

# The Power of the Public Plate

Analysis of Public Procurement Impact Across The Food Value Chain



**One planet**  
procure with care



Authors: Josefine Hintz, Francesca d’Addario, Peter Defranceschi

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*“Those who set the conditions for contracts and/or the standards requirements determine the playing field for the various actors in the food system.”* International Resource Panel

## **Introduction**

The One Planet Network food value chain analysis – undertaken in the context of the task group on catalysing science-policy action on SCP - demonstrates that procurement as part of the middle stage of the value chain has significant influence over the other stages across the value chain. In the European Union alone, the social food services market is worth an estimated €82 billion per annum (GIRA Foodservice 2014, as quoted here), a large share of which originates from public spending.

While the majority of natural resource use and environmental impacts is taking place at the primary production stage, primary producers have a limited ability to shape food systems and change their production practices. Comparatively, while the actors along the middle stage value chain do not use the most resources themselves, they have a huge impact on the activities at either end. This stage of the value chain, which includes public authorities purchasing food items or contracting catering services, is also structurally powerful and has a disproportionate influence across both primary production and final consumption and to a large degree shapes both what food farmers produce and sell and what food consumers buy and eat.

Public procurers holding the power, influencing both ends of the value chain, comes with the opportunity to practice sustainable public procurement. To procure in a sustainable way involves looking beyond short-term needs and considering the longer term impacts of each purchase ([Procura+ Manual 2016](#)). Sustainable procurement is used by both public and private sector organisations to ensure that their purchasing reflects broader goals linked to resource efficiency, climate change, social responsibility and economic resilience, for example. By carefully integrating the impact of the food they purchase into procurement decisions, public authorities such as schools, universities, public administrations at national and local level or hospitals, can significantly contribute to supporting environmental improvements in the sector whilst providing a nutritious diet to beneficiaries and supporting targeted producers.

### **About this analysis**

This analysis has been done by ICLEI - Local Governments for Sustainability as part of 'Procurement across the value chain' - project under the One Planet Network. The objective of the analysis is to better understand how procurement can be used as a tool to support more sustainable food systems. Based on a thorough literature review the analysis

identified typologies of impact for sustainable food procurement affecting the different stages of the value chain as well as highlighting differences between world regions. In total 41 documents were screened, ranging from academic articles to guidance or reports by international organisations. In addition, the analysis draws from procurement-relevant outcomes of the ICLEI-FAO Independent Dialogues held in 26 cities around the globe. Particularly the ones organised by the City of Copenhagen on farm to fork procurement and the City of Izmir on nature-positive supply chains and food vulnerable people were insightful in this regard. The review resulted in the identification and curation of 7 impact typologies across UN World regions:

- Sourcing local through fresh and seasonal food items
- Smallholder-friendly procurement
- Supporting a healthy and nutritious diet
- Reducing waste from food and packaging
- Fair employment conditions
- Sourcing organic produce
- Increase of plant-rich food and supporting animal welfare

Whilst the analysis gives details covering all UN World Regions Africa, Asia and the Pacific, Europe and Central Asia, Middle East, North America and South America, it is generalising and further in-depth analysis per world region or even country level is warranted. With procurement there is no 'one-size-fits-all' solution. The national and local legal context will further determine how procurement can be used exactly. In addition, between world regions and even countries there are vast differences between who has the mandate over food procurement i.e. centralised or decentralized or both. Overall, we emphasise that public procurement is only part of the solution, and highlighted in the analysis that market engagement and collaboration between meal planning and feeding programmes is key.

## **Impact typologies for sustainable food procurement across the value chain**

<b>Type of impact</b>	
<b>Sourcing local through fresh and seasonal food items</b>	
<b>Understanding</b> Consumed food has been produced by farmers within regional geographic proximity, with seasonal variance.	<b>Addressing challenges such as</b> GHG emissions through transport, lack of access to small farmers, lack of awareness, short food supply chains, consumption of highly processed food and growing malnutrition (obesity) rates and lack of social return on investment (local community)
<b>Mainly impacts the following stage(s) of the value chain</b> Primary Production - demand for specific type of crops/livestock Transport and logistics - short distances between farm, processing and consumption Food service - selection of meals available	
<b>Procurement tools used across world regions across the procurement cycle</b>	
<b>Africa</b> <ul style="list-style-type: none"> <li>- "Home school feeding programme" links schools and local production, providing school canteens with local and fresh food.</li> <li>- Indirect procurement scheme: caterers are selected through a preferencing scoring system that assesses the capacity to source from local communities or within the district and the caterer's proximity to schools (Ghana).</li> <li>- Verification of the capacity of caterers to procure food from target beneficiaries is based on past purchasing records and a "Monitoring and Evaluation Framework for the Performance of Caterers in Ghana" is used to measure local farmer involvement and the performance of caterers in terms of food quantity and quality, hygiene, timeliness, and the frequency of food being served (Ghana).</li> <li>- Dialogue events to get to know caterers and local farmer's organizations.</li> </ul>	
<b>Asia &amp; the Pacific</b> <ul style="list-style-type: none"> <li>- Planning phase includes informing local farmers about procurement plans.</li> <li>- Menu planning takes into account the regional agricultural conditions, specifications are tailored accordingly e.g. requirements on the diversity and quantity of seeds.</li> </ul>	
<b>Europe &amp; Central Asia</b> <ul style="list-style-type: none"> <li>- Dialogue events, engagement with suppliers and all relevant stakeholders.</li> <li>- Award criteria that are taking seasonality into account, informed by menu design.</li> <li>- Minimum percentages for seasonal vegetables/fruits.</li> </ul>	

- Requirements referencing characteristics of regional food items, maximum distance travelled or frequency available (Italy).
- Specification on maximum days between harvest and intake (“Guarantee of freshness”).
- Lengthening the contractual period for caterers to allow for investments in local infrastructure.
- Division into separate smaller lots for food available locally and support of SMEs.
- Direct contracting for local food providers.
- Strong support by accompanying social innovative initiatives, such as widely disseminated blogs by influential stakeholders (Russia)

### **Middle East**

- Give locally grown food items a 10% preference over foreign goods (Lebanon).
- Reference to green labels where available (UAE)

### **North America**

- Preferencing schemes e.g. for unprocessed locally grown or locally raised agricultural products, to support local agriculture production.
- The US federal law does not give a precise definition of the term ‘local’. Thus, the procuring entities can give free interpretation to this concept.
- Micro-purchases aligned with flexibility of menus to enable districts to purchase small quantities of produce when local farmers might have a surplus.
- Under the small-purchase threshold, purchasers can choose three (or more) local producers and request quotes directly.
- Farm to Cafeteria Programs to integrate locally grown produce in school meal programs.
- Using full and open competition, responsible and responsive vendors, the Buy American provision and the role of State and local regulations.

### **South America**

- Dialogue between nutritionists and family farms through which the farmer organisations provide the nutritionists with a calendar of products available. Then, the nutritionists who are aware of the products produced locally and the seasonality patterns, get involved in the procurement process.
- Putting limited funds for non-fresh products.
- Direct sourcing from urban and peri-urban production in some cities through schools.
- One award criteria in the National School Feeding Programme (PNAE) in Brazil is the locality of production in which preference is given to the nearest locality of production based on the administrative division of the country.
- The PNAE guidelines in Brazil prioritize fresh, non-processed and seasonal foods (Resolution no. 26/2013)

**Global**

- Dialogue activities in the procurement planning phase
- Collaboration with menu planning
- Criteria and specifications based on nutritional character
- Leveraging opportunities for direct purchasing

**Type of impact****Smallholder-friendly procurement****Understanding**

Enabling small farmers to deliver their produce independent from big food companies, operating with better profit margins, with some emphasis on supporting women-led farms

**Addressing challenges such as**

Market monopoly, local economic development (Social return on investment), addressing competition challenges, lack of access to public markets

**Mainly impacts the following stage(s) of the value chain**

Primary Production - demand for smaller amount and specific type of crops/livestock, or specific farming practices

**Procurement tools used across world regions across the procurement cycle****Africa**

- Smallholder farmers face challenges in accessing the public market, mainly because of too complex open tender procedures, costly participation requirements, over-emphasis on price and long-term payments.
- Farmer organizations are involved in the Working Group established by the Purchase from Africans for Africa programme (PAA Africa) in Mozambique with the goal to involve the farmers in the public food procurement initiatives.
- Governments establish set-asides for smallholders as part of reservation schemes e.g. in Rwanda the National Strategic Grain Reserve (NSGR) 40 % quota is allocated for farmer cooperatives.
- Registration in the public procurement process of farmer organizations as some type of enterprise (Ghana and Kenya)
- Simplified requirements e.g. in Rwanda farmer organizations can register with the decentralized offices of the Ministry of Agriculture.
- Farmer organizations are invited to submit bids specifying quantities, types of

commodities and price. Then, the grain reserves select bids according to best price and quality criteria e.g. in Burkina Faso or Rwanda.

- 'Home Grown School Feeding' programmes source food from smallholders, creating a structured demand for locally produced food.
- Training of smallholder producers in improved production systems, post-harvesting handling, conservation, business planning, bookkeeping, and management of revolving funds as part of contract clauses.
- Reservation schemes include specifications around for women-led local producers e.g. Government has reserved 30 percent of public procurement contracts for women-led farms (Kenya).
- Ghana implemented an indirect procurement scheme, Subcontracting conditions include that caterers must use at least one-fifth of the food budget to purchase food from smallholders which are defined according to eligibility criteria.
- The SNV project in Ghana implemented the communication channels to disseminate tender notices using local radios and in local languages.

#### **Asia & the Pacific**

- Subcontracting conditions for School Milk Programme (SMP) that requires to buy a quota of raw milk from dairy farmers and cooperatives e.g. Thailand the quota is established through memoranda of understanding between individual processors and the Ministry of Agriculture and Cooperatives.
- Use Government-set quotas and reference price for smallholders in tenders (Thailand)
- direct purchasing from local small farmers by schools as part of a wider collaboration that also helps build capacity for local farmers.
- Procurement process towards simplification and harmonization of procurement rules (e.g. Philippines, Indonesia and Vietnam).
- Establishment of a central procurement authority, which was missing and can manage procurement practices and policies around smallholder farmers (Vietnam, Laos, Cambodia).

#### **Europe & Central Asia**

- In 2014, the EU revised the Directive on Public Procurement, including the recognition of the "support of common societal goals", adding the consideration of social and environmental values in the selection process.
- Market engagement, dialogue with small farmers or cooperatives in the planning phase.
- Division into multiple smaller lots i.e. Contract lotting
- Reducing number of meals required by each supplier
- Direct procurement of produce for processing in on-site canteens.
- Specification on maximum distance travelled

- Qualification criteria as preferential treatment schemes for smallholders e.g. Food corporation of India.
- Registration in the public procurement process does not require bid security, but bid declarations in which suppliers declare on their honour that they will accept the contract and fulfil all the stipulated conditions.
- The EU Unfair Trading Practices Directive (UTP) in the agri-food sector covers the most harmful trading practices, and applies also to non-EU farmers: e.g. Payments cannot be delivered later than 30 days for perishable agricultural and food products or later than 60 days for other agri-food products. Besides, farmers cannot have their orders cancelled at short notice.

### **Middle East**

- *Lack of information available at the time of research*

### **North America**

- In the planning phase introduction of farmers to school food service directors to match supply to demand and appropriate farm products to food service budgets.
- In the US, There is a variety of preference schemes because there is a decentralized model and the procurement entities are free to choose the amount and type of preference to apply.
- Bid price preferencing i.e. bids from targeted suppliers are discounted by a set of percentage points in order to make them more competitive. Alternatively, bid prices from non-preferred suppliers are increased by a set of percentage points. E.g. in Child Nutrition Programmes in the USA.
- Subcontracting quotas for women-owned businesses e.g. US Government has stipulated a 5 percent target for participation of women-owned businesses in public food procurement.

### **South America**

- the regulatory framework defines smallholder farmers and eligibility criteria. (e.g. Brazil and Paraguay)
- In many Brazilian municipalities, school menu planning included participatory assessments of local smallholder production. Overall, the (national school feeding programme) PNAE was able to purchase a wide variety of food from participating family farmers.
- Publication in public spaces and accessible communication channels of the calls for tenders such as government websites, newspapers or local radio stations (e.g. PNAE in Brazil).
- Criteria to identify family farms: Argentina, Bolivia, Brazil, Paraguay, Uruguay and Venezuela have established formal definitions and criteria for family farmers by specific laws and regulations. They also developed a national registration system that certifies smallholders and farmer organizations, which can be easily identified

in the procurement process.

- Procuring entities issue a public call for food procurement which defines the commodities, quantities, quality requirements and delivery terms. Interested suppliers who meet the criteria submit a proposal stating the products and quantities they wish to sell to government institutions. (Brazil)
- Quotas or set-asides for smallholders (Brazil and Uruguay): a share of public funds is used to procure food from family farms.
- Mandatory reservation schemes so that procuring entities must purchase food directly from the smallholders (no intermediaries): e.g. national school feeding programme in Brazil (PNAE) at least 30 % of the federal budget allocated for the purchase of food for school feeding must be reserved for family farmers and family rural entrepreneurs.
- Indirect schemes are used to support smallholder farms. For example in Paraguay the procuring entity can require, as an eligibility condition, the purchase of a minimum percentage of the food used to prepare the school meals from family farmers and their organisations. However, the price is the main awarding criteria, but if eligible contractors offer the same price, the one with the higher percentage from target beneficiaries have the priority.
- Eligibility criteria around family farms to receive technical assistance from the Ministry of Agriculture and Livestock or another recognised entity (Paraguay).
- Government sets reference prices in the call for tender, according to local and regional markets, reducing competition based on price. (Brazil and Mexico)
- Procurement cap limiting the amount of products that farmers can sell to the government, which is established in monetary value. This is to avoid farmers relying solely on government purchases and engage also with other markets (Brazil).
- Qualification criteria for giving priorities to most vulnerable groups: In Brazil, the PAA gives priority to the poorest farmers in the country and to the northeast region.
- Use of award criteria favouring family farms. For instance preference to the nearest locality of production based on the administrative division of the country (Brazil).
- Use of Gender-sensitive eligibility criteria to facilitate access to women in the tender processes (Brazil).
- Award criteria for smallholders in the school feeding e.g. in Peru.
- Simplification of food specifications in the PNAE in Brazil, focusing on food groups, nutrient content and basic nutritional requirements rather than specific crop varieties, sizes, colour and appearance.
- Simplified requirements according to smallholders capacity e.g. in Paraguay no bid and performance guarantees, no tax registration and legal personality requirements. Suppliers must only comply with basic requisites: (1) registration with the Ministry of Agriculture and Livestock or the National Institute for

Cooperatives; and (2) participation in technical assistance programmes implemented by the government, NGOs or international cooperation agencies.

- Commitment to ensure timely payments to participating smallholders e.g. the PAA Brazil aimed to pay farmers within 10 days and the PNAE between 15 to 30 days.

- Global**
- Ensuring access to public procurement information
  - Preferential treatment schemes through reservations and preferencing
  - Reservation schemes can be subdivided into three different categories: set-asides/ selection criteria / subcontracting conditions
  - simplifying accessibility through lower requirement modalities
  - Criteria and guidelines that take into consideration agricultural seasons, agro-ecological zones of production, local cultures, food habits and preferences
  - Direct purchasing from small farmers for certain food items (especially those that would have a lower prices sourced locally than imported)

<b>Type of impact</b>	
<b>Supporting a healthy and nutritious diet</b>	
<p><b>Understanding</b></p> <p>Serving food that is rich in nutrients and supports a balanced diet. Training for kitchen staff, catering staff, education of school children, raising awareness with users of canteens.</p>	<p><b>Addressing challenges such as</b></p> <p>Undernourishment, obesity, food insecurity, high-processed food and unhealthy food landscapes, healthy behaviours and awareness, lack of diversity in the diets, non communicable diseases</p>
<p><b>Connected to the following stage(s) of the value chain</b></p> <p>Food Service - type of meals cooked by catering staff and school kitchens          Individual consumption - selection of meals available in public sector canteens and vending machines</p>	
<p><b>Procurement tools used across world regions across the procurement cycle</b></p>	
<p><b>Africa</b></p> <ul style="list-style-type: none"> <li>- Use nutrition-based criteria to reduce short-term hunger and malnutrition amongst kindergarten and primary school children.</li> </ul>	

- Connect procurement to the approach of “Home school feeding programmes” that aim to provide children in schools with safe, diverse and nutritious food.
- Direct purchasing of food produced in urban and peri urban farms to provide healthy food to the city’s most vulnerable communities (Nairobi).

#### **Asia & the Pacific**

- At the planning stage, reviewing/revising the menu according to nutrition standards informs the specifications of the procurement (not so much through the tender itself, but menu-driven).
- Link specifications to School meal programmes.
- Framework agreement with adequate suppliers, creating a pool which can be tapped into by schools individually.

#### **Europe & Central Asia**

- Requirements on nutritional contents (linked to national health and dietary guidelines).
- Nutrient- and food based standards for foods and beverages.
- Balanced scorecard approach to combine price criteria with health/nutrition.
- Criteria on nutritional intake in plant-based menus or specifying the number of days per week with vegetarian or vegan options.
- Selection criteria on training activities for kitchen staff specifically on plant-based meals.
- Support schemes for in-house kitchens and smaller-sized catering companies

#### **Middle East**

- Nutrition-based criteria e.g. the salt content should not exceed 0.5% of dry matter in bread products and 1% of dry matter in Samoli bread (Saudi Arabia)

#### **North America**

- Nutrition education of decision-makers.
- Menu development, product selection, and preparation and serving standards for new contracts to include the healthy food standards in new contracts with concessioners.
- Requirements are based on Nutrition standards that limit elements like the amount of sugar, salt, fat, saturated fat as well as include more fruits, vegetables, and whole grains in each serving.
- Specifications on the size and number of portions in each item.
- Strong support through the nation-wide [Good Food Purchasing Program](#).

#### **South America**

- Requirements for ingredient lists and nutrient declarations on labels.

- Nutrition criteria are taken into consideration when the menus are planned
- Contract Management: sample verification and quality control by nutritionists.
- School feeding programmes with a focus to encourage healthy eating habits. (e.g. National School Nutrition Program (PNAE) in Brazil)

### Global

- nutrient-based criteria in a specific food category
- Food-based criteria based on defined food categories
- criteria on portion size, food preparation or service to give further instruction on how food should be prepared or offered for sale in order to promote healthy diets
- Align procurement with national food-based dietary guidelines and school meal programmes

### Type of impact

#### Reducing waste from food and packaging

#### Understanding

Tackling amount of food wasted as well as single-use plastic and packaging waste

#### Addressing challenges such as

Resource inefficiency, plastic pollution, linear economy

#### Connected to the following stage(s) of the value chain

Food processing and packaging - type of packaging material used towards reuse and recyclability

Food Service - menu planning, demand use or donation of left-overs, change of products used for serving food

Individual consumption - impact on portion sizes

Waste Disposal - reduced amount of waste and pollution, towards reuse and recycling

#### Procurement tools used across world regions across the procurement cycle

#### Africa

- Link procurements to the delivery of workshops with experts for suppliers to understand how losses occur and options for preventing them.
- Criteria that address food loss in the "post-harvest" phase.

#### Asia & the Pacific

- <i>Lack of information available at the time of research</i>
<b>Europe &amp; Central Asia</b> <ul style="list-style-type: none"> <li>- Smart menu planning (e.g. child-friendly portions) and using online tools to measure GHG-savings through food waste reduction.</li> <li>- Adjusting portion sizing through specifications.</li> <li>- Award criteria and requirements to favour low environmental impact packaging, including reusable, refillable or biodegradable products.</li> <li>- Contract management includes where appropriate, left-over food could be redistributed to consumption as part of social projects.</li> <li>- Product specifications outline delivery in carriable, big batch sizes to reduce packaging.</li> <li>- Contract clauses include take-back schemes for packaging.</li> </ul>
<b>Middle East</b> <ul style="list-style-type: none"> <li>- <i>Lack of information available at the time of research</i></li> </ul>
<b>North America</b> <ul style="list-style-type: none"> <li>- "just-in-time" purchasing system to only order what is needed when it is needed.</li> </ul>
<b>South America</b> <ul style="list-style-type: none"> <li>- Generating power from organic waste (Ecoparque's pilot project).</li> <li>- Criteria around minimization of waste generation.</li> </ul>
<b>Global</b> <ul style="list-style-type: none"> <li>- promote minimizing food loss and waste on farms, during post-harvest storage, and throughout processing, transportation, and retail</li> <li>- includes demand-driven training and capacity to improve management practices and foster the adoption of appropriate technologies</li> <li>- Focus on encouraging reuse and waste to energy.</li> </ul>

<b>Type of impact</b>	
<b>Fair employment conditions</b>	
<b>Understanding</b> Assuring safe, healthy and fair working conditions across the value chain, ILO convention as minimum	<b>Addressing challenges such as</b> Social dimension of procurement, Labour rights violations, lack of fair trade, undervalued workforce

**Connected to the following stage(s) of the value chain**

Primary production - working conditions of farmers

Food Service - working conditions of catering and kitchen staff

**Procurement tools used across world regions across the procurement cycle****Africa**

- Public Procurement Act includes Equal Opportunity for Employment, Occupational Health & Safety, TUC-Employers dialogue, however, unclear definition of social factors through criteria with uncertainty how social factors are taken into account during awards of the contracts e..g Ghana.
- Exclusion criteria for suppliers that use child labour in their production or suppliers that do not administer fair wages e.g. Gambia.

**Asia & the Pacific**

- Weak public procurement authorities which are not able to monitor and enforce procurement standards.
- Need to strengthen the procurement authorities and to monitor and control the working conditions along the food supply chain
- In Southern Asia corruption undermines effectiveness of the procurement processes.
- Social procurement criteria are at an early stage.

**Europe & Central Asia**

- Award criteria for products "of fair trade origin" or optional requirement of fair trade certifications.
- Award criteria on access to employment and quality of training opportunities for catering and kitchen staff.
- Compliance with mandatory social and labour rules is an obligation under the Procurement Directives.
- Mandatory exclusion grounds from the tender are the "Conviction by final judgment for child labour" and "obligations related to the payment of social security contributions".
- Staff training including social clause encouraging internships for long term unemployed (Belgium)
- Labour clauses in contracts to ensure fair pay working conditions for all employees working for the City's contractors and subcontractors, including a task force to monitor compliance with the labour clauses by all its suppliers (Denmark)

**Middle East**

- *Lack of information available at the time of research*

<p><b>North America</b></p> <ul style="list-style-type: none"> <li>- <i>Lack of information available at the time of research</i></li> </ul>
<p><b>South America</b></p> <ul style="list-style-type: none"> <li>- requirement of declarations that the supplier or service provider does not employ slave labour, complies with labour laws, supplies meal vouchers to its employees, properly disposes of waste, etc e.g. Brazil</li> </ul>
<p><b>Global</b></p> <ul style="list-style-type: none"> <li>- The literature associated with the social dimension in public procurement is scarce.</li> <li>- Working conditions in the food supply chains are precarious and hazardous since rural jobs used to be informal with no written contracts and little or no protection.<sup>1</sup></li> <li>- Socially responsible public procurement of food could be a tool to stimulate improvement.</li> </ul>

<p><b>Type of impact</b></p> <p><b>Sourcing organic produce</b></p>	
<p><b>Understanding</b></p> <p>Sourcing ingredients and food items that have been produced through organic farming techniques including agroforestry, regenerative agriculture or other sustainable production methods</p>	<p><b>Addressing challenges such as</b></p> <p>Biodiversity loss, water pollution and reduced soil fertility at production stage, monoculture (epidemiologic risks)</p>
<p><b>Connected to the following stage(s) of the value chain</b></p> <p>Input Industry - organic fertilisers only, selection of type of seeds, reduction of pesticides          Primary Production - demand linked to agricultural practices, and treatment of the produce</p>	
<p><b>Procurement tools used across world regions across the procurement cycle</b></p>	
<p><b>Africa</b></p> <ul style="list-style-type: none"> <li>- <i>Lack of information available at the time of research</i></li> <li>- Tanzanian Procurement Regulation of 2005, declared that "A procuring entity shall avoid wherever possible the procurement of chemicals, pesticides or other goods</li> </ul>	

<sup>1</sup> <http://www.fao.org/rural-employment/work-areas/working-conditions/en/>

which are known to have or suspected to have harmful effects on the health of the population, the environment, domestic animals, wildlife and flora”.

#### **Asia & the Pacific**

- *In some Asian countries there is a high share of organic production but there is lack of information about the criteria implementing this aspect in the food public procurement at the time of research*

#### **Europe & Central Asia**

- Flexible menu planning favouring higher share of organic produce
- Criteria (Award and Selection, minimum requirements), percentages on organic certified produce
- Reference to difference certification schemes of organic produce as specification and in verification
- Contract clauses with certain minimum percentage being organic
- Mandatory national minimum procurement percentages on organic products (Italy, Latvia)

#### **Middle East**

- *Lack of information available at the time of research*

#### **North America**

- Reference to certifications (USA, Canada)

#### **South America**

- Flexible menu planning to all variation in quantity and price of organic produce traded for each state throughout the years. (Brazil)
- Framework agreements include sustainability principles of production, including organic farming (Argentina)
- Award criteria on organic or agro-ecological production (Brazil). For products confirmed as organic or agro-ecological, prices of public purchase could be up to 30% higher than the prices charged for conventional products.
- high costs of the certification required to benefit from the National procurement programme (PAA) (Brazil).
- National School Nutrition Program (PNAE), in Brazil, includes organic products in children’s school meals.
- Boost the internal demand with PP for organic products, given that the external one is higher (export).

<b>Type of impact</b>	
<b>Increase of plant-rich food and supporting animal welfare</b>	
<b>Understanding</b> Favouring / increasing share of plant-based meals. Assuring good living conditions of farm animals.	<b>Addressing challenges such as</b> GHG emissions at production stage, deforestation, biodiversity loss, water pollution, air pollution, animal welfare, zoonotic disease risks
<b>Connected to the following stage(s) of the value chain</b> Primary Production - reduction of and impact on well-being standard for livestock and fishing practices Individual consumption - selection of meals available in public sector canteens and vending machines	
<b>Procurement tools used across world regions across the procurement cycle</b>	
<b>Africa</b> - <i>Lack of information available at the time of research</i>	
<b>Asia &amp; the Pacific</b> - <i>Lack of information available at the time of research</i>	
<b>Europe &amp; Central Asia</b> - Criteria referring to certification by a label if animal-based food items - Menu planning before publishing tender to align needs. - Criteria on number of days per week or amount of meals should be plant-based - Criteria ensuring animal welfare (Austria) or requiring compliance with national animal welfare legislation (Sweden) - Alignment of procurement with municipal veggie day commitments	
<b>Middle East</b> - <i>Lack of information available at the time of research</i>	
<b>North America</b> - <i>Lack of information available at the time of research</i>	
<b>South America</b> - Criteria based on nutrition guidelines with a high share of fruits and vegetables. - Consultation on menu and recipes informing tendering for new contracts that include requirements around animal welfare (Brazil).	

## Conclusion and next steps

Based on the analysis, seven impact typologies have been created, showcasing how procurement can be used as a tool in the six world regions, creating positive impact at different stages of the value chain.

Key takeaways include:

- Procurement in all world regions has the potential to positively impact all stages of the value chain.
- Public food procurement can be designed and planned according to local contexts and needs.
- Sustainable food procurement includes strategic use of the procurement process, meaning to leverage the menu planning stage, engage in market dialogue and to link to wider educational programmes.
- The use of appropriate awarding and eligibility criteria is important to involve specific target beneficiaries (i.e. smallholder farmers) and to favour sustainable production methods.
- Public food procurement, similarly to private food procurement, has market impact, but more importantly a unique responsibility to create public value for people and the planet operating with taxpayers money and feeding the next generation e.g. in schools and universities.

As a next step we will build on the analysis by capturing the stories of selected lighthouse examples from different world regions and developing recommendations for procurers and policy makers.

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