of this ULO is to build capacities on notions of policy frameworks applicable to food-related inclusion and equity towards building sustainable CRFS	1) Explore the very definition of food-related inclusion and equity under the perspective of policy frameworks and co-create possible narratives 2) Globally explore the interlinks between food-related inclusion and equity and the farm to fork scene (from production to waste) and connect with policy frameworks to foster and improve inclusion and equity 3) Explore interlinks and trade-offs between food systems policy frameworks (from farm to fork) and food-related inclusion and equity and discuss possible pathways for mitigation or elimination 4) Explore and discuss food-related human behaviour patterns and connect with possible pathways towards equity enhancing policy frameworks

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ULO	Focus area	Short description	Possible thematic (random order and non-exhaustive)
			5) Explore and discuss food-related property and land rights under the perspective of equity enhancing policy frameworks

2.2 Tiers deployment

The guidelines provide a structured overview of necessary learning outcomes to build capacities in the project participants according to 3 anticipated levels (or tiers) as shown in figure 3: the first tier represents the consortium, i.e. the participating partners; the second tier represents local food environments and more specifically CRFS around the project partners' cities; the third tier represents the anticipated follower cities, who will implement and further develop the project's findings and legacy.

Figure 3 Cities2030's P-CBP tiers setting.

Tier 1 – Building capacity in Cities2030's partner organisations.

Activities developed in WP3 aim at gathering and categorizing data and insight on food chain systems integrating urban and peri-urban realities as perceived by local and regional actors of the food system arena. Evidence-based knowledge specific to local and regional CRFS from the EU sphere is assembled to implement benchmark processes and deliver a structured and actionable knowledge repository. This intelligence is the core material that will be used, updated and labelled (taxonomy) to generate Cities2030 working instruments that will be implemented to assist deliver solutions for the production of sustainable CRFS production.

The data is structured in 10 key thematic areas (see figure 2). Six categories reflect the supply chain as such (e.g., from production to waste), and four on correlated key arenas. WP3 builds the project concepts and aim at engaging the project partners and the actors of CRFS, to co-create Cities2030's vision on what is a sustainable CRFS, so that cities may integrate this model in their development programmes towards the city overall sustainability and resilience agenda.

To that end, Cities2030 synergies action plan outlines a framework (objectives, resources and calendar) especially created to maximise all possible opportunities for the project effective impact, e.g., on the most comprehensive spheres e.g. academia (research, education), businesses (innovation, employment, clusters, etc.), civil society (community-based and family-based developments), the schooling sphere, sport and wellbeing, social affairs and government action, and last but not least ICT.

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Cities2030 generate a digital set of actionable knowledge (community of practice, networks, labs, white papers, policy briefs, blueprints, methodologies, action plan) incorporating trends and megatrends on CRFS policy development and future policy outlook, innovation action frameworks which will be validated and/or tested through piloting activities under WP4, 5 and 6. WP3's discovery, applied knowledge, data gathering and benchmarks at city-region level create awareness and facilitate building practical competences on how to gather data, scope the CRFS in a local context and characterise potentials.

WP-3 creates preconditions for system thinking activities to take place in CRFS Policy Labs (WP4) and CRFS Living Labs (WP5) which aim at enhancing foresight, and at consolidating development scenario analysis on food systems, e.g., future-proofing sustainable and resilient food systems. WP3 implements the participatory (multi-agents) design and production of the anticipated CRFS Labs. WP3 structures ten (10) working groups (see figure 2), with a solid management framework supported by the project's 'CRFS Alliance'. WP4 and WP5 build and change active knowledge to set the project's vision and create a pathway for tangible steps. The tasks T4.1 and T5.1. facilitate learning the foundations of the city's potential considering its CRFS sustainable logic. Tiers 1 mobilises and structures the CRFS actor in an ecosystem to engage them in the project co-creative processes. In Tiers 1 actors are empowered to be the facilitating force of change and capacity building throughout the city's local ecosystem.

This is done through the active involvement of all CRFS actors in WP3 tasks and through the support to set up and run the CRFS Labs, and through specified resources and available empowerment processes and mentoring activities. Tiers 1 is characterised by knowledge exchange and the co-production of the P-CBP to be practiced in the CRFS Labs.

Tier 2 – Building capacity in the local ecosystems around Cities2030 partners.

Tiers 2 develops in WP4 and WP5 to build capacity in the actors of the CRFS around the project partners considering the value chains as such, citizens, institutions, politicians, local government, and the many actors indirectly connected to the CRFS. WP4 ensures an adequate activation of all involved participants from the food systems and ecosystems, building capacities to facilitate an efficient co-creation process. To that end WP4 substantially leverage learnings from the MUFPP securing synergies and correspondence with key findings. WP4 implements policy life cycle assessments within the CRFS Labs, to design, pilot in real scale, validate and deploy sustainable CRFS policies.

WP4 explores policy-framed and technology-based scenarios to build competences at city level and deploy policies at regional governance level and beyond. All in all, WP4 generates an overarching development paradigm driven by resilience, focusing on re-framing policy areas within the methodological framework of city resilience, inspired by the MUFPP. WP4 implements training activities to equip participants for the development of policy co-creation processes, based on 10 identified thematic (see figure 2), understood as Learning Outcomes under the present learning process. Due to COVID-19, the consortium and the capacity building activities focused on online events (seminars). Two onsite events took place completed with 7 online events and supported by the 'CRFS Alliance' were learning material is made available and fully accessible, as discussed in the following chapters.

In these tiers practitioners implement the project's system thinking methodology CRFS Logical Framework, a solid and result-oriented instrument to facilitate co-creation mechanisms in 10 identified thematic and corresponding working groups. The local partnerships are first and foremost responsible to engage and create

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this capacity locally, a process which is significantly dependent on the CRFS Labs' ability to mobilise and engage the CRFS actors. WP5 prepares the participants to generate multi actors' collaborative responses on the challenge and innovate successfully, provide knowledge, build capacity and foster cooperation relationships, to facilitate participatory innovation procedures, to explore and develop improvements, CRFS best practices and innovations.

Tier 3 – Building capacity in follower cities and other stakeholders.

Tiers 3 proposes to liaise follower cities and stakeholders not yet engaged in the project Cities2030, for example cities not located in the area of influence of the partners and their network or national services at higher governance levels (chambers, ministries, etc.). Follower cities are city-regions - other than pilot cities - or other relevant stakeholders that could benefit from the project experience and partner's guidance to develop city-tailored CRFS policies. The term *follower cities* includes two main groups of followers: (a) Cities, primarily made up of public institutions such as municipalities, (b) City-region policy facilitators made up of public and private institution such as universities, research centres or laboratories that act as consultants.

Tiers 3 builds the expected project legacy beyond the project primary targeted audiences and to this end a series of accompanying measures have been projected and are key elements of the project exploitation plan. The plan details post-project developments and is supported by the same resources planned for dissemination, developing complementary activities. The key drivers for the successful deployment of the P-CBP are motivated and committed partners who are assigned to lead specific post-project developments, a clear and shared vision, materialised by an agreement between partners. As the project P-CBP is to be developed beyond 2024 with the adequate resources, partners' resources need to be identified and assigned to the tasks with cost advantages (economies of scale) that they obtain through synergies with on-going projects and activities.

All-in-all Tiers 3 ensures the project legacy and proven concepts, blueprints, the sustained and organically growing resources such as the project's provisions repository and the CRFS Alliance. This is done via a vast panoply of activities, under T4.3 such as facilitated outreach programme (inviting, nudging, showing Cities2030 blueprints and a facilitated access to the project's resources), and through structured synergies.

2.3 Principles

Cities2030 raises the challenge and integrates a panoply of driving forces responsible and contributing to changes in the arrangement of a learning process far beyond the four key elements determinant to the learning process: the educator, the learner, the learning content, and the learning materials. Cities2030 evolves the current development of Policy and Living labs via pioneering concepts and approaches practiced in the CRFS Labs, and connect them to facilitate participative innovation, to engage, connect and empower all actors of food systems, and expand the realisation of smart, connected, transparent cities'-scale pilots.

Table 2 Main principles for Cities2030 P-CBP activities

Multi-actors approach	Cities2030 involves the mobilisation of society and all actors to transform food systems for co-benefits considering **the three pillars of sustainability** e.g., nutrition for sustainable and healthy diets, food systems supporting a healthy planet, circularity and resource efficiency and innovation and empowering communities. To that end, a multi

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	actor approach is practiced at every stage of the production process of the P-CBP, from design to implementation, **trying to involve stakeholders as much as possible.**
FAIR data management	Cities2030 participates in an open-access data pilot. The project generates and maintains a Data Management Plan and Framework (DMPF). The plan is based on the principles of making data findable, accessible, interoperable and re-usable (FAIR) and includes information on the data standards that will be applied by the project, how the data will be exploited and how it will be curated and preserved. The project data is published in the open access section of the project website and disseminated to all audiences, fostering local and global open science communities e.g., openaire.eu, etc. Cities2030 ensures the learning environment of the project, and all its instruments abides the EU agenda on data management. Cities2030 participates in an **open-access data pilot** and complies with the EU's Open Research Data policy framework and the set of guidelines for FAIR data management, e.g., scientific data management and stewardship[4], via the series of actions described next.
Responsible Research and Innovation	RRI *''is an attempt to govern the process of research and innovation with the aim of democratically including, early on, all parties concerned in anticipating and discerning how research and innovation can or may benefit society''* (Burget et al., 2017). In other words, it serves the purposes of **open knowledge**, building on top of existing distributed knowledge for social purposes. The project and all related materials aim to ensure increased societal relevance for achieving socially and environmentally desirable outcomes.
Citizen science	Citizen science, where **citizens provide their knowledge and know-how**, could provide the ideal solution to multiple CRFS knowledge gaps, by co-creating and providing evidence that can be used to educate, design and monitor progress towards key targets of the FOOD2030 policy, and even drive policy innovation frameworks. By leveraging citizens to perform research that other resources may not have been available to pursue, it builds meaningful relationships with communities fostering innovation through co-creative and participatory processes.

2.4 Timeline of activities

Figure 4 shows the project setting, scale and alignment considering the perspective of the project activities e.g., CRFS Labs, pilots, and project activities more globally.

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[4] For more information see: openaire.eu.

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Figure 4 Cities2030's P-CBP calendar of development

3. Policy Capacity Building in practice

Cities2030 proposes a P-CBP organised in training modules with one learning sequence and up to four distinct training sessions / learning outcomes, following an educational matrix. The P-CBP proposes to structure the learning framework in eleven (11) ULO. Cities2030 proposes to generate "independent" yet "correlated" units which can be practiced at any time of a learning sequence, and *independently* of the other units, to facilitate the process. However, only Unit 1 must (necessarily be practised before any other unit, for Unit 1 delivers an overview of the project's learning environment, considering the complexity of the CRFS which is simplified via the present instrument. Figure 5 (below) shows the proposed educational matrix of ULO n.º 1 to 7, and the present document relates to the policy dimension only (see highlighted area).

Figure 5 Educational matrix for ULO n.º 1 to n.º 7

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3.1 Umbrella Tool

The P-CBP is place-based and must therefore be implemented in the country language. End-users identify and organise material which can be printed or digital such as books, papers, reports and audio-video recordings matching the intended focus area subject to the training session. For example, should the focus area be about policies to facilitate seafood production in Turkey, the training sessions maybe organised as shown in the figure 6 (below), here proposed as an illustrative demonstration only.

2. TRAINING MODULE

		Unit of Learning outcome*	Description	Ressources and materials	Role of the trainer**
SESSION 1	**Title :** seafood policies in Turkey **Format :** on site / online **Duration :** 55 minutes **Specifics:** organised in the facilities of the company Kiliç, Muğla	At the end of the session, the learner will be able to understand the current situation of policies for seafood in the Province of Muğla (Turkey) and how corresponding supply chains are structured in CRFS	The learners are presented with data organised in a slideshow during the first 30-35 minutes, then they are invited to debate on key findings to explore drivers for sustainable sea food production in Turkey	Short list of resources such as books, reports, papers, articles, use-cases, projects, and miscellaneous sources to support the training session	The trainer circulate the material via email prior to the session so that learners familiarise with the supporting resources, and organise a virtual meeting ante and post training session
SESSION 2	**Title :** policy for seafood 1 **Format :** on site / online **Duration :** 55 minutes **Specifics:** organised in the facilities of the company Kiliç, Muğla	At the end of the session, the learner will be able to understand how policies may facilitate the production of seafood in the Province of Muğla (Turkey) in a sustainable way, and how it connects with FOOD2030 policy (four pillars)	The learners are presented with use cases organised in a slideshow during the first 30-35 minutes, then they are invited to debate on possible ways to for the sustainable production of sea food in in the Province of Muğla	5 use-cases of small-scale seafood production in Turkey	The trainer inform about the key thematic of the use cases via the distribution of a short note/outline of the use cases
SESSION 3	**Title :** policy for seafood 1 **Format :** on site / online **Duration :** 55 minutes **Specifics:** organised in the facilities of the company Kiliç, Muğla	At the end of the session, the learner will be able to understand how policies may facilitate the production of seafood in the Province of Muğla (Turkey) in a sustainable way, and how it connects with FOOD2030 policy (four pillars)	The learners are presented with use cases organised in a slideshow during the first 30-35 minutes, then they are invited to debate on possible ways to for the sustainable production of sea food in in the Province of Muğla	3 use-cases of large-scale seafood production in Turkey	The trainer inform about the key thematic of the use cases via the distribution of a short note/outline of the use cases
SESSION 4	**Title :** policy, seafood and well-being **Format :** on site / online **Duration :** 55 minutes **Specifics:** organised in the facilities of the company Kiliç, Muğla	At the end of the session, the learner will be able to understand more in detail how policies for the sustainable production of seafood in the Province of Muğla (Turkey) connects with the "nutrition" pillar of FOOD2030	The learners are presented with data organised in a slideshow during the first 30-35 minutes, then they are invited to debate on key findings to explore drivers for public awareness-raising on the thematic	Short list of resources such as books, reports, papers, articles, use-cases, projects, and miscellaneous sources to support the training session	The trainer circulate the material via email prior to the session so that learners familiarise with the supporting resources, and organise a virtual meeting ante and post training session

Figure 6 Example of a P-CBP training module related to food production

It is advisable for each Cities2030 Lab to assign the responsibility of P-CBP to a specific individual, a facilitator, part of the partner's staff or network, or possibly via an Open Call campaign, to ensure the P-CBP is well and accurately represented and promoted. In the countries represented in the project Cities2030 via one or more organisations, one of this organisation must generate a link with this facilitator if not already existing. In other countries, where candidate end-users may express an interest in implementing Cities2030 practices, the same approach should apply: one or more organisations would be identified to generate a link (if not existing already) with the P-CBP facilitators.

Cities2030 proposes to structure the training modules via a template. This chapter aims at providing an understanding of how to apply templates in learning practices. Figures 4.2.4a and 4.2.4b illustrate this approach and the components of the template: framework (information) and learning sequence.

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TRAINING MODULE TEMPLATE FOR Cities2030 CAPACITY BUILDING PROGRAMME FOR POLICY INNOVATION

1. FRAMEWORK

Cities2030 partner	*Extended legal name and position in the GA*
Other organisations involved (design, training, etc.)*	*For example, in Turkey all training modules are co-created and practices are organised systematically with 1) a research body 2) a city 3) a business and 4) a Civil Society Organisation (CSO) or Community-Based Organisation (CBO)*
Title	*Suggested to better recognise and "brand" the training session and compare it with other*
Focus area	*One of Cities2030's focus areas, see Figure 3.1a of the document "Policy co-creation capacity building programme" (D4.1)*
Unit of Learning outcome	*For instance, "Unit 1 – Policy" or "Unit 2 – Production, Policy", or "Unit 10 Livelihoods, Policy"*
Language	*Either country's language or English, or any other languages, for example in Turkey it is done in Turkish and Arabic*
Synchronous sessions	*For instance, if one of the steps of the present training session is done at the same time with a step of another training session*
Correlated sessions	*For instance, if one of the steps of the present training session is correlated with a step of another training session*
Target group	*Identified per the project definition, see Figure 2 of the document "Policy co-creation capacity building programme" (D4.1)*
Sector	*For instance, "farmers of vegetables" or "cash carry" or "hospitality" or "civil society" or "policy-makers", etc.*
Pre-requisite	*For instance, if the participants must read specific materials, or participate to a specific event (other training sessions, etc.)*
English level (if applicable)	*For instance, "not applicable", or, if applicable "advanced" or "average" or "basic"*
Main resources	*One or two major supporting material such as a book, or a paper, etc.*
Steps	*1) To be completed* *2) To be completed, etc.*

* *as Associated Partner e.g., "Alliance" partner registered in the project "CRFS Alliance" platform/panorama (community, synergies, good practices, observatory, etc.)*

Figure 7 Training module framework

2. LEARNING SEQUENCE

		Unit of Learning outcome**	Description	Ressources and materials	Role of the trainer*
SESSION 1	Title : Format : *on site / online* Duration : *in minutes, max 55 min.* Specifics: *if applicable, anything specific and for example learners will use their Smartphones, etc.*	*At the end of the session, the learner will be able to...*	*Overall description of the training session (comparable to an executive summary)*	*Short list of resources such as books, reports, papers, articles, use-cases, projects, and miscellaneous sources to support the training session*	*Short explanation of the role of the trainer** before, during and after the session*
SESSION 2	Title : Format : Duration : Specifics:				
SESSION 3	Title : Format : Duration : Specifics:				
SESSION 4	Title : Format : Duration : Specifics:				

* *Other definitions: pedagogical objective(s)*
** *Or educator at large e.g., teachers, mentors, facilitators*

Figure 8 Training module learning sequence

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3.2 Content and materials

3.2.1 Online Capacity Building Workshops by IVM

Additional material has been developed by IVM, to facilitate Policy Labs' capacity building activities.
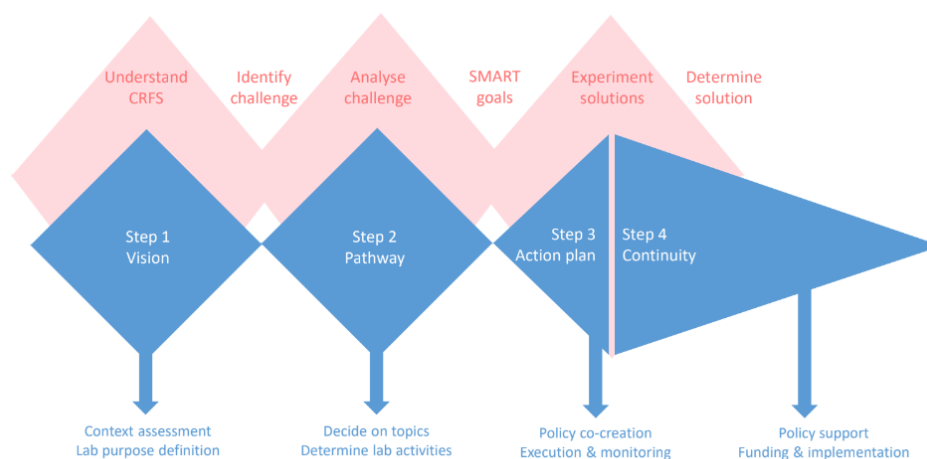

Figure 9 Policy Lab trainings general approach (source: van Osch, 2022)

A total of seven policy seminars have been held online, with both theoretical and practical components. The seminars lasted approximately 3 hours each and aimed to facilitate knowledge sharing, relationship building and peer-to-peer learning. External labs and related projects were also invited to share their experience and results. All materials designed for these seminars have been uploaded into the joint drive on Correlate. Table 3 provides an overview of the topics that were addressed in the seminar series during the first two years of the project. Future seminar sessions will provide support to labs in activities focussing on identifying and engaging with follower labs, as well as providing structure and depth to the peer groups that have been formed on CRFS thematic.

Table 3 Overview of Policy Lab Seminars by IVM

No.	Date	Seminar topic	Location
1	29.06.2021	Lab-to-Lab meetup	Online
2	22.09.2021	The Policy Lab approach	Online
3	30.11.2021	Policy Lab Vision	Online
4	27.01.2022	Policy Lab Application and MUFPP signature	Online
5	09.05.2022	Policy Lab Pathway to Action	Online
6	30.08.2022	Policy Lab Action Plan	Online
7	08.11.2022	Action Plan and Peer Sharing with FUSSILI Labs	Online
8	22-24.02.2023	Policy Lab Festival	Haarlem (the Netherlands)

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Seminar 1 – Policy Lab Kick off

The purpose of the first seminar was to get the labs together and to present their starting point, as well as introducing available resources to the labs. Resources discussed were the lab prototype and the data-driven solutions to support labs in their evidence-based input. The seminar also included several interactive break-out sessions in order to discuss and get feedback on the wishes to the seminar format. Participants were asked what would be of greater help to labs and how might it be structured onwards. In this kick-off seminar recognized lab methodology was considered to develop a lab prototype as well as reflection on the pilot city's perceptions and initial ideas. It was also discussed how labs could contribute data and how to use this data within the local processes. After this presentation of information by the work package leader, the labs presented themselves using so-called "business-cards'. These 1-page cards provided an impression of the labs through visuals and a high-level description of the region, the partner and lab focus areas.

Figure 10 Screenshots from Seminar 1

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Seminar 2 - Why, how and what: The Policy Lab approach

The second seminar consisted of addressing the stimulus of city action on food system transformation and their scope of influence. It was an introduction to the main concepts of discovering the city's mandate, available frameworks to structure goals and toolboxes for facilitation. This focused primarily on the city-region food system approach and the concept of open policy creation that form the basis of policy labs.

The first part of the seminar was followed by a break-out session for cities to discuss their particular interests, sphere of influence and mandate towards the food system. This was done because different types of actors, such as local governments or regional development agencies have varying mandates. The breakout sessions aimed to form strategic alignment across influence tools, particularly through (local) policies. The second part of the seminar was related to the specific implementation guideline for Cities2030 pilots, as well as the need for a systematic approach to reporting outcomes in order to feed into the project-wide knowledge generation. This proposed step-by-step guide was discussed as a basis for the action plan format (as described in Deliverable 4.3 Policy Lab Action Plans).
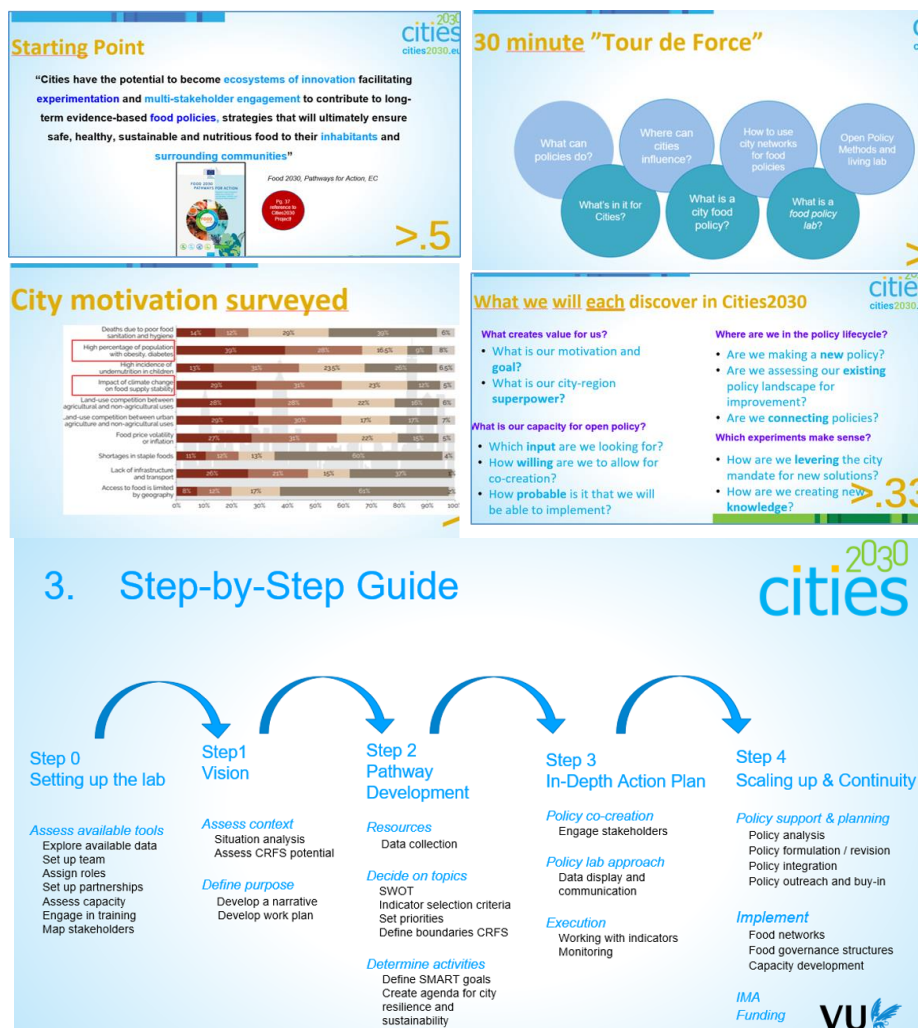

Figure 11 Screenshots from Seminar 2

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Seminar 3 - Defining the CRFS Vision

The third seminar focused on the first step of the step-by-step guide, the CRFS vision. It consisted of a walk-through about how this phase can be managed using the CRFS and MUFPP frameworks. The presentation also covered the format of the output. This information sharing section was followed by a break-out session where labs discussed their progress in small groups. Specifically, they discussed their vision and how it connected to their local sphere, as well as discussing applicability of the step-by-step guide and the usefulness of the methods discussed in the frameworks.

The second seminar also provided a best practice, through a presentation of the Pollica (Italy) CRFS lab that already successfully developed and implemented their vision. This example helped to envision how regional challenges could be used as an offset in the development of a vision that supports a thriving local food culture. For example, local food culture could act as a way of dynamizing and branding regional attractiveness and support ameliorate depopulation. This lab was furthermore an example of the importance of mentoring in the process of building local capacity. The *Future Food Institute* was an important facilitator for this. The use of the real-life example spurred discussion and interaction between labs and aided in the visualization of the why-how-what of Pollica's lab.

Finally, conclusions from the 3rd seminar were drawn. CRFS labs realized that the focus on the vision step was somewhat premature and that more foundation was needed within the labs. The CRFS labs expressed a need for focused and detailed knowledge on the MUFPP framework in order to apply it to the vision process. Hence, it was decided to dedicate the following seminar exclusively to MUFPP with a 'masterclass' format.

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Figure 12 Screenshots from Seminar 3

Seminar 4 - MUFPP masterclass

This seminar took place with a directed and informative approach than previous seminars. The sole topic of the day was MUFPP. This was presented in detail, describing the background, the mayor's declaration, MUFPP indicators, outlining methods to measure these indicators and detailing the how-to-use guide of the framework.

The masterclass and plenary Q&A sessions were perceived as valuable, as concrete knowledge of the foundations prior to applying the step-by-step guide was necessary. Hence, it was decided that supplementary masterclasses can be held ad-hoc when the need arises. This can be anticipated in the case of specific toolboxes, for example when discussing open policy methods and their use and facilitation in lab context, or labs can flag their need for an additional masterclass so work package leaders can act.

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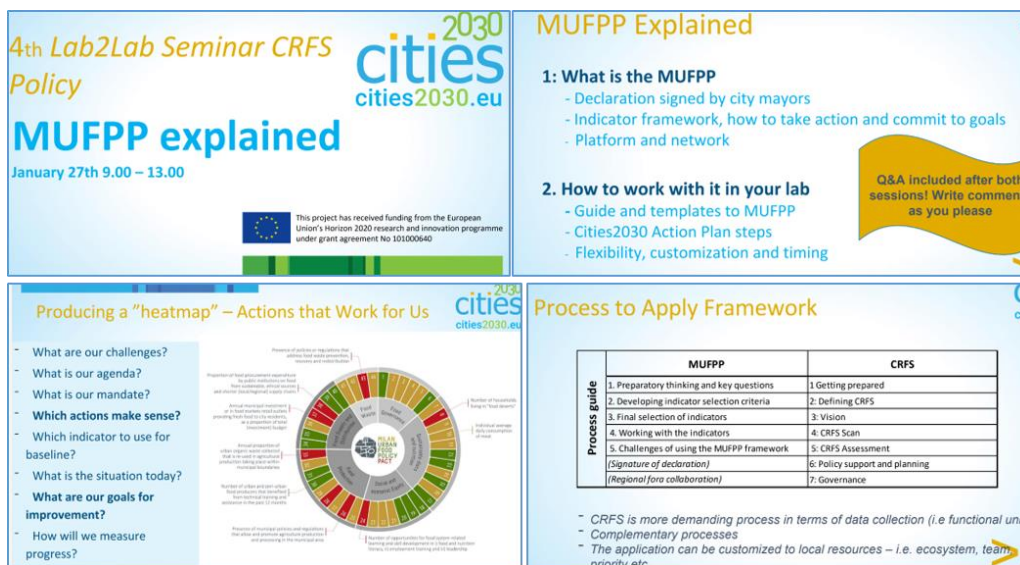
Figure 13 Screenshots from Seminar 4

Seminar 5 – Pathway & Action plan

This seminar focused on- the second step of the step-to-step guide, the pathway development. It talked about the recommended methodological pathways the Labs have to follow to design their activities. A particular focus has been given to the preparation of such design, though collecting the required data related to their CRFS, and mapping out their stakeholders and interest groups. During the session a variety of tools were discussed such as the SWOT analysis, that can assist the Lab in the process of design. The informative presentation was followed by an interactive session where participants discussed their progress in small groups across break-out rooms. The goal of the exercise was to identify their primary activities and set priorities. By doing so, labs could define and initiate pilots in their areas of focus and link them back to their overarching Lab vision.

Presentation of tools by UPM partners. The presentation included an overview of ICT tools in progress, e.g., the CRFS Good practices catalogue and the Single-Click Dashboard web interface, a decision support system for data analysis. Finally, the session included a practical workshop on the Forum, a peer-to-peer platform for Cities2030 Labs to upload and exchange content and foster knowledge exchange and synergies.
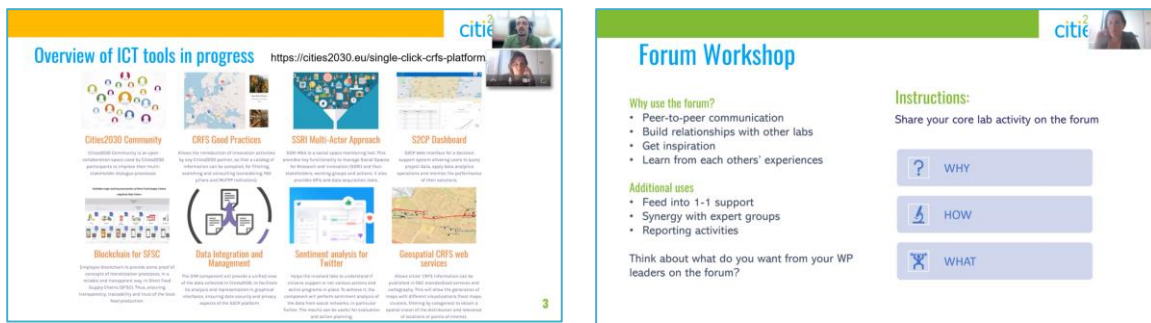
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Figure 14 Screenshots from Seminar 5

Seminar 6 – Designing the Action plan

This seminar aimed to introduce CRFS labs to the policy lab action plan, step 3 of the step-by-step guide, designed to assist labs in the policy development process. The seminar consisted of a walk-though the policy co-creation process. The co-creation process involves multiple stakeholders and actors in the ideation and implementation of policy activities with an aim to achieve mutual efficiency and satisfaction. The session then included an in-depth view at the process suggested, showcasing the templates designed to assist CRFS labs in the process. The templates, available online to all lab coordinators, are a handy document that allows labs to go through the process and fill in the sections that best describe their lab creation process. The templates are an effective tool for CRFS labs track their development and explore future steps. At the end of the session, a new structure was introduced to keep the labs connected to fellow labs; the peer network. Such online format was designed to foster peer-to-peer learning and exchange of experiences along the way.

Figure 15 Screenshots from Seminar 6

Seminar 7 – Diving into the Action plan and peer-to-peer sharing with FUSSILI Labs

The last planned seminar for this seminar series was focus on experience sharing and networking with the sister HORIZON project of FUSSILI. First, case studies were presented by partner FUSSILI cities, showcasing their urban

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food approach and initiatives. Afterwards, selected CRFS labs presented their action plans. Both beginner and experienced labs introduced their CRFS context, vision, and planned activities. The last part of the seminar consisted of an interactive exercise on CRFS lab's key barriers and challenges. To support knowledge sharing and co-creation, an interactive online board was shared among the participants (using the Miro online collaborative tool), and break-out rooms were assigned to participating partners to facilitate the process. The results of the break-out room discussions were shared in a plenary discussion. Common challenges and opportunities were raised by projects' participants, including how to engage with stakeholders and keep the network active, how to deal with stakeholder fatigue, what actions and practices can be introduced to achieve successful stakeholder engagement, how to reach equality in the update of healthy and sustainable food. Overall, the session was characterised as successful, with a fruitful exchange of experiences.
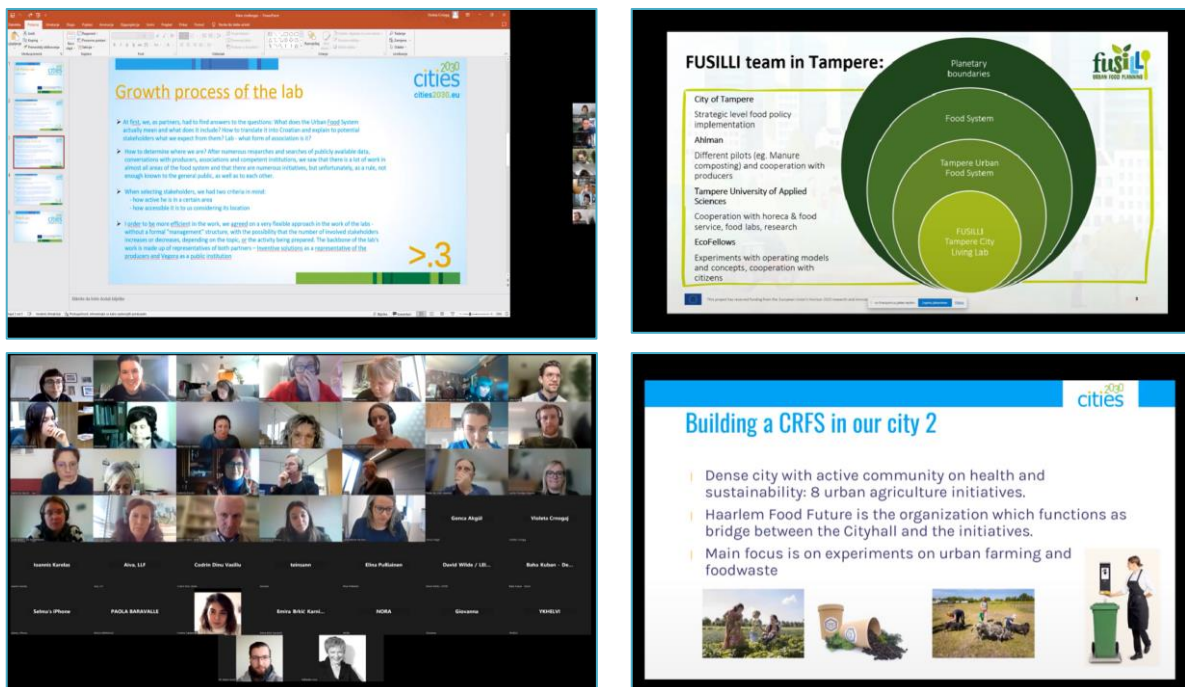
Figure 16 Screenshots from Seminar 7

Figure 17 The co-creation online wall, filled in by the participant of Seminar 7.

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cities 2030

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3.2.2 Lab Festival in Haarlem

The 8th Seminar was an in-person event in Haarlem organised by IVM where CRFS labs presented their 1st year activities and progress. The CRFS labs had the chance to present their lab activities and partake in knowledge-and experience sharing in the on-site event of the policy lab festival, where the consortium congregated to share lab activities and take part in multiple workshops. More than 70 individuals were gathered in Haarlem. The event was part of a 3-day programme aimed to stimulate personal interaction between consortium members. The event was a great chance for policy lab coordinators and other partners to meet in person. The program was carefully designed to build professional working relations and expand and strengthen networks across city-region food systems and external partners.

Figure 18 Policy Lab poster template

The policy lab festival took place at the Koepelhal – a landmark venue for the city of Haarlem. The programme included the poster market, an exhibition of 18 posters designed by the CRFS labs to showcase their current efforts towards a more sustainable food system in their city-regions. Each lab was invited to design a poster that provides key information such as the lab's vision and policy activities, in a comprehensible and visually appealing manner. A template poster was provided to all labs, to safeguard a homogenous result, following the Cities2030 visual identity guidelines (figure 19).

More specific, the following city-regions participated on the activity: Brugge (Belgium), Velica Gorica (Croatia), Troodos (Cyprus), Vejle (Denmark), Seinäjoki (Finland), Bremenhaven (Germany), Quart de Poblet (Spain), Sicó (Portugal), Reykjavik (Iceland), Vidzeme (Latvia), Iasi (Romania), Muska Sobota (Slovenia), Vicenza (Italy), Haarlem (Netherlands), Venize Lagoon (Italy), Cilenta Region (Italy), and Marseille (France). Throughout the day, 6 different workshops were held by Cities2030 partners and external invited organisations.

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Figure 19 Photos from the Policy Lab Festival in Haarlem

3.2.3 Policy Lab Capacity Building Boardgame

The 'CRFS lab serious game' is a boardgame designed exclusively for the purposes of the Cities2030 capacity building. The game is meant to bring together CRFS stakeholders, citizens and other interested parties to discuss upon the CRFS Lab. The participants have a chance to reply to questions and initiate dialogue with the rest of the players, provide solutions to the given topics or raise their concerns on given barriers or challenges. The game is designed to offer participants the liberty to reflect on their own CRFS' challenges and strengths, and share viewpoints, while fostering a co-creational platform for peer learning. It is an engaging way for policy labs to interact with stakeholders, fellow lab coordinators or any other interested party in a joyful yet constructive way.

The learning outcomes build capacities targeting tiers 1 and 2 as discussed in chapter 2.2.

Why a serious game?

Serious games are a commonly used practice for learning and education, that goes beyond the typical methods and one-way information flow. They offer an important tool to bring together both expert and non-expert users and transfer the required knowledge and skills needed to work with open data. Serious games differentiate themselves from entertainment games as their main purpose is not to amuse, but to educate and facilitate learning and ideation.

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The ideal educational game combines entertainment and learning in a way that the players do not experience the learning part as something external to the game (Gugerell & Zuidema, 2017). At the same time, the safe game environment supports experimentation, taking risks and exploring extreme pathways without facing the 'real' consequences of failing.

To facilitate the process and trigger labs to use the material and hold the game with their stakeholders, IVM has designed the following materials: the boardgame and game cards in a printable file, detailed instructions for the participants and tips, and a list for other materials needed (e.g., dice, play figures). The material is designed in English, but labs are encouraged to translate it to their local language if needed. All designed material is available for partners to download it via the Correlate page (here). It is also accessible via Google Drive (here).

Below, a short version of the instructions given to the participants:

''Get ready to play a board game, similar to the 'Ludo board game', replying to questions related to your policy efforts and opportunities for capacity building. The game provides an engaging summary of the many informative policy lab workshops and other materials and aims at expanding your understanding of the CRFS needs, barriers and opportunities as you grow your labs scope through activities and engagement with stakeholders and citizens. Along the game you will encounter some surprises: steps that represent 'barriers', 'accelerators' or 'tips'. If you land on them, you need to take a card from the respective card deck, read it out loud and follow the guidance. The first player to reach the finish is the winner! Each player chooses a CRFS lab. You play from the perspective of your lab and represent its goals and objectives. As you move through your CRFS lab journey you will come across barriers and accelerators. They are indicated in the steps that make up your path on the game board. When you land on one of these steps you will take a card from the respective card deck, read the text on the card out loud and follow its instructions. You will share your answer with your group and allow your team to respond to the question and your answer. Once the group has shared their thoughts and experiences you will write a concise description of your answer on a post-it. Stick the post-it to the respective area on the board, right or left to the game area''.

Examples of questions, divided into the three main game categories: barriers, accelerators and tips.
- Barriers: Your lab is struggling to introduce local food policies. Do you have the mandate to formulate policies? Go back... 1 step.
- Accelerators: Wow! You have constant collaboration with certain local farmers and producers' cooperatives in the region. How do you approach these stakeholders? Go forward... 3 steps.
- Tips: Always go back to define your strategy, considering a shared vision with stakeholders to ensure your CRFS is fair and accessible, with social inclusion.

The boardgame was first launched and tested in a dedicated workshop, during the policy lab festival in Haarlem. IVM hosted four rounds of games with participants from the CRFS Labs, and other project partners. Participants showed a great interest and engagement with the game and left with a considerable number of ideas for future policy and LL activities.

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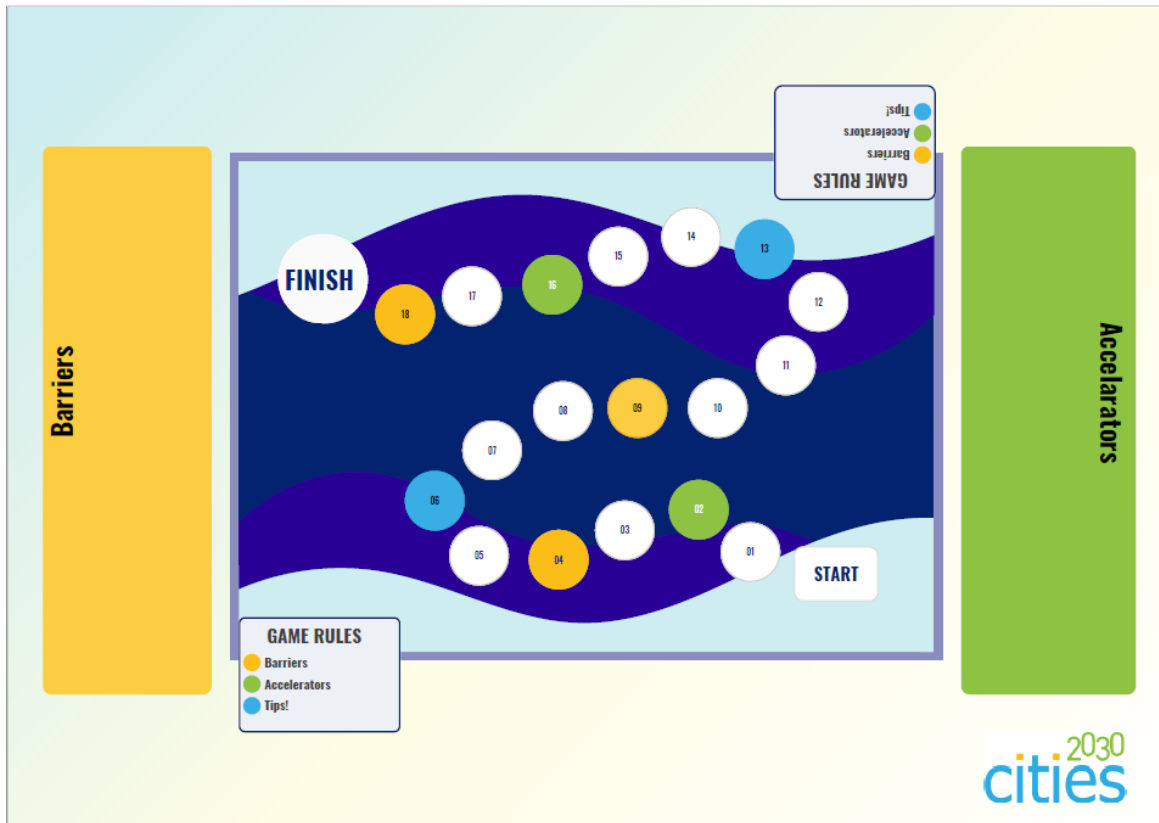

Figure 20 The Capacity Building Boardgame interface

Figure 21 Photos from the Capacity Building boardgame workshop during the Policy Lab Festival

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3.3   Future Development of P-CBP

The development and application of capacity building materials by CRFS labs in an ongoing process that will stretch across the entire project timeline. During the last year of the project efforts will focus on the third tier; supporting CRFS labs in application of capacity building and utilizing it for peer learning and follower cities.
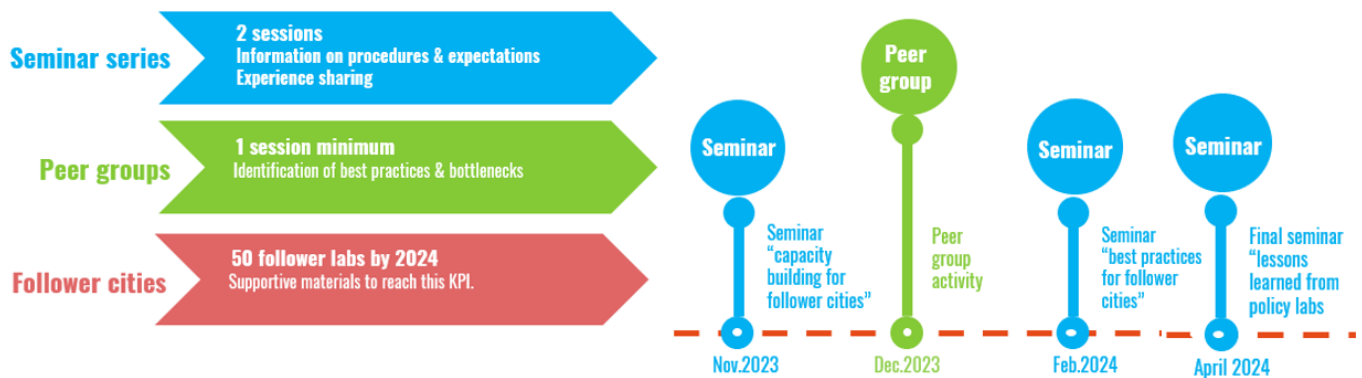

Figure 23 Overview of future activities of CRFS labs supporting P-CBP

Three activity types will be taking place over the course of the last project period that are related to P-CPB (figure 23). The first consists of the continuation of the seminar sessions. A minimum of two session will be held. The first will be held in November 2023 and will cover methods to utilize capacity building for the interaction and building rapport with potential follower cities within the existing CRFS network. This seminar aims to inform CRFS labs of project expectations and responsibilities, as well as engagement tools available in supporting to reach these goals. The peer groups will also be activated in this seminar. In December 2023 the peer groups will gather to gain consensus on how the groups will function to best support experience sharing. This session will be CRFS lab-led and will aim to identify core topics to address, identify experts on these topics within the network and plan upcoming events for the group. It is expected that the peer groups will organise an additional event before the last seminar in April 2024. In February 2024 another seminar will be held in which the best practices for follower cities are identified. The focus of this seminar is to create awareness within CRFS labs on what best practices are being developed within the consortium and how the added value of such practices can be utilized to increase the number of follower cities and increase project impact. The peer groups will play a vital role in this seminar, as they are working directly on best practice identification. During the final seminar in April 2024 best practices will be presented and labs will have one final reflection on their development path, the added value of their experiences and the main lessons learned.

4. Final considerations

The P-CBP is not only a capacity building instrument but a knowledge-sharing platform as well. It enables to structure processes in place-based settings to exchange critical information across the actors of the CRFS. One of the anticipated objectives is to generate a culture of knowledge where actors of the CRFS are encouraged to share their expertise and experiences with others which facilitates silos breaking. The P-CBP is also a

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resource sharing platform, not only on the accessibility format of free licence but also per the principles of commons e.g., Open Educational Resources. The P-CBP aims at facilitating knowledge transfer in a broaden sense and can be structured by a limitless series of approaches, methodologies and sources of learning, spanning from small urban vegetable gardens construction and management, accessible to all in terms of knowledge capabilities, to food science and engineering.
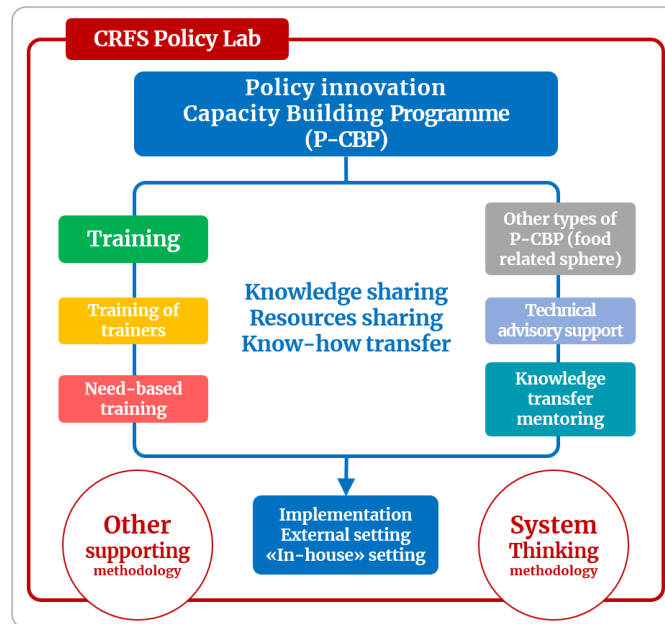

Figure 22 P-CBP operational framework

Figure 23 illustrates the operational framework of the P-CBP. The suggested P-CBP is organised in a series of components which are vital to the implementation e.g., training, training of trainers and need-based training (left side of the figure) and optional quality enhancing components e.g., other type of existing food-related P-CBP, technical advisory support and knowledge transfer mentoring. The P-CBP is hosted in and develops with the CRFS Policy Labs as an integrated component of the innovation cycle. The P-CBP is implemented with the assistance of supporting instruments and methodologies e.g., System Thinking and other applicable approaches for problem solving, and with a vast panoply of techniques and methodologies chosen by the P-CBP practitioners according to their needs.

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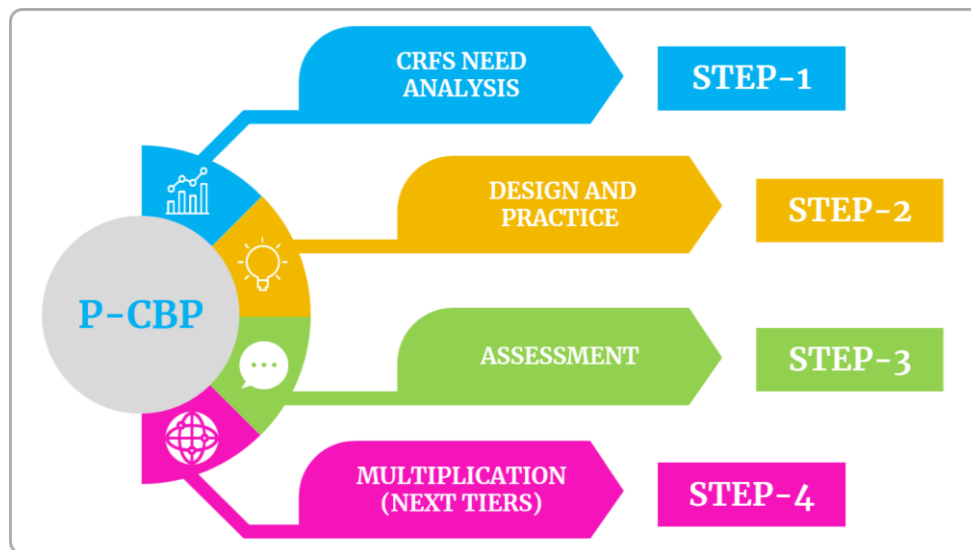
Figure 23 P-CBP overall practice

Figure 24 illustrates the overall P-CBP practice (summary of all chapters of the present guidelines). Chapter 3 of the present guideline shows how practitioners may co-create the training modules of the P-CBP with a limitless number of sources of learning, teaching and training methodologies. This flexibility is vital to safeguard end-users can effectively develop customary training sessions for each of the identified focus areas. For instance, training methodologies may encompass a vast number of techniques from "conventional" classrooms, workshops, apprenticeships and transnational mobilities settings to more informal science cafés or science-policy dialogues.

Moving forward, the P-CBP will continue to develop, with a focus on supporting CRFS labs in effective multiplication activities. The CRFS policy lab seminar series (developed under WP4) will continue to run during the last period, and is tailored to implementation of developed tools and approaches. The capacity building boardgame will be further developed as it holds potential in gauging and activating stakeholders in follower cities, contributing to awareness building, network development and local agenda-setting. Depending on partner feedback in upcoming testing rounds, this game will be finetuned to specific uses and follower cities activities. Additionally, partners will remain active in capacity building events and workshops. Dissemination events such as conferences and workshops are a great opportunity to identify CRFS with an interest in food system transformation, and therefore partners are stimulated to utilise these events to support project impact and multiplication.

There are some practical considerations about how project partners or follower cities can use this report and method in their context. The online seminars have proved to be a useful tool for CRFS labs, yet these events have high time and commitment requirement for all contributing parties. Therefore, the future seminar sessions will be limited to two hours and will include a strong call-to-action for participants to contribute through providing presentations and interactive sessions.

There is also a need to identify the needs for support and capacity building of CRFS labs. The capacity building materials therefore aim to usually provide a structure and indication of how topic can be addressed. Peer learning is an efficient mode of capacity building, providing opportunities for network building in a low

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threshold setting. Mixing different modes of capacity building might be needed to be accelerated during the last reporting period of the project.

In conclusion, competence development is crucial to stimulate food system transformation. The practices used need to allow actors to adopt and experiment with different and new actor roles. However, implementation processes are complex. This highlights the need for a shift among researchers, educators, policy makers and society at large with regard to urban actors' roles in complex food system transformation (Den Boer et al., 2021).

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