**Framework for Describing/Analyzing and Evaluating FPCs**

Guiding question of this study: *To what extent do FPCs achieve food system sustainability through democratic processes and good governance* [challenge of attribution; correlation instead; compared through other mechanisms: vs. corporate, top-down government (gov-industry complex)]

The framework is structured into two parts – the first for describing/analyzing FPCs, and the second for evaluating them.

Both parts are similarly structured according to a pragmatic logic model of evaluation: goals – processes – outputs/outcomes.

It is important to (somewhat strictly) separate descriptive/analytical (Part I) and evaluative (Part II) responses. For example, under I.5.b., we ask about data that describe the current situation using a set of indicators. The corresponding section under II.4.d. is then about assessing/evaluating in how far the current situation is *sustainable* or not, or respectively, to what extent the FPC’s activities have sufficiently contributed to reaching a *sustainable* situation (or not) in the (near) future. For example, let’s assume that the FPC’s activities, among others, have helped to convert two farms to organic certification (= increase in “organic and environmental practices” (Indicator i.(1)) in 2021. Yet, considering that there are still ~500 [fictitious number] conventional farms/food businesses in the region, we might assess the rate of change as insufficient (II.4.d.).

The evaluative part of the framework is based on three normative references (as indicated in the guiding question):

* Food System Sustainability [FS] (e.g., FAO, 2014; Blay-Palmer et al., 2020)
* Food Democracy [FD] (e.g., Behringer & Feindt, 2019; Bornemann & Weiland, 2019)
* Good Governance [GG] (e.g., Bassarab et al., 2019; Sieveking, 2019; Porter et al., 2020)

We have indicated the respective normative reference for each of the evaluative guiding questions below.

**I. Framework for the DESCRIPTION/ANALYSIS**

1. History
   1. When and how was the FPC founded?
   2. How did it develop until now (2021/2022)?
2. Goals
   1. What is the overall vision (narrative) for the FPC?
   2. What are the specific strategic long-term goals of the FPC?
   3. What are the current specific annual priorities/objectives (2021/2022) of the FPC?
3. Processes – Organization/Governance
   1. What is the legal and organizational form of the FPC?
   2. What is the governance structure (committees etc.) of the FPC?
      1. What are the committees etc. and how many people participate (#members, etc.)?
      2. How are stakeholders identified/nominated/appointed to committees etc.?
   3. How (deliberation, voting, etc.) are decisions taken (goals, priorities, projects, etc.)?
   4. What is the reporting of the FPC (annual report, etc.)?
   5. How is the FPC funded?
4. Processes – Activities
   1. What are the main (strategic) action domains (“Handlungsfelder”) of the FPC?
   2. What are the specific programs/projects of the FPC?
5. Outcomes
   1. What are the immediate outputs (physical, network, etc.) of the FPC activities?
   2. What are the lasting outcomes of the FPC activities regarding food system sustainability?[[1]](#footnote-1)

Attributable *increases* in:

* + 1. The environmental dimension of the regional food system, including:
       1. Organic and environmental practices (biodiversity, animal health, etc.), sustainable food consumption (organic products, less food waste, etc.)
       2. Renewable energy, energy efficiency, offsetting GHG emissions (incl. short supply chains/reduced food miles)
       3. Circular material (food & packaging) flows (avoiding waste, composting, reusing, recycling)
    2. The social dimension of the regional food system, including:
       1. Access to fresh food (canteens with social mission, direct marketing outlets for produce (farmers markets, etc.), community gardens, etc.) and healthy eating habits
       2. Participation in sustainable food system development (NPOs, public events, debates, etc.)
       3. Support of the sustainable food economy/system (local food culture, local food consumption, CSAs, citizen funding for food businesses, etc.)
    3. The economic dimension of the regional food system, including:
       1. Sustainable businesses (start-ups and conversions), and/or decent jobs, and/or sufficient revenue in sustainable food businesses (incl. farms)
       2. Resilience of the food economy (closing gaps through missing services such as regional logistics, cooperation through producer cooperatives or consumer cooperatives/CSAs, local currency, etc.)
       3. Sustainable support (social financing, sustainability training, networking, etc.) for sustainable food businesses and organizations

**II. Framework for the EVALUATION**

1. Goals
   1. Does the overall vision (narrative) for the FPC align with sustainability ideas? [FS]
   2. Are the strategic long-term goals of the FPC comprehensive in terms of sustainability? [FS]
   3. Are the annual priorities aligned with the strategic goals and the vision of the FPC? [GG]
   4. Are the annual priorities/objectives achievable with the available resources? [GG]
2. Processes – Organization/Governance

Strive to involve all stakeholders and strive for a comprehensive strategy, which takes time.

* 1. Is the legal and organizational form of the FPC aligned with democratic principles? [FD]
  2. Is the governance structure of the FPC explicitly aligned with democratic principles? [FD]
     1. Is there a mission statement to this effect?
     2. Are the committees sufficiently diverse (gender, age, profession, etc.)?
     3. Are all relevant stakeholder groups sufficiently represented?
     4. Is the governance structure functional and efficient?
  3. Are the decision-making processes aligned with democratic principles? [FD]
     1. Is there a mission statement to this effect (commitment to transparency and information sharing)?
     2. Can all relevant stakeholders participate in the decision-making (is the FPC aware of and addresses barriers to participation of less powerful stakeholders)?
     3. Are all relevant stakeholders involved in the decision-making?
     4. Are appropriate mechanisms used to engage with each group of stakeholders?
     5. Is there sufficient opportunity for (facilitated) deliberation?
  4. Is there sufficient reporting on the FPC activities (transparency, accountability)?
     1. Are the FPC’s activities sufficiently evaluated against the goals (with stakeholders)?
     2. Are the evaluation results clearly communicated to the public?
  5. Is the FPC sufficiently funded? [GG]
  6. Are the funds recurring/lasting to cover the cost of the regular FPC administration? [GG]
  7. Are the funds from ethical/’clean’ sources? [GG]

1. Processes – Activities
   1. Do the strategic action domains align with the goals of the FPC (coherence)? [GG]
   2. Are all relevant strategic action domains covered (anything missing)? [GG]
   3. Do the strategic action domains have sufficient staff/resources allocated? [GG]
   4. Are the specific programs/projects aligned with the goals of the FPC (coherence)? [GG]
   5. Do the programs/projects have sufficient staff/resources allocated? [GG]
2. Outcomes
   1. Did the FPC achieve its annual priorities (effectiveness)? [GG]
   2. Did the FPC make sufficient progress towards the strategic goals (effectiveness)? [GG]
   3. Did the FPC projects achieve their aspired goals (effectiveness)? [GG]
   4. Did the FPC make sufficient progress towards food system sustainability (effectiveness)?[[2]](#footnote-2) [FS]
   5. Did the FPC achieve outputs/outcomes in a resourceful way (efficiency)? [GG]

Note: The term “effectiveness” refers to the extent to which the FPC achieved its objectives (in a given timeframe); the term “efficiency” refers to the resourcefulness of the FPC (how much was achieved with the given monetary resources, staff time, etc.).

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1. The proposed indicators are based on FAO’s (2014) [*Sustainability Assessment for Food and Agriculture Systems Guidelines*](https://www.fao.org/3/i4113e/i4113e.pdf) and other sources (e.g., Blay-Palmer et al. 2020). They should not be confused with normative targets/ thresholds/criteria (see below). For a general introduction to sustainability assessments, see Wiek et al. (2017). [↑](#footnote-ref-1)
2. Here, normative targets/thresholds/criteria, corresponding to the indicators (see above), need to be applied. [↑](#footnote-ref-2)