EXPLORING FOOD GOVERNANCE OF A CITY REGION

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Abstract

Governmental and Non-governmental organisations are engaging more and more with the topic of urban food governance. Until now, this has been a lack of research on this topic, thus the consequences of influencing factors on urban food governance was unknown. This thesis aims to address the lack of academic research on the topic of urban food governance. This thesis employed an explorative qualitative research to investigate the above issues. A semi-structured styled interview was most appropriate for this research approach. It was found that Governmental and Non-governmental stakeholders' use different modes of governance. The Governmental stakeholders used Provision, Authority and Enabling. The Non-governmental stakeholders used the mode of Provision and Partnerships. All stakeholder groups are influenced by Stakeholder-relationships, Knowledge, Expectations and Risks (including political, financial and procedural).

Key words : Urban Food Governance, Non-Governmental Organisations, Influencing Factors, Modes of Governance, Municipality of Amsterdam,

Summary

The topic of urban food, and the governance structures surrounding it has been under-represented in the academic literature and in societal movements. This however is beginning to change with food now being promoted as a city region issue. Governmental and Non-governmental organisations are engaging more and more with this topic. It is unknown however how they are engaging and what are consequences of the current governance environment they are functioning in. The objective of this thesis is to address the lack of academic research on the topic of urban food governance. This thesis uses the case of Amsterdam to achieve this objective as it has a rich, interesting and complex history of food. The societal issues surrounding food have manifested here as well as personal passions but also political tension. This thesis employed an explorative qualitative research to investigate the above presented issues. A semi-structured styled interview was most appropriate for this research approach. It meant all stakeholders would be asked the same questions but allowed for flow and contextualisation of their answers. Thus, helping to provide a thick, rich description of the urban food governance context and stakeholder interaction within it. The results of this thesis data collection was two-fold. In brief Governmental and Non-governmental stakeholders' use different modes of governance. They both use the mode of Provision. In addition, the Municipality of Amsterdam was perceived to use the mode of Enabling and a limited mode of Authority. The Non-governmental stakeholders, in addition to the mode of provision, heavily used the mode of partnerships. They did not use the mode of Authority. Neither stakeholder group used the mode of self-governance. They are also influenced by stakeholder-relationships, knowledge, expectations and risks (including political, financial and procedural). This thesis recommends continuing the scientific research in this field by investigating the Influencing Factors which could not be detected. These being, Time-frame Expectations, Substantive Risk, Conflict, Adaptive Process Management. Additionally, the field would benefit from the research using other theoretical perspectives such as urban political ecology. For the societal recommendations of these results, this thesis recommends that the Municipality of Amsterdam employ more of the modes of Governance they have access to, like Self-governing and Authority. To make themselves more viable to all stakeholders when using these. For all stakeholders it is recommended to manage influencing factors of; Relationships, Knowledge, Expectations, and Risk, as these create conditions for successful (or failed) urban food governance. The stakeholders could support this by putting appropriate policy infrastructure in place. This could be a food plan policy which is created and agreed upon by all stakeholder groups and a cross-political party alliance.

Chapter 1. Introduction

1.1 Introduction

There have been numerous issues with the current urban food system, such as the 'New Food Equitation', (Morgan and Sonnino, 2010) which identifies five elements which are impacting on the urban foodscape and systems. These are: food price surges, food insecurity, national security, climate change, and land conflicts (Morgan and Sonnino, 2010). This concept has been used by several leading authors to express the issues faced by urban societies with regards to conventional food systems (see: Morgan and Sonnino 2012; Mansfield and Mendes, 2013, Moragues-Faus and Morgan 2015; and Moschitz, 2017) as well as being taken onboard by policy makers and planners (Wiskerke, 2009). Harper stresses the urgency which is needed to address a list of complex societal issues, for example,

> *"As the food and financial crises bring fresh urgency to concerns over rising hunger, limited food access, rising public health costs, unemployment and underemployment, and economic development – citizens and governments are beginning to connect these issues back to the weaknesses of the current globalized food system" (Harper, 2009 p 8).*

There are changes in the role that cities play within international, national and regional governance structures and as well as changes within the municipal planning department. Cities themselves are seen by Moragues-Faus and Morgan as "key transition spaces where new food governance systems are being fashioned." (2015 P 1558). This development is interrelated to the shift from government to governance. In this shift to governance, cites are spaces that are by the processes of denationalisation, destatisation and internationalisation (MacLeod and Goodwin, 1999). Denationalisation sees the local and regional government increase in importance while the national government transitions power to lower levels (MacLeod and Goodwin, 1999; Spanns, 2006). In addition, decentralisation of power and policy responsibilities has also helped to create a space where city regions are gaining greater autonomy (Wiskere, 2015). Destatisation is defined as the inclusion of non-state actors within urban governance (Spaans, 2006). Internationalisation as Spaans explains increases, "increasing significance of the international and global contexts within which government actors operate and of international policy communities and networks, and the fast-international policy transfer" (Spanns, 2006 p 129). Although, "Metropolitan regions are not a totally new concept," (Lang and Török, 2017 p 4) they are changing in characteristics, and importance due to the three aforementioned trends, therefore, "received new meaning." (ibid).

In addition to the shift from government to governance, in many parts of Europe, "spatial planning practices have recently taken a neoliberal turn" (Olesen, 2014 p 289). This can be also seen in the changes occurring in the Netherlands. These have accumulated in a new Spatial Planning Bill (Spaans, 2006) which heavily influences and alters the Dutch spatial planning system.

A Food Policy Council [hereafter FPC] is a form of an urban food strategy of urban food governance. In brief, FPC can vary in scale, scope, size, etc., and there is a range of characteristics categories that FPC may present, for example the initiative may be civil lead, government lead or a mix of both (Stierant, 2012). Although the structure of these initiatives can vary greatly (ibid) there is a central theme which connects the FPCs, "to identify and propose innovative solutions to improve local or state food systems, making them more environmentally sustainable and socially just" (Harper et al., 2009 p 16). In some locations, such as Toronto, FPC are now seen as legitimate stakeholders recognised in the

food system (Mansfield and Mendes, 2013). FPC's may help to frame food within the same (urban)sphere (Moschitz, 2017). Not in individual policy silos as traditionally dictated;

> "Not only do food strategies coordinate and integrate 'stand-alone' food policies, they also embed them within broader sustainability goals. The results are argued to be further reaching than 'stand-alone' food policies, and more in keeping with a multi-functional approach to urban planning and development that aims to increase social, economic, environmental and health outcomes." (Mansfield and Mendes, 2013 p 38).

Leading to Scherb et al., commenting that, "FPCs will continue to emerge and serve as vehicles for influencing food system policy" (Scherb et al., 2012 p 13). FPC have had a long history in North America, city regions which have established successful FPC include, "Canadian cities such as Vancouver, Victoria, Toronto and Ottawa, and US cities such as Seattle, Portland, San Francisco, Philadelphia, Madison, Baltimore and New York, among others." (Mansfield and Mendes 2013 p 38). FPC have been noted to be developing into transatlantic trend (Sonnino, 2014). Transition to food governance within Europe has been slower than in North America. The UK city of Bristol has one of the longest FPC traditions, the Food charter of Bristol was formed in 2010 (Bristolfoodpolicycouncil.org. n.d). In civil society across the Netherlands, food is starting to be seen as an issue that needs addressing. In addition to the grassroots discussion and action around food, such as the 'Flows of Food' event held by the Food Council MRA (Metropolitan Region of Amsterdam) in December 2017.

The city of Milan led the international policy domain and developed the Milan Urban Food Policy Pact [hereafter MUFPP] for city regions to address their own food issues. The MUFFP document addresses the multi-sector nature of food, food production and the challenges from food (Milan Urban Food Policy Pact, 2015). MUFPP allows cities to by-pass the traditional silo approach and help city-regions approach urban food from a holistic urban food governance approach through taking a city-region perspective. The MUFFP was signed by 152 city regions. These regions agreed to "to 'work to develop sustainable food systems that are inclusive, resilient, safe, and diverse" (Milan Urban Food Policy Pact, 2015 p 2). By framing urban food governance as a city problem, it can also be framed from a city-based solution perspective. The MUFFP for example, promotes the city-region as the most suitable scale for linking action and engaging in food policy (Moschitz, 2017). The municipality of Ede, Netherlands, for example has been recognised by the MUFFP for, "its political commitment to draft and implement an integrated food governance framework." (Milan Urban Food Policy Pact, 2017 p 1). Secondly, it may help to scale up small/local solutions by providing long-lasting political support (Morgan 2009). Moreover, one of the leading international food governance expert, Wayne Roberts advocates for this political support to move beyond party politics (Roberts and Stahlbrand, 2017). They way to achieve this, is by framing the food issue as a societal issue that all urbanites, regardless of larger stakeholder interests (like party or third sector politics) can have influence over.

City regions are changing what role that they can play in food governance. Traditionally, the food sector has been dominated by multinationals, national level government, farmers and producers within an unsustainable conventional food system approach. Currently there is a shift towards urban based solutions for several environmental crisis's, food is one of those issues now starting to be addressed at a city scale. This has created a shift towards a sustainable mixed global-regional-local system and an emergence of, "new players who are trying to fashion a more holistic sustainable urban foodscape in

which consumption, public health, ecological integrity, and social justice loom large." (Moragues-Faus and Morgan, 2015, p 1569).

Municipalities in the Netherlands, such as both Ede and Amsterdam, have shown intention to tackle food issues (Milan Urban Food Policy Pact, 2015) however these are some of the first to take action in food governance domain. A lack of experience is shown as there is a struggle to implement food governance intentions. This results in the non-development of food policies and related food governance practice. This thesis aims to address the idea of 'how to' implement food governance in the context of the Netherlands and considers which factors influence governance to create successes and which are potential pitfalls or failures. As a whole in the Netherlands, the societal shift to urban food governance is not currently supported by political will. Political will creates the conditions, i.e. rules that the local municipal government operate within and therefore the planning and implementation environment. As practice often reflects these norms, without political support there can be no sustained shift in practice following societal trends in urban food governance. Thus food planning practice cannot fulfil it's full potential.

Scientific literature gap

Presented below is urban food governance as it is discussed in international academic literature. There are several authors advocating for the use of the city region perspective in urban food governance. City regions are, "the most appropriate level of scale to develop and implement an integrated and comprehensive solution for a futureproof urban food system." (Wiskerke, 2015 p 15). City regions are dynamic and influx with urban governance agendas. Mendes (2008) determines that urban agendas are complex, cross-sectoral and have few supporting implementation tools to use. It was found that a re-imagining of city space is required, "the city is to become a collective resource built on a new institutional infrastructure, then institutions of government must themselves be examined not only for their ability to implement emerging social and environmental issues, but equally for their potential to change established urban trajectories." (Mendes, 2008 p 962). However, there are critics of city-region scales too, for example Morgan highlights that the widespread big city enthusiasm and consequent rise of the city-centric narrative (Morgan, 2009). Moreover, a critique of the city region narrative comes from Lang and Török, (2017), who perceive the shift to a city-centric narrative has decreased the importance of spatial development of peripheral and disadvantaged areas.

In addition to the city-region narrative, there are other factors which may produce conflict. Mendes found some of the elements that produce conflict are, for example; economic stress and/or lack of resources of implementation, lack of government capacity to formulate policy, as well as differing ideological ideals. Although these should be recognised and legitimised, they should not, "detract from the fact that food policy continues to emerge as a legitimate policy direction" (Mendes, 2008 p 962).

FPC's limitations have been also discussed in literature, these include there, "overdependent on highly motivated food champions" (Moragues-Faus and Morgan, 2015, p 1569). In addition to challenges of inclusion and empowerment of community (Cohen and Reynolds, 2014) and the also need to ensure that they do not fall into 'traditional' formulations of governance (Moragues-Faus and Morgan, 2015).

Although there are also benefits to FPC, Clayton et al. (2013) provided research into participation and role of partnerships, which consequently can advance policy goals of FPC. Thus finding that in general, partners that are involved are 'essential and beneficial' to policy engagement of FPC. There are various

partnership types (Clayton et al. 2013), each of which can produce various benefits and some challenges. One partnership type which helped to promote FPC by bringing credibility to the goals of FPC and by advances policy agendas is through partnering with "high-level leaders (such as policy makers and researchers)" (Clayton et al., 2013 p 12). Additionally, it is suggested that this partnership with policy experts helps the FPC respond to the local political climate and needs of other stakeholders (Clayton et al., 2013). As a result, this may, "increase FPCs' visibility and legitimacy as a key stakeholder in the food policy arena" (Clayton et al., 2013 p 12). Furthermore, the paper finds that partnerships with local organisations can help to embed FPC policy goals within local communities and for local communities to connect with FPC. Moreover, it has been demonstrated that it is possible for stakeholders to come to the table with varying motives but none the less give, "their support for and involvement in food system collaboration." (Wright et al., 2007 p 40). This is elaborated by Wright (2007) when they discussed the differences between two ideological groups of stakeholders; agrarian fundamentalism and civic agriculture. Although the different ideologies produced different approaches, there was found to be common ground which promoted partnership and collaboration. Moreover, Wright goes further and promotes the inclusion of different world views, "This dynamism is necessary to propel the organization forward. Retaining oppositional stances is critical within a context of collaboration." (Wright et al., 2007 p 55). Perhaps the most significant FPC is the one developed in Toronto. Blay-Palmer presents the, "Toronto Food Policy Council (TFPC) as an example of successful food planning and policy in motion" (Blay-Palmer, 2009 p 401) that address multiple urban issues This occurs from a willingness to work with all parties involved in urban food systems (Stahlbrand, 2017). For Blay-Palmer there are four main lessons to be learnt from the TFPC. Firstly, the explanation and presentation of the, "multifunctional character of the food agenda" (Blay-Palmer, 2009 p 413). Secondly the governance model of the TFPC is based on the extensive human capital which is argued, "provides a template for effective and agile community advocacy and enabling within urban government" (Blay-Palmer, 2009 p 413). Thirdly, there are challenges to address tensions which, "exist in terms of the issues tackled and the constant (re)negotiation and translation of complex policy dynamics." (Blay-Palmer, 2009 p 413). Finally, there are limited financial resources which constrict the TFPC (Blay-Palmer, 2009).

By framing food governance as a city region problem, it can thus be framed as a city region solution thereby linking with the aforementioned shift to governance. The city having autonomy over its own actions. One of the leading international food governance experts, Wayne Robert advocates for governance to move beyond party politics regardless of larger stakeholder interests (Stahlbrand, 2017). Bulkeley and Kern 2006, present modes, or forms of governance from the domain of climate governance. These can however still give insight into all aspects of urban governance. The four modes are; self-governing, governing by provision, governing by authority and governing though enabling. The each describe the partnership, or relationship between various stakeholders in government, civil society and the third sector (for example businesses or NGO's). Additionally, Bulkeley and Betsill, 2013 present a fifth governance mode, where the focus is on partnerships with both public and private authorities, including regional alliances. The mode(s) the municipality take can have several effects and consequences for urban food systems. Public procurement is cited as a tool of the self-governing mode which municipalities can use. The display of purchasing power is meant to act as an example of change and promotion of the urban food system This can be observed in the of Malmö's urban food policy (Moragues-Faus and Morgan, 2015). In this case the municipality where proactive in supporting change and promoted the challenging of the statue-quo through their own means. The mode of governance changes between each municipality, therefore each must be considered in itself. The modes of

governance changes between each city and their respective municipality and stakeholders, therefore there can be no assumptions made in relation to what these are.

Additionally, by framing urban food governance as a city region problem it allows the transition of theoretical ideas which have addresses other urban governance issues. This is important as there is little academic literature based on urban food governance.

This thesis aim is to address the literature gap which exists in urban food governance. Namely that there is a lack of knowledge surrounding of urban food planning and stakeholder interactions. Both elements inform and influence governance. To date, there has been little academic writing of food governance approaches in the Netherlands. More specifically, the scientific problem is that neither new modes of food governance nor factors which influence food governance, have been studied in the context of the Netherlands. It is unknown how modes of governance and other factors influence urban food governance influence current situation in the Netherlands. If it us unknown then it cannot be planned for, nor managed. Leaving both practitioners and academic in the dark about the potential influence and impact addressing the topic of food.

1.2 Research Problem

The societal problem arises as food planning practice is not supported by political will and so cannot shift to include urban food governance. The scientific problem arises as there is a lack of academic understanding about the urban food governance and factors which influence the success or failure of urban food governance. The above societal and scientific problems have led to the research problem of this thesis.

Problem statement is thus: this thesis will address the lack of academic understanding about the urban food governance and influencing factors which influence the success or failure of urban food governance. These topics have been examined in international urban food governance literature however there is a lack of academic understanding and political will within Netherlands context. This research gap is what this thesis aims to address by applying theoretical frameworks and food governance theory to the urban food governance situation in the Netherlands. This thesis will benefit academics, particularly in the field of food governance and planning practitioners, particularly within the field of food planning.

1.3 Research Objective

The main objective of this thesis is to identify the modes of governance that are present and what factors influence the success and failure of urban food governance. This thesis has scientific relevance as it will benefit academics, particularly in the field of food governance. It provides information on the current food governance situation, the governance modes present and the factors which influence the success and failure of urban food governance, which is not present within the literature. Additionally, this societal relevance as it will benefit planning practitioners, particularly within the field of food planning. It provides information on what governance mode(s) influence urban food governance and what factors influence success and fail factors of urban governance. Interactions within food governance and practice in urban food systems can shape local food policy, and vis versa. This information can help food system stakeholders and planners understand the context they are working within.

The structure and content of thesis report shall be as follows. In the next chapter (Chapter 2, Theoretical Framework) the theoretical framework used in this thesis reports shall be presented. At the end of Chapter 2 the thesis's main research questions and sub-research questions shall be given. Following from this (Chapter 3, Methods) shall explain the methods used in this thesis report, including the Case Study research design, Case Study background, Data Collection methods and Data Analysis methods. Next (Chapter 4, Results) presents the results of my data analysis in thematic clusters. In the following Discussion Chapter, (Chapter 5, Discussion) the section will follow the conceptual framework (as presented in Chapter 2) and use this as a lens to understand the results within the wider academic literature. The thesis report concludes with answering the main and sub-research questions and then giving both societal and scientific recommendations (Chapter 6).

Chapter 2. Theoretical Framework

2.1 Introduction

The theory and concepts to address the issue of urban food governance uses two parallel theories which consider. These consider modes of governance and the factors which influence successful governance. These two theories and how they could influence urban food governance will be presented. This section concludes with a schematic overview of the conceptual framework, outlining below how these two theories shall answer my main research question which is presented at the end of this chapter.

2.2 Modes of Governance

Government, in the traditional sense is "the administrative and directly elected elements of the state … defining and orchestrating collective goals and actions—within society" (Bulkeley and Kern 2006 p 2238). It is perceived that government is not so prevalent after the shift to governance, however government "still operates in the shadow of governance" (MacLeod and Goodwin, 1999 p 522). Moreover, governance can be "mechanisms which do not rest on recourse to the authority and sanctions of government" (Wilson, 2003 p 318). Presented below are five modes of governance and their indicating factors which may influence urban food governance. In practice, several modes can be observed at the same time, "more than one mode may be bought to bear." (Bulkeley and Kern, 2006 p 2242). Moreover, these modes may be intertwined and collaborate with each other (Bulkeley and Kern, 2006). Hence it is important to consider which aspects of these new modes of governance are apparent in current food governance and the effects of these on the urban food governance systems.

Self-Governing

This mode of governance refers to the freedom of choice local municipalities have, the "capacity of local government to govern its own activities" (Bulkeley and Kern, 2006 p 2242). Moreover, this mode, "relies on processes of organisational management" (ibid). A clear example of this can be observed through public procurement. Where the display of purchasing power is meant to act as an example of change and promotion of the urban food system (Bulkeley and Kern, 2006). This mode may influence urban food governance as it can promote or discourage urban food systems and governance. It can promote it by contributing to the urban food governance system and supporting its actions. Alternatively, inaction it may discourage change, though continuing the 'business as usual' approach.

Governing by Provision

This mode of governance refers to the services provided by Governmental and Non-governmental, they deliver, "particular forms of service and resource" (Bulkeley and Kern, 2006 p 2242) which is accomplished through several means, referring to "practical, material and infrastructural means" (ibid). This mode may influence urban food governance as it can provide resources to help support food governance, or not thereby contributing to the success of governance, or not. Resources refer to a wide range of supporting services as mentioned above, these resources may or may not contribute to the success or failure of urban food governance.

Governing by Authority

This mode of governance refers to the more traditional form of rules dictated by local municipalities, i.e. "the use of sanction" (Bulkeley and Kern, 2006 p 2242) and "regulation and direction" (Bulkeley and Kern, 2006 p 2242). Therefore, "local governments have a degree of authority over other actors through their planning and regulating roles, (Bulkeley and Kern, 2006 p 2246-2247). This mode may influence urban food governance as it can affect the legal restrictions surrounding urban food governance and therefore what food initiatives can and cannot do.

Governing through Enabling

This mode of governance refers to local municipality engaging other actors; voluntary and private sectors (Bulkeley and Kern, 2006 p 2249), to carry out service provision, "through persuasion, argument and incentives" (Bulkeley and Kern, 2006 p 2242). This can be done through the creation of partnerships, that can be public-private, the "provision of financial incentives or subsidies to encourage action" (Bulkeley and Kern, 2006 p 2249); and bringing "stakeholders on board to determine policy goals and priorities" (Bulkeley and Kern, 2006 p 2249). The mode of enabling thus sounds similar to the mode of partnership, presented below, however the mode of enabling differs as it is government who initiate and coordinate the other actors to produce deliverables. Alternatively, the mode of partnerships, state and non-state urban actors increase their role as initiators. The mode of enabling moreover is "seeking to steer other actors towards actions which will contribute to [climate protection] through powers of persuasion and argument." (Bulkeley and Kern, 2006 p 2251). This mode may influence urban food governance as it provides a direction for food governance as it allows the government to steer food governance without committing much of its own resources and so minimises the risk. The influence of this mode not being present could result in other stakeholders taking up the lead or steering position of food governance, such as a partnership which is described below.

Governing through Partnership

This mode of governance refers to the networks that are formed from a range of different actors, this can be, "range of different councils" (Bulkeley and Betsill, 2013 p 146) to the, "absence of formal processes of enforcement and of sanction" (Bulkeley and Betsill, 2013 p 143) thereby meaning government. Thus this creates opportunity for "increasing role of other urban actors in governing" through leading as well as participating in urban governance (Bulkeley and Broto, 2013 p 363). Although partnerships can still be including state or government in various and different arrangements between the Governmental and Non-governmental stakeholders, for example, "multi-level arrangements between different levels of government, partnerships between different private actors, and mechanisms to involve civil society organisations." (Bulkeley and Broto, 2013 p 371). Non-governmental stakeholders can include but are not limited to, "CBOs, NGOs and private actors" (ibid). This mode may influence urban food governance as it can influence which stakeholders are involved and the extent to which each stakeholder can affect food governance. Which stakeholder are involved and how they are involved may affect what type of partnership develops.

2.3 Factors that Influence Governance

Governance is influenced by several factors, these factors can help contribute to the success or failure of these governance systems (Kokx et al., 2009). These can be identified by using theory such as network theory, network management and the policy network approach (Kokx et al., 2009). This thesis chooses to employ a network management perspective as in the context of urban food governance in the Netherlands it seems most appropriate when using an explorative research approach. Network management is the management of interactions within public governance, from an institutional perspective (Kokx et al., 2009; Kicker et al., 1997). The key factors that Kokx et al. (2009) have identified from the international literature for network management are presented below, as well as how they may influence governance success or failure.

Management of Relationships
This first influencing factor refers to, "the development and sustaining of relationships over time" (Kokx et al., 2009 p 172). These relationships refer to the interaction between all urban governance stakeholders. Kokx et al. (2009) operationalise this factor by using two aspects; trust (Rhodes, 1996) and relationship management (Driessen et al., 2001). These two pillars of inter-organisation management can used to examine if this factor contributes to the success and/or failure of urban food governance. The factor of trust may contribute to the success of urban food governance, if present can "strengths relationships so that mutual problems can be solved (Rhodes 1996; Kokx et al., 2009). If trust is not present it is reasonable to assume that it may contribute to governance failure. The factor of relationship management may contribute to the success of urban food governance, if there is amble [as determined appropriate by the stakeholders] amount of time available for the partnership, financial means, and formal procedures are not a hinderance. Should these not be addressed or managed it may limit opportunities for relationship growth, cooperation and partnership (Kokx et al., 2009 p 172) thus contribute to the failure of urban governance.

Management of Knowledge
This influencing factor refers to the "management of the knowledge of different professionals; the institutional knowledge about the processes within organizations; and the everyday local knowledge of the residents." (in Kokx et al., 2009 p 172). This factor can be operationalised by two questions: is all knowledge shared? how is knowledge shared? These answers provide input to examine if the factor is contributing to the success or failure of urban governance. This factor may contribute to the success of urban food governance if sharing of knowledge contributes to achieving a shared vision (Kokx et al., 2009), innovation between various actors and stakeholder groups (Hastings, 1996), and/or enables, "experimentation and adaptation to new insights and circumstances." (Kokx et al., 2009 p 172). Alternatively, this factor may contribute to the failure of urban food governance through limiting knowledge management and interactions between stakeholders as a result of administration and bureaucracy (Knorr-Siedow and Tosics, 2005).

Management of Expectations
This influencing factor refers to managing expectations of all urban governance stakeholders, for example it gives, "Clarity about roles and tasks of various actors" (in Kokx et al., 2009 p 172) which "outlines the possibility of cooperation" (Klijn and Koppenjan, 2000 p 145). Furthermore this influencing factor can be operationalised in two parts; roles and rules. Roles, "refer to the competences that actors do or do not have and what an actor is or is not allowed to do (actor-specific) (Edelenbos

2005, p 116)" in relation to urban food governance systems. Roles may help contribute to successful governance if each actor understands their role and responsibility and acts according to that. However, if there are no clear roles, then this can cause confusion and may contribute to the failure of urban governance. In addition, rules are "refer to the whole network and to the organizations of actors" (Kokx et al., 2009 p 173). Furthermore, they can "define the width [about what] and depth [the degree of having a say] of participation in the interactive process." (ibid). This factor may contribute to the success of urban food governance as it can determine the strength of participation (Kokx et al., 2009) of stakeholders involved. However, if stakeholders act with self-interest at the expense of other stakeholders, this can, "undermine the agreed rules in order to further their own interests and neglect those of others" (in Kokx et al., 2009 p 173). Which could thus contribute to the failure of urban food governance.

Management of Time-Frame Expectations

This influencing factor refers to the management of time-frame expectations of all stakeholders, in all phases, particularly the "planning and implementation phase." (Kokx et al., 2009 p 173). Again, this critical factor depends influences urban food governance by being, or not being present. So, should stakeholders see visible results this can help to contribute to the success of stakeholder participation, feeding into the success of urban food governance. However, is factor may contribute to the failure of urban food governance if stakeholders become frustrated and disengaged with urban food governance and so feel that, "nothing is done with their efforts, when they are excluded from the decision-making process, or when the implementation of plans takes too long." (Kokx et al., 2009 p 173).

Management of Risks

This influencing factor refers to all risks which are associated with governance, these include but are not limited to; substantive risk, procedural risk, financial risk and political risk (Kokx et al., 2009). In relation to political risk it is noted that the inclusion of politicians in process and feedback communication (Edelenbos and Klijn, 2005; Edelenbos 2005) may contribute to the success of urban food governance. However, exclusion of politicians through lack of communication may result in a "lack political commitment" (Kokx et al., 2009 p 173). Although Driessen et al. (2001) argue there are internal and external risks, this is from a project point of view. As this thesis will consider governance from an institutional point of view it is felt these distinctions are not necessary to consider within the conceptual framework as risk can be classified within the categorises mentioned above. Management of risks also includes the assessment of the aforementioned risks (Driessen et al. 2001; Kokx et al., 2009; Klijn and Koppenjan, 2000). Risk assessment may contribute to the success of urban food governance if the aforementioned risks; substantive risk, procedural risk, financial risk and political risk, are dealt with in a timely manner so creating the opportunity for stakeholders to responded appropriately (Driessen et al., 2001). If risk assessment is not dealt with in a timely manner this could result in stakeholders quitting, threatening to quit, or losing interest (Klijn and Koppenjan, 2000) thus leading to the failure of urban food governance.

Management of Conflict

This influencing factor refers to how stakeholder differences are managed within governance. This can be operationalised in two ways; mediation of stakeholder interests and communication between stakeholders (Klijn and Koppenjan, 2000). Should these roles be conducted well, this may contribute to the success of urban food governance by as it helps to create a situation that is desirable for all involved, i.e. a "win-win situation" (Kokx et al., 2009 p 173). Moreover, should communications

between stakeholder go well, it could lead to, "Discovering new goals and the creation of a sense of urgency among actors can prevent stagnation and blockades in inter-organizational networking (Klijn and Koppenjan 2000)." (Kokx et al., 2009 p 173). However, should meditation and communication between stakeholders fail this can lead to the failure of urban food governance. This could occur in several ways, differences and disagreements can cause blocking of interaction (Kokx et al., 2009), in addition veto powers by stakeholders can result it disruptions through the withdrawal of resources, exclusion/withdrawal of stakeholders and/or points of view (Agranoff and McGuire, 2001). Furthermore, the length of time and difficulty to secure replacement stakeholders may also contribute to the failure of urban food governance.

Adaptive Process Management

The final influencing factor is, adaptive process management. This influencing factor refers to how the inter-organisational network is designed to deal with change. Adaptive process management allows for, "process design that evolves with the development of the interactive process. It is iterative in policy development; this implies that there is no directive blueprint." (Kokx et al., 2009 p 173). Therefore, if this is present within governance, policy development is flexible and adaptive to changing circumstances, and is open to new network participants (Kokx et al., 2009). Which may lead to successful urban food governance through "outcomes that are supported and enriched by the stakeholders (innovation)." (Kokx et al., 2009 p 173). However, if adaptive process management is not present within governance structure, this may create a closed process which may result in the failure of urban food governance.

The theories of Bulkeley and Kern (2006) and Kokx et al. (2009) presented above are ways of framing investigation into urban food governance and help to create understanding through this conceptual framework. An overview of the literature's key elements is summarised in Table 1a and Table 1b in Appendix 1. This thesis uses both theories in parallel to address the issue of urban food governance, thereby providing a multi-dimensional answer to this complex issue. Below, Figure 1 presents a schematic overview of the conceptual theoretical framework.
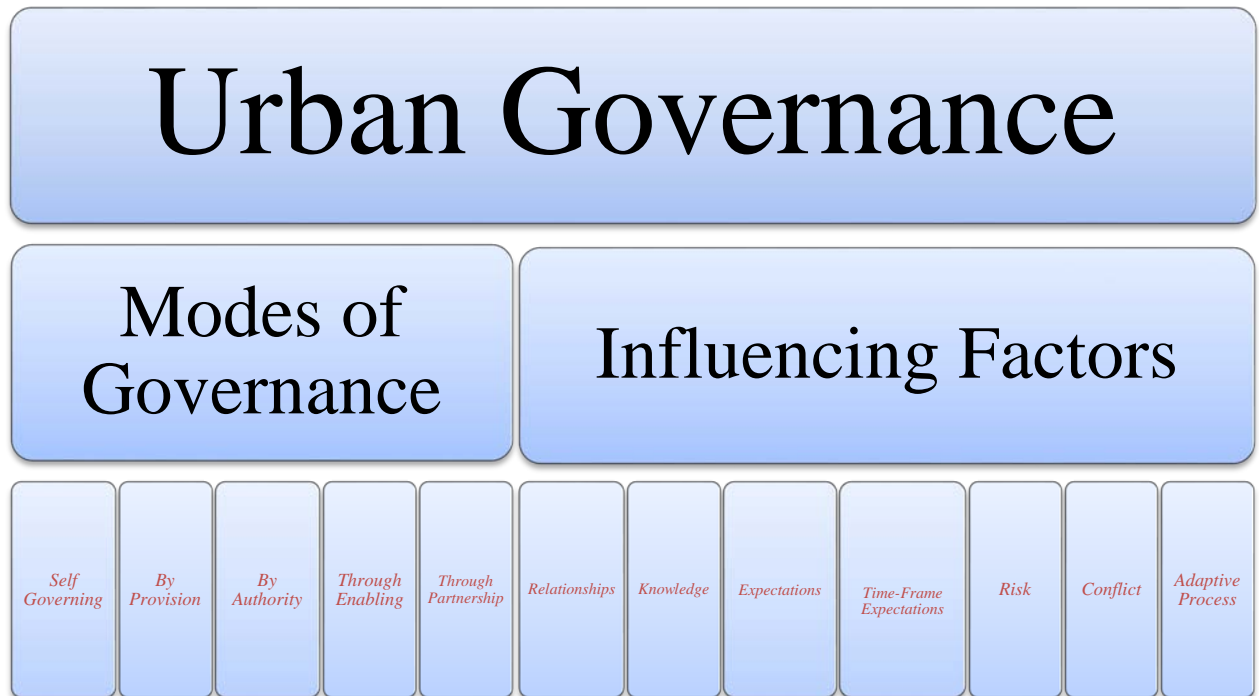
Figure 1. schematic of conceptual theoretical framework used in this thesis report

2.4 Research Questions

The main research question builds on the conceptual framework and the combined theories of Bulkeley and Kern (2006) and Kokx et al. (2009) presented above in sections 2.2 and 2.3 respectively. Considering the above theories, the main research question of this thesis report is;

MRQ. How do different modes and factors of governance interact with urban food governance?

To operationalise this question, two sub questions shall be used. Each questions follows one of theories presented. The first sub research question is developed from the theory of Bulkeley and Kern (2006). The second sub research question is developed from the theory of Kokx et al. (2009).

These sub research questions are;

SRQ1. What effects do the current mode(s) of governance have on urban food governance?

SRQ2. How do different influencing factors contribute to the success or failure of urban food governance?

Chapter 3. Methods

3.1 Introduction

Following from the Theoretical Framework (Chapter 2), this Methods section (Chapter 3) details the methods used for this thesis report. After this introduction, this chapter explores the Position of the Researcher (3.2), including here the world view of the researcher and outlining the research approach taken. Next, the research approach taken, Case Study Research Design (3.3) is explained and elaborated upon. This presents the arguments for choosing Amsterdam as a case study for exploring the phenomenon of urban food governance. The Case Study background shall come after this (3.4). After this the Data Collection section (3.5) and Data Analysis outlines the methods and instruments used for data collection and data analysis respectfully. Outlining the explicit scientific validity (3.6) shall then be presented. This shall address several sub elements; Thick, rich description, Triangulation, Credibility, Transferability, Dependability, Confirmability. The Methods section shall be concluded with noting the limitations of the methods used in this thesis report (3.7).

3.2 Position of Researcher

This section addresses the position of the researcher, the world view of the researcher and research approach taken. The position of the research is important to explicitly highlight as then it clearly shows if there is any pre-existing internal bias on the part of the author. I was personally attracted to this topic and the opportunity to consider the food situation in Amsterdam. I already had some preliminary discussions with people in this field and wanted to research further. This passion and interest has however created some bias within my work, particularly during the data collection phase where it was difficult to stay objective and not to subconsciously vocalise my opinion in an empathetic way with the interviewees. I also relied on the external support and supervision of one of the Food Council co-founders. This supervision was mainly in a supportive role, helping me to understanding the urban food governance of Amsterdam, geographical context and introduced me to a network(s) of stakeholders. They did not see my work on a regular basis and so this limited the potential of bias. This thesis focuses on urban food governance and so tries to limit the micro level analysis of peoples but focus on a macro-level perspective, therefore my individual relationships with the interviewees does not create largely bias data. Although it is still necessary to highlight this. The data analysis and interpretation were done objectively. The author has been wary of using provocative or advocacy-based text.

Building on the position of the researcher, the world view of the researcher is also important to consider here. I believe that it should be standard practice for urban managers to have a helicopter view of the interconnected issues and elements which make up an urban issue. In other words, the research believes that it is important that urban issues are considered from a holistic perspective. Additionally, I have a general appreciation for green policies and sustainability, particular around the topic of food. Thus I have approached this thesis from the above these perspectives. The desire to have a helicopter view perhaps led to considering too many theoretical elements and thus including too many interview questions. Additionally, by believing that having a holistic view is the best approach for complex urban governance issues created pre-existing judgement. Particularly when it came to the analysis of and recommendations for the Municipality of Amsterdam's silo working culture and approach to urban food governance issues.

As mentioned, there is very little academic research done on urban food governance in general. Therefore, this thesis chooses to take an explorative qualitative research approach. By taking this research approach, it allows for a free-flowing interview style. This free-flowing interview style can be achieved with a semi-structured interview as it allows for openness but also ensures that all stakeholders are asked the same questions. This shall help to gain knowledge of this niche topic. Furthermore, an explorative qualitative research approach suits a case study research design as there is more opportunity for a rich, thick description to be gathered. In comparison a quantitative approach would not have been suitable for an explorative case study as there was no access to large data sets, or a large enough number of stakeholders for research to be carried out which would be significant. Explorative research design allows for interesting research on a topic not yet saturated with data.

3.3 Case Study Research Design

As this thesis is exploring a case which has not previously been considered through this theoretical lens, the case study research design method is most appropriate to use. It is appropriate as it combines empirical evidence with theorical knowledge thus giving insight into how they are linked. This is supported by Yin (2013) who advocated for the use of this method when investigating the topic in detail and there has been little research done previously. Thus, a case study research design is the most appropriate form of design to answer this thesis research questions as it allows for in-depth research of one area. Urban food governance is operationalised as urban food initiatives which acts as parameters for the unit of analysis in this thesis. There is currently little empirical knowledge and data surrounding the phenomenon of urban food governance thus this thesis has taken an explorative research style to investigate this topic. Therefore, a case study research design is most appropriate to used.

The city of Amsterdam has been selected to better understand the phenomenon of urban food governance taking place here. There is a great relevance of the case study of Amsterdam. The societal and scientific problems surrounding urban food governance as presented in the introduction have manifested in the city region of Amsterdam. This city has an interesting history urban food governance. From a societal point of view, the Netherlands are in the early stages of developing food governance at the municipal level. There have been various attempts and continuing attempts to change the food planning practice of the city region of Amsterdam over the past several years. These numerous attempts have not concluded into a clear, sustained or long-lasting urban food governance approach. In brief, there is a struggle to implement urban food governance. Although the Netherlands is in the early stages of development of urban food governance, by examining the case in Amsterdam this thesis can provide context on how to deal with the developing food governance and the factors which influence its success or failure.

Moreover, Amsterdam was a good case study to use as it has not been over researched yet. Said another way, with regard to scientific literature there has been little research conducted into the modes of governance which influence urban food governance and the factors that influence the success or failure of this. For academics and policy makers to understand the situation in Amsterdam there needs to be relevant research conducted. The case study of Amsterdam is relevant as it can help to addresses the scientific issues as presented above, namely the lack of research and data. As well as furthering knowledge within the societal domain. The latter can have a positive impact for stakeholders.

3.4 Case Study Background

The Netherlands promote the metropolitan region concept, (Lang and Török, 2017). There has been a constitutional (Kuronen et al., 2017) nationwide decentralisation of responsibility to province and municipal governments. This gives local authority comparatively high levels of autonomous power over governing internal affairs and responsibility for urban development (Kuronen et al., 2017). Amsterdam is the capital city of the Netherlands, is situated in the west of the country. The Metropolitan Region of Amsterdam comprises of the city region of Amsterdam and 36 municipalities, spread over the provinces of North Holland and Flevoland. As this region is large and diverse, for practical reasons as well as in the interest of achieving sound scientific data, this thesis focuses on the municipality as a perimeter.

There is, a desire in western urban societies to transition to a 'healthier' lifestyle. This is present in the municipality of Amsterdam, where they have promoted a 'healthy weight programme' to combat childhood obesity (Gemeente Amsterdam, n.d.). Thereby food related issue of obesity is incorporated into policy and municipal departments throughout the city region, "under the Amsterdam Approach to Healthy Weight all departments are required to help prevent obesity by addressing the structural causes and to return children who are already obese to a healthy weight" (iPES FOOD, 2017 p 3). These are indeed first steps in tackling obesity, but the policy approach is narrow in focus as it only addresses this issue of urban food consumption in relation to obesity and does not address the whole spectrum of urban food governance.

Prior to 2005, there was little mention of urban food governance in Amsterdam. Development of a food agenda was on the city region political agenda from 2005-2010. Support, funding, and agenda setting were however politically downgraded after the 2010 local elections. Despite this, food is still an active societal issue. At the time of data collection there were civil initiatives and several NGO organisations. As an example, there was a movement to create an urban food council which connects urban food governance stakeholders together, the 'Food Council MRA' [Metropolitan Region of Amsterdam']. The Food Council launched itself and a food charter in December 2017. This event was attended by several stakeholders and supporters, some of which signed the food charter as a sign of intent. Although, not all urban governance stakeholders where present, the Amsterdam municipality - a key figure in urban governance, did not attend. The Food Council is inspired by the work of Toronto Food Policy Council founder Wayne Roberts, who advocates stakeholders to move past the silo approach to food and food planning and come together or the greater good of food (Roberts and Stahlbrand, 2017).

3.5 Data Collection

Semi-structured interviews were exclusively used as the data collection method of this thesis report. By using semi-structured interviews, this allowed the researcher to follow up on interesting points the interviewee said. As these questions were open ended in style it also gave the interviewee opportunity to go into detail on the areas of urban food governance that they found interesting and/or relevant. As Rowley (2012) comments it this semi-structured interview style allows for a general set of questions to be asked, and the ability to dig deeper to follow other relevant remarks made by the interviewee during the course of the interview (Rowley, 2012). This data collection method has been chosen as, "Interviews are generally used in conducting qualitative research, in which the researcher is interested in collecting "facts", or gaining insights into or understanding of opinions, attitudes, experiences, processes, behaviours, or predictions" (Rowley, 2012 p 261). By using a semi-structured interview style, it allowed

the researcher to discuss with the interviewee their direct experience and perception of food governance and real-life experiences. Which in turn have then helped to answer this research question.

In relation to finding and approaching interviewees to conduct these semi-structured interviewees on pre-existing networks through a couple of key informants were contacted. They agreed to give interviews themselves and putting the researcher in contact with other stakeholders who would be interested in participating in an interview. Additionally, the researcher conducted internet-based research through search engines and social media sites, this yielded a few responses. I attended several urban food events and thus was able to expand my network further, developed contacts with other organisations / individual stakeholders and approach them for interviews. This data collection also employed the use of the snowball sampling technique. At the end of every interview conducted, the researcher asked if they could give recommendations for other people to talk to in relation to urban food governance. This allowed me to access other key stakeholders, for example those within the municipality and other NGO's which I would have had trouble getting in contact with otherwise. Once the same names kept appearing it was an indication of data saturation and therefore an appropriate time to stop data collection. All in all, the researcher experienced a high level of responses.

The stakeholders who were interviewed for this thesis report, can be broken down into two broad labels; governmental organisations and non-governmental organisations. Within these labels, there are several categories. Within governmental organisations, there was one representative from the province of North Holland, and two representatives from the Municipality of Amsterdam.

Within the non-governmental organisations, there are several more categories. Firstly, there were several interviewees who were active in various Civil initiatives; one was a co-founder of one Civil initiative. Four interviewees, in total, are volunteers at Civil initiatives, to protect identity further detail of which Civil initiatives they were volunteering at cannot be given. However, it is possible to distinguish that one member volunteered at a Youth Movement Civil initiative and another interviewee volunteered at a Campaign Organisation. There was one interviewee, a professor, which came from the academic stakeholder group. There was another interviewee from a Not-For-Profit Stitching who was the Co-founder and former Co-ordinator. There were three interviewees who belong to the business stakeholder group. And one who belongs to the food production category.

Broadly the categories of different stakeholder groups interviewed for this thesis report included; civil initiatives and Not-for-profits, Municipality of Amsterdam, academia, consultancy, Community Supported Agriculture (CSA), and for profit business. When approaching interviewees, the researcher considered which stakeholder group and label they would fit into. There was at least one person from each category and label interviewed.

However, there are also imbalances in the number of stakeholders interviewed per category. As Table 2, below, shows, there were many volunteers from Civil initiatives. This is partly because a high level of interest to participate from people within this label. Additionally, my key informant fell into this category. They were able to provide several names of other stakeholders I could approach; most of which fell in a Non-governmental category. Often (but not always) these stakeholders had a similar ideology as the stakeholder who had nominated them. The few governmental stakeholders that were interviewed were reluctant to give their colleagues details when asked for others who would be interested in being approached for this thesis report. Additionally, there were few members of the

municipality who were working on this topic. This unintentional bias may have generated more results surrounding Non-governmental stakeholders, and/or given a skewed perception of Governmental organisations.

As predicted in my thesis proposal data saturation was reached at 15 interviews. At this point, it was perceived that there was no new information to be gained. This was proven by the same key stakeholder(s) continually being mentioned. I believe this number of interviews has given new information about the case study of Amsterdam. This is supported by stakeholders within the same category describing similar consequences of urban food governance initiatives. As it gave weight to these arguments. Although taking into consideration the consequence of the imbalance within the stakeholder group, there could be information that was missed or under-represented. Below is an overview of the stakeholder categories I interviewed and on which date this happened.

Table 2. An overview of Stakeholder Categories.					
	Category	*Position*	*Date*	*Method*	*Interview Number*
Label: Non-governmental					
	Civil initiative	Co-founder	15.05.2018	In person	#1
	Civil initiative	Volunteer	16.05.2018	In person	#2
	Civil initiative	Volunteer	29.05.2018	In person	#5
	Civil initiative	Volunteer	30.05.2018	In person	#8
	Civil initiative: Youth Movement	Volunteer	30.05.2018	In person	#7
	Campaigning Organisation	Volunteer	06.06.2018	Telephone	#11
	Not for Profit Stichting	Co-founder, former Coordinator	05.06.2019	In person.	#10
	Academia	Professor	28.05.2018	Telephone	#4
	Community Supported Agriculture	Owner & Founder	14.06.2018	Skype	#12
	Business (Consultancy)	Strategic Director	04.06.2018	In person	#9
	Business (food waste products)	Co-founder. Products made from food waste	18.06.2018	Skype	#14
	Business (consultancy & facilitation)	Professional Permaculturist	26.06.2018	In person	#15
Label: Governmental					
	Province of North Holland	Policy Advisor	22.05.2018	Telephone	#3
	Municipality of Amsterdam	Urban planner	30.05.2018	In person	#6
	Municipality of Amsterdam	Senior planner	15.06.2018	In person	#13

There is an interrelatedness between the theoretical framework and the interview questions used. This was because the interview questions were developed from the theoretical framework. I used the key words and ideas from the theories presented and developed open-ended questions. This related to two main stakeholder groups; Non-governmental and Governmental stakeholders. The interview also followed the theoretical framework presented in this thesis. This was designed as such for several reasons. In addition to clearly presenting the data it also allowed consistency for the researcher. Furthermore, by following the same theoretical structure, within the theoretical framework presentation (Chapter 2) and the interview questions, therefore input for the results (Chapter 3), it helped develop the discussion (Chapter 5) and answered the sub research questions (Chapter 6).

In Appendix 2, a detailed interview protocol and questions sheet can be found. The interview questions were shortened for ease of reading when conducting interviews. With the stakeholder's permission, interviews where be recorded. Additionally, handwritten notes where taken. After the first interview I found these were not as useful as first thought. Upon reflection I adapted, choosing to write down the time of recording when important information was said. I wrote this alongside the corresponding theme on the interview protocol sheet. By already having a predetermined reflection point, it allowed me to make appropriate alterations and adjustment my interview technique.

3.6 Data Analysis

After data collection, the data was then prepared, coded and analysed. The overview for this process was taken from Creswell (2014) data analysis procedure and a schematic overview of my data analysis can be found in Table 3 data analysis procedure, see below.

Table 3. Data Analysis Procedure
A. Prepared first draft of code book based on conceptual framework
B. Collected raw data through interviewing stakeholders (see data collection, 3.4)
C. Prepared data by transcribing interviews
D. Read all data
E. Organise data and reviewed code book, added codes where necessary
F. Organise data through coding transcripts
G. Organise data : sort coded data extracts
H. Interpreted meaning and analysis data extracts
I. present general finding of data results

A first draft of the code book was developed based on the conceptual framework. This code worked by first coding if the data extract was a form of presence or absence for mode of governance, and a success or a failure factor for influencing factor. Upon reviewing the codes after transcribing the interviews I decided this was not a practical method of coding. Therefore I changed my code to describe, first the number related to the section of conceptual framework. Then, the second number indicates further detail relevant for each section of the conceptual framework. The third number revealed who was involved for modes of governance, and if it was a success or failure for influencing factors. This meant that the code better fitted with my conceptual framework elements. As seen in Annex 3, for example,
Code 2.1.1 would be : Mode of Governing. Self-Governing. Interviewees Organisation.
Code 3.3.2 would be : Influencing factors. Expectations. Failure.

In addition to creating the code I also developed a code book prior to the interviews based on the academic literature I used in the literature review section of the proposal. This gave me definitions of the elements I wanted to examine. Throughout the transcription process I added 'in text' examples from the data which highlighted this element particularly well. Thus, the code book was also used to justify why I had coded some data the way I did and serve as a reference point of other data. Initially data will be organised and prepared for analysis. All the data was then read through to obtain overall meaning and themes from the interviews. This was completed by developing and implementing a coding system that categorise all the data. The final element of this analysis procedure was to interpret the results.

Furthermore, I choose three interview transcripts at random and read through to check if any new codes where required. I found that there were many neutral statements. So, to properly recorded these I created

new codes of these data extracts that neither fitted in the influencing factors, success or failure. Moreover, I found that some headings where misleading and so they were re-named to more accurately reflect the code and what was discussed in the interviews. For example, inter-organisational relationship was expanded to stakeholder relations as the interviewees talked about relationships between stakeholders and at an organisational level.

To help interpret the meaning from the data set, I organised the data extracts into an overview table, with data extract and also created a results summary table. This formed the bases of my first results chapter. This was restyled to highlight the interesting differences in results after feedback from my thesis supervisor.

Validity

The researcher has acted to ground this thesis in scientific theory and research as shown in the introduction of this thesis (Chapter 1), Theoretical Framework (Chapter 2) and Methods (Chapter 3). When collecting the data scientific validity was observed to be able to better judge "the soundness of qualitative research" (Trochim, 2006 para 2) and to also be able to judge the underlying assumptions involved in much qualitative research (ibid). This section outlines how this was achieved in several ways.

Triangulation

One way this thesis meet triangulation of sources was to interview different stakeholders, from various stakeholder groups. The interviews were all conducted by the author throughout the period May-June 2018, on site in Amsterdam and via skype. Due to the lack of written evidence, content analysis is not an option which would have been a third way to triangulate data collection. Therefore, this thesis is somewhat weak when considering triangulation of data. Although, the internal validation shall be reached through data saturation, as discussed in data collection.

Credibility

The interviews were recorded and transcribed any additional handwritten notes the interviewer took where also added to the transcripts. By recording and listening again to the stakeholder it was then possible to explore the phenomenon of urban food governance from their perspective. This author choose to use semi-structured interviews to gain a better understanding of stakeholders perspective of the phenomenon, thus it was important accurately record what they said and meant. As Trochim highlighted, "The credibility criteria involves establishing that the results of qualitative research are credible or believable from the perspective of the participant in the research." (Trochim, 2006, para 3).

Transferability

This thesis uses the definition of transferability from Trochim, which explains, "Transferability refers to the degree to which the results of qualitative research can be generalized or transferred to other contexts or settings" (Trochim, 2006 para 4). This was achieved by; firstly, presenting a thick description of the research context and secondly through making assumptions in the research explicit. This thesis used the following assumptions that the urban food governance of Amsterdam is in a constant flux and no text so far has captured current developments. It was not possible to interview all stakeholders involved but those who were interviewed would give an accurate representation of what was experienced. As this case study is localised it is not commended to extrapolate this research to other

areas as it is not contextually relevant. Further research using the conceptual framework in other urban food governance areas would be more appropriate.

Dependability

This thesis is purely a qualitative research piece aimed at examining urban food governance which is a dynamic situation. This flux and how this impacted the data collection and research of this thesis as a whole was captured and presented in the case study background section and it was also addressed in the Discussion Chapter. Therefore, this thesis is dependable, which, "emphasizes the need for the researcher to account for the ever-changing context within which research occurs" (Trochim, 2006 para 5).

Confirmability

The researcher employed a variation of the methods Trochim describes. This was to ensure that these results could be "confirmed or corroborated by others," (Trochim, 2006 para 6). The main focus of this within the thesis comes back to the bias of the researcher. To reduce the bias of the researcher there were predetermined data read through and check moments throughout the data collection and data analysis period. These moments gave the opportunity for the researcher to objectively reflect on the data collection method and result analysis, or as Trochim (2006) calls it, take a 'devil's advocate' role. As highlighted earlier it was observed that when interviewing, the researcher was subconsciously empathetic towards those views which they agreed with. By taking this into consideration the researcher was then able to judge if this led to distortion of results. It was concluded that it did not.

Rich, think description

This thesis data collection and presentation is designed around a Rich, thick description. This is explained by Creswell (2017) as necessary for high-quality qualitative and verification of data. It is necessary as it helps to identify the context of the study, and thus if it the results are transferable or not Creswell (2017). This thesis has tried to achieve this by incorporating detailed data collection points, given in stakeholder interviews to provide context. Additionally, when presenting the data points and the research has tried to define which stakeholder categories and subgroups interacted with it and their background.

3.7 Method Limitations

The limitations experienced because of the position of the researcher has been addressed above. There are some limitations in relation to data collection itself. Although various stakeholder groups were interviewed there is no true triangulation of data as the researcher, i.e. myself, will stay the same, and were are no other data types used. Although there was a range of stakeholders interviewed and the researcher tried to get a broad overview of the categories, however as a result of snowball sampling many of the stakeholders came similar stakeholder groups, for example civil initiative and/or NGO.

Another challenge was encountered when creating and revising codes for data analysis. A couple of different coding structures needed to be tested in order to find a suitable one. This took time to achieve and so delayed the process of coding the data. Compounding this challenge was the researchers choice to do code manually, due to the perceived inaccessibility of using a software programme to help with coding.

Some limitations occurred in relation to validity of the data, in terms of transferability, dependability and confirmability as discussed in their individual sections. Furthermore, this thesis may be limited by the narrow definition and operalization given to the term 'governance'. The definition and operalization used in this thesis, although were required to make the thesis objective researchable, might have led to the lack of key elements and factors which influence the case.

Time management was a challenge for this thesis in several regards. It was difficult to plan how long the stakeholder interviews would take to schedule and complete. Additionally, it was underestimated by the researcher how long it would take to transcribe, code and analysis these interviews. It was planned to collect and analysis data in parallel and although this occurred, it was not a fast process. Therefore, it is unknown if these results presented in this thesis still will hold true in current conditions. These results gave a snapshot of the urban food governance environment in 2018.

The research did however find that one drawback of this style and freedom for interviewees when answering was that it was difficult to keep the interviewees on the relevant topic. Although this is a procedural risk, the benefits of this style, i.e. being able to capture the interviewees perception of urban food governance, was more valuable. The interviews were structured in such a way that all of the thematic framework could be addressed and so provided data for both sub-research questions.

This chapter has presented an overview of the case study design, case study background and data collection methods used, as well as the limitations experienced within this thesis. The next chapter, Chapter 4 (Results) shall present the general findings from the data analysis.

Chapter 4. Results

4.1 Introduction

This section follows on from Chapter 3 (Methods) where the interview questions, protocol and procedure are explained in detail. In this Chapter 4 (Results) a compact overview of the general findings is presented. The results of the data analysis shall be group and presented along thematic groups. Thereby, comprising of results which encompass one or more interview question(s) and response(s).

To start with however, this section shall consider the questions which it was not possible to distil a general fining from, and the contextual factors surrounding this. This pay provide possible insight into why a question was not answered. It is important to also acknowledge these results as they are also findings and play a role in building up a thick, rich description about the context of urban food governance in Amsterdam.

Next, the general findings the results from the data analysis of the thesis interviews shall be presented. To give a thick rich description, a summary of the response to the interview question and quotations from the interviews are given as supporting evidence. These were the findings appeared in more than one interview and/or were discussed in detail. The results and data extract are then further clarified. Where relevant some outliers shall also be highlighted and presented. There are findings where interviewees gave very different opinions and answers. Some contextual explanation to why this might be the case is presented.

Chapter 4 (Results) focuses on the data and understanding the case study context. It tries to present a clearer picture of what is happening in Amsterdam. In the next chapter, Chapter 5 (Discussion) these results shall be considered through the lens of the conceptual framework and placed within the wider academic literature.

4.2 General Findings

First there were conceptual framework topics which were not answered or answered in detail by the interviewees. From the interview question, "how do Non-governmental organisations interact with food governance; what governance action do they take?" There were a few elements which were not addressed by the interviews. In brief these were; other stakeholders using the mode of Self-governance [code 2.1.3], other stakeholders using the mode of Authority [code 2.3.3], other stakeholders using the mode of Enabling [code 2.4.3]. Furthermore, from the interview question, "how do Non-governmental organisations interact with food governance; what governance action do they take?" there were some elements which were discussed in very little detail by very few stakeholders. In brief these were: individual organisations using the mode of Self-governing [code 2.1.1], individual organisations using the mode of authority [code 2.3.1], and the Municipality of Amsterdam using the mode of Partnerships [code 2.5.2].

In relation to the other stakeholders using the mode of Enabling [code 2.4.3], there is perhaps an explanation why where no answers to this topic. When asking the interview question, I as the researcher asked the interviewees to distinguish between their own organisations and other non-governmental organisation. As these elements relate to other non-governmental organisations one possible reason for

this is that the interviewees had given their opinion in relation to their own organisation and choose not to comment on what other organisations where doing.

There were a couple of topics that were not discussed or discussed in very little detail. These where the modes of Self-governing and Authority by Non-governmental organisations [codes: 2.1.1, 2.1.3, 2.3.1 & 2.3.3]. A possible reason for the lack of responses is that Non-governmental organisations are not perceived to be involved in these modes of governance. This is likely as they were not mentioned or mentioned in very little detail when interviewees were asked about these modes of governance. A civil initiative volunteer confirmed that they were self-motivated to learn about food system in Amsterdam in more detail from a municipality representative and so took action to organise a lecture for their civil initiative. A volunteer for a youth movement highlighted that an organisation they worked for used the idea of setting and adhering to standards as a form of self-governance. Overall, the modes of governance presented above were not discussed in detail due to the perception that they were not present in the context.

From section 3 of the interviewee, there were some factors which were discussed in very little detail or not at all. Interestingly, one factors was barely mentioned throughout any of the interviewees. This was the factor of Conflict. In relation to the interview question: *What are examples of successful food governance in Amsterdam?* Co-founder, former Coordinator of a Not for Profit Stichting mentioned that they had not had any conflicts. As demonstrated by the following data extract, "We haven't had any ongoing conflicts." Furthermore, when the interviewees where asked '*What are examples of unsuccessful / failure in food governance in Amsterdam?'*. Two interviewees gave examples of situations which made it difficult for they to carry out urban food governance. A volunteer for a civil initiative highlighted that they perceived a lack of dialogue around urban food governance and that this was a limiting factor, but they did not elaborate on that in relation to conflict between stakeholder groups. The Professional Permaculturist suggested that limited resources such as time, money, labour resources might play a role. As shown in the following data extract, "everyone is really passionate but everyone has limited resources, in terms of whether it is time, or money, or labour, you know people do not have free labour you know, or access to cheap labour and gardening is also very intensive, or farming, and money is always an issues.". These however are not conflicts, or examples of ongoing stakeholder conflicts which have halted urban food governance. These are examples of boundary conditions which urban food governance exists in. Generally, it can be said that the factor of Conflict was not mentioned as this it did not affected the interviewees.

For the purpose of coding and analysing the results, an 'other' category was included in section 3. This was to cover scenarios where factors were mentioned but it was not decisively a positive or negative influence. The factor of Risk: other [code 3.4.3] was one of the factors briefly mentioned. The Municipality of Amsterdam, at the time of the interview, gave passive support to food initiatives. An urban planner representative from the Municipality of Amsterdam, observed that the money set aside for green initiatives was beneficial but also showed that the Elderman did not want to spend energy on this topic. Following from this, although there is a budget, the focus of these subsidies changes every few years. Therefore, food initiatives are reliant on continued political will and budget which creates these subsidies. The Professional Permaculturist observed, "Amsterdam has a small budget for green initiatives and every year they kind of announce and you have to apply and then you can get a little bit of money … So the way the funding works for Amsterdam is like it kind of changes every few years.". The factor of Risk was generally talked about in terms of positive or negative influence, see below. The

above discussion shows us that it is not possible to tell if the actions taken, particularly by the Municipality of Amsterdam are going to be a risk or not, and the reach of their influence over urban food governance.

I. Municipality of Amsterdam has limited political support for urban food governance

From interview question '*how do Governmental organisations interact with food governance; what governance action do they take*' it was found that the Municipality of Amsterdam has limited political support for urban food governance, and that there is no food policy. This topic was covered by three interviewees from various categories, these included academia, civil initiatives and Provincial Government.

They all used the MUFPP as a narrative to explain and describe that they perceived there is little political support for urban food governance issues. All of the interviewees agreed that although the MUFPP had been signed, this did not translate into action or support. Although there is an international agreement in relation to urban food. This it is not legally binding and voluntary in nature, at time of writing, it was perceived there are no direct actions taken to promote urban food governance through the MUFPP by the Municipality of Amsterdam. The answers given by the interviewee show that they perceive that only the signing of an agreement like the MUFFP is insufficient to create policy or action by itself. It can be said that without legal obligation and there is little wider political and financial support from the Municipality of Amsterdam.

A policy advisor for the province of North Holland was critical of the lack of political support surrounding the singing of the MUFPP. For example, they said;

> "Amsterdam have signed this agreement …. You can sign anything you like as a government or a company but it is the actions you relate to them, what are you going to do about this? And we see that Amsterdam has no political backup so the policy makers, their hands are tied. They can do nothing, and they signed the city deal".

This echoes the statements of the other interviewees (academia and civil initiative). They all perceive the lack of political support the Municipality of Amsterdam. Several stakeholders from various categories mentioned this topic. Thus, it can be seen that there is triangulation of results. The same answer was given from several unconnected stakeholders. It was appropriate to mention it as a general finding of the urban food governance context of Amsterdam.

However, before moving on it is important to note that there is one outlier which also emerged from this interview question (*ibid*). This was that the food goals of the municipality are complex. A senior planner in the Municipality of Amsterdam highlighted the complexity of barriers to urban food governance and consequent urban food goals which the municipality is aiming to set. This Municipality representative claimed that,

> "the city of Amsterdam itself has different goals in buying itself the food and that is based on sustainability, but also based healthy food and based on social enterprise. So looking at that it makes it very complex to get to the goals of buying local, healthy food because sustainability but also the other goals are very much involved."

This interpretation of Municipal urban food governance was different that those presented above as it shows there is an awareness of urban food governance and various goals surrounding it, by extension including the MUFFP. Furthermore, this data extract shows that there are greater nuances to the

development of urban food governance policies by the Municipality of Amsterdam. Moreover, there is a great deal of complexity for the municipality when deciding such things.

One reason why this answer differs from those above, is that the interviewee is based in the municipality as is familiar with the ongoing struggles of balancing resources and goal setting. The other interviewees were from other stakeholder categories; academia, civil initiatives and Provincial Government. They may not be aware of the internal, nuance discussion within the Municipality and only see the inaction in relation to the MUFPP as an outcome of the lack of political support. Although this outlier from the senior planner in the Municipality of Amsterdam highlights the complexity of gaining political support within the Municipality of Amsterdam, it adds to the thick rich description and does not discount from the finding that there is a lack of political support for urban food governance.

II. The Municipality of Amsterdam has environmental and spatial regulations which impact urban food governance (and production)

From interview question '*how do Governmental organisations interact with food governance; what governance actions do they take?*' it was found that the Municipality of Amsterdam has environmental and spatial regulations which impact urban food governance. This topic was covered in briefly by four interviewees. Three of these were all from the non-governmental label and included the various categories of civil initiatives and business. One was from the Municipality of Amsterdam and briefly discussed rules and regulations in relation to funding opportunities.

The co-founder of a civil initiative was straight forward about the role of authority the Municipality of Amsterdam played. They saw them as the only organisation which employed the mode of authority in relation to urban food governance as they had legally binding environment and spatial regulations. This is shown in the following data extract from a Co-founder of a Civil initative, "environmental regulations, the spatial land allocation plan which are relevant for food, markets for example". The spatial and environmental regulations were further elaborated on by the volunteer in a Campaigning Organisation. They gave specific details and discussed the limiting consequence of these regulations. The data extract shows,

> "they cannot grow food higher than one meter, because there is some specific regulations on this area. So I was thinking there is no connection with the municipality you know, but actually there are because there is an urbanistic planning and you can't put greenhouses in this area, you cannot plant higher than one meter so there's actually some regulations some things that stops you on the way which you are working."

What is interesting about this data example which comments on the impact of spatail regulations, is that it shows the thought process of the interviewee. Although in the first instance they thought there were no rules or regulations. When they considered the working practices, they found that there were regulations which were set by the Municipality of Amsterdam. A possible explanation for this change of opinion is that the rules and regulations may not appear be obvious. This is supported by the fact that any other stakeholders who may have been affected by them did not talk actively about them in detail.

Moreover, from the interview with the Owner and founder of a CSA, it was found that they can approve and give permission for land for the intention of Community Supported Agriculture (CSA). As well as a 'kick-start' subsidy for funding. This was further supported by the senior planner in the Municipality of Amsterdam echoing this description of the rules and regulations in relation to funding opportunities. From these two separate interviewees it was found that the municipality used its authority is in the

approval of both the CSA business and land granted for CSA production, "they approved my vision for long term processes and procedures to find land". The Owner and founder of a CSA went on to explain that the bureaucratic process of finding suitable land, in their view, took too long but the mechanisms of authoritative governance where present as they were able to approve and give permission for CSA land and funding. However, despite its pitfalls it is a clear use of the Municipality of Amsterdam's authority to control and regulate what food related initiatives are ongoing in the city area.

Thus, it is clear that the Municipality of Amsterdam used the governance mode of Authority. However, this appears to only be used in relation to specific environmental and spatial regulations. As shown by the two above examples which discusses the location and cultivation of food production within the city of Amsterdam.

III. Resources are provided by the Non-governmental and Governmental Organisations

From interview question '*how do Non-governmental organisations interact with food governance; what governance action do they take?*' and '*how do Governmental organisations interact with food governance; what governance actions do they take?*' it was found that resource provision was a governance mode used by both Non-governmental and Governmental stakeholder groups.

The mode of provision was covered, in detail, in total by thirteen interviewees. Eight discussed the mode of provision used by non-governmental organisations and eight discussed the mode of provision by governmental organisations. Some interviewees discussed both Non-governmental and Governmental organisations; these were from the Business stakeholders, Owner and founder of a CSA and Professional Permaculturist and Stichting stakeholder, Co-founder, former Coordinator of Not for Profit. As some discussed both, the total number of interviewees who discussed this provision is thirteen (and not sixteen).

Provision of resources from Non-governmental organisations was discussed by eight interviews. From this it was found that there were two main ways in which Non-governmental organisations provide urban food governance. Firstly, Non-governmental organisations provide urban food governance through resource provision. Resource provision examples were given, such as; workspace, expertise's time, practical skills and labour. Many of these were said to be support in-kind, i.e. free of charge. Alternatively, they resources were provided in good faith, and they were expected to be reciprocated when required.

The next example shows show provision can be interpreted broadly. Both as tangible resources and non-tangible resources. The Co-founder, former Coordinator of Not for Profit Stichting provided urban food governance in a number of holistic ways. They provided non-tangible resources like knowledge and education around food waste as well as tangible uses of food, which would have otherwise been wastes, to provide meals. This is shown in the following data extract taken from the Co-founder of a Not-For-Profit Stichting; "[we]are a foundation that is working to reduce food waste on consumer level, mainly by inspiring people to take action, but also to educated people and giving them the tools to make different consumer choices".

At the 'Flows of Food Congress' in November 2017 held by the Food Council as a launch for their platform, another example of non-tangible support was mentioned. This was highlighted by two of the volunteers for a civil initiative and the strategic director of a consultancy firm. This the provision of

non-tangible support, i.e. supported in kind during the 'Flows of Food Congress' related to such resources as, experts devoted their time for free and organisations gave space to work. However, attached to this same event was the provision of financial support. During the interviewees it was told to me that the financial support for the conference was donated by Rabobank and market funding sources, for example ticket sales.

Again, this idea that providing urban food governance is about giving the general public a choice was echoed by another interviewee. This time from the business category, an Owner and founder of a CSA. This interviewee portrayed themselves as providing a 'non-traditional' (read big traditional business) form of food production and distribution. This is through their shared responsibility for production and responsibility for harvest, which is given to the CSA members as well. This is supported by the data extract, "I literally make a whole new food chain in relation to what it is right now … I am producing vegetables … people who are a member and have a share of my harvest …. when they take a share they come to harvest every week, they are part of the share". However, not all of the interviewees from the business category shared the opinion that they need to provide an entirely different production, distribution and economic system. Another interviewee in this category, the co-founder of this business that produces food from 'food waste', argued for running their organisation on a 'traditional' business model, i.e. they aim to make a profit. This is so they can prove that it is a viable business plan in current market conditions.

There was one outlier in the results which focused (albeit briefly) on the physical proximity of the source of resource provision. A volunteer in a civil initiative youth movement suggested that the provision of resources, such as skills, expertise and labour was facilitated by physical proximity to other food governance organisations. Moreover, by being physically close it provides opportunities for resource sharing and/or business exchange and networking. It is interesting that only one interviewee talked about the spatial aspect of the mode of provision in urban food governance so explicitly. It could be suggested that the other stakeholders found other aspects of urban food governance more important. It may however also be suggested that as a physical proximity may not yet be established, it is difficult to talk about it as an element of urban food governance as it is a known unknow. The provision of knowledge was also discussed by 10 interviewees, ranging across the stakeholder categories. They discussed awareness raising and education. These activities shall be discussed in their own section.

Next, the Municipality of Amsterdam was discussed in relation to the provision of food governance though financial support. From the data collected, it was understood that the Municipality of Amsterdam has a sum of money set aside for a range of food and green initiatives. These subsidies are to provide financial support of urban food initiatives, such as Community Supported Agriculture (henceforth CSA's). The An urban planner representative from the Municipality of Amsterdam outlined the conditions very briefly, "he [the previous Elderman] reserved some money for initiatives … it was for city agriculture, it should be a serious initiative being able to scale up … community supported agriculture." A senior planner in the Municipality of Amsterdam further elaborated on this. They discussed the fact that there were 'many criteria' required to gain funding from this subsidy pot. For example; "several CSA projects that have been subsidised last year, because the subsidy is about, there are several criteria for the subsidy and one of them is innovation it has to do with different goals so it is not just agriculture, but also education, awareness, participation, it is also about possibility of up-scaling – so it has to be a project that can be started but also can be introduced on other places in Amsterdam or on bigger scale". The use of this subsidy was echoed by the Owner and founder of a CSA. They used

the subsidy to help cover the initiate start-up costs. Other examples which were mentioned were a worm hotel. The worm hotel was mentioned by stakeholders from the non-governmental stakeholder group. Additionally, the Professional Permaculturist was aware of the various, and dynamic subsidies which the Municipality of Amsterdam provided. Highlighting that they the various green grants and subsidies are rotating and changes focus every few years. It is shown and supported above by several interviewees above from both Government and Non-Government that the Municipality of Amsterdam itself that there is a provision of finance, via conditional subsidies for urban food initiatives, for example like CSA's.

Secondly, the Municipality of Amsterdam was discussed in relation to the provision of food governance though land provision. The first of these examples is linked to the cultural and social heritage of Amsterdam. The urban planner representative from the Municipality of Amsterdam explained that land is provided to (primary) schools to grow their own food. This tradition has been preserved and continues through legal protection. The second interviewee, the permaculture professional, discussed the use of land for food production. The example they gave was for a food forest. This can be added to a aforementioned example of the Municipality of Amsterdam providing land for food production and green initiatives, such as CSA's.

In summary, the Municipality of Amsterdam is perceived to provide urban food governance. Firstly, provision of financing and funds and through the provision of land. However, at the time of writing do not provide an urban food policy

IV. Urban food governance stakeholder interaction is enabled by various stakeholders and partnerships

From interview questions '*how do Non-governmental organisations interact with food governance; what governance action do they take?*' and '*how do Governmental organisations interact with food governance; what governance actions do they take?*' it was found that stakeholder interactions and urban food governance partnerships were enabled by both Non-Governmental and Governmental stakeholder groups. These interactions were facilitated by two separate platforms. As well as this it was found that there were several examples of urban food governance partnerships between Non-governmental organisations which included the Civil initiatives and business, for example.

Firstly, to discuss the mode of enabling. This mode was covered by four interviewees from a range of stakeholder categories, including; civil initiative, business and the Municipality of Amsterdam. There were two examples of stakeholder platforms discussed. To highlight, these stakeholder platforms are classified as enabling mode of urban food governance as the organisations responsible for these platforms do not take an active role in leading answering the issues or questions which arise but rather create a space for conversation between stakeholders to take place. This is classification was described by a civil initiative volunteer (#2). They explained it as,

> "I was not able to track everything that happens and that is not part of our work, it is just we gave the opportunity and we organised the community, let say, but the work that or results that happened as a result it, they grow organically. And happen out of our control or they are out of our hands. That's how it was supposed to be, I think it is no longer possible for central people to control it. It is more that it is the way the networks coordinated".

The first of these stakeholder platforms was discussed by the two interviewees from the civil initiative stakeholder category; the co-founder of a civil initiative and civil initiative volunteer (#2). These two

stakeholders worked together on the same civil initiative which was founded by the former interviewee. The co-founder of this non-governmental organisation explicitly discussed that part of organisation was designed to connected and built networks with other stakeholders. For example, they presented it as such, "the most important role of the food council is to produce these links between people, up until now they do not know each other".

Additionally, an urban planner representative from the Municipality of Amsterdam discussed how the Municipality provides urban food governance through stakeholder network building in the form of a platform for stakeholder exchange. The stakeholder platform spearheaded by the Municipality, called 'van Amsterdamse Bodem' is designed to facilitate the interaction of stakeholders and share information across their network of urban food initiatives in Amsterdam. This on the surface sounds similar to the one ran by Non-governmental organisation as discussed above. However, the Strategic Director of a consultancy business highlighted that the difference between these platforms is that 'van Amsterdamse Bodem' is based online and developed by a third party.

Secondly, to discuss the mode of partnerships which makes up the second part of this general finding. It was found that there are a range of urban food governing partnerships that exist in Amsterdam. The topic of urban food governance partnerships was covered by 12 interviewees in total, ranging across the stakeholder categories. In relation to the Municipality of Amsterdam using the mode of Partnerships. Two interviewees discussed this theme in very brief detail. The two interviewees, who were both volunteers in a civil initiative youth movement and Not-For-Profit Campaigning Organisation respectively. They briefly mentioned the perceived connection and interaction between the one civil initiative and the municipality of Amsterdam. However, there was no explicit mention of partnership. Interestingly, both interviewees mentioned the same civil initiative having connection to the municipality. As no other non-governmental organisations are mentioned, it appears that this civil initiative is the only one to have links with the municipality. The mode of partnership was most popular amongst and between Non-governmental organisations such as Civil initiatives, Not-for-profit Stichting and the Campaigning organisation interviewed. Partnerships are seen as a way to come together as a collective and move the issue of food policy forward, share resources and support each other's organisations.

Regarding moving the issue of food policy forward. This was mentioned by two interviewees from the civil initiative stakeholder category; the co-founder of a civil initiative and civil initiative volunteer (#8). These two stakeholders worked together on the same civil initiative which was founded by the former interviewee. They discussed the Food Charter which was presented by the Food Council at the 'Flows of Food'. From the civil initiative volunteer (#8) it was learned that the Food Charter was developed to cut across policy silos which urban food governance can exist in. They gave this explanation, "it has social aspects in it as well as it being just about shorting the food chain, increasing food business nearby". This Food Charter was written for the area of the Metropolitan Region of Amsterdam greater than the city itself, including rural locations, it included Civil initiatives, Businesses and Volunteers from the city region as well. It did not include the Municipality of Amsterdam.

Partnerships were also highlighted as important for resource sharing and connecting with other organisations. The Co-founder and former Coordinator of Not for Profit Stichting discussed enthusiastically about the various partnerships the Not for profit Sitchting was a part of. One such partnership related to entrepreneur in the food waste sector. This is seen in the following data extract

where they said, "<u>we have had quite good communications with all the different partners in Amsterdam and sometimes we go to a conference and meet there but also its something very practical, like handing through food donations or something, yeh that work logistically better with a partner</u>". Moreover, the Not for profit Stichting highlighted the other stakeholder categories in which they have, or are trying, to connect with other stakeholders; the co-founder of a Not-for-profit Stichting said, "<u>we've been more involved with governance on the informal sector. So with other either registered NGO's or completely informal groups, individuals, social media, everything that is accessible to basically everyone</u>". The above example also can be used to highlight that networks are (sometimes) built around a theme within urban food governance, in this case food waste. The Civil initiative volunteer (#7) captured the interconnectedness of the urban food network, "<u>you learn that every little organisation has their own friends and their own community so putting together that community is yeh you actually have a big big movement</u>".

Another example Non-governmental organisations work together and resource sharing came from two interviewees who referenced each other's organisations. This was a volunteer in a Campaigning Organisation and a Professional Permaculturist. Both these interviewees talked about logistics and resource sharing become more manageable and effective when more than one stakeholder group is included, for them this was event hosting and festivals. The phenomena that two interviewees referenced each others organisations happened a couple more times during the interviewing process. Several of the interviewees were part of to, connected to, and/or aware of one or more organisations. However in order to protect anonymity, these explicit connections cannot be further elaborated on.

The above examples show partnerships which are network based. However individual stakeholders can also create and form partnerships. In Amsterdam there was a Food Champion within the Non-Governmental sector. Several interviewees, including Governmental and Non-governmental, saw this person as having a key role in urban food governance in Amsterdam. Two interviewees explicitly discussed how this Food Champion is trying to create partnerships and the consequence of that. A Policy Advisor for North Holland described this person as,

> "<u>is a person who wants to take citizen initiatives together, bottom up participation to get things into action. And this is a very good initiative because in that way the network will close up and strengthen from a bottom up kind of perspective and all the knowledge will be shared in this network</u>."

Furthermore, the Strategic Director of a consultancy business said that, [they have] "<u>gathered a group of people around [them]. I think that he started probably about 2 years ago, and he is really trying to close the gaps so talk to the big corporations as well as the government, as well as the smaller initiatives</u>". This person is seen as having a key role in the further development of urban food governance in Amsterdam.

Also mentioned was a critique of partnerships from one interviewee. This, somewhat outlier data point was presented by an urban planner representative from the Municipality of Amsterdam. They highlighted a key criticism within the perceived partnerships in Amsterdam urban food governance. This was that there are potential uneven power relations within these partnerships. They detail that this can be compounded by the organisation structure of the partnerships, which bring together stakeholders from different ideological and financial positions.

The representative said this about it, "<u>What I noticed was, again, it is not a real coalition, I think. There is a kind of weakness in the coalition. Because in the same organisation are the really huge food companies which are fought by the civic movement and they, well you could say they are on the same table now. But I do not think they will really be discussing the real issues. ...it has a very great risk of being a victim of greenwashing. Cos there are powerful parties on the table and completely powerless parties on the table</u>.". The interviewee chooses not to say which stakeholders and partnerships they were referring too. This makes it difficult to investigate further. However, it is still interesting in the fact that they are unwilling to name explicit stakeholders. The opinion stood out from the other perceptions of partnerships, which focused on the shared experience and benefits of partnering. This interviewee could have a different interpretation as they were a municipality representative. Therefore has different experiences of partnerships than Non-governmental organisations. From the aforementioned examples we know that Non-governmental organisations experience benefits like resource sharing. This benefit could be to a greater significance than what the Municipality of Amsterdam would experience.

V. Stakeholder relationships are an important factor in the success and/or failure of urban food governance

From interview questions '*What are examples of successful food governance in Amsterdam; In your opinion, what factors have influenced this?*' and '*What are examples of unsuccessful / failure in food governance in Amsterdam? In your opinion, what factors have influenced this?*' it was found that stakeholder relationships are a factor in the success and/or failure of urban food governance. The topic of stakeholder relationships impacting the success and/or failure of urban food governance was discussed in total by most interviewees, 13 stakeholders discussed it in one form or another. interviewees.

Generally, it can be summarised that building relationships with other stakeholders influences successful urban food governance. Particularly, that networks and stakeholder connections are important for successful urban food governance. There are several different examples of this mentioned by the interviewees. Some of these data points are presented below, they range across stakeholder categories.

Firstly, there was the idea of building and maintaining trust between stakeholders. For the two interviewees who spoke about it, it was a critical component of building stakeholder networks within the realm of food governance. Trust starts with individual actors and groups of stakeholders it is in getting to know each other and having a shared passion and/or ambition. A co-founder of a civil initiative saw it as such, "<u>Trust is a basic ingredient in the whole game. And building up trust takes years and sometimes it can be gone in a week. If the players get to know each other, if the actors on the stage get to know each other and trust is installed then the rewards are very high. And that is what I have experienced</u>".

Several interviewees agreed on the idea that building connections between individuals and stakeholder groups was important for urban food governance as well as the relationship management of people and relationship management between organisations. The Professional Permaculturist advocated that internal organisational relationships were also important to consider. They believed that managed well, it can improve the productivity within the organisation. Talking about a stakeholder they knew, this was said, "<u>she just really good at working with people. I think that is also why they have been able to do so much</u>". Following on from that a couple of the interviewees from Non-governmental stakeholder group

described that they worked with other stakeholders because of personal connections. These personal connections between various organisations have helped to expand the food governance network.

Stakeholders from the following categories, Not for Profit Stichting, and Civil initiative discussed how good working relationships can help facilitate processes within urban food governance. An example of this that was discussed was logistical support and facilitation of urban food governance. Stakeholders can create various forms of urban food governance by working individually or with other stakeholders. In some circumstances, like logistics of food provision, it is easier to work as a partnership. The example given by Civil initiative volunteer (#8) and the Co-founder and former Coordinator of Not for Profit Stichting was working closely with small independent greengrocer businesses owners, "with the shop owners actually in the shop and talking to your face and talking to people". For this to happen there needs to be a good relationship between the stakeholders.

Furthermore, some interviewees identified the use of platforms to enable development between stakeholders. These are the same platforms which were mentioned previous in relation to modes of governance. The benefits highlighted by interviewees from the civil initiative category was that Communication and networks between organisations help to connect areas of urban food governance. The non-governmental stakeholder platform was said to be a success. The co-founder of a civil initiative said, "it is actually a success of the food governance situation in Amsterdam at the moment. That this networking and conversations are happening".

The Strategic Director of a consultancy business discussed how important it was to maintain the network, which was build up by the organisation. One of the tangible benefits here was that it helped them establish a consultancy business. As shown by the data extract,

> "our roots are in the food movement, when we started food cabinet we already had a huge network, all kinds of stakeholders. A very broad network of policy makers, politicians, farmers, urban farmers, professors, doctors, etc., from the start we have been, through this network have always been involved in all kinds of policy making as well. … A lot of people already knew us, they always, always invited us to think along.".

Thus, as they used their pre-existing stakeholder connections and network they could more fully and more quickly engage in urban food governance.

The strength of political networks can help to create successful food governance. The municipality shows this through their connections with other food governance stakeholders. The Owner and founder of a CSA reflected on their interaction with the municipality when setting up their CSA, they noticed there was drive to develop green initiatives. This is expressed through the following data extract "are really fond of projects, of CSA projects … there is more interaction with people and enriches the city in some way. I really had that feeling the municipality." Furthermore, it was elaborated by the senior planner in the Municipality of Amsterdam that political support is forthcoming for innovative urban food governance initiatives,

> "there is absolutely a strong move to more stimulating these civil projects and initiatives and also trying to know what is needed from their point of view and trying to work with them and trying to connect within the organisation of the city of Amsterdam to give them what they need".

The senior planner in the Municipality of Amsterdam did go on to highlight that the Municipality of Amsterdam also requires information and a coherent strategy. This they seen essential to come from the stakeholders themselves, thus this was one of the reasons for helping to develop the Governmental stakeholder platform. The representative said the following in relation to the topic,

> "I think it is very important for all the whole urban farming and food movement to get some, get more connected themselves and that is of course we introduce platform 'van Amsterdamse bodem', so that they can find within their own network all the different kind of initiatives."

From these two data examples we see that the political support of the municipality can be a successful factor in influencing food governance. Therefore, political support can be said to be a two way street, both Non-governmental and Governmental stakeholders need to work together to create successful food governance. Generally, it can be seen that the lack of stakeholder relationships influences the failure of urban food governance. Particularly focused on was the relationship between the Municipality of Amsterdam and Non-governmental stakeholders. There are several different examples of this mentioned by the interviewees. Six of these are presented below.

The lack of a relationship between the Non-governmental organisations and the Municipality of Amsterdam was discussed. This topic was explicitly mentioned by at least six stakeholders many. There were two elements which discussed in more detail than others. These were; the silo working culture and the lack of capacity with regards to the Municipality of Amsterdam. Also mentioned was the differing economic status, and thus capacity, of partnering stakeholders. Finally, the conflicting results around the working language of many partnerships shall be presented.

The silo working culture manifested itself in both in the socio-political realm of politics and also within the departments of Municipality of Amsterdam itself. There has been no firm cross-party commitment to place urban food governance on the agenda. If there was it may have depoliticised the topic, bring all stakeholders and political parties together to work on it This was confirmed by the Strategic Director of a consultancy business who put it as, "There is still no consensus over whether it is important enough to put high enough on the agenda". This is further influenced by the short election cycle, a new Elderman is elected every four years. This point was raised by both Governmental stakeholder, Policy Advisor for North Holland and Non-governmental stakeholder, Co-founder, former Coordinator of Not for Profit Stichting. The latter elaborated on this issue, highlighting the difficulty it has cause for the previous food vision,

> "I think the biggest reason in this specific case, of the food vision, was the electoral cycle, there was a change in city government. And basically, most of the efforts that where outlined were discontinued, … I mean to go together with the electoral cycles in general I think it is a, you often have the problem of short term planning. Fragmented attempts to do something, and to push food forward in terms of urban food strategy, but so far it doesn't seem like there has been budget or priority attached to it".

Within the Municipality of Amsterdam there is also further division and an historically silo working culture. A senior planner in the Municipality of Amsterdam highlighted this point, outlining that food topics and action was very departmental based and there was not collaboration between departments. This is shown in the following date extract,

> "especially that the subject [food] itself is not well known yet within the organisation [Municipality] as a whole ... And the topic of food and the necessity changing the food system

and innovation are not quite familiar in these departments and that is not working on the success of urban farming or food innovation for this moment".

Inconsistent political messages from the political parties and Municipality of Amsterdam exacerbates the silo working culture. This structure makes it difficult for different departments to be aware and interact with each other and develop possible relationships in urban food governance as a whole.

The Strategic Director also identified that there is a lack of capacity within the Municipality of Amsterdam to meet stakeholders and commit to urban food governance (even if it wanted to). Simply, the Municipality of Amsterdam do not have the capacity to deal with all stakeholders. This capacity refers to financial resources, time and human resources as presented in the following data extract,

"They [municipality] have a really lack of capacity ... no like political consensus, and there is also not the budget. Very few people from with the municipality actually have hours to spend ….. maybe two or three people maybe have 6-8hrs a week which is totally impossible to talk to all the stakeholders".

Therefore, we see that the Municipality of Amsterdam struggle to meet requirements to develop and sustain stakeholder relationships with other Governmental departments and non-governmental organisations. Another example is also presented by the strategic Director, "they have a really lack of capacity … in practice you see they have to narrow their scope, talk to less people. ... So of course, they talk to people but there are over 350 food initiatives, at least, probably more." As a result of the above factors, the interviewees perceived that there is a lack of constant political will and the consequent lack of food policy and meaningful political action.

Partnership conditions create environment for success and/or failure. One of these conditions relates to the conditions which create failure within urban food governance. This is the differing economic status, and thus capacity, of partnering stakeholders. According to the Strategic Director, of a consultancy business, different economic base line creates an uneven playing field a range of perspectives. That the different economic outlook and capacity of stakeholder groups makes it difficult for relationships to be built. They have discussed with issue with banks and large corporations and have been told that there is little incentive for large corporations to sponsor / support smaller non-governmental food related organisations and initiatives. The stakeholders with more time, capacity, resources and finance are seen to not want to take a risk on stakeholder groups which are small, and inexperienced with a large volume of resources. This is seen in the following data extract, "no budget and that makes it so hard because this is huge gap between the corporations and other food initiatives so they are involved with initiatives like this". Additionally, the Strategic Director goes on to say that in their experience the Medium sized enterprise struggles to connect with both the large corporations and the small initiatives. This is because they too are lacking resources, such as human capital and time. It might be that the other stakeholders have also experienced tension when trying to talk to other stakeholder(s) / stakeholder groups. Perhaps this is one reason that there are at least two separate stakeholder platforms being developed in the city region of Amsterdam.

Finally, there were conflicting results around the working language of many partnerships shall be presented. These two outliers in the data contradicted each other, their critiques of the working language used highlight that there is tension around the use, or lack off Dutch, for communication between stakeholders. Both of these stakeholders were form the Non-government stakeholder group. Additionally, both were non-Dutch nationals. On one hand, volunteer in a Campaigning Organisation

found that the use of the Dutch language was a barrier for others (non-Dutch), themselves included. They perceived this to be exclusive and limiting for people coming from other countries. On the other hand, a Civil initiative volunteer (#8) saw that there were many examples of urban food governance, within the city of Amsterdam, being carried out in English. Thus they perceived it to be excluding Dutch nationals. They thought, part of the reason they were chosen to be involved with a civil food initiative is that they were a native speaker and could help with the communication aspect of the initiative.

The above tension shows us that a city is not a homogeneous space. These tensions can differ across space, time, as well as societal and stakeholder groups. The rules of the game may differ between thematic areas and/or stakeholder groups. Alternatively, the rules of the game may stay the same but their perception by stakeholder groups changes.

VI. Stakeholders act to increase knowledge

From interview question '*how do Non-governmental organisations interact with food governance; what governance action do they take?*' and '*how do Governmental organisations interact with food governance; what governance actions do they take?*' it was found that some stakeholder act to increase knowledge around the topic of urban food governance. This topic was covered by several interviewees; nine from the Non-governmental stakeholder category and one form the Governmental stakeholder category. They all broadly agreed that transfer and distribution of knowledge was an important factor for successful urban food governance. It was found that stakeholders want to increase knowledge and raise awareness about the issues of urban food governance throughout all levels of civil society and municipality. Particularly Non-governmental organisations acted to promote alternative urban food governance choices and enable empower others to become involved. There were various ways this happened, methods mentioned included, but were not limited to, event hosting, public lectures, interviews, stakeholder platforms and publications.

Firstly, 9 of the interviewees from the Non-governmental stakeholder group talked about raising public awareness through educational activities and knowledge exchanges. Particularly that by providing information to the public they were able to make an informed choice about urban food governance issues.

Three interviewees from the Non-governmental stakeholder group, Co-founder, former Coordinator of Not for Profit Stichting, volunteer in a Campaigning Organisation and a Civil initiative volunteer (#8). All discussed the same Not for Profit Stichting. The Co-founder, former Coordinator described their mission to inform and educate people, to enable them to make urban food governance choices. In their words, "[we are] a foundation that is working to reduce food waste on consumer level, mainly by inspiring people to take action, but also to educated people and giving them the tools to make different consumer choices". This occurs through the use of food waste for meal provision through event hosting. The event gives an opportunity to share knowledge and provide learning opportunities for the general public and other members of this Stichting.

Another method of providing information was discussed by a Co-founder of Business that produces food from 'food waste' items. They distribute information about their business and the topic of food waste by giving talks and interviews. The interviewee highlighted that, as well as a personal believe the food system should change, giving interviews was part of their business and in their interest to encourage the general public to this about food waste differently.

As well as the above example, the Professional Permaculturist discussed how their organisation provided a range of dedicated workshops and resources for educational purposes, both for children and adults, in relation to urban food governance through production within an urban setting.

As well as raising awareness amongst the general public, two of the interviewees discussed the actions taken to raise awareness within the Governmental stakeholder group. This was discussed by interviewees from both the Non-governmental and Governmental stakeholder group. The first example talked about was the creation of the Food Charter by the Food Council. A Civil initiative volunteer (#8) discussed what the Food Council was aiming to do with the Food Charter. This was to increase governance awareness and perhaps change perspectives of urban food governance and its importance on the agenda of Amsterdam. Another Civil initiative volunteer (#2) highlighted that it addressed several aspects of the food. The example they gave was it meet social and environmental concerns, "it has social aspects in it as well as it being just about shorting the food chain, increasing food business nearby". This shows that the act of creating a Food Charter tried to reach several levels of government and non-governmental organisations as well as several issues of urban food governance. The second example which discussed raising awareness of urban food governance within Government stakeholders is the platform, 'van Amsterdamse bodem'. Its aim, according to a senior planner in the Municipality of Amsterdam was to help connect all food initiative projects as well as to start connecting them with various departments of Municipality of Amsterdam. The senior planner in the Municipality of Amsterdam said this in relation to the development of the platform 'van Amsterdamse bodem',

> "Its part knowing each other inside the city of Amsterdam, knowing what these projects are doing, what they want and from that point of view and then start trying to connect within the city of Amsterdam – trying to connect different budget and different departments".

Thus, it can be seen that the platform is to raise awareness not only between other Non-governmental stakeholders but also to raise awareness within the Municipality of Amsterdam. Additionally, the senior planner representative went on to say they thought that the content of the platform was successful. Furthermore, this sentiment was echoed by the Strategic Director of a consultancy business.

As the last example shows, governmental (and Non-governmental) can act with an intent to increase knowledge with other stakeholder groups and stakeholder categories. There were a couple of examples given by Non-governmental stakeholders. One of these came from the Co-founder of Business that produces food from 'food waste' items said that they are part of a food waste business specific platform that gives them the opportunity to learn from and raise awareness with other stakeholders in that category. They said, they provide knowledge about food waste, but also help us with opening up markets, getting in contact with other parties". From this example it can be seen that it is not only raising awareness about the issue of urban food governance as whole but also about the entry points to urban food governance and other stakeholders. Additionally, there were two stakeholders from the Non-governmental group, The Professional Permaculturist and volunteer in a Campaigning Organisation. The discussed that it was of benefit to all stakeholders to work together. An example they both gave was of when their respective organisations worked together to in increase the transfer of knowledge between each other's organisation and reach a wider public audience.

There was only one spatial element discussed by two Non-governmental stakeholders within the scope of the topic of knowledge exchange. This was the location of events. This location was the Pakhuis. They host free and/or affordable events, such as public lectures. Some of these events are connected to

urban food governance. It was acknowledged by both stakeholders, volunteer in a civil initiative youth movement and Civil initiative volunteer (#8) that these events were successful at helping stakeholder to get to know each other, build relations and raise awareness about urban food governance issues.

With several stakeholder groups working to increase the knowledge of all, (Non-governmental, Governmental and public stakeholders) the topic of urban food governance becomes more common, more accessible, and more readily available. The stakeholders viewed this as one way to help counter the lack of political commitment and as it may gain public and political support. In doing so fixing its place on the urban agenda on the Municipality of Amsterdam.

VII. Management of risks affect all stakeholder groups

From interview question '*how do Non-governmental organisations interact with food governance; what governance action do they take?*' and '*how do Governmental organisations interact with food governance; what governance actions do they take?*' it was found that there are several risks which affect both Non-governmental and Governmental stakeholders. Five interviewees in total talked about the management of risks, four came from Non-governmental and one senior Municipality representative came from Governmental stakeholder groups. From the results we can see that the management of these risks has been mixed. Some risks have been managed to create successful urban food governance, these include networking and connecting of stakeholders, financial support, adaptive management of human capital resource. However other risks, such as; resource management, political support, financial resources, the complexity of the topic and silo working culture of the Municipality of Amsterdam, Green elite and perceived lack of action, have not been managed thus creating failure of urban food governance. The above results and examples shall be expressed in more detail.

There were a few examples, given by the Non-governmental stakeholders which highlighted successful risk management within Non-governmental organisations. Firstly, four Non-governmental stakeholders suggested that connecting to other stakeholders, through the means of networking helped to negate risks associated with resource accessibility (physical, human, knowledge) and management. These stakeholders were from the following categories; civil initiatives, business and stitching.

A volunteer in a civil initiative youth movement highlighted the benefits of networks of stakeholders working in close proximity to each other. As previously mentioned, this was the only example of this mentioned throughout the whole of the data collection. The benefits, they perceived was that physical proximity of many food organisations helps to understand what resources are available and thus connect partners. This included sharing resources like technical support, graphic and website design. However, there was also a brief mention of a platform which was working both with both face-to-face meetings and an active online community. This brief mention was another platform, in the starting up phase. They were using online tools and an online platform to make clear and transparent decisions. The Co-founder, former Coordinator of Not for Profit Stichting see this as very good management of the risk of participation; were everyone who would like to be involved cannot join. This is shown in the following data extract, "they are also using a lot of these online decision making tools to be able to record the decision making if we are not always to meet in person which I guess is one of the limitations that you usually have – it is very limited to when you can actually meet". The civil initiative volunteer (8) highlighted that through being part of a platform, it gave access to other stakeholder(s) which one may not have had access to otherwise. As the data extract shows, "business world or connected to the university world". Furthermore, another example, this time from the Co-founder of Business discussed

that another platform, their business uses, helps to facilitate knowledge exchange between stakeholders within the food waste business sector. This knowledge relates to markets and connecting with other non-food waste business stakeholders.

Financial risks are prevalent in both Non-governmental and Governmental stakeholder groups. The use of subsidies from the Municipality of Amsterdam was discussed by four Non-governmental organisations, including stakeholders from the business, stitching and civil initiative categories, and one senior planner representative from the Municipality of Amsterdam. It was found that the subsidies of urban food initiatives were a substantial help for the various Non-governmental organisations which used them. Particularly, the Owner and founder of a CSA discussed this. They seen the start-up subsidy as critical in starting up their CSA. As shown in the following example,

From the interviews of Non-governmental stakeholders (from the stitching and civil initiative categories), it was said that municipal subsidies were very important in the success of urban food governance initiatives as it provided resources which thus allowed organisations to carry out various urban food governance activities. Additionally, the Owner and founder of a CSA discussed the municipal subsidies and co-financing as being a key factor in the success of managing the financial risk of start-ups. In their case a CSA. Also discussed in this interview was the fact that there were conditions attached to this grant. The money came with several checks which are meant to ensure that the urban food initiative does not become dependent on Municipal subsidies. This idea that the subsidy for urban food initiatives could only be given to those organisations who showed there was a functional business model alongside their initiative was also echoed by the senior planner representative from the Municipality of Amsterdam, they said;

> "there has to be co-financing, it means the subsidy cannot provide all the money, for the 100% there then has to be other way, other organisations who pay for this project or other investors who also pay for the project. … it is difficult getting (from start-up point of view) things finically arranged, I think that subsidy can be, especially in starting, can be very important to get them from a starting point to the next level".

Finally, risks have been said to have been managed through employing an adaptive management process, particularly when it comes to human capital resources. One example was discussed by two interviewees, the co-founder of a civil initiative and a Civil initiative volunteer (#8). managed the high turnover of active members through adapting to each new situation with the members who were currently active. Moreover, these relationships were maintained so the initiative could still asking for support, when required. This initiative was also mentioned by having an open and flexible meeting structure which allows for inclusivity for members who cannot attend all meetings. The civil initiative volunteer did highlight that although there was fluctuations in who was active. There was a significant stakeholder, they brought a high energy enthusiasm to the initiative as well as an extensive network, including Non-governmental and Governmental stakeholders. With a significant food champion staying this may have negated some of the risk of having a high turn over of active members. The above examples how risks have been managed, these however were the only examples discussed.

More heavily discussed was the risks which have not been managed well, thus creating failure of urban food governance. Broadly speaking, the Municipality of Amsterdam was mentioned as not managing several risk factors. These were a lack of resources and capacity, a lack of political support and also a focus on short term planning, financial difficulty, as well as trying to deal with a complex multifaceted

issue in a working culture of silos. These risk factors, and their consequences, are intertwined and influence each other.

The complexity of the topic and silo working culture of the Municipality of Amsterdam has resulted in a lack of shared institutional knowledge and lack of a holistic approach to urban food governance. This risk, to consider food in parts, not as a whole, cross cutting theme was discussed by the senior Municipal representative. The senior planner in the Municipality of Amsterdam recognised that the departments work within silos and communication between these silos was difficult. Should there are overlapping topics being worked on within various departments, these connections they are not developed into efficient partnerships. One consequence of not managing this risk, holistic policy, is that it was generally understood by multiple stakeholders that the previous attempts which have been made to form urban food governance and polciy have been fragmented. However, there are complexities within food governance which also increase risk and influences the failure of food governance. The senior planner in the Municipality of Amsterdam said that is that several goals are trying to be meet through food. This is shown in the following data extract,

> "it is a very complex discussion within the city of Amsterdam because in fact, the city of Amsterdam itself has different goals in buying itself the food and that is based on sustainability, but also based healthy food and based on social enterprise so looking at that it makes it very complex to get to the goals of buying local, healthy food ... other goals are very much involved".

Moreover, each urban food initiative has to meet several criteria in order to do this. The same interviewee went on to explain how this complexity, interaction and interdependence of goals also creates ambiguity for funding of food innovation, for example,

> "for social entrepreneur ...I think that is very complex because a lot of urban farming projects are not just producing but delivering all kinds of other services to the society and a lot of them are aren't paid or are paid in different ways. It is very complex for social enterprise to get the financial means for delivering all the other services they are delivering."

There are risks of ineffective resource and capacity management at the Municipality of Amsterdam. Here the Strategic Director of a consultancy business observed that the municipal workers had limited time to spend on urban food governance issues. Consequently, they do not have time to talk to many stakeholders involved so make a choice to talk to a select few. This also means that there is no time to build relationships with many of the Non-governmental organisations. The lack of human capacity and resources spent on urban food governance issues have a far-reaching influence as perceived by Co-founder, former Coordinator of Not for Profit Stichting. They saw there was little support for urban food governance in Amsterdam, and this translates to little action from the Municipality of Amsterdam as shown by this data extract, fragmented attempts to do something, and to push food forward in terms of urban food strategy, but so far it doesn't seem like there has been budget or priority attached to it".

Furthermore, there is fluctuating political support for urban food governance issues. This has been previously mentioned. This factor has several consequences. One of them being that the lack of continuous political support impacts the financial planning and resource allocation of the Municipality of Amsterdam. As it is not yet fixed on the Municipalities agenda, regardless of the Elderman or the political party they represent. It continues to be up for debate. Procedural risk of short election cycles and lack of political support have been mentioned previously. As well as lack of political commitment from the elective member of the Municipality of Amsterdam. There has been a lack of political support for the MUFPP which was signed by the pervious Elderman. A Policy Advisor for North Holland

observed that, "Amsterdam has no political back-up so the policy makers, their hands are tied. They can do nothing and they signed the city deal … they have good intention but it is not working for them in a way that they can put thinking into action, they have no implementation strength". This fluctuating political support coupled with short term planning creates an environment of uncertainty, thus a failure to manage the risk associated with urban food governance.

Another perceived consequence of short-term planning is the short-term financial planning and resource allocation. The Co-founder, former Coordinator of Not for Profit Stichting observed that with several budgetary cuts within the Municipality of Amsterdam occurring, it is difficult to find and secure funding for urban food initiatives. This has continued from the lack of priority given to the budget for previous urban food governance initiatives, such as the Amsterdam Food Vision. This was an example given from the Strategic Director of a consultancy business who remembered the previous attempts at urban food governance. Furthermore, as the pots of funding themselves are split across various municipal departments, as highlighted by the senior planner representative of the Municipality of Amsterdam. Is there is no clear funding structure for urban food initiatives and funding is fragmented, it is therefore difficult to access. As the following data extract shows, accessing funding budgets and finance is a complex process for both the municipality and food initiatives themselves,

> "all these budgets and it is a very complex system in financing all these ways and it is not easy to connect these budgets as while the projects are from the goals and services they are delivering are in fact connecting all these different budgets by themselves. …. trying to connect different budget and different departments, and that is not easy because it is very fragmented these budgets".

As shown above Governmental stakeholders, within the Municipality of Amsterdam have not quite managed the risk of financial resources. Some Non-governmental organisations have also not managed the risk of financial resources. The financial aspect of both stakeholder platforms discussed by the stakeholders, 'Food Council' which is civil initiative lead and 'van Amsterdamse Bodem' Municipal lead was discussed by at least two Government and Non-governmental stakeholders. Both discussions centred on the idea of who should / can take financial responsibility. At the time of interview the senior planner in the Municipality of Amsterdam discussed that this was still an ongoing question of who and how to make the platform financial independent from Government funding. This is after the Municipality of Amsterdam helped finance its initial start-up phase. This is shown in the following data extract,

> " 'van Amsterdamse bodem' is still very vulnerable because the city of Amsterdam said we will do the launching and the first year and after that the platform has to be on its own and we have still not succeeded in getting for the next years this organisation stable so we are still looking for how to continue the platform so it means its, looking at the content I think it is very successful but looking at the organisation it is still very vulnerable."

Another example of the lack of clarity after the start-up phase was also discussed in relation to the Food Council Civil initiative. At the time of interview, it was ambiguous who should take responsibility to require funding / make it self-sustaining. A Civil initiative volunteer (#2) observed that this was made even more difficult as it is trying to be a new urban food governance initiative, and therefore does not have funding precedent. A consequence of the above risk factors is that there has been a perceived lack of action from the Governmental stakeholders, namely the Municipality of Amsterdam and from Non-governmental stakeholders.

VIII. Expectations of stakeholders are different

From interview question '*how do Non-governmental organisations interact with food governance; what governance action do they take?*' and '*how do Governmental organisations interact with food governance; what governance actions do they take?*' it was found that stakeholder have varying expectations of other stakeholders and the future of urban food governance. This topic was explicitly covered by a few of the Non-governmental stakeholders. Two of these Non-governmental interviewees discussed this in terms of financial expectation.

It was perceived, by the interviewees that because of different financial capacities, it is hard to connect stakeholder groups with each other. This was mentioned in previous general finding, VI Stakeholder relationships are an important factor in the success and/or failure of urban food governance. In continuation, it was perceived that not all organisations have the capacity to become commercial or profitable. This is explained by Strategic Director of a consultancy business, who said,

> "if we look at this list of 350 initiatives maybe, probably maybe only 50 or less have the potential to really become major part of the food economy so we'll see. So if 300 are struggling or maybe in need of support from the government, then it also becomes a huge investment for the government as well".

The range of different finical capacities and the expectation of the Municipality of Amsterdam of Non-governmental urban food initiative to be commercially viable shows that there is a disconnect between expected finical stability of Non-governmental stakeholders. Furthermore, the Co-founder, former Coordinator of Not for Profit Stichting experienced this person. They saw that larger organisations did not wish to partner with theirs, as they were perceived to be too small. This is shown in the following data extract,

> "I think it just hasn't been in there interest so far, because we are quite a small actor or player, so they don't necessarily get a lot of benefit in terms of image or financial benefits for sure not. So that is obviously, if that is the main reason why you would do something then, they haven't been attracted to it".

Additionally, one interviewee, Co-founder, former Coordinator of Not for Profit Stichting highlighted that there were indeed differences between organisations in relation to the time and capacity they had to act. In their opinion some organisations were okay with this and perceived that grassroots movements did not want to act to become a commercial business because of their ideology. This is shown in the data extract, "some groups it is really focused more on the services that they give".

XI. Only time will tell if urban food governance events are a success or failure

From interview question '*how do Non-governmental organisations interact with food governance; what governance action do they take?*' and '*how do Governmental organisations interact with food governance; what governance actions do they take?*' it was perceived that not enough time has passed to be able to properly assess recent events within Amsterdam's urban food governance. There were two clear examples where there was, at the time of data collection, no clear outcomes of the Municipal election and the development of the Food Council.

Firstly, the Municipal election of Amsterdam had just taken place when the data collection was finishing. At the time there were no clear outcomes of the consequence of the municipal coalition. However, a couple of the Non-governmental stakeholders interviewed had high expectations and opinions about how the new Elderman and Green Party lead coalition. Mainly that they should consider sustainable issues such as urban food governance. For example, the Co-founder of Business that

produces food from 'food waste' items said, "we have now quite a leftist municipality so we are hoping to get more ears and maybe more action from that part but it is a little bit too early to tell now". Their hope was also expressed by a few other Non-governmental stakeholders. However, this idea, that time needs to pass in order to properly assess urban food governance actions is also relevant for the ongoing Non-governmental organisations such as civil initiatives, as well as various stakeholder partnerships.

Additionally, civil initiatives, such as the Food Council were given as an example of a civil initiative where it was too early to tell if this was a success or failure of urban food governance. It was unknown if the adaptive process which the Food Council employed, for its organisational structure and its meetings, was going to be a success or not. A Civil initiative volunteer (#8) said, "[it's]very much like lets see what happens in the moment. Which is risky but also quite exciting because you don't know how it is going to workout".

The long-term consequence using this management technique is unknown. Furthermore, a couple of the interviewees, the one already mentioned above and the Strategic Director of a consultancy business were cautious of giving their opinion on this example of a civil initiative as they perceived it was too early in the process to pass judgement. For example, the latter of the stakeholders said, "now we are getting into a phase it has to be, if we try to formalises it in a way, where the talks start about budget allocation and these kinds of things, I'm not sure if this initiative will survive this phase because it is the most difficult one, because everything has the compromises, have to create investments so it is. So we have to see if all the talks the past couple of years result in real commitment or if they remain talking.".

In conclusion, the above general findings, also presented below in Table 3 are the result of the data analysis of the interview transcripts, these can be found in Annex B, attached separately due to compliance with GDPR. These general findings give an overview of what discussed and found from the interviews. From this data analysis, the general findings show us that the city of Amsterdam has a complex and dynamic relationship with the topic of urban food governance.

Table 4. Results of General Findings
I. Municipality of Amsterdam has limited political support for urban food governance
II. The Municipality of Amsterdam has environmental and spatial regulations which impact urban food governance (and production)
III. Resources are provided by the Non-governmental and Governmental Organisations
IV. Urban food governance stakeholder interaction is enabled by various stakeholders and partnerships
V. Stakeholder relationships are an important factor in the success and/or failure of urban food governance
VI. Stakeholders act to increase knowledge
VII. Management of risks affect all stakeholder groups
VIII. Expectations of stakeholders are different
XI. Only time will tell if urban food governance events are a success or failure

Chapter 5. Discussion

5.1 Introduction

Following on from the data results presented in Chapter 4, this chapter will consider how these results link to the theoretical framework presented in Chapter 2 (Theoretical Framework) of this thesis. It will also consider if the results from Amsterdam support the theoretical literature or disprove it. This section follows the same structure as Chapter 2; first the results relate to the modes of governance and what this can tell us about the modes of governance theory, when applied to Amsterdam. Secondly the results which relate to the influencing factors and what this can tell us about this theory, when applied to Amsterdam. There are two exceptions. One in modes of governance where the mode of enabling and mode of partnerships shall be discussed together. This is because the one general finding relates to both of these and thus they are intertwined. The other is in influencing factors where the factor of adaptive process appears briefly within another influencing factor; risk.

5.2 Mode of Governance

Self-governing

This thesis found that The Municipality of Amsterdam has limited political support for urban food governance. This was shown through the lack of continuous political support and implementation of urban food governance carried out by the Municipality of Amsterdam. The finding in turn relates the mode of self-governance (Bulkeley and Kern, 2006), which is outlined in Chapter 2 (section 2).

My result shows that there is a lack of capacity from the Municipality of Amsterdam when dealing with urban governance issues. This can be further explained. For example, although the MUFPP was signed, there were a couple of stakeholders who highlighted that there was no action taken to implement changes to the food system. Furthermore, it was the general perception of interviewees that there were little resources available to implement urban food governance. There was not the political will to fund and sustain these resources. This shows that actually the Municipality of Amsterdam does not have the capacity to organise its own activities. Which is an essential element of the mode of self-governing according to Bulkeley and Kern (2006).

Secondly, the working culture of the Municipality of Amsterdam is one of traditional policy and implementation silos. This is to say food is not seen as a cross-cutting theme. There is little interaction between departments which are, or which could, work on urban food governance and food initiatives. This style of organisational management for non-governmental stakeholders has led to confusion in relation to funding opportunities as an example. Moreover, Bulkeley and Kern (2006) tell us that the processes of organisational management lays the groundwork for the Municipality to organise its own activities. Therefore, bringing it back to capacity for organisation, if the Municipality maintains a tradition of silo policy creation and implementation it does not allow for creation, development or implementation of urban food governance. Which is seen as being an inclusive, far reaching topic (Mansfield and Mendes, 2013). The historically based organisation structure further informs us that there the Municipality of Amsterdam take a limited self-governance mode.

As mentioned, funding for urban food governance is confusing. There are limited resources, including financial resources and the various pots of money which do exist are spread across various departments

in an silo organisation structure. In addition to these barriers, the topic of urban food governance is complex and there is no clear urban food governance agenda. As outlined by a senior Municipal representative, the Municipality of Amsterdam to yet decide on how to tackle the issue(s). Consequently, there has not been a display of public procurement as a display of purchasing power. According to Bulkeley and Kern (2006) this is an example of self-governance in action. Without using their influence of purchasing power the Municipality of Amsterdam do not show that they are willing to support change in this area as they are not 'putting their money where their mouth is'.

The Non-governmental stakeholder group did not discuss the mode of self-governance in relation to their own acts. This is interesting as, from the outset, the author expected Non-governmental organisations to heavily identify with this mode. This is because it was perceived the Non-governmental organisations had the capacity and organisational manor to deliver urban food governance. This may have been the case. It could also be that the interviewees perceived their actions to be closer to other modes of governance. Or perhaps they seen self-governing only as a mode which the municipality could participate in. The above findings show us that the mode of self-governance is very weak within the context of Amsterdam.

By provision

It was shown from the data collection of this thesis that in Amsterdam both Non-government and Governmental stakeholders provide urban food governance in various ways and activities. This includes the delivery of practical activities, material and infrastructural support to help logistical implementation. This directly relates to the mode of provision as set out in Bulkeley and Kern (2006) as outlined in Chapter 2 (section 2).

Practical support for urban food governance activities were shown mainly by the Non-governmental stakeholder groups. This included but was not limited to in-kind resources such as knowledge and time of experts, who did not charge a fee. There was a large difference perceived between the two stakeholder groups as, it was perceived that the Governmental stakeholders did not provide in-kind resources.

One the other hand Governmental stakeholders were perceived to help provide material support by way of financial subsidies for initiatives. Thereby still contributing to the mode of provision. The provision of funding provided the opportunity for urban food governance activities to develop and purchase necessary material and resources which this required. The Non-governmental organisations benefited from these subsidies as they used them to negate financial risks. Some of the Non-governmental organisations did provide material, such as local knowledge, access to networks, space for stakeholder meetings, resources and materials to implement initiatives. But they were not seen to be the main financial provider. This role was seen by the majority of those interviewed that the role of providing material, such as monetary resources was the responsibility of the municipality.

In addition to providing money, the Municipality, also provided and grated access to land, for certain initiatives. This provision gives the space for initiatives to occur. Without this physical infrastructure, there would not have been initiatives which produced urban food governance. Within the Non-governmental stakeholder group there were several initiatives which seen themselves as providing a choice for consumers to choose an alternative food system. They provided education and knowledge around urban food governance so the infrastructure to help to change the food system from the bottom-up. Both sets of stakeholder groups can be seen to provide infrastructure support; albeit in various ways.

From the data collection we see that the provisioning mode of governance is strong in Amsterdam, from both its Non-governmental and Governmental stakeholder groups.

By authority

Another finding of this thesis is that The Municipality of Amsterdam has environmental and spatial regulations which impact urban food governance (and production). This was implemented by the Governmental stakeholders, namely the Municipality of Amsterdam and influenced a small number of the Non-governmental stakeholder's interviewed. It was shown to impact their planned urban food governance activities. These actions link directly with the mode of authority theory as presented in Bulkeley and Kern 2006 this mode is outlined in Chapter 2 (section 2).

There were no examples given in the data collection that the Municipality of Amsterdam uses sanctions as part of implementation of the mode of authority. Bulkeley and Kern (2006) believe this is how the mode of authority is usually implemented. This does not hold true for the case in Amsterdam. This thesis shows that the mode of authority can exist without the implementation of sanctions on stakeholders.

Within this case the mode of authority existed because of the regulating and directing role which the Municipality of Amsterdam took. Firstly, they regulated the location and high of food production within the city as well as location of food markets. The interviewees who discussed this example did not mention if there were sanctions for this being broken, perhaps because these regulations have been respected. These regulations and directing planning are indirectly manipulating the urban food system and thus urban food governance within the city.

Furthermore, the Municipality of Amsterdam was shown to help direct and approve the location chosen for urban food governance initiative like a CSA. Additionally, it is seen that the Municipality of Amsterdam regulates how subsidies are spent. There are conditions attached to available funding to ensure they are going to develop food in a specific way.

Interestingly none of the Non-governmental stakeholders identified with using the governance mode of authority. This may be perhaps they do not have the capacity and authority to enforce binding regulations as they have no legal power. The municipality does have the legal power to implement and enforce environmental and food system specific rules and regulations rules and regulations if they so wished. They were shown to use spatial planning restrictions and monetary conditions attached to subsidies to implement this mode, and not the use of sanctions. The implementation of the mode of authority is however subtle and, according to this thesis, not widespread throughout all the stakeholders within Amsterdam's urban food governance scene. It is an active mode of governance but appears to occupy a relatively small niche of interactions.

Through enabling and partnerships

This thesis found that Urban food governance stakeholder interaction is enabled by various stakeholders and partnerships. This finding builds from several data points. Some of these data points relate to the mode of enabling Bulkeley and Kern (2006) and some relate to the mode of partnerships Bulkeley and Betsill, 2013; Bulkeley and Broto, (2013). This section shall focus on how Urban food governance

stakeholder interaction is enabled by various stakeholders. The next section shall focus on how urban food governance stakeholder interaction is enabled through partnerships.

The data points gathered in this thesis highlighted that two stakeholder platforms were used to enable stakeholder interaction. One of these platforms was a Municipality initiative, and the other was a civil initiative. The platforms were similar; they both enabled stakeholders to engage with each other on urban food governance issues, but purposefully the organisers did not take a leading role in these conversations. In both initiatives it was seen that the responsibility for continuing the discussion belonged with the stakeholders using the platform. Although they show different forms of urban food governance.

The above municipal initiative is an example of the enabling mode of governance in practice. This touches upon the elements of enabling as set out in Bulkeley and Kern (2006) as it is clearly the municipality which initiate and facilitate other stakeholders within urban food governance. The aim of which is that these other, non-governmental stakeholders produce deliverables and services for each other, and do not relay on the Municipality for input and support.

The civil initiative platform, explained above, is seen as using the mode of partnership as identified by Bulkeley and Betsill, 2013; Bulkeley and Broto, (2013). This example is of the mode of partnership, and not of the mode of enabling, as it was initiative by Non-governmental stakeholders. For it to be the mode of enabling it must, according to the theory of Bulkeley and Kern (2006) be initiated by Government stakeholders.

These examples show how intertwined these modes of governance are. Moreover, that the same actions can be carried out by different stakeholder groups, it is not only the municipality which can implement urban food governance. This role can also be taken by Non-governmental organisations such as civil initiatives. Therefore, this thesis wonders if the distinctions between enabling and partnership based on who initiatives these initiatives is really necessary and what, if anything does it contribute to the theoretical understanding of urban food governance. Within this case it was shown that both stakeholder groups had the same intention and similar implementation strategy. It is not possible to tell if this coincidence is special to the case of urban food governance in Amsterdam or if this also occurs in other places. If it was found to occur in other locations, it could be interesting to reconsider the impact and use of these separate modes of governance.

Setting the above example aside, there are several other examples of Non-governmental stakeholders working together to achieve urban food governance partnerships. Now this discussion will examine how urban food governance stakeholder interaction is enabled through partnerships. This directly links with the mode of partnerships theory as presented in Bulkeley and Betsill, 2013; Bulkeley and Broto, (2013). This mode is outlined in Chapter 2 (section 2).

From a selection of the interviews it was observed that there were several ongoing Non-governmental partnerships between stakeholders. These partnerships ranged across *all* Non-governmental stakeholder categories. They have several forms of interacting, including logistical and practical support. As an example, the Food Charter which was developed by the Food Council shows that these partnerships can also fill the role of formal government when they are absent. Civil initiative in this case is taking the traditional role of government; this is that they are bring a range of stakeholders together to try to

advance the political support of urban food governance for various stakeholder groups, not only those within traditional forms of Government. These interactions relate to the key elements of Partnerships by Bulkeley and Broto, (2013). Overall, this example, and the range discussed in the data collection, support the idea that partnerships play a role within current urban governance. However, these partnerships are somewhat constrained by a range of influencing factors, as will be presented further on. Therefore although partnerships are present and have a role within this case, it would be interesting to further investigate if they could have a greater role given more favourable conditions.

Additionally, the municipality was not seen to have had any explicit partnerships, this supports Bulkeley and Kern (2006) that the municipality only engage in enabling, and not in partnerships. Additionally, it does not support Bulkeley and Broto, (2013) who present partnerships as including Government stakeholders.

Although the example of the two different stakeholder platforms is an interesting discussion about the consequence of labelling who initiated the initiative. This was the only example given of enabling which shows us that it is a weak mode of governance within this case study and shows that the Municipality within the urban food governance arena is not strong. On the other hand, the range of Non-governmental stakeholders engaged in partnerships show a somewhat stronger presence in urban food governance.

5.3 Influencing Factors

Relationships

Examples show both successes and failures of urban food governance, however this section addresses how the results of this thesis interact with the literature. This thesis result is that stakeholder relationships are important which supports the literature. This thesis finds that Stakeholder relationships are an important factor in the success and/or failure of urban food governance. This finding relates to the theory of the management of inter-organisational relations (see Kokx et al., 2009; Rhodes, 1996; Driessen et al., 2001) as outlined in Chapter 2 (section 3). My results show both groups of stakeholders, Non-governmental and Governmental, are influenced by relationship management.

There are three sub-elements which make up this Influencing Factor; Develop and sustain relationship; i.e. growth, corporation, partnership (Kokx et al., 2009), Trust between stakeholders (Rhodes, 1996) and Relationship management i.e. time, financial, formal procedures (Driessen et al., 2001). Throughout the data collection of this thesis there were examples of each of these. Some examples will be given to show that this thesis supports the existing literature that urban [food] governance is influenced by inter-organisational relationships.

Within the case in Amsterdam it was shown that personal connections and communications between stakeholder groups, where it be through the organisation's own network or through a stakeholder platform respectively, were important for developing governance relations. The examples given in the results section show that there the experiences in Amsterdam support the theoretical notion that developing and sustaining relationships is an important sub-element of the overall Influencing Factor; management of inter-organisational relations.

Additionally, two interviewees explicitly stated that the element of trust was an important factor when stakeholders were getting to know each other and build a shared vision. This directly support the sub-

element of Trust as presented by Rhodes (1996) and use in Kokx et al. (2009) were it was determined that it is a critical element to help with "long-term relational capacity for mutual problem-solving" (Kokx et al., 2009 p172). The data collected supports the idea that the reward to spending time developing trust with other stakeholders can be high. Also, that losing this trust can be devastating to going stakeholder relationships. The data also highlighted that trust has a temporal element; that it takes a long time to develop but can be lost very quickly depending on stakeholder actions. Overall this thesis has seen evidence which supports the sub-element of trust being a key factor of Influencing Factor; management of inter-organisational relations.

There were examples expressed within this thesis results which highlight the three elements of Driessen et al., (2001) relationship management; time, finical procedures, and formal procedures. The aspect of time overlaps and links with the temporal element of trust. Longevity of partnerships and networks, seen above, are important in helping to establish urban [food] governance. Moreover, when considering the Municipality of Amsterdam, and their lack of time dedicated to developing urban food governance partnerships. It could be said that this proves that the "amount of time available … can limit the opportunities [for interactive decision making]" (Kokx et al., 2009 p172). The interconnectedness of this elements shows that although all sub-elements need considered in their own right, they also interact with each other.

Another place where attentions arose when trying to develop and sustain stakeholder relations was in the finical outlook and different economic capacities of the various stakeholders within urban food governance of Amsterdam. This economic also impacts the perceived risk and risk management, but in relation to the influencing factor of relationship management it is a [financial] barrier to building relationships with different sized stakeholders.

From this thesis's data collection and results it was found that in Amsterdam, that there is both formal procedures which helped to enable relationship building, and formal procedures which acted as a limiting factor for relationship development. These examples can be collected together under the following headings; logistics of partnerships, political procedures, lack of internal municipal network building (silo working culture) and working language of urban food initiative partnerships. This wide collection of data points helps to prove that relationship management is, partly, built on the formal procedures surrounding and implemented by urban food governance stakeholders. These formal procedures thus in turn can help support relationships or undermine them. This thesis supports the theory that relationship management in terms of time, finical procedures, and formal procedures are important sub-elements of the influencing factor of interorganisational relationship management. Given the examples presented above, this thesis supports the theory that interorganisational relationship management is a critical factor in influencing urban food governance.

Knowledge

One result from this thesis is that Stakeholders, both Non-governmental and Governmental, act to increase knowledge. This finding relates to the Influencing Factor of Knowledge (see Kokx et al., 2009; Hastings, 1996; Knorr-Siedow and Tosics 2005) this factor is outlined in Chapter 2 (section 3). From the above result, it can be seen that this thesis supports Kokx et al., (2009) theory that knowledge management is important in urban governance.

From the data collection it was confirmed that, several Non-governmental stakeholders, as well as the Municipality of Amsterdam, have developed initiatives which spreads knowledge amongst the public and between various stakeholders. There were several interviewees which championed the idea of sharing knowledge, albeit in various forms and ways with various stakeholder groups.

Many of these forms of knowledge transfer and knowledge sharing activities are intertwined and interrelated with each other and with the sub-elements of the theory presented in Kokx et al., (2009). One example of this is the Food Charter created by the Food Council and launched at the 'Flows of Food' event. This hits nearly all sub elements of knowledge management; it was the product of several professionals acting to promote a shared vision in an innovative way amongst urban food governance stakeholders. This example, one of many given in the data collection stage, shows us that in the case Amsterdam it is important for the stakeholders to work to build a shared vision of the future of urban food governance. This idea, of building a shared vision is the corner stone of Kokx et al., (2009) management of knowledge theory.

Several of the Non-governmental interviewees worked to, or discussed organisations, which wanted to raise awareness of alternative urban food systems. This is so that they [we the public] can make an informed choice. Alternative here means giving another option rather than 'business as usual big business'. This theme relates to the sub-element which is, "everyday local knowledge" (Kokx et al., 2009 p173). Thus, implying not only do institutions and stakeholder organisations require knowledge expansion and management, but also the everyday individual member of the public.

Municipality of Amsterdam has a complex relationship with knowledge management. One on hand, they are raising awareness within the Municipality through initiating and *enabling* the stakeholder platform 'van Amsterdamse bodem'. Thus, they are promoting the institutional expansion of urban food governance knowledge this is as we know is a sub-element of the knowledge management theory. On the other hand, it was shown constantly throughout the data collection that the Municipality works in a silo culture and information, is not spread throughout the institution. These highlights and supports Knorr-Siedow and Tosics (2005) theory that traditional administrative ways hinder the share of knowledge. All in all this thesis supports the theory presented in Kokx et al., that knowledge management is an important influencing factor in *successful* urban governance.

Expectations
The results of this thesis show that Expectations of stakeholders are different, particularly when related to financial capabilities of stakeholder groups. In turn this relates to the Influencing Factor of Expectations (Kokx et al., 2009; Klijn and Koppenjan 2000; Edelenbos 2005) this factor is outlined in Chapter 2 (section 3). My results show the certain Non-governmental stakeholders are impacted most by this Influencing factor.

Examining the results, it can be seen that there is a discrepancy between what how Not-for-profit organisations approach urban food governance in a financial manor. There is no consensus between Non-governmental organisations if it should be, or has to be, approached with a sound business. Some Not-for-profit organisations do not want to, or have the capacity, or the desire, to upscale their initiative. From these results it can be seen that the within Non-governmental stakeholders there is disagreement over the *rules* of the network in which they operate. There is disagreement about the input into participation, how this occurs and as the case in Amsterdam shows how this is financed. Kokx et al.,

(2009) do not discuss the finical rules which are also a part of this participation. Therefore, this thesis suggests that, after further research and theory crafting, this theory of management of expectations as a influencing factor in urban governance could be expanded to include the finical expectation of stakeholders.

This thesis supports the idea at the core of this influencing factor, that the differences within the network must be managed. However, it suggests that there are other types of differences, particularly finical expectations, beyond the roles and rules of participation which are presented in Koxk et al. (2009).

Time-frame expectations
In the data collection of this thesis, it was found that only time will tell if urban food governance events are a success or failure. This finding relates to the Influencing Factor of Time-frame expectations Kokx et al., 2009 this factor is outlined in Chapter 2 (section 3). As this thesis results show both stakeholder groups, Non-governmental and Governmental are impacted by this Influencing Factor. This suggests that the theory posed by Kokx et al., "managing the time frame expectations is another important factor in network management during the planning and implementation phase." (Kokx et al., 2009 p173) holds true. This can be seen a few different ways from the data collection. It is important as it was discussed in relation to the expected support from the newly formed municipal coalition. Additionally, it is also related to the expected outcome of the Food Council.

Firstly, it was found that some of the Non-governmental expect there to be a Green party-led coalition. Furthermore, they should consider and place emphasis on urban food governance. It is possible to see that this data point relates to expectation management in the form of planning. There are high expectations on the newly formed Municipality of Amsterdam to deliver on urban food governance issues and initiatives. However, due to the short overlap in time between the newly formed Municipal coalition and the end of the data collection point for this thesis it was not possible to tell if, and how, the municipality of Amsterdam will indeed meet these expectations.

Secondly, the development and implementation of municipal coalition gov and the outcome of the work expected by the Food Council had not concluded their implementation stages. Although interviewees where respectful of the fact that time had to pass in order to expect results, there was a since among stakeholders that overall there was a lack of results. This relates to the sub-element of Kokx et al., theory which highlights that frustrations rise when there are no visible outputs (Kokx et al., 2009).

Although the above theory of managing the time frame expectations holds true, the evidence for this thesis result is limited and therefore is weakened. It would be suitable to further explore this Influencing Factor in further research to see if it continues to hold true, particular within the planning and implementation phase and to assess the consequences of what is currently on going.

It is difficult to assess managing the expectations of timeframe as the events planning events are approaching implementation phases currently happening and there has been little implementation of planned urban food governance. From this case it is not yet possible to tell the consequences of time frame expectation management, if there has or has not been successful management of this. However, this thesis assumes that the Influencing Factor of time-frame expectation management is important. To prove this assumption, the author recommends revisiting this theory and assess if there was indeed successful management in the planning and implementation phase.

Risk

This thesis found that risk management influenced all stakeholder groups. This can be seen in several examples within the data collection. This finding relates to the Influencing factor of Risks, see Kokx et al., 2009; Dreiseen et al., 2001 Klijn and Koppenjan 2000; Edelenbos 2005, this factor is outlined in Chapter 2 (section 3).

The personal extracts from stakeholders tell us that Non-governmental and Governmental stakeholder groups are managing risks which relate to the procedural formalities of stakeholder network relations and working culture (of the Municipality of Amsterdam particularly). Within the case of urban food governance in Amsterdam the Municipality of Amsterdam did not manage to involve food at every level of governance, thereby rejecting and cutting across the silo working culture which has increased the risk of holistic urban food governance initiatives not working. The silo approach taken by the municipality has been a long-standing tradition of working. Thus, showing us that this approach leads to the failure of urban food governance because of inflexibility in formal procedures. In turn this supports the finding by Koxk et al., (2009) and Dreiseen et al., (2001) which tells us that formal procedures can stifle creativity and stakeholder interaction. This is particularly acute in the case of Amsterdam.

Furthermore, there are financial risks which are required to be managed. These were discussed in terms of management of subsidies by the Non-governmental stakeholders and miss management by the municipality. Non-governmental organisations were able to make confident decision when they knew they had financial support. For the interviewees in this thesis, this was often was in the form of a subsidy from the Municipality of Amsterdam. This gave the initiative the justification that they could start and/or continue with their desired project. The Municipality in this since helped the Non-governmental organisations overcome the financial risk of starting and/or continuing ongoing urban food governance initiatives. Somewhat ironically, there is tension and lack of commitment within the Municipality of Amsterdam itself. From the interviews it was shown that there is a lack of financial resources for its own staff and initiatives. They do not have the financial capacity to do more than sponsor initiatives. They do not have the financial capacity to expand their approach to urban food governance. The two above examples are two sides of the same coin, they show that access (or not) to funding and financial capital is very influential in urban food governance.

Finally, there is political risk which was heavily discussed. As the previous examples show, the Municipality of Amsterdam were heavily discussed in relation to the other risk factors; procedural and financial. In this since the political risk element has intertwined itself with both formal procedure and finical risk. However, perhaps unsurprisingly, the Municipality of Amsterdam was also heavily discussed in relation to political risk. In addition to above, it was found from this thesis data collection that there was a great amount of political tension, and therefore risk, attached to the topic of urban food governance. For example, there are fluctuating support from the different political parties within the city region. The topic of food has not moved above party politics. Consequently, this means that both longevity of funding is not secured (c.f. with financial sub-element) as no one can agree on the importance of this sector of social concern. The political tension and uncertain Municipal support for food as a cross-cutting social topic for the city of Amsterdam highlights what Driessen would call a stumbling block. These are political problems and create blockages to achieving successful urban food governance.

From the data collection, there was no mention of the sub-element of substantive risk. This is perhaps not so unusual as the paper this theory was taken from focused on project-based risks. Whereas this thesis has tried to focus on governance through Amsterdam and the city as an integrated collective; not one specific project. Perhaps moving forward if one specific urban food governance initiative was focused on the elements around substantive risk would become clearer. As the examples and discussion above show, the data collected in this thesis supports the theory from Kokx et al., 2001 that risk management is an important during governance and the planning processes.

Conflict

In the data collection of this thesis, there was only one very brief mention of conflict. This came from the Co-founder and former Coordinator of a Non-for-profit Stitching. When asked directly if they had experienced conflict, and if this factor had influenced the success or failure of urban food governance in Amsterdam, simply replied that there were no conflicts. This was the only interviewee to explicitly deny conflict within, or indeed between, stakeholder groups. Overall, this thesis did not find any examples of previous, or on-going conflict among the stakeholders of Amsterdam. According to literature, (see Kokx et al., 2009; Klijn and Koppenjan 2000; Agranoff and McGuire, 2001) management of conflict is critical in governance interactions. Therefore, not having any data points which indicate conflicts, or indeed the management of conflict does appear to contradict, and disprove, the literature.

However, one must critically assess why no information relating to the influencing factor of conflict, was gathered in the data collection stage of this thesis. This leads to the following questions; was the influencing factor of conflict not discussed because it was a taboo and interviewees did not feel comfortable talking about it? And/or Was this the influencing factor of conflict' not discussed because it really does not exist within this context? To address the first question; it cannot be discounted that the researcher (author) did not establish enough of a repour and trust with the interviewees for them to disclose sensitive information in regard to the issues of conflict they may have experienced. One way to address this would be to further research this in any future studies.

To address the second question, it could also be true that there are indeed no conflicts present within the context of Amsterdam and thus disproves the literature that identifies conflict as being a critical in governance interactions. However, this thesis is not going to state that so boldly. Where it is true that no one commented that there were on going conflicts between stakeholders; it is also true that only one interviewee briefly mentioned that there were no ongoing conflicts. There is very little evidence to disprove the established theory presented in Kokx et al. (2009), i.e. there was not a majority of interviewees who supported that there were no ongoing conflicts. Having no information in is not the same as having information which disproves an established theory.

Furthermore, if we consider the wording of Koxk et al., "the management of conflict is also very important during the interactive planning process" (Koxk et al., 2009, p 273) [emphasis added]. It could also be that the stakeholders in Amsterdam have not experienced conflict yet as they have not yet reached or are engaged in 'interactive planning processes'. As we have seen, there are some ongoing urban food governance initiatives and activities, but these are localised and isolated. Although some partnerships exist, they may not have been fully involved in the interactive planning process. Perhaps conflict will only present itself further in the process of urban governance. Additionally, this also may explain why data was not collected on the sub elements of conflict, Win-win situation (Hastings, 1996;

Driessen et al., 2001), use / misuse of *veto power* (Klijn and Koppenjan, 2000) and collective shared goals and urgency (Klijn and Koppenjan, 2000). Simply not enough time has passed in order for these sub-elements to emerge in the urban food governance of Amsterdam. This thesis could not conclusively say there was no conflict or will ever not be conflict in Amsterdam. But it can raise the question of how important this influencing factor is.

Adaptive process
Although there was no large finding regarding adaptive procedure; there was an outlier data point which emphasised the importance and benefits of being flexible when dealing with a high staff turnover in one of the civil initiatives. In relation to managing human capital, this was the only example of adaptive process management discussed throughout the stakeholder interviews. This supports the idea that adaptive management is beneficial for urban governance as it allows for change in circumstance which does not inhibit the process but helps further develop it and the stakeholder network relations around it. However, there was only one short data point which supported the impact of this element. On the whole this thesis did not find much supporting, is disproving evidence, in relation to this element of influence. Therefore, this thesis cannot conclusively support or disprove Kokx et al., 2001 and Edelenbos and Klijn (2005) theory of adaptive management leading to success. The thesis suggests that if one example of urban food governance initiative (either/or Non-government and/or Government was followed it would allow the opportunity for this to be examined more in detail. One example where a civil initiative employed adaptive procedure in relation to managing human resources. This both combines the influencing factor of adaptive management and the influencing factor of management of procedural risks.

Chapter 6. Conclusion

6.1 Introduction

Following on from the discussion section (Chapter 5), were the results were related to the thesis theoretical framework. This section concludes the thesis. To begin with the sub research questions, as presented in section 2.3, shall be answered. Building on this the main research question shall be answered. After this, there shall be scientific and societal recommendations given.

6.2 Answering the Sub Research Questions

Answering the Sub Research Question: What effects do the current mode(s) of governance have on urban food governance?

To answer this first sub research question this thesis used the theory of Bulkeley and Kern (2006), as presented in Chapter 2 (Theoretical Framework). Overall from the above discussion it was shown that there was supporting evidence for all the modes of governance, albeit in various forms and quantity. There was not a uniform spread of their presence or of how each stakeholder group interacted with them. Firstly, the mode of self-governing was perceived to not be used by Non-governmental stakeholders. That it perceived that it could and/or should only apply to Governmental stakeholders. The Municipality of Amsterdam itself however showed very little evidence of employing the mode of self-governance.

Both stakeholder groups used the mode of provision. Non-governmental stakeholders provided in-kind resources such as time and knowledge of experts within their stakeholder own stakeholder group. The Municipality of Amsterdam as a Governmental stakeholder mainly provided financial support for Non-governmental stakeholders, through subsidies and grants. Interestingly, it was perceived that they did not have the financial budget themselves to further support their own self-governing capacities.

The mode of Authority was also used by the Municipality of Amsterdam in a somewhat limited sense. There were very particular circumstances where this mode was used; for environmental and/or spatial regulations and planning and also directing subsidy and grant spending. The Non-governmental stakeholders perceived this mode to be only applicable to Governmental institutions and perceived that they did not use any elements of it.

The next two modes of governance, enabling and partnerships where somewhat messy as they are intertwined and only distinguishable by the implementor. The Municipality of Amsterdam enabled stakeholders to engage with each other through a stakeholder platform. However, this was the only example given of how the Municipality of Amsterdam enabled urban food governance. Whereas a civil initiative from within the Non-governmental stakeholder group initiative the partnerships in the form of a stakeholder platform. In addition to this the Non-governmental group also had several other examples of partnerships where stakeholders engaged with each other to promote urban food governance in an environment they felt formal government was lacking.

Although the Government body, namely referring to the Municipality of Amsterdam was seen as weak and not as present as what they could and/or should be. They still hold a significant, if not niche role within provision of financial support, legal authority over spatial and environmental regulations and

somewhat can enable other stakeholders to preform urban food governance. Non-governmental organisations were perceived as an alternative to traditional governance. This perception is crafted through provision of (non-monetary) resources. Within the element of Provision, the two stakeholder groups seem to co-exist because they strive to meet different needs; the Non-governmental stakeholders try to meet practical needs. Whereas the Municipality of Amsterdam gave financial support to help Non-governmental organisations facilitate their initiative.

Answering the Sub Research Question: How do different influencing factors contribute to the success or failure of urban food governance?

To answer this second sub research question this thesis used the theory of Kokx et al. (2009) as presented in Chapter 2. Overall from the above discussion it was shown that there was supporting evidence for most of the influencing factors of urban governance. Like the modes of governance, there was not a uniform spread of their presence or of how each stakeholder group interacted with them.

Firstly, the findings support the theory that relationships play an important factor in the success of urban food governance. This was shown through the existence of trust between Non-governmental stakeholder supporting successful urban food governance. As well as, the failure of relationships was shown through the difficulties which were highlighted when dealing with the logistics of urban food governance, political support and tension, and formal procedures of the municipality.

Secondly, the findings support the theory that knowledge, particularly the management of, plays an important factor in the success of urban food governance. This is shown through its existence in several urban food government initiatives and promotion from both sets of stakeholders. Particularly Non-governmental organisations promoted knowledge of the urban food system so the public could choose an alternative to the norm. The Municipality of Amsterdam promoted knowledge exchange through the stakeholder platform. Ironically, within the Municipality of Amsterdam itself, the structure of silos and lack of inter-departmental communication limited the transfer of knowledge within its own institution. Thereby in addition strengthening this thesis claim that the management of knowledge plays an important factor in the success of urban food governance; as without it, there can be a failure of urban food governance.

Thirdly, the findings support the theory that expectation management, plays an important factor in the success of urban food governance. This is shown through the lack of expectation management. The rules and roles, particularly of financial matters, are not agreed upon by all stakeholder parties. There is a range of opinions; Some expect subsidies to be readily available, some do not want to upscale an initiative, some expect there to be a sound financial strategy behind all initiatives and will not engage with them unless this can be proven. This point also can relate to finical risk where banks (for example) want to minimise their financial risk and so do not want to engage with small Not-for-profit as there is perceived to be no return on investment. The consequences of not managing expectations help support the idea that this is an important factor in the success of urban food governance.

Next, the findings somewhat support the theory that time-frame expectations need to be managed. This is not possible to fully support or fully disprove as more time is required to better understand the consequences of time. The temporal element of recent events, like the green party lead coalition in Amsterdam and the several ongoing Non-governmental initiatives is precisely the thing that needs to be played out. The author feels it would not be appropriate to consider the time-management of these

activities whilst they are still very much ongoing and dynamic. This thesis suggests revisiting this finding after more time has to pass in order to properly access current events.

The findings support the theory that risk and risk management, plays an important factor in the success of urban food governance. As previously mentioned, financial risk was seen to be a significant contributor to successful urban food governance. This is shown in two ways. On one hand, the Non-governmental stakeholders negated this risk by using subsidies from the Municipality of Amsterdam. On the other hand, the Municipality of Amsterdam itself found it difficult to manage the finical risk of self-funding its own initiatives and the money required for staff to spend time on this topic. They did not manage this risk well and therefore showed failure of urban food governance. Moreover, the Municipality of Amsterdam lacked the capacity to manage the procedural risks of the political election cycle, political tensions and silo working culture of all departments. The (lack of) management of these risks helps support the theory that this is an important influencing factor for urban food governance. Therefore, although there were several examples of finical, political and procedural risk management, not all of the theory was supported by this thesis. It was shown that not all elements of risk were seen to be essential for risk management as there was no mention of substantive risk. This could be an error in the methodology for including this as an analysis element of this thesis or it could disprove that this is necessary for the theory of risk being an important influencing factor.

Furthermore, the findings do not support the theory that conflict management, plays an important factor in the success of urban food governance. This thesis shows that conflict was perceived to not be present in the case of Amsterdam. It was also not discussed and so therefore cannot be concluded to be relevant for the success or failure of urban food governance. Thus, no support can be given to the theory of Koxk et al., (2009). Although it cannot disprove the theory either. More research would need to be carried out to be able to say some more certainty that conflict management does not influence urban food governance.

Finally, the findings cannot conclusively support, or disprove, the theory of adaptive process management. There was one example discussed within the data collection. This alone supports the theory that adaptive process management, practicality of human capital can play an important factor in the success of urban food governance. It would be inappropriate to support a theory using one small example from one interview. However, this being said, like above, this author believes that it could be worthwhile to carry out research focusing more specifically on this topic to be able to come to a stronger conclusion. Perhaps it could be linked to further research on risk of the silo working culture which has been mentioned several times as a failure of urban food governance.

6.3 Answering the Main Research Question

Answering the Main Research Question: How do different modes and factors of governance interact with urban food governance?

To answer this thesis main research question; it must build on the answers given to the sub research questions. These have in turn been developed from the theories of Bulkeley and Kern (2006) and Kokx et al. (2009) respectively. As the answers to the sub research question above show us, in the case study of Amsterdam, these are for the most part well supported. There are but a few instances where the theories are not supported.

From the data collection, we see that the Municipality of Amsterdam uses the mode of provision, authority and enabling in various ways. Whereas the Non-governmental stakeholders tend to use the mode of provision and partnerships. Sticking to the definitions of the theoretical framework, which call for the mode to be defined based on which stakeholder group initiatives the activity; Non-governmental organisations use the mode of partnership, not enabling. Therefore, the opposite is true for the Municipality of Amsterdam; thus, they were shown to use the mode of enabling and not partnership. This is important to distinguish as two initiatives were very similar in process and outcome but are classified as using different modes.

For the city of Amsterdam itself, it can be inferred that this means there are some ongoing urban food governance initiatives and activities which are supported in various ways; such as the facilitation of stakeholder engagement and the provision of financial subsidies. The above modes of governance encourage the discussion and action on topics of urban food systems and the governance which surrounds and supports them.

Alongside this however it was found that some modes where clearly not used. The Municipality of Amsterdam and Non-governmental organisations were perceived to not use self-governance. Additionally, the Non-governmental organisations seen that it was not their role to authorise sanctions, nor did they have the legal capacity to do so. The Municipality of Amsterdam, although enabled stakeholder interaction through the mode of enabling, did not have other forms of enabling or were not part of any partnerships.

Thus, although it can be inferred that although the city of Amsterdam is somewhat active in urban food governance, there are additional modes of governance at the disposal of both sets of stakeholders. The strategic use of additional governance modes could help develop a richer urban food governance environment and discussion of the topic itself. The use of multiple governance modes could support and try to negate areas where other modes are insufficient. For example, a critique of the Municipality of Amsterdam from all categories of stakeholders interviewed was that they were perceived to be doing very little. Although this thesis has shown that they have been active in certain areas (for example subsidies for green initiatives). The use of self-governance, such as using their purchasing power to support local organic businesses or CSA's could help them take a step in being more visible at supporting urban food governance of Amsterdam. It is important to note that although the Municipality of Amsterdam is perceived to have taken limited action, it is still an important stakeholder.

It is not only the modes of governance which are (not)used that influence urban food governance. From the data collection, we see that there are several influencing factors. Some are perceived to be stronger

than others. The factors of; stakeholder relationships, knowledge, expectations and risk were all found to be influential when creating successful urban food governance. For all, except expectations, these aforementioned risks were managed with a mixture of contributing to success urban food governance and contributing to the failure of urban food governance. Contributing to successful urban food governance in Amsterdam was having a well-functioning stakeholder relationship; this was found to often be based to trust, long term understanding and connection at a person, as well as professional level. Additionally, the amount of knowledge a stakeholder had also helped them to contribute to successful urban food governance. Additionally, the two main stakeholder groups shared this knowledge with the public and amongst each other to promote choices which would contribute to a better urban food governance system. Risks were managed successfully included the sub element of financial risk; this was only successfully managed by Non-governmental organisations, who received subsidies from the Municipality of Amsterdam.

The use and implementation of these factors by the stakeholders was perceived to have led to occurrences of successful urban food governance within Amsterdam. This occurred because it created the conditions where stakeholders felt comfortable with one and other, and the externalities facilitated urban food governance rather than limiting it. These influencing factors used in the above way suggest to have helped urban food governance.

Ironically, the Municipality of Amsterdam failed to protect itself against the financial risk, leaving it under resources and under capacity to deal with urban food governance implementation. Additionally, the Municipality of Amsterdam could not deal with the risks of traditional procedures, like the silo working culture of departments. As well as the political and electoral risk which changes the importance of the topic of urban food, at minimum every election cycle (4years). In addition to the above-mentioned risks of finance, procedure and policy. The factor of Expectations was found to be a detrimental factor to urban food governance. Not all stakeholders agreed on the Roles and Rules which framed their interaction, this was most obvious when it came to matters of finance. This lack of understanding, agreement and communication meant that there were several barriers for Non-governmental stakeholders receiving funding from larger shareholders, and thus where at risk of stopping their actions because of lack of funding. This lack of clarity was also a barrier to those institutions which were in a position to support the financing of initiatives, some felt like the risk was too large, or the return on investment too small to justify engaging in urban food governance.

The above lack of management of these influencing factors was perceived to have led to occurrences of failure within urban food governance. These influencing factors have presented barriers for stakeholders involved. It hindered the environment in which urban food governance was trying to develop. These influencing factors used in the above way suggest that they have limited urban food governance.

There are also some factors which thesis could not find sufficient evidence if they did or did not contribute to successful urban food governance. These were; time-frame management, substantial risk, conflict and adaptive process management. In relation to both substantive risk a sub-element of risk and conflict, neither were spoken of. This suggests that they disprove the theory that they are important factors in successful urban food governance; but it would be inappropriate to come to that conclusion without evidence which clearly states this, i.e data which categorically stakes it has not influenced urban food governance. There was very little said about adaptive process management which leads us to think

that it might not support the theory that it is an important influencing factor. However, it was mentioned in one particular case which hints at the idea there is more going on in relation to this factor than this thesis was able to uncover. In regard to time-frame expectations, it is ironically more time which is needed to properly address the recent events which have taken place in Amsterdam. A conclusion for this factor cannot be drawn as the outcomes of time-frame management were not yet felt.

Although this thesis finds that there are clear factors which create conditions for both success and failure within the urban food governance system of Amsterdam. It is important to fully understand the consequences for all the factors investigated which is why the above factors could act as a starting point for future research. In particular the last two factors mentioned, adaptative process management and time-frame expectations.

It is clear to see that influencing factors have both a positive and negative impact on urban food governance. This is not unusual as rarely do influencing factors create homogeneous consequences. The consequence for Amsterdam is to see what factors are working and continue to work with these while at the same time changing the implementation of factors which are causing harm to the urban food governance system.

In summary, Amsterdam has a lot of potential when it comes to creating a successful urban food governance environment, both in terms of the modes of governance which can facilitate this and the pre-existence of some influencing factors which create the conditions for this to develop. Additionally, there was a abundance of passion from all stakeholder groups interviewed. To capitalise on these and develop sustainable urban food governance which can deal with the lack of management of influencing factors, the current urban food governance system, this thesis finds, is required to become more robust. Considering the implementation of multi modes of governance could be one way to achieve this more robust system and negate the impact of influencing factors. Another is to continue to strengthen the influencing factors which are working well and leading to successful urban food governance, such as successful stakeholder relationships.

6.4 Recommendations

As highlighted above, Amsterdam has already experience with urban food governance. However, it is not without its pitfalls and tensions. Moving forward there could be several steps taken, both on a scientific and research level as well as in at a societal level, which could strengthen the urban food governance. Below are the scientific and societal recommendations from this thesis. This thesis will give two different types of scientific recommendations; these recommendations relate the results of this thesis and additional recommendations considering wider academic literature and trends. Following this, the chapter concludes with societal recommendations. Again, two types of recommendations shall be given, recommendations relating to the results of this thesis and then additional recommendations considering wider academic literature.

Scientific Recommendations

Firstly, there were some outlier data points which could not be addressed in terms of their significance and impact on urban food governance. It is one of the scientific recommendations of this thesis that these points be addressed in future research. These research points are; time-frame expectations, substantive risk, conflict, adaptive process management. It was not possible to say if time-frame expectations were significe as more time is required to have passed in order to property asses this factor. Therefore, it would make for an ideal starting point if returning to this topic at a later date, perhaps in 3-5years. This would give sufficient time for the consequences of current ongoing political events, social events as well as the planning and any implementation phase to be assessed.

Risk, although in general was seen to be an influencing factor, this was based on the sub-elements of risk; financial, procedural and political; there was no mention within the data collection of substantive risks. The none mention of it is curious, as it was not explicitly denied as having contributed to an influencing factor it would be inappropriate to rule it out as one. Moving forward particular attention should be paid to this sub-element of risk. Perhaps a different research approach, or different research parameters such as considering one project rather than all endeavours would give different results.

Conflict was another influencing factor where there was very little mentioned in the data collection. Actually, only one explicit denial that these was a factor contributing to influencing urban food governance. No further detail was given about this point. It is, again like above, inappropriate to conclusively say it does not influence urban food governance. Further research is required on the topic. This research could focus on building trust between the researcher and interviewees so that they feel more comfortable discussing subjects which may be filled with tension.

The last influencing factor which it is not possible to prove or disprove is adaptive process management. Again, like the above-mentioned factor of conflict. There is little evidence to conclusively say it does not influence urban food governance. This thesis considered a selection of organisations, all with different organisational structures. The set up here, and consequent interview questions perhaps did not lend itself to understanding where and who uses adaptive management processes, if at all. Future research on the types of organisational management, and perhaps a comparison of could help address this lack of data.

Unfortunately, there was somewhat of a stakeholder bias in this thesis. Further research could start with addressing this stakeholder bias. One way of doing this is conduct research exclusively with the

municipality, thus developing a rich understanding of their procedures and ideology. Furthermore, it would be interesting to see how the influencing factors explicitly affects them.

The second set of recommendations are that, as the topic of food is diverse and relatively under studied in the Netherlands, it would be appropriate to conduct further research on urban food governance of Amsterdam using the lens of other theories as well. Thus, creating a more holistic view of the topic of urban food.

This thesis suggests starting with the theoretical paradigm of urban political ecology to conduct more empirical research. This body of literature could help to start understanding the governance space within Amsterdam. Currently, as this thesis has presented the Municipality of Amsterdam plays a small significant role in urban food governance, using only some of the modes of governance available. Non-governmental organisations, those traditionally seen as not having a role in governance, are engaging in various modes of governance; however not in planning policies and procurement. To help explore and understand this shift to governance and the consequence for urban food governance and systems, political ecology could be used to help understand and consider "the potential for new urban spaces of deliberation" (Moragues-Faus and Morgan 2015 p 1559).

The author believes that more empirical research can be conducted on Amsterdam. Although this thesis has aimed to address the scientific gap surrounding urban food governance in the context of Amsterdam. There is an on-going, dynamic system in which stakeholders are creating new opportunities and barriers. On area where future research can focus on implementation of urban food governance (not only interaction of stakeholders) this also allows for social trends to be followed and studied. This is in line with the calls from authors such as Mendes 2008 and Mansfield and Mendes, 2013, that urban governance is complex and there is a need to further explore these governance structures in relation to food. As this thesis has shown the situation in Amsterdam is complex but not yet heavily researcher, therefore by applying various theories and research methods we could further our understanding of the urban food governance in the city region of Amsterdam.

Societal Recommendations

Firstly, there were some clear recommendations which came from the results of this thesis. Although there is a variety of ongoing acts and urban food governance initiatives from both stakeholder groups. The Municipality of Amsterdam for instance, although providing subsidies, still were perceived to be doing very little. The Municipality of Amsterdam could be more visible. One way which it could start to become more visible is by explicitly using more modes of governance available to it. For example, by using the mode of self-governing to set a clear intention that they support urban food governance within the city of Amsterdam, this could be using their purchasing power for clearly show their support for local initiatives.

As shown, influencing factors can have an array of consequences, rarely do influencing factors create homogeneous consequences. However, if the influencing factors, particularity of stakeholder relationships, knowledge, expectations and risk are not managed well then this can lead to failure of urban food governance. It is thus recommended to manage these influencing factors. Moreover, there are examples of where these influencing factors have been manged well, therefore this thesis suggests to all stakeholders to continue to improve and expand the positive impact of influencing factor.

For the stakeholders of Amsterdam to develop sustainable urban food governance which can deal with the lack of management of influencing factors, this thesis recommends that the current urban food governance system become more robust. Considering the implementation of multiple modes of governance, as mentioned above, could be another way to achieve this more robust system and negate the impact of influencing factors.

Secondly, this thesis also draws on recommendations from wider reading. From this thesis it can be concluded that, although Amsterdam has a lot of potential, it is struggling to fulfil this. There is a mismatch of passion and support for this. In other words, there is not the right policy infrastructure in place for stakeholders to work on policy and urban food governance together. Clayton et al., (2015) present the requirement for various types of infrastructure to be in place, that there is a "need to have 'the right infrastructure in place' to do policy work" (Clayton et al., 2015 P9). Relating this recommendation to this thesis we see that this is not currently happening. Therefore, this thesis recommends for the stakeholders of Amsterdam to focus their attention on creating an environment for urban food governance infrastructure.

As mentioned, the Municipality of Amsterdam although in some cases interact with urban food governance there is no overall urban food strategy. Considering the wider literature, it can be see that this finding echoes Mansfield and Mendes, 2013 who found, "still lacking are the comprehensive municipal food strategies that take a coordinated approach to the food system as a whole" (Mansfield and Mendes, 2013 p 38). The Non-governmental organisations are also trying to create movement in the arena of urban food governance. They work within their stakeholder group to try to take steps towards various ways of implementation urban food governance. Although on a small scale there is progress, they have not created a paradigm shift in governance. Additionally, the interaction between these stakeholder groups is influenced by tension in stakeholder relationships, different expectations, lack of risk management and a silo working culture of the Municipality of Amsterdam. Perhaps if the time could be taken to address these issues and collaborate their resources, it may help support each other in implementing urban food governance and advancing the planning and implementation surrounding this. This could eventually lead to a collaborative partnership to form a food policy with the municipality works together with all stakeholders. For example, Non-governmental stakeholders provide time and capacity for development and the Municipality of Amsterdam provides the rule of law which makes policies attractive and legally binding.

Following from this recommendation for the all the stakeholders of Amsterdam to collaborate. In addition to the above-mentioned recommendation that the influencing factors of urban food governance be better managed. Another approach which can be considered in parallel is to build on the suggestions of the characteristics of integrated food policy posed by MacRae (1999), these include;

> "Well-established intelligence networks that focus on key indicators of activity and change; Open-ended networks of interdependent allies inside and outside of the organization to build collaborative solutions; Decision-making shifted to people closest to the environment; More lateral lines of communication; Risk is spread by investing in more than one approach to solving a problem; Teams are created and disassembled for different tasks". (MacRae 1999 p 194–195).

Although the shift to governance is visible, stakeholders still have expectation from municipality which is why the development of an integrated urban food governance policy is appropriate and an important step for the municipality, in partnership with all stakeholders, to take.

6.5 Final Remarks

This thesis aimed to address the literature gap which exists in urban food governance academic literature by using the case study of Amsterdam. This thesis has given more information about the types of modes which exist when considering the urban food governance. Moreover, this information tells us that Governmental and Non-governmental stakeholders' function differently. Governmental stakeholders do not use the mode of self-governing or partnerships. They use the governing mode of authority but not to its full potential. And finally, they enable and provide urban food governance through knowledge sharing respectively and subsidies respectively. Whereas Non-governing organisations also did not use the mode of self-governing, nor the mode of authority. They heavily engaged in partnerships, in counterpart to the municipality engaging in enabling. And finally, they provide several stakeholders with various non-monetary resources, such as time, knowledge. These modes and interactions are in turn influenced by the successful management of several factors; stakeholder-relationships, knowledge, expectations and risks (including political, financial and procedural). There was no conclusive evidence to show that urban food governance is influenced by the following factors; time-frame expectations, conflict, adaptive management process and substantive risk. In combination the above shows that there is theory which can transferred from one thematic area to another (urban governance for climate change adaptation to urban governance for urban food issues). Moving forward there are other theories, political ecology for example, which could be explored which would further continue the development of this essential topic. In conclusion, this thesis supports the need to consider urban food planning from more than a physical geography perspective; urban food is a social issue which is controlled by urban food governance and this is embedded in (lack of/)policy, formal and informal governance.

This thesis was inspired to help contribute knowledge to help address the societal gap which has existed around the issue of urban food governance. It was shown that there are a small but significant number of papers which pointed to the relevance of changing the current urban food system. There have been movements to support this, such as the MUFPP. Individual city regions have supported this (or tried to support this) in different ways with varying success. Amsterdam has a long, complex relationship with urban food governance, and this is telling. There is an embedded passion for food and desire to improve the urban food governance from the stakeholders who work with it. This is seen in various civil initiatives, not-for-profits, alternative businesses using innovative business models. It is even seen by some members of the municipality who want to bring together complex food goals. However, it is also clear that there is an ongoing struggle with the influencing factors and modes of governance which do not readily facilitate this. Such as the lack of mange of resources and funding. In addition to a sustained political will which promotes the urban food governance topic to be above party politics. This thesis suggests that as a result of these tensions and limiting factors, Amsterdam as a whole is not reaching its full potential when it comes to tackling urban food governance issues. It can however move to create conditions which are more favourable, this thesis would suggest by using the recommendations outlined above.

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Appendix 1. Literature supporting Theoretical Framework

Table 1a. Modes of governance key elements overview	
Mode of Governance	Distinguishing factors
Self-governing	Local authority, i.e. municipality govern their own activities
	Capacity to demonstrate purchasing power (Bulkeley and Kern, 2006)
By Provision	"particular forms of service and resource" (Bulkeley and Kern 2006 p 2242) provided by the local municipality i.e.
	though practical services
	though material
	though infrastructure
	(Bulkeley and Kern, 2006)
By Authority	"local governments have a degree of authority over other actors through their planning and regulating roles, (Bulkeley and Kern, 2006 p 2246-2247) via the use of:
	"sanction" (Bulkeley and Kern 2006 p 2242)
	"regulation and direction" (Bulkeley and Kern 2006 p 2242)
Through Enabling	local municipality engaging other actors in the voluntary and private sectors, to carry out service provision, "through persuasion, argument and incentives" (Bulkeley and Kern 2006 p 2242).
	Government led public-private partnership
	"provision of financial incentives or subsidies to encourage action" (Bulkeley and Kern, 2006 p 2249);
	bringing "stakeholders on board to determine policy goals and priorities" (Bulkeley and Kern, 2006 p 2249).
	"seeking to steer other actors towards actions which will contribute to [climate protection] through powers of persuasion and argument." (Bulkeley and Kern, 2006 p 2251)
Through Partnerships	Partnerships can be led by any stakeholder (state or non-state) in the process (Bulkeley and Broto, 2013), i.e. does not need to be lead by local municipality, such as in enabling (see above).
	Various stakeholders working together
	Including but not limited to:
	"involving multi-level arrangements between different levels of government,
	partnerships between different private actors,
	and mechanisms to involve civil society organisations."
	(Bulkeley and Broto, 2013 p 371)

Table 1b. Influencing Factors key elements overview		
Factor	How factor could contribute to successful governance	How factor could contribute to failure in governance
The Management of Inter-Organisational Relations (Rhodes, 1996) which is defined as "Development and sustaining of relationships over time" (Kokx et al., 2009 p 172) And operationalised as *Trust*	If trust is present it strengths relationships so that mutual problems can be solved (Rhodes 1996; Kokx et al., 2009)	
Relationship management amount of time available for partnership financial means formal procedures (Driesssen et al., 2010)		If a relationship is not manged it may limit opportunities for relationship growth, cooperation and partnership. (Kokx et al., 2009)
Management of Knowledge This is defined as the shared vision achieved through "management of the knowledge of different professionals; the institutional knowledge about the processes within organizations; and the everyday local knowledge of the residents." (in Kokx et al., 2009 p 172)	"extremely important in achieving a shared vision" (in Kokx et al., 2009 p 172) Interaction may result in innovation between various actors and stakeholder groups (Hastings, 1996) "Learning processes that are involved enable experimentation and adaptation to new insights and circumstances." (Kokx et al., 2009 p 172)	Interactions may be limited by administration and bureaucracy (Knorr-Siedow and Tosics 2005)
Management of Expectations Which can be understood as "Clarity about roles and tasks of various actors" (in Kokx et al., 2009 p 172) which "outlines the possibility of		

cooperation" (Klijn and Koppenjan, 2000 p 145) And operationalised as *Roles* "refer to the competences that actors do or do not have and what an actor is or is not allowed to do (actor-specific) (Edelenbos 2005, p. 116)." *Rules* "refer to the whole network and to the organizations of actors and play an important part in enhancing the opportunities for cooperation based on trust and in protecting the actors' autonomy…. Define the width [about what] and depth [the degree of having a say] of participation in the interactive process." (Kokx et al., 2009 p 173) [Rules] can be altered through stakeholder interactions (Kokx et al., 2009) and interactions between participants (Klijn and Koppenjan, 2000)	Each actor understands their responsibility. Determine strength of participation. (Kokx et al., 2009)	Lack of clarity of roles leads to confusion. "actors can undermine the agreed rules in order to further their own interests and neglect those of others" (in Kokx et al., 2009 p 173)
Management of Risks This includes: Risk assessment Substantive risk Procedural risk Financial risk Political risk	If risk assessment is conducted and an risks are dealt with in a timely manner there is a greater "possibility to facilitate an appropriate response (Driessen et al. 2001)" (Kokx et al., 2009 p 173) Inclusion of politicians in process and feedback communication (Edelenbos and Klijn, 2005; Edelenbos 2005)	If risk is not dealt with timely manner actors may quit, threaten to quit or lose interest in the project (Klijn and Koppenjan, 2000) Exclusion of politicians through lack of communication may result in a "lack political commitment" (Kokx et al., 2009 p 173)

Management of Conflict This can be understood from two interconnected roles: Mediate different interests of partners (Klijn and Koppenjan, 2000) [partners are referred to in this thesis as stakeholders] Stimulate communication between parties (Klijn and Koppenjan, 2000)	A mediator and stimulator are aware of the various interests of the stakeholders and so may help to create "a win-win situation for all parties involved (Klijn and Koppenjan, 2000)" (Kokx et al., 2009 p 173) "Discovering new goals and the creation of a sense of urgency among actors can prevent stagnation and blockades in inter-organizational networking (Klijn and Koppenjan 2000)." (Kokx et al., 2009 p 173)	Differences and disagreements in government processes can cause blocking of interaction (Kokx et al., 2009) Veto power of actors can create disruptions "by withdrawing their resources (Klijn and Koppenjan 2000); by the exclusion of certain actors; by banning certain points of view; or by dismissing potential actors from outside the network (Agranoff and McGuire 2001)." (Kokx et al., 2009 p 173) Time-consuming and difficult to replace stakeholders (Kokx et al., 2009)
Management of Time-Frame Expectations This can be understood as Management of expectations of all stakeholders in all phases, particularly the "planning and implementation phase." (Kokx et al., 2009 p 173)	If stakeholders can see visible results this may "contribute to the success of residents' participation, Hall et al. 2005)" (Kokx et al., 2009 p 173)	Urgent problems are not resolved (Hall et al. 2005) stakeholder frustration from "when nothing is done with their efforts, when they are excluded from the decision-making process, or when the implementation of plans takes too long." (Kokx et al., 2009 p 173)
Adaptive process management This can be understood as The "process design that evolves with the development of the interactive process. It is iterative in policy development; this implies that there is no directive blueprint." (Kokx et al., 2009 p 173).	Presents of adaptive process management means that "policy development is flexible and adaptive to changing circumstances, and is open to new network	Adaptive management not present results in a closed process.

	participants. (Kokx et al., 2009 p 173) This contributes to successful governance as, "The process leads to outcomes that are supported and enriched by the stakeholders (innovation)." (Kokx et al., 2009 p 173)	

Appendix 2. Interview Protocol Sheet

Hi, my name is Catherine. I am a masters student from Wageningen. I am researching urban food governance and would like to hear your honest opinion on the current urban food governance situation in Amsterdam. Governance is a big broad topic. For this thesis I mean governance as the interaction of stakeholders within the urban food system. I want to look at the relationships between stakeholders, examine what is currently happening in governance and the factors that influence this. Your answers will be used to inform the results of this thesis and shall not be passed on to any third parties. *Explain order of interview.*

- May I record this interview?
- Can you confirm your name and job title:

Section 1. Introduction Questions

- Can you briefly describe how it is you are involved with food in the MRA (Metropolitan Region of Amsterdam) *Check list of interviewees descriptions:*

1.1. Description of organisation / activities

1.2 Description of themselves

1.3 Description of the problems faced in Amsterdam

1.4 Description of health related food issues in Amsterdam

1.5 Description of non-food related initiatives

1.6 Description of inspirational persons and places

1.7 Description of Amsterdam

Section 2. Modes of Governance Questions

- In your opinion, how do Non-governmental organisations interact with food governance; what governance action do they take? *See check list in Table 1.*
- In your opinion, how do Governmental organisations interact with food governance; what governance actions do they take? *See check list in Table 1.*

Table 1. checklist of governance actions	
Non-Governmental organisations	Governmental organisations
Do they take action to promote food governance [code 2.1.1 / 2.1.3]	Do they take action to promote food governance [code 2.1.2]
Do they provide services and/or resources [code 2.2.1 / 2.2.3]	Do they provide services and/or resources [code 2.2.2]
Do they implement sanctions and/or regulations [code 2.3.1 / 2.3.3]	Do they implement sanctions and/or regulations [code 2.3.2]
Encourage other stakeholders to take action though incentives / subsidies to [code 2.4.1 / 2.4.3]	Encourage other stakeholders to take action though incentives / subsidies to [code 2.4.2]
Are part of food [governance] partnerships [code 2.5.1 / 2.5.3]	Are part of food [governance] partnerships [code 2.5.2]
2.6 none of the above	2.6 none of the above

Section 3. Influencing factors and outcomes questions

- What are examples of successful food governance in Amsterdam? In your opinion, what factors have influenced this? *See check list in Table 2.*
- What are examples of unsuccessful / failure in food governance in Amsterdam? In your opinion, what factors have influenced this? *See check list in Table 2.*

Table 2. check list of influencing factors relating to successful and unsuccessful urban food governance			
Element	Successful influence	Failure influence	Unknown / none
Relationships Stakeholder relationships Trust 'roles' and 'rule of the game'	Relationships [code 3.1.1]	Relationships [code 3.1.2]	Relationships [3.1.3]
Knowledge transfer and sharing	Knowledge [code 3.2.1]	Knowledge [code 3.2.2]	Knowledge [code 3.2.3]
Expectations Of stakeholders Time frame	Expectations [code 3.3.1	Expectations [code 3.3.2]	Expectations [code 3.3.3]
Risk risks assessed and managed include but not limited to substantive, procedural, financial, political, other.	Risk [code 3.4.1]	Risk [code 3.4.2]	Risk [code 3.4.3]
Conflict Mediation of conflicts & stimulated and/or progressive communication between stakeholders	Conflict [code 3.5.1]	Conflict [code 3.5.2]	Conflict [3.5.3]
Adaptive process management Design of process that evolves with the development of the interactive process. i.e. flexible and adaptive to change	Adaptive process [code 3.6.1]	Adaptive process [code 3.6.2]	Adaptive process [code 3.6.3]

Section 4

- Anything else you would like to add?

Closing Remarks

- Would you recommend speaking with anyone else involved in urban food governance?
- Would you have a contact detail for me?
- Would you like to receive a copy of my thesis via email? If yes, please give email address:

Many thanks for your time and insight. Again, please be aware that all personal detail will remain anonymous and will not be shared with any third parties.

Annex A. Code Book

Code #	Name	Brief definition	Key words / ideas	Full definition	When to use
1.1	Description of organisation / activities	Description of organisation / activities of interviewee; how they are involved in the food system of Amsterdam	initiative, project, government, municipality, civil, business, NGO, not-for-profit, academic, work, volunteer, interest, involvement, education, raise awareness, platform, network	to get a greater understanding of the character and background of the interviewee and their role in the food system	Codes relating to one or several elements of definition, both explicit mention and implicit / suggested code can be used
1.2	Interviewee description of themselves	ideology and position of interviewee	mindset, ideology, age, position, demographics, activists, not-for-profit, profit, business, entrepreneur, class, perception of others, emotive language used,	to get a greater understanding of the character and background of the interviewee and their role in the food system	
1.3	Description of problem	interviewees perception of the problem	others, network, food system, government, governance, global, capitalist, production, food safety, health, margins, business	to get a greater understanding of the character and background of the interviewee and their role in the food system	
1.4	Description of Health	How health relates to food and responses to that	project, initiative, plan, programme, government		
1.5	Description of non-food related initiatives	Not directly relevant for thesis but make up urban space, environment and attitude	pollution, greenspace, roof gardens / green, temporary development, education, social, urban initiatives = all in relation to non-food stuffs	to help with thick, rich description of Amsterdam	

1.6	Description of inspiration persons and places	People and other cities that are not directly involved with the Amsterdam food system but are quoted as inspiration	Wayne Roberts, Toronto, New York, London, Almere, Wagenigen, Rotterdam, locations other than Amsterdam	[wait to see if this is important or not] if important can fit / be categorised as influencing factor. If not, can be categorised as thick, rich description and element of 1.2	
1.7	Description of place	Description of Amsterdam and the Amsterdam food system	Food, urban, global, local, regional, transport, pollution, diet, produce, Amsterdam, Netherlands, frequency of '2nd largest exporter of agri-food / 60% of food is exported'		
1.8	Description of thesis	description of thesis for self-reflection and observation. Include any mention of snowball sampling, recommendations of people to speak with	interviews, aim, goal, purpose, snowball sampling, interviewees, recommendations	to be used as input for reflection section	
2.1.1	Mode - Self-Governing: Interviewees Organisation	Self-governing mode used by the interviewee's organisation	purchasing power, catering, initiative taking	organisation govern their own activities. demonstrate purchasing power. Take initiative to develop food governance	Codes relating to one or several elements of definition, both explicit mention and implicit / suggested code can be used
2.1.2	Mode - Self-Governing: Municipality	Self-governing mode used by the municipality	purchasing power, catering, initiative taking	Related to local authority, i.e. municipality ability to govern their own activities. demonstrate purchasing power. Take initiative to develop food governance	Codes relating to one or several elements of definition, both explicit mention and implicit / suggested code can be used

2.1.3	Mode - Self-Governing: Other Stakeholders	Self-governing mode used by other stakeholders	purchasing power, catering, initiative taking	individual governs their actions and takes initiative to develop food governance	
2.2.1	Mode - Provision: Interviewees Organisation	Provision governance mode used by interviewees organisation	provision, resources, finance, materials, information, support, funding, budget	services and resource provided by the interviewees organisation i.e. though practical services, though material, though infrastructure	Codes relating to one or several elements of definition, both explicit mention and implicit / suggested code can be used
2.2.2	Mode - Provision: municipality	Provision governance mode used by municipality	provision, resources, finance, materials, information, Support	services and resource are provided by the local municipality i.e. though practical services, though material, though infrastructure	Codes relating to one or several elements of definition, both explicit mention and implicit / suggested code can be used
2.2.3	Mode - Provision: Other stakeholders	Provision governance mode used by other stakeholders	provision, resources, finance, materials, information, support,	other stakeholders provide services and resources	
2.3.1	Mode - Authority: interviewees Organisation	Authority governance mode used by interviewees organisation	sanctions regulations, directives, direction, policy, documents, pacts, commitments, rules	sanctions, regulation and direction set by organisation	Codes relating to one or several elements of definition, both explicit mention and implicit / suggested code can be used
2.3.2	Mode - Authority: municipality	Authority governance mode used by municipality	sanctions regulations, directives, direction, policy, documents, pacts, commitments, rules	sanctions, regulation and direction set by government / municipality	Codes relating to one or several elements of definition, both explicit mention and implicit / suggested code can be used
2.3.3	Mode - Authority: other stakeholders	Authority governance mode used by other stakeholders		sanctions, regulation and direction set by other stakeholders	

2.4.1	Mode - Enabling interviewees organisation	Enabling governance mode used by interviewees organisation	enable, funding, support, volunteer, private-public partnerships, incentives, subsidies,	interviewee's organisation engage other stakeholders in the voluntary and private sectors, to carry out service provision; through persuasion, argument and incentives, led public-private partnership, financial incentives or subsidies to encourage action, bringing stakeholders on board to determine policy goals and priorities, persuasion and argument	Codes relating to one or several elements of definition, both explicit mention and implicit / suggested code can be used
2.4.2	Mode - Enabling: municipality	Enabling governance mode used by municipality	enable, funding, support, volunteer, private-public partnerships, incentives, subsidies,	municipality engaging other stakeholders in the voluntary and private sectors, to carry out service provision. Do not provide incentives, led public-private partnership, financial incentives or subsidies to encourage action, do not bringing stakeholders on board to determine policy goals and priorities, persuasion and argument	Codes relating to one or several elements of definition, both explicit mention and implicit / suggested code can be used
2.4.3	Mode - Enabling: other Stakeholders	Enabling governance mode used by other stakeholders		other stakeholders engage other stakeholders in the voluntary and private sectors, to carry out service provision; through persuasion, argument and incentives, led public-private partnership, financial incentives or subsidies to encourage action, bringing stakeholders on board to determine policy goals and priorities, persuasion and argument	

2.5.1	Mode - Partnership interviewees organisation	Partnership governance mode used by interviewees organisation	PPP, public-private partnership, arrangement, multiple stakeholders,	is part of a partnership led by any stakeholder (state or non-state), Various stakeholders working together, multi-level arrangements between different levels of government, partnerships between different private actors, and mechanisms to involve civil society organisations	Codes relating to one or several elements of definition, both explicit mention and implicit / suggested code can be used
2.5.2	Mode - Partnership municipality	Partnership governance mode used by municipality	PPP, public-private partnership, arrangement, multiple stakeholders, individual	is part of a partnership led by any stakeholder (state or non-state), Various stakeholders working together, multi-level arrangements between different levels of government, partnerships between different private actors, and mechanisms to involve civil society organisations	Codes relating to one or several elements of definition, both explicit mention and implicit / suggested code can be used
2.5.3	Mode - Partnership: other stakeholders	Partnership governance mode used by other stakeholders		is part of a partnership led by any stakeholder (state or non-state), Various stakeholders working together, multi-level arrangements between different levels of government, partnerships between different private actors, and mechanisms to involve civil society organisations	
2.6	Mode - none of the above	When a mode of governce does not fit wth above defintations		when the there is no explicit mode of goverance	

				The development and sustaining relationship between stakeholder over time which contributes to successful governance. Trust present, mutual problems can be solved	Codes relating to one or several elements of definition, both explicit mention and implicit / suggested code can be used
3.1.1	I.F Relations Success	Influencing Factors	relationship, working, together, connected	The development and sustaining relationship between stakeholder over time which contributes to successful governance. Trust present, mutual problems can be solved	Codes relating to one or several elements of definition, both explicit mention and implicit / suggested code can be used
3.1.2	I.F Relations Failure	Influencing Factors	not working together, individual, not connected, no relationship	The lack of developed and sustained relationship between stakeholders which contributes to failure of governance. Trust not present	Codes relating to one or several elements of definition, both explicit mention and implicit / suggested code can be used
3.1.3	I.F Relations Other	Influencing Factors		Generalised or nutral mention of the I.F	
3.2.1	I.F Knowledge Success	Influencing Factors	knowledge transfer, open source, shared resources, shared knowledge, shared vision, knowledge shared, knowledge present in system	All knowledge is shared. Stakeholders share vision and transfer knowledge to contribute to successful governance	Codes relating to one or several elements of definition, both explicit mention and implicit / suggested code can be used
3.2.2	I.F. Knowledge Failure	Influencing Factors	knowledge kept, not shared, private knowledge, lack of time to share, lack of people,	the lack of sharing all knowledge, a shared vision and lack of knowledge transfers contribute to failure of governance	Codes relating to one or several elements of definition, both explicit mention and implicit / suggested code can be used
3.2.3	I.F. Knowledge Other	Influencing Factors		Generalised or nutral mention of the I.F	

3.3.1	I.F Expectations Success	Influencing Factors	expectations, roles, rules of the game, meet, clarity, responsibility. Time frame expectations: time-management, fast, quick, decisive, outcome, progress, expectation of other stakeholders is meet.	The management of expectation; clarity of roles and rules per stakeholder, time-frame management of task and actions contribute to successful governance. Organisations expectation of themselves is well. Stakeholder perception of other organisations are good. each stakeholder understand their responsibility, stakeholders can see results, expectations are meet.	Codes relating to one or several elements of definition, both explicit mention and implicit / suggested code can be used
3.3.2	I.F Expectations Failure	Influencing Factors	expectations, roles, rules of the game, cheat, cannot meet, unfulfilled, confusing, unclear. Time frame expectations: time management, problems, frustration, takes too long, 'talking no action'. Expectation of other stakeholders not meet,	The lack of management of expectation; clarity of roles and rules per stakeholder, lack of manage of expectations of all stakeholders in all phases contribute to failure of governance. Organisations expectation of themselves are not meet. Stakeholder perception of other organisations are poor. lack of clarity leads to confusion, undermining agreed upon rules, urgent problems are not resolved. Stakeholder frustration when nothing is done / takes too long	Codes relating to one or several elements of definition, both explicit mention and implicit / suggested code can be used
3.3.3.	I.F Expectation Other	Influencing Factors		Generalised or neutral mention of the I.F	

3.4.1	I.F Risk Success	Influencing Factors	money, funding, subsidy, land use, land rights, perception, political will and action, elections, size of organisation, inclusion	Management of risks; risk assessment including substantive risk, procedural risk, financial risk and political risk contribute to successful governance. risk assessment conducted and risk dealt with - possibility to facilitate an appropriate response. Inclusion of stakeholders in process and feedback communication	Codes relating to one or several elements of definition, both explicit mention and implicit / suggested code can be used
3.4.2	I.F Risk Failure	Influencing Factors	money, funding, subsidy, land use, land rights, perception, political will and action, elections, size of organisation	The lack of management of risks; risk assessment including substantive risk, procedural risk, financial risk and political risk contribute to failure of governance. not dealt with, stakeholders may quit, threaten to quit, lose interest, lack of stakeholder commitment	Codes relating to one or several elements of definition, both explicit mention and implicit / suggested code can be used
3.4.3	I.F Risk Other	Influencing Factors		Generalised or nutral mention of the I.F	
3.5.1	I.F Conflict Success	Influencing Factors	progressive discussions, project / initiative is enhanced by stimulating conversation	Mediate interest of all stakeholders, stimulate communication between all stakeholders contribute to successful governance. help to create a 'win-win' situation for all. Discover new goals, creation of sense of urgency	Codes relating to one or several elements of definition, both explicit mention and implicit / suggested code can be used

3.5.2	I.F. Conflict Failure	Influencing Factors	breakdown of communication, discontinued, disagreement, conflict	The lack of mediating interest of all stakeholders, and lack of stimulated communication between all stakeholders contribute to failure of governance. differences and disagreements cause blockage of interaction. Veto power disrupts activities, withdrawal of resources, exclusion of stakeholders, banning view points, exclusion of other stakeholders. Difficult to replace stakeholders	Codes relating to one or several elements of definition, both explicit mention and implicit / suggested code can be used
3.5.3	I.F Conflict Other	Influencing Factors		Generalised or neutral mention of the I.F	
3.6.1	I.F Adaptive Process Success	Influencing Factors	flexible, adaptive, accommodating,	Process design that evolves. Project / policy / initiative changes to meet needs of stakeholders to successful governance. (policy development) / project is flexible and adaptive to changing circumstances and new stakeholders.	Codes relating to one or several elements of definition, both explicit mention and implicit / suggested code can be used
3.6.2	I.F Adaptive Process Failure	Influencing Factors	inflexible, not adaptive, ridged, strict, bureaucracy,	Process design that does not evolve. Project / policy / initiative does not change to meet needs of stakeholders contribute to failure of governance. Not, present. Therefore a closed and inflexible process	Codes relating to one or several elements of definition, both explicit mention and implicit / suggested code can be used
3.6.3	I.F Adaptive Process Other	Influencing Factors		Generalised or neutral mention of the I.F	

Annex B. Thesis Interview Transcripts

Please see accompanying document