

# BUY BETTER FOOD

## Campaign for sustainable food on the public plate

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### Coalition Cooperation Guidelines

#### 1. Background

The *Buy Better Food: Campaign for sustainable food on the public plate* (also known as *Buy Better Food Campaign* or *BBF Campaign*) is a European advocacy campaign which focuses on public food procurement as main driver of food system transformation towards a sustainable, healthy and fair food system in the European Union, in line with the EU Farm to Fork strategy and the United Nations Sustainable Development Goals (SDGs).

The *Buy Better Food Campaign* is led and implemented by the members of the *Buy Better Food Coalition*. The organisations involved in the Coalition share the commitment to improve and achieve human, societal and environmental health by transforming the EU's agro-food system. The Coalition will gain strength and confidence from the contribution of all the participating organisations and individuals who have experience of influencing public procurement at the local through to the supranational level. This campaign is focused on boosting and describing local dynamics in order to communicate the potential of public procurement to European policy makers in Brussels. While the campaign focuses on empowering subnational advocates to improve the policy framework at the EU level, it may require resources or attention to improve existing procurement practices at the local level and/or give them a chance to serve as best practice examples.

Beyond the EU borders, other states, within and outside Europe, are contributing to raise the bar for better public policies on food. As EU policy changes can, and should, influence and inspire other places, the campaign's work to improve EU policy can learn from what has been successful elsewhere. Therefore the campaign makes the greatest effort to represent this diversity of experience and expertise while prioritizing the European context and remaining focussed on the constraints of time.

The campaign also seeks to incorporate a diversity of socio-economic perspectives, either through the Coalition members or through the examples and expertise championed through the campaign. Procurement will transform commensurate with how it represents the diversity of perspective, background and affiliation in Europe.

## 2. Guidelines' Purpose

This document guides the *Buy Better Food* Coalition's work, giving us, members of the Coalition, a structure which allows us to coordinate properly while allowing flexibility. The guidelines are intended to outline how we, the *Buy Better Food* Coalition, organise ourselves as a coalition in order to secure the agreed [campaign's objectives](#). We recognise that having agreed systems in place is key to the effective use of the limited resources we have, and of securing the campaign's success, and that we are individually and collectively responsible to respect them.

We recognise that each organisation, part of the Coalition, has its own internal focus, culture, structure and objectives. Therefore, we are flexible in how we work, agreeing upon shared objectives and strategies by respecting and utilising all expertise and capacities. We recognise that any campaign needs to be cultivated, nurtured and is based on mutual respect among and beyond the Coalition members. We acknowledge that success takes patience, resilience and the willingness to work collaboratively.

## 3. Coalition Structure & External Groups

### 3.1 Coalition

§1 The Coalition is a network of organisations. Organisation is defined here as any non-for-profit organised entity legally registered/recognised as such at the national and/or international level (e.g. EU transparency register), as in the case of municipalities, national ministries, civil society organisations (CSOs) and non-governmental organisations (NGOs). Businesses or for-profit entities cannot join the Coalition, but they could be considered as external partners.

§2 No single individual can join without being affiliated to a Coalition member organisation.

§3 Organisations part of the Coalition are defined here as Members.

§4 Each Member is represented within the Coalition by one or more individuals appointed by the Member itself. Those individuals are referred in this document as Representatives.

§5 Representatives should be available to participate in Coalition meetings on a regular basis. In addition, Members and their Representatives are asked to support the campaign work, and any specific activity that requires additional work for a Member is agreed on a case to case basis.

§6 Members can provide inputs and/or are consulted in the process of shaping the materials, case studies and narratives of the campaign, but they do not participate in the final decision-making, management or strategic direction of the campaign. Members benefit from joint materials (for online or offline communication), skill sharing and networking.

## 3.2 Core Team

§1 The Coalition includes a Core Team, comprised initially of five organisations: *(i)* the European regional office of the International Federation of Organic Agriculture Movements (IFOAM Organics Europe), *(ii)* Meine Landwirtschaft, *(iii)* European Public Health Alliance (EPHA), *(iv)* ICLEI - Local Governments for Sustainability (European Secretariat), and *(v)* Sustain - The Alliance for Better Food and Farming.

§1.1 ICLEI holds the coordination role within the Core Team, which includes the management of the campaign budget. This reflects ICLEI's organisational focus and expertise - see section 5 of [BBF Campaign Strategy](#).

§1.2 The Core Team receives practical support from the European Climate Foundation (ECF), which provided the initial fundings for the campaign. ECF helped with the initial management of the Core Team and supported the Coordinator with the drafting of the Communication Strategy. Further support includes additional fundraising, due to the nature of the organisation - see section 6 of [BBF Campaign Strategy](#).

§2 The Representatives of Core Team Members are responsible to navigate the internal processes and approvals, within the organisations they represent, when making agreements, or commitments for the BBF Campaign.

§3 The Core Team Members should collectively represent all or most of the following expertise areas: public procurement, nutrition/health, food production, sustainability, human rights, campaigning, communication, national and EU policy making, and project coordination.

§4 The Core Team is the main decision making body of the BBF Campaign and has the following responsibilities:

§4.1 setting the structure of the Coalition.

§4.2 developing the strategic plan of the campaign, and revisioning it regularly over time.

§4.3 overseeing and contributing to the strategic plan's proper implementation, with Core Team Members supporting and actively engaging with campaigning, advocacy, lobbying, strategic communication, media work, etc. (Note: civil disobedience would not be part of the activities if ECF is the sole funder).

§4.4 coordinating the development and the implementation of a narrative, according to the remit and stated objectives of the campaign - this should include the development of a toolkit for Coalition Members to facilitate public facing campaigning and narrative delivery.

§4.5 supporting the identification of opportunities for synergies with other projects and initiatives, and incorporating them in the campaign.

§4.6 liaising with the EU [Food Policy Coalition](#) (EU FPC) Procurement Taskforce, which works towards the integration of procurement policies, at the EU-level, that facilitate the transition to sustainable food systems.

§4.7 keeping an overview on EU policy developments, and coordinating the policy work to ensure, as much as possible, consistency and coherence with Coalition Members related work.

§4.8 contributing to funding applications and pitches.

§5 The Core Team meets regularly, between once and twice a month in the initial phase of the campaign.

§6 The Core Team ensures that the Coalition reflects the breadth of expertise and stakeholders needed for a successful campaign on public food procurement.

### **3.3 Coordinator**

§1 The Coordinator is the main manager of the campaign, and is employed by ICLEI.

§2 The Coordinator is responsible for:

§2.1 being the main external voice for the BBF campaign.

§2.2 both coordinating the Core Team and reporting back to it on the campaign implementation.

§2.3 facilitating the development of the campaign strategy and driving its implementation, by monitoring progress and making adjustments as needed.

§2.4 identifying the advocacy target groups in line with the objectives and in relation to the stage of the campaign (e.g. European Commission Services, national governments and local governments) with the support of the Core Team.

§2.5 overseeing and managing the campaign's activities, including supporting the work of any Coalition Member and their Representatives.

§2.6 supporting the Core Team in building the Coalition with the recruitment of Members that could also enter the Core Team.

§2.7 building the Pool of Experts (section 3.4) with the support of the Core Team.

§2.8 ensuring that all parties involved (Coalition Members as well as external partners) are on track with the campaign requirements, deliverables and deadlines, and all communication and deliverables adhere to high standards of quality.

§2.9 planning and managing budget based on the scope of work ([objectives and targets](#)), in an effective and efficient manner.

§2.10 leading on campaign reporting, defining progress and solving problems with suitable solutions.

### **3.4 Pool of Experts**

§1 The Pool of Experts comprises individuals working in relevant fields in relation to the campaign: food science, planetary health science, agriculture and farming, agroecology, procurement, economics, human rights, cultures, and more. They are recruited based on their distinct skills and capacity to contribute to the work of the campaign.

§2 The Core Team determines the skillset and expertise required, the number of experts and the duration of their involvement.

§3 The Pool of Experts is not part of the Coalition, but it supports, guides and gives perspective, especially for the activities of the Core Team. Participation in the Pool of Experts follows an explicit agreement defining affiliation of the expert, duration, and expectations for both Coalition and the expert.

§4 The Pool of Experts or single experts can be invited to participate in Coalition Meetings, if their input is required.

§5 An individual can be part of the Pool of Experts as well as be a Representative of a Coalition Member. However, if any conflict of interests is identified by any of the parties, the individual participation should be confined to one of the two bodies.

### **3.5 Ambassadors**

§1 An Ambassador is an individual who has a prominent public position (e.g. Member of European Parliament) through which she/he/they can support and give visibility to the campaign.

§2 The Core Team determines who should become an Ambassador and who within the team should contact a potential Ambassador.

§3 The Ambassadors are not part of the Coalition, and their independence from the campaign and its Coalition is an added value. In fact, their role aims to increase the visibility of the campaign, amplifying its messages within the European bodies, remaining independent from the work of the Coalition.

§4 The Ambassadors can be invited to participate in Coalition Meetings, if their participation is beneficial to the campaign.

### **3.6 External Partners**

§1 External Partners are organisations that cannot join the Coalition (e.g. industry, businesses, caterers, etc.) because they do not meet the requirements stated in this document, or do not want to join for any reason, but can still contribute in promoting the campaign.

§2 External Partners cannot participate in any decision-making process for the BBF Campaign, but they can be invited to join Coalition’s meetings if the Core Team agrees is appropriate.

§3 If any activity/work done by an External Partner is considered beneficial for the campaign, such activity/work could be used as campaign material.

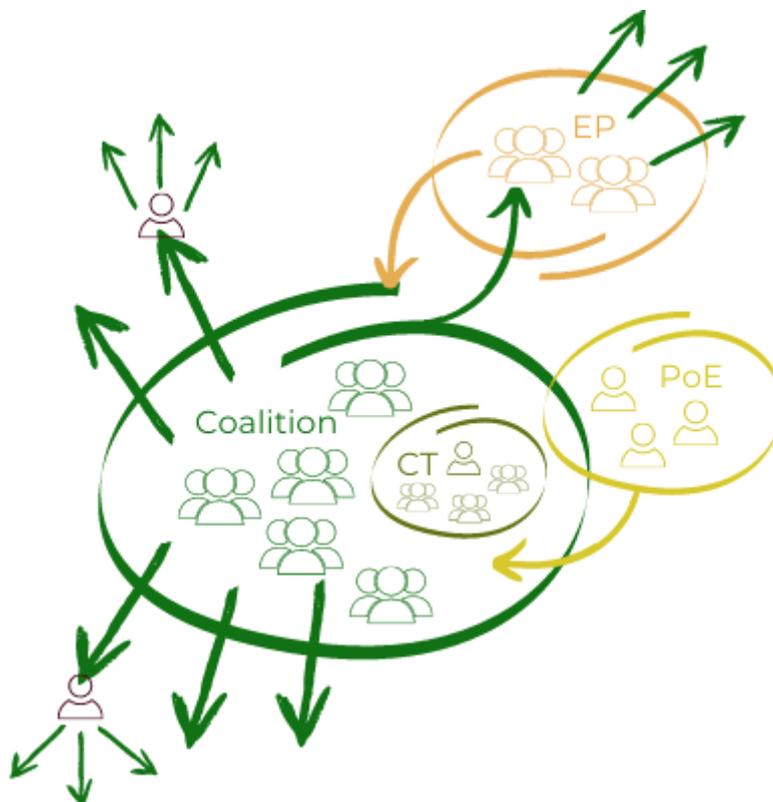


Figure 1. The Coalition has the aim to promote the BBF Campaign and the work of its Members. The Coalition is supported by (i) the Core Team (CT), the decision-making body for the campaign led by the Coordinator, (ii) the Pool of Experts (PoE), who provide knowledge support, (iii) the External Partners, which can promote the campaign as well as support Coalition Members in their work, (iv) the Ambassadors, who are prominent public figures giving visibility to the campaign.

	<b>Members</b>	<b>Decision-making</b>	<b>Implementing activities</b>	<b>Knowledge support</b>
<b>Coalition</b>	Non-for-profit organisations, such as NGOs and municipalities		✓	✓
<b>Core Team</b>	Non-for-profit organisations, such as NGOs and municipalities	✓	✓	✓
<b>Pool of Experts</b>	Individuals			✓
<b>Ambassadors</b>	Individuals		✓	

<b>External Partners</b>	Other entities, such as businesses		✓	✓
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Table 1. Responsibilities of the different groups

## 4. Coalition Membership

§1 Organisations can join the BBF Campaign Coalition in two ways: (i) the Core Team appoints a suitable Member for the Coalition and contacts it directly through the Coordinator or a Core Team Representative, or (ii) an organisation makes a request to the Coordinator, either directly via an online form/email or through an existing Member, to become part of the Coalition.

§2 Requests to join the Coalition are considered by the Core Team, which decides if an organisation is suitable to be part of the Coalition based on following parameters:

§2.1 an applicant/proposed Member's work must align with the vision and objectives of the campaign.

§2.2 the actual contribution of the applicant/proposed Member to the campaign.

§2.3 the benefits the applicant/proposed Member would receive from being part of the Coalition.

§3 If an applicant/proposed Member is found not suitable for the Coalition (e.g. for-profit organisations), it can still be considered to become an External Partner, which can amplify the campaign work or any Member's work related to the campaign.

§4 To officially join the Coalition, a Member must sign a Memorandum of Understanding (MoU), which includes more specific commitments if it also joins the Core Team (section 3.2).

## 5. Communication

### 5.1 Internal communications and meetings

§1 The Coalition Representatives communicate with each other and the Coordinator via email. The Slack workspace 'Buy Better Food' is used just by the Core Team members for fast communication with each other and the Coordinator.

§2 The Core Team meets routinely, initially once or twice a month to support the development and launch of the campaign. Meetings are scheduled on the needs of the campaign.

§3 The Coalition meets at least once every quarter, ideally once every three months, for at least two hours depending on the needs of the campaign.

§4 For both Core Team and Coalition meetings, an agenda should be shared in advance, preferably a week before, by the Coordinator using the agreed template. Notes should be taken during the meeting and shared afterwards with all Members of the Core Team or Coalition.

§5 All relevant material of the campaign should be kept in the shared Google Drive 'Buy Better Food Campaign'. The access to the Drive is restricted to Coalition Members' Representatives and any other staff supporting the work of the campaign. §6 The Coordinator shares the timeline and the calendar of activities with the Coalition on a quarterly basis, asking for contributions on a monthly basis.

§7 A Communications Calendar is also routinely updated by the Coordinator and the supporting staff (meaning people working for Members of the Core Team or ECF).

§8 All Coalition Members and Representatives' details can be found in the [Core Team & Coalition document](#) and are kept updated by the Coordinator.

§9 Contact details of key stakeholders are recorded in the shared database [List of possible partners & targets](#).

## **5.2 External communications and representation**

§1 All external communications follow the [Communication Strategy](#) which identifies what the campaign communicates, how and to whom, including the communications to engage potential new Members.

§2 Direct tools used for external communications are *(i)* the campaign official webpage (hosted by ICLEI website) and *(ii)* campaign email, *(iii)* Twitter and *(iv)* LinkedIn profiles. The campaign also uses other tools, not directly managed by the Coordinator or supporting staff, such as press and media, Coalition Members' websites and social media channels.

§3 All Representatives are spokespeople for the campaign, with the Coordinator as the main external voice.

§4 If Representatives attend external meetings/events which are relevant for the campaign, they should take and share notes with the rest of the Coalition through the agreed template.

§5 If Representatives attend external meetings/events on behalf of the Coalition or to promote the campaign, objectives of such participation should be clearly agreed beforehand with the Core Team and Coordinator. Representatives should also consult the Communication Strategy and Toolkit which provide guidance on keeping the narrative consistent and coherent.

§6 Where relevant, and notably for meetings with high-level officials and/or with a large number of people, there should be a meeting, or call, with all identified participants to agree on the exact agenda's points and roles.

§7 Documentation and materials distributed at external meetings/events should be agreed in advance.