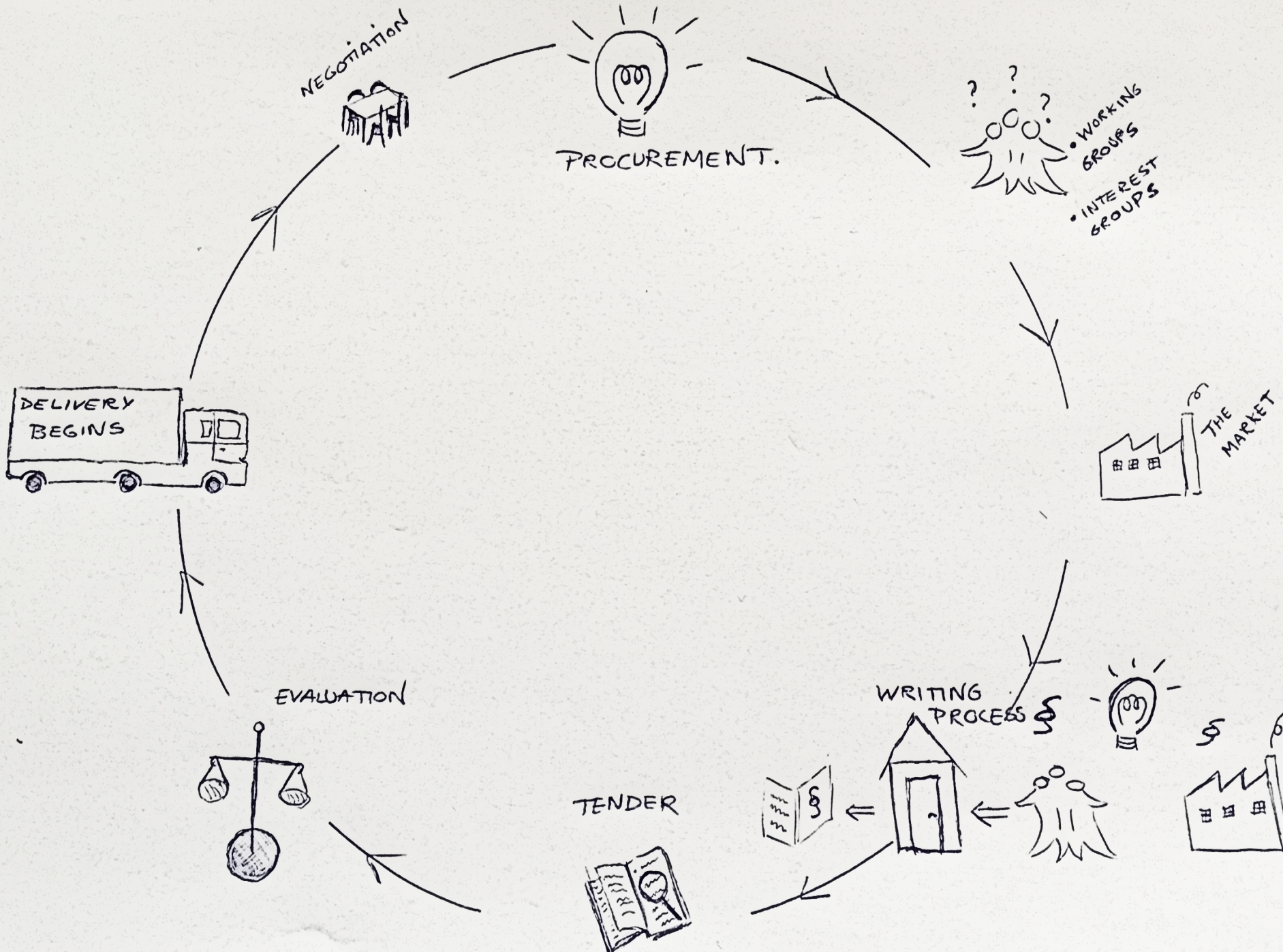


The Copenhagen strategy



CITY OF COPENHAGEN



Copenhagen 2006

From 45% to 90% in 9 years
– no extra costs (!)











The road to 90% organic

- Copenhagen **Eco-Metropolis** 2001 vision stated in 90% organic target
- **Cost of conversion:** approx. 9 mill. EURO
- **Training for kitchenstaff:** cook from scratch, less waste, less meat – more greens, use seasonal products = organic food with no added cost
- **Rotation programmes for unemployed.** Receive training and replace kitchen staff during courses = employment rate of 83 %
- Organic principles integrated in public kitchens.
- Organic consumption is increasingly being measured by government certification
- **Change in procurement,** market development, products in season, diversity, sensory evaluation,



Bringing the policy into life

The procurement specialist

Rules and regulations
Municipality knowledge – politics
of food

+

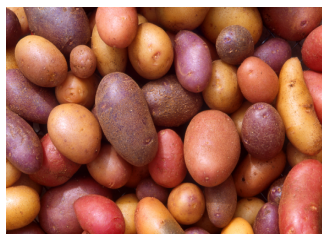
Conversion consultant

Organic conversion
High quality in public meals
Diversity in tenders

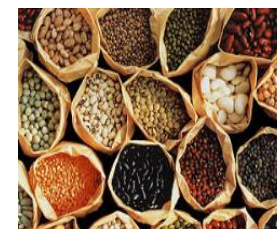
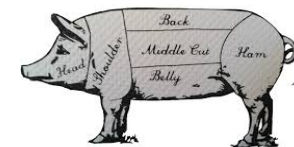
**Opportunity to do it differently –
seeing new potentials.**



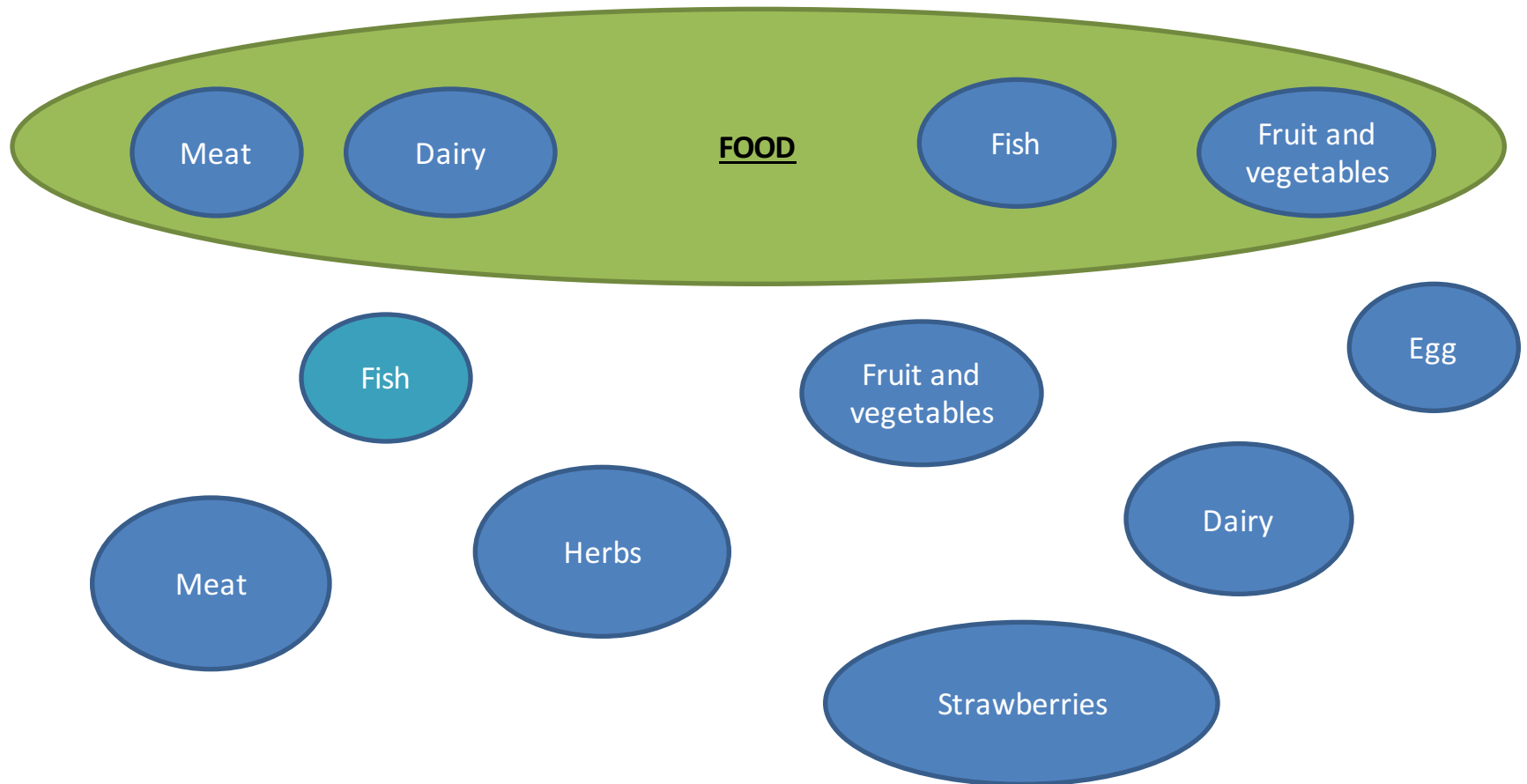
Organic principles in public kitchens in Copenhagen



- More seasonal fruits/vegetables, and more on the plate
- Less meat – different cuts
 - More potatoes
 - Baking bread and cake
- More/different use of bread and grains
- Critical use of full-and semi-manufactures, more ingredients
- Old housekeeping virtues - Rational kitchen operation (less waste)



Wholesaler or producer/supplier of ...



Small producers (SME)

- Dividing the contract into smaller more specialized lots, as the new directive suggests, in order to lower the threshold for smaller producers / entrepreneurs.
- External advice to SME on how to fill in the tenders.
- The expanded admin burden is out-weighed by getting better products, there by better contracts. The admin burden can also be remarkably reduced by working from a common template with all the suppliers.

Market development

- Dialogue with market prior to tender to ensure supply and gain knowledge of possibilities in the market
- We work with the suppliers . We have at least 4 meetings annually, where we discuss visions and upcoming political developments and future demands.
- Use procurement as a platform for market development: Halal/organic meat



Innovation in the meat market in Denmark

- To reach the political goal of 90% organic food served in public meals we need organic Halal meat.
- To force the hand of the market, Copenhagen committed to awarding extra points to providers who could offer Organic Halal meat. The market was notified of this development.



Fish in season from SME

- Asking for catch of the day
->fresh fish in season
delivered every week to the
kindergartens.
- Side effect – only using what
is landed 😊



Diversity and seasonality in fruit and vegetables

- Using seasonal diversity as a criteria in the tender, by giving more points to the bidder who offered the greatest variety.
- Side effect – preserving biodiversity 😊
- Supplying with an "all round" version for all year were it is necessary (i.e. apples, potatoes...)



Dialogue with the kitchen and the market – prior to tender

- Prior to writing the tender, it is important to ask the kitchen about their needs.
- That is followed by having a market dialogue – what can the market deliver, and how?
- Keeping in close contact with the kitchens during the process of writing the tender.
- Inviting the market to another market dialogue. After this meeting the market can ask written questions, which are published (anonymous) with an answer to all participants.

Dialogue with the kitchen and the market – after the tender is published

10 days after the tender publication, another market dialogue takes place:

- Here the procurement officer tells about the tender, why did it turn out this way, what are the thoughts behind it, and why some of the comments from the last market dialogue has been implemented, and some have not.
- This is an informational meeting only, questions can be asked, but everything is recorded and published (for now in writing) afterwards.



Best value

- You often get what you pay for
- Testing the quality
 - an expert team
 - measurable
- Diversity in specification



Sensory evaluation

- Technical specifications can lead to standardization – suitable for buying food?
- Developing technical specifications and quality demands is a specialized task, and a timeconsuming one – most municipalities have neither
- How do we specify diversity and seasonality?
- Food quality is hard to specify – sensory evaluation is necessary. Lowest price – for the product of the right quality!



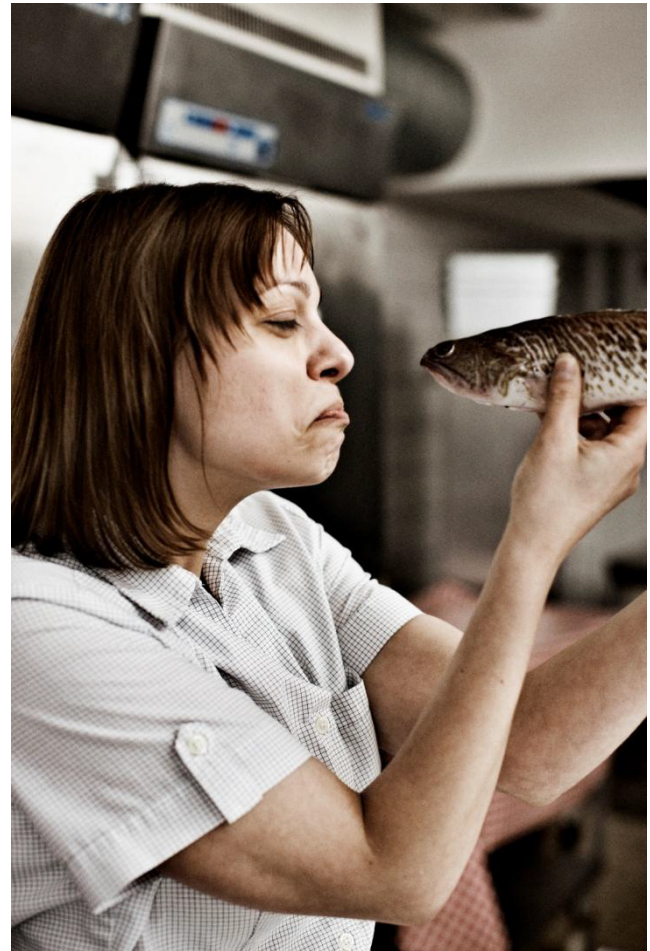
Sensory evaluation

- A representative selection of products
- Unspecified before the tender for the bidders, but known to the procurement officers in a "secret" document.
- Blind tasting
- Judged according to criteria
- Skilled professionals/kitchen staff
- 40 – 50 % award criteria, minimum



Contract management

- Customer meeting the supplier.
- Handbook
- Are you getting what you want?
- New – statistic from the big supplier



The future?



Does it matter?

- INNOCAT project
- Horizon 2020 projects
- The EU-commission
 - Top down / bottom up
- Grene Public Procurement (GPP)
- Eating City Summer Campus

