

06.09.2024

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Børne- og Ungdomsforvaltningen

# The power of public food procurement in the City of Copenhagen.

*Together we can make the world's most sustainable public procurement*



# Organic Policies



# Organic Action Plans in Denmark

- 1995
- 1999
- 2011
- 2012 Organic in public kitchens – 60% organic goal
- 2015 Continued focus Organic in public kitchens
- 2018
- 2024 ?



<https://fvm.dk/landbrug/oekologi/oekologiens-historie/> overview of action plans (Danish)

<https://www.oneplanetnetwork.org/initiative/danish-organic-action-plan> 2015 action plan english

# Who developed the organic actions plans in Denmark ?

- **The Ministry ! Top down – bottom up**
- **Organic Food Advisory Council**
  - **all stakeholders relevant for organic around the same table !!**
  - Organic Denmark/The Danish Agriculture & Food Council
  - Consumers representatives
  - Researchers (ICROFS)
  - Labour Union
  - Nature conservation
  - Retailers Branch Organization
  - Danish Aquaculture
  - Relevant ministries, Agriculture, Environment etc.



# Organic Development in Denmark through Innovative Policies

## • Push - Strategy

- Area compensation
- Support of applied research
- Support of organic extension services
- Support of innovative projects and product development
- Conversion of public agricultural area

## • Pull - Strategy

- The public sector should lead the way and strengthen organic demand
- Support of conversion of public kitchens
- Support of partnerships between public kitchens, education on sustainability in schools, organic school fruit schemes etc.
- Support of organic exports

# Organic cuisine logo since 2009

## - State controlled seal of quality

## Organic action plan 2012 - start of "The Kitchen Project"

Supporting the conversion of public kitchens to 60% organic

1. Engaging Organic Pioneer – Municipalities, Copenhagen
2. Supporting measures for the conversion of the professional kitchens
3. Ensuring organic ingredients for the kitchens
4. Promotion of the Organic Cuisine Label



- [Hotel & restaurant \(oekologisk-spisemaerke.dk\)](http://oekologisk-spisemaerke.dk)
- [Rapporter \(oekologisk-spisemaerke.dk\)](http://oekologisk-spisemaerke.dk)
- [Økologi i Danmark - veje til succes \(lf.dk\)](http://lf.dk)

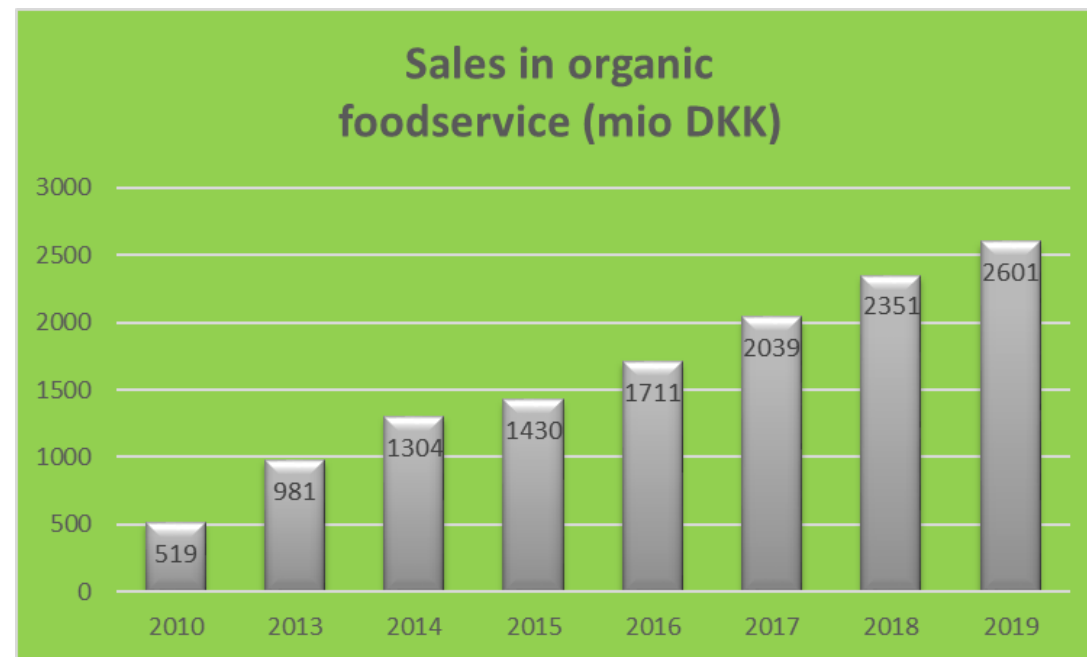
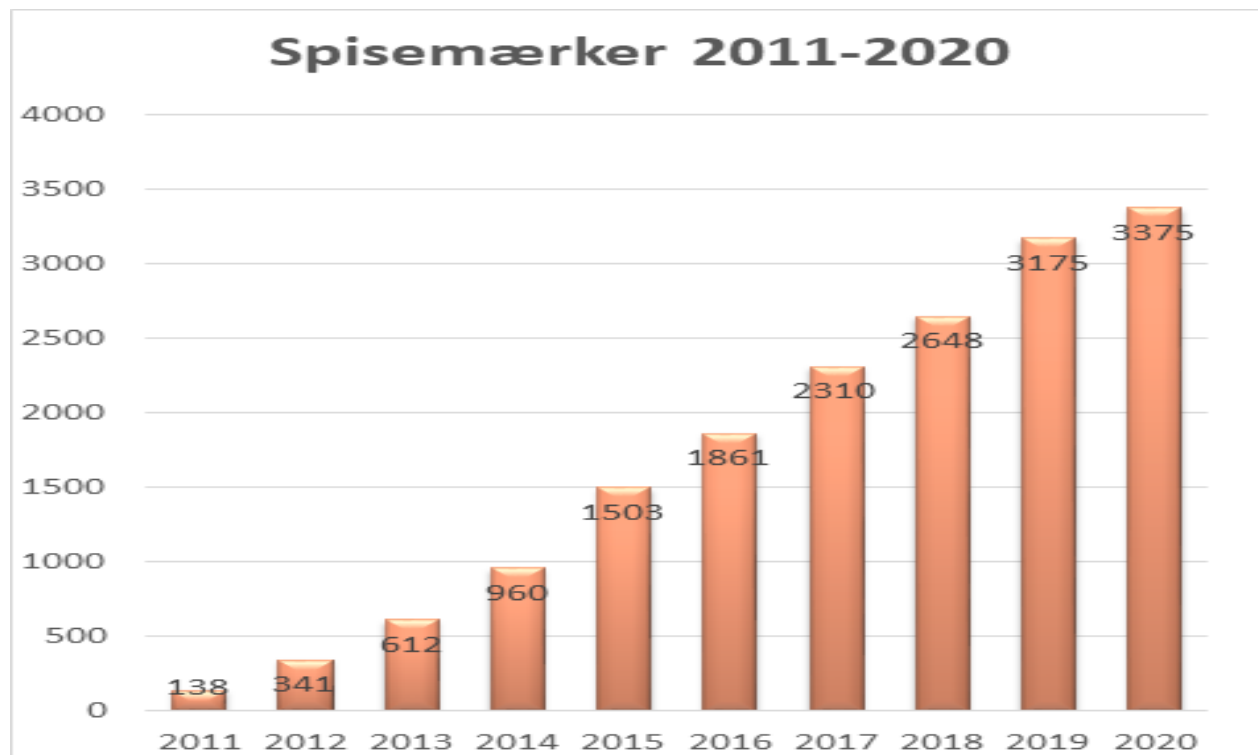
# The Organic Market and organic cuisine logos in Denmark

Organic Cuisine Logos 2011-2020

January 2023

3436

Organic food service sales 2010-2019



# 2015 Organic action plan Denmark - Working together for more organics

## 6 focus areas:

1. An increased export effort
2. Let's go organic
3. Working together for more organics - more organic in public kitchens
4. Developing the organic business sector
5. More and greener organic producers
6. A more resilient organic production

[https://www.oneplanetnetwork.org/sites/default/files/organic\\_action\\_plan\\_denmark\\_english.pdf](https://www.oneplanetnetwork.org/sites/default/files/organic_action_plan_denmark_english.pdf)

2015

Ministry of Food, Agriculture  
and Fisheries of Denmark



Organic Action Plan for Denmark  
Working together for more organics



# Official dietary guidelines

The Official Dietary Guidelines - good for health and climate are:

- Eat plant-rich, varied and not too much
- Eat more vegetables and fruit
- Eat less meat – choose legumes and fish
- Eat wholegrain foods
- Choose vegetable oils and low-fat dairy products
- Eat less sweet, salty and fatty food
- Thirsty? Drink water
- [Official Dietary Guidelines \(altomkost.dk\)](http://altomkost.dk)

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## Spis planterigt, varieret og ikke for meget

*Spis flere grøntsager og frugter*



*Spis mad med fuldkorn*



*Spis mindre kød – vælg bælgfrugter og fisk*



*Sluk tørsten i vand*



*Vælg planteolier og magre mejeriprodukter*



*Spis mindre af det søde, salte og fede*



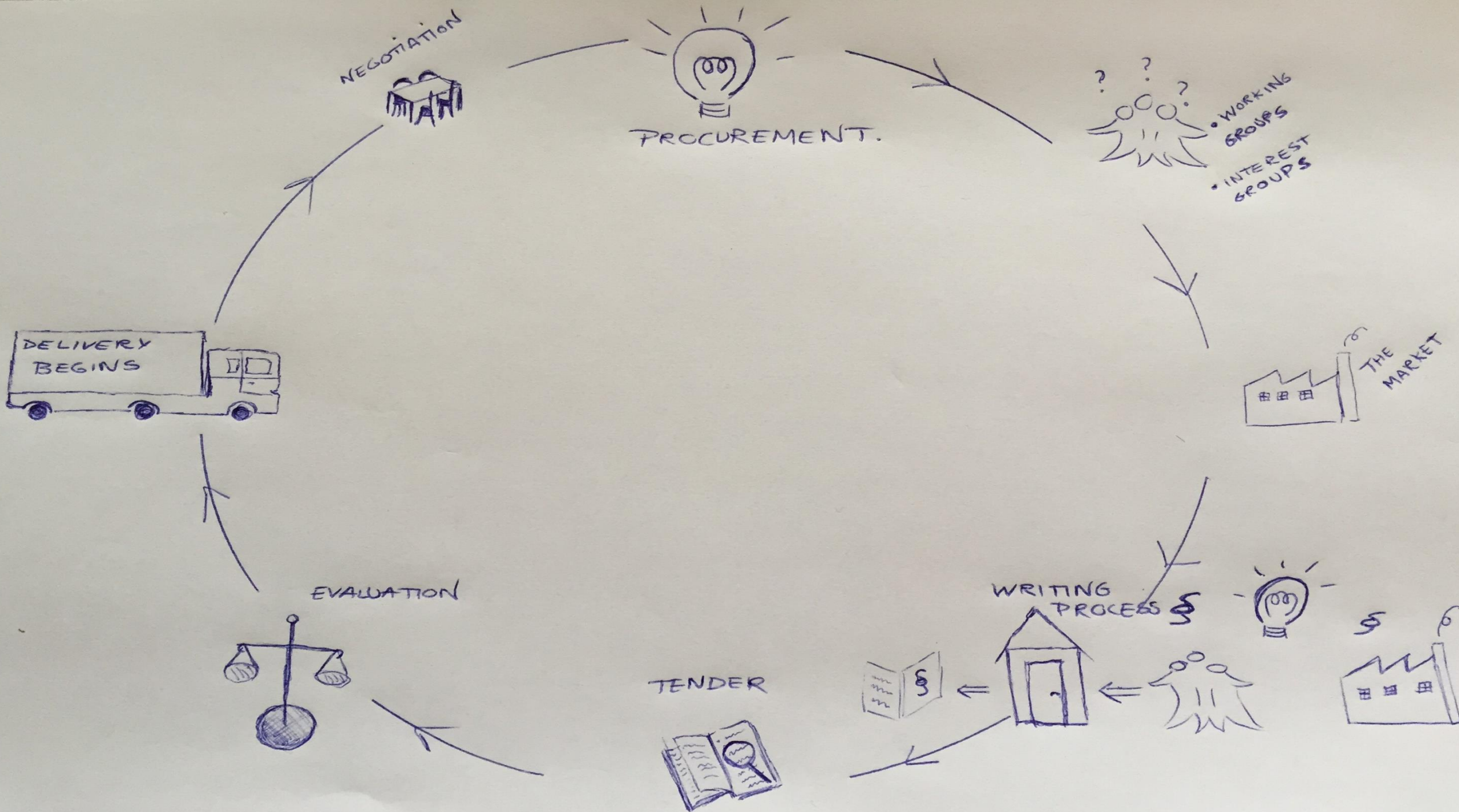
# Action plan for plant-based foods (DK)

- Plant-based foods should be understood broadly and cover all types of foods made from plants, edible fungi, algae and beneficial microorganisms. The focus is both on plant-based proteins and alternatives to animal-based foods, but also classic plant-based crops such as cereals, fruits and vegetables.
- [Handlingsplan-for-plantebaserede-foedevarer-digital\\_okt\\_23.pdf \(fvm.dk\)](#)



# Why procurement?

- **Procurement** is the act of acquiring, buying goods, services or works from an external source, often via a tendering or bid process. It is favourable that the goods, services or works are appropriate and that they are procured at the best possible cost to meet the needs of the acquirer in terms of quality and quantity, time, and location. Corporations and public bodies often define processes intended to promote fair and open competition for their business while minimizing exposure to fraud and collusion.
- **Fair play:** no bias, no partiality
- **Equality:** Treat the equal cases in an equal way
- **Transparency:** Be clear on what you want, do and how you evaluate.
- Public procurement generally is an important sector of the economy. In Europe, public procurement accounts for 14% of the Community GDP.
- A general estimate is that **public sector food procurement** across Europe is valued at around **€82 billion annually**



# The role of the procurement lawyer

- The procurement officers are one of the keys to making sustainable tenders. They have a unique opportunity to create these much needed changes. Being a procurement lawyer is not just an ordinary office job, as a procurement lawyer and public purchaser, you are a **very important key in bringing the political goal to life.**
- The small changes that you can write into the tender documents may be the decisive factor that contributes to the **food chain starting to move in a more sustainable direction** which then can create noticeable changes in primary production also in distant countries.



# Food procurement in the municipality of Copenhagen

- 90% organic in 2015
- Approx. 80,000 daily meals
- Approx. 40,000 diners daily
- 900,000,000 kg annually.
- 700-800 tons per month.
- 1100 kitchens in 925 locations
- Approx. 1700 employees in the kitchens
- Approx. 38,000,000 EUR in annual food consumption
- 10 % of all municipal procurement in Denmark



## **Catering contract or contract for food.**

**Two different contracts – both with the possibility to change.**



# The road to 90% organic

- **Copenhagen Eco-Metropolis 2001 vision** stated in 90% organic target, and was implementet with 3 subtargets: 60% by 2006, 75% by 2011 & 90% by 2015
- **Cost of conversion:** approx. 1 mill. EURO per year for training and other cost to the conversion agents.
- **Training for kitchenstaff:** cook from scratch, less waste, less meat – more greens, use seasonal products = organic food with no added cost
- **Rotation programmes for unemployed.** Receive training and replace kitchen staff during courses = employment rate of 83 %
- **Organic principles** integrated in public kitchens.
- Organic consumption is increasingly being measured by **government certification**
- **Change in procurement,** market development, products in season, diversity, sensory evaluation,

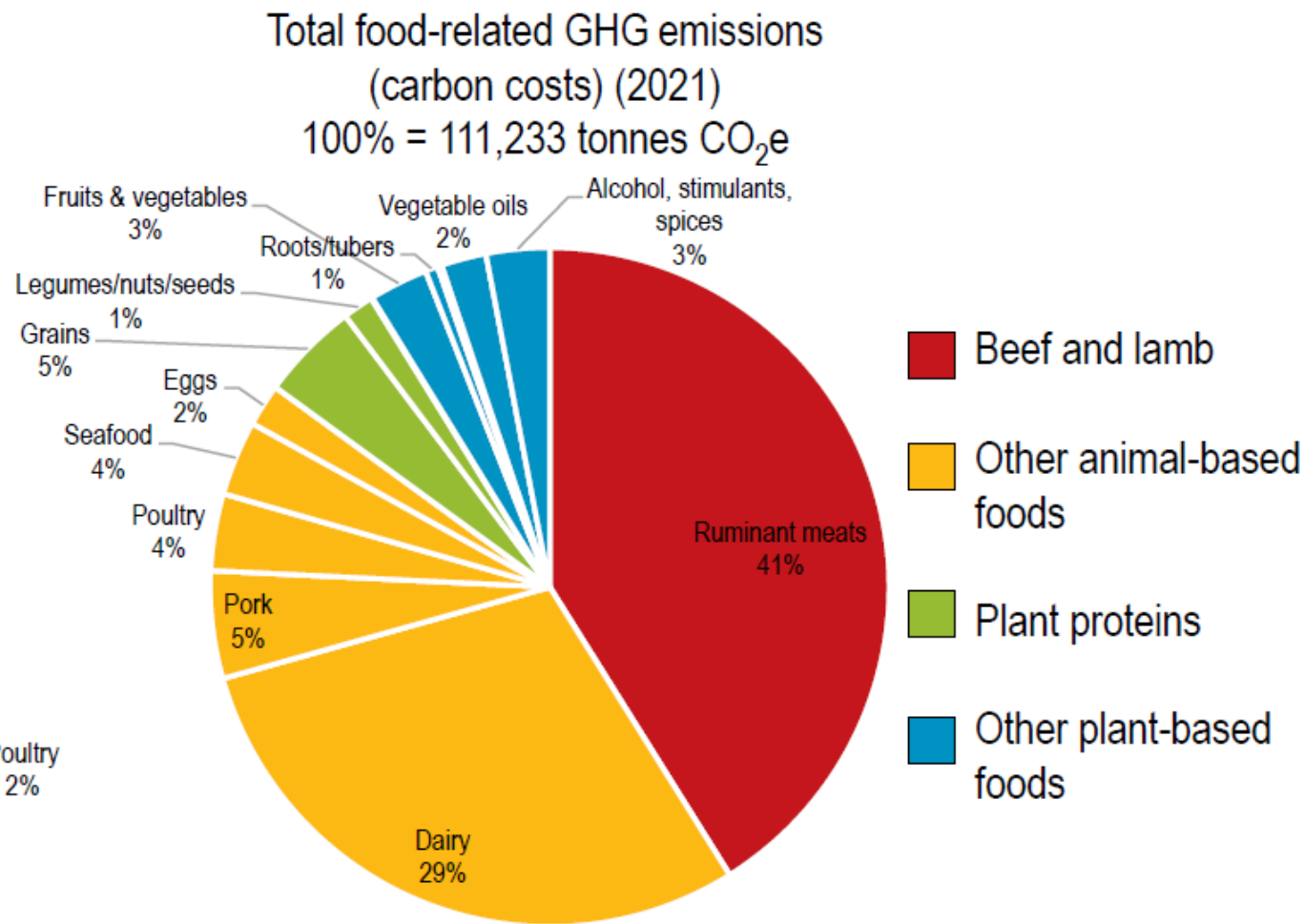
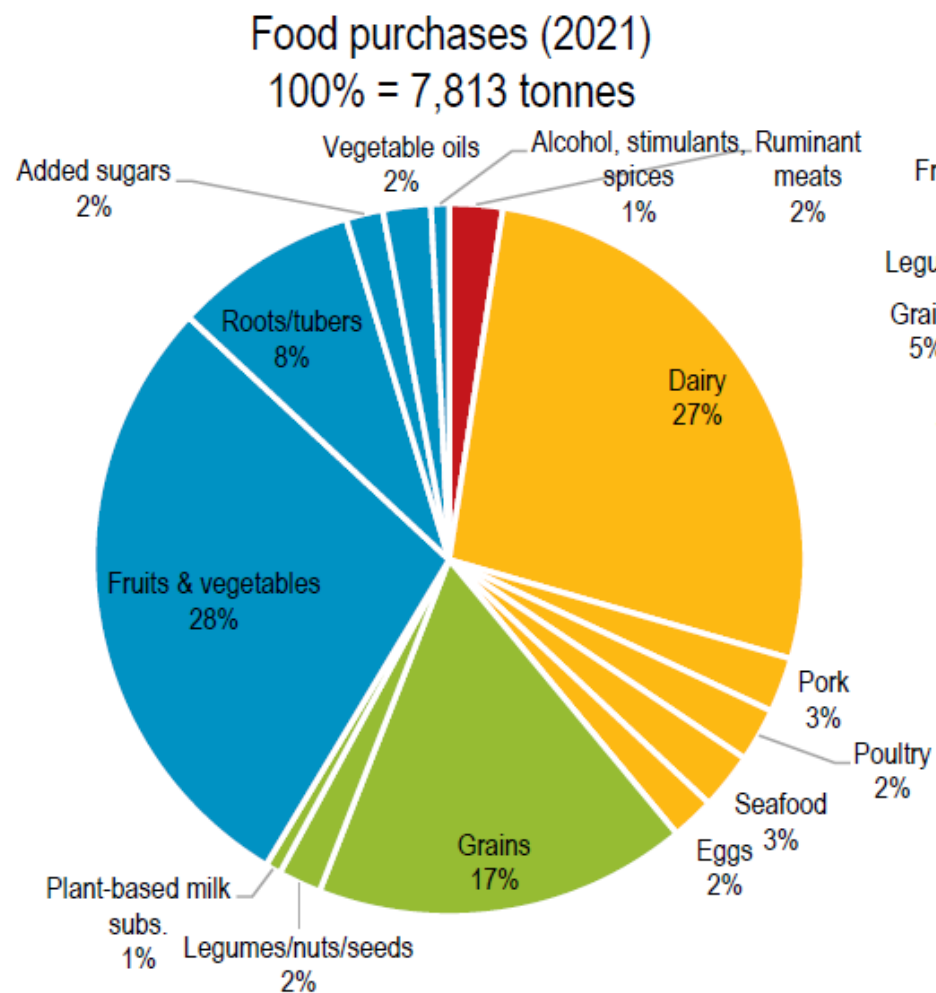


## Our approach to food

- Copenhagen represents sustainable meals that combine health, taste and climate-responsibility.
- [Our approach to food | Mad og Måltider \(kk.dk\)](#)
- [The City of Copenhagen Food Strategy 2019.pdf \(kk.dk\)](#)



# WRI-report data from 2021 report



- Beef and lamb
- Other animal-based foods
- Plant proteins
- Other plant-based foods

Source: Purchase data provided by member. Emission factors from Poore and Nemecek (2018) (agricultural supply chain) and Searchinger et al. (2018) (carbon opportunity costs).

# Copenhagen 2006

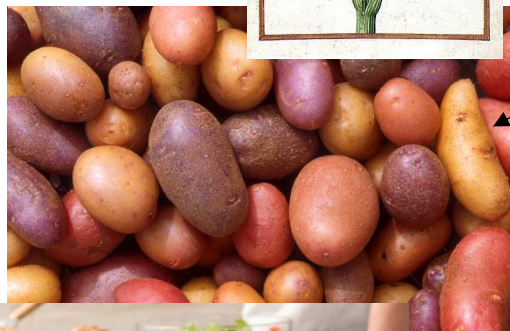
From 45% to 90% in 9 years  
– no extra costs (!)



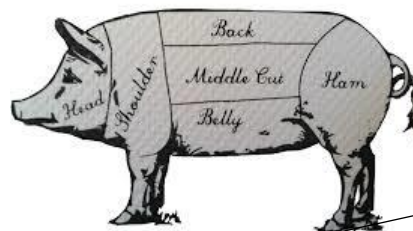
# Organic principles integrated in public kitchens.



- More fruit and vegetables in season, and more on the plate
- Less meat – different meat
- More potatoes



- Baking bread and cake
- More or different use of bread and grains



- Critical use of full-and semi-manufactures, more ingredients
- Old housekeeping virtues - Rational kitchen operation (less waste)



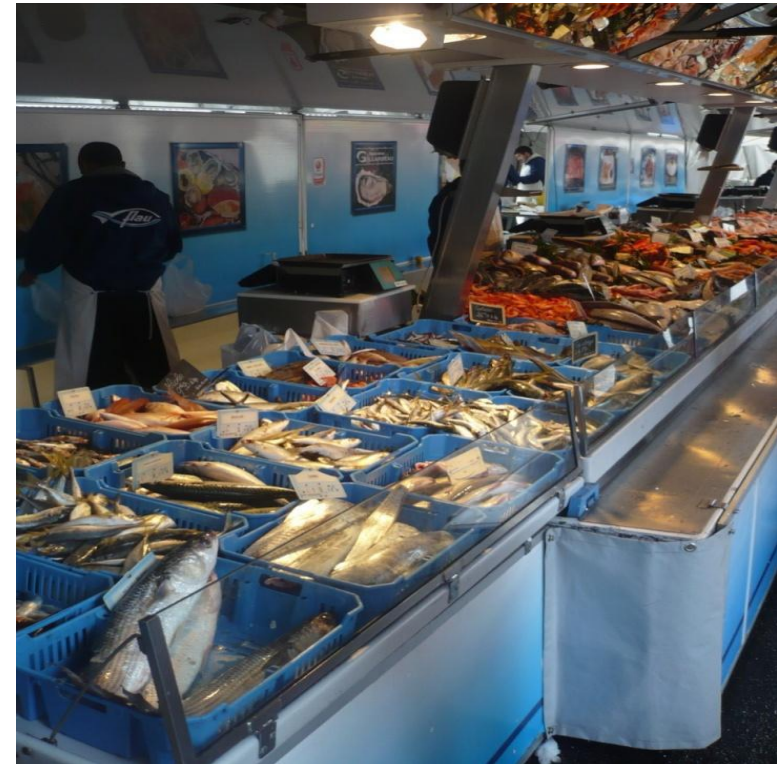
## Dialogue with the kitchen and the market – prior to tender



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

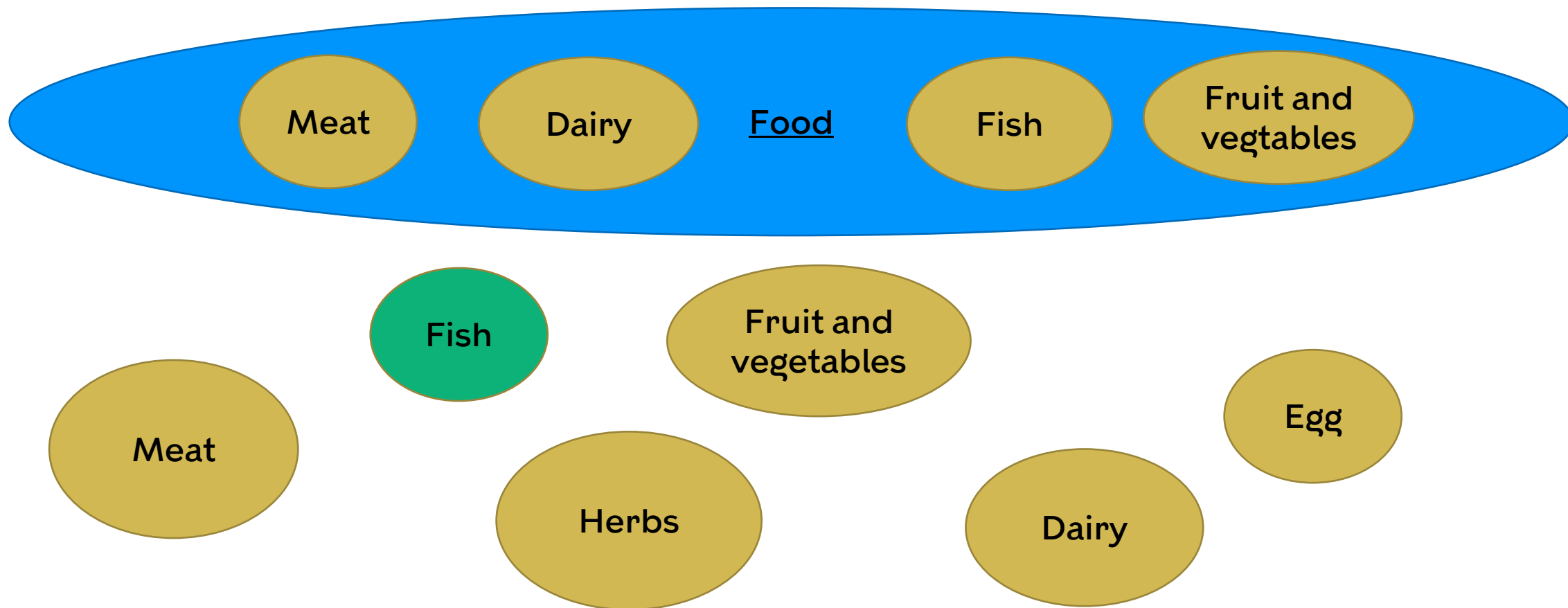
# Food procurement - one supplier?

- How do we define the individual agreements ?
- Fragmented supplier market
- Based on the vendor side
- Widest possible competition
- Calculation of threshold values



# Wholesaler or supplier of ...

- How do we define the individual agreements ?
- Fragmented supplier market
- Based on the vendor side
- Widest possible competition
- Calculation of threshold values



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

- 10 days after the tender is published, another market dialogue takes place. Here the procurement officer talks about the tender, why did it turn out this way, what are the thoughts behind it, and why some of the comments from the last market dialogue has been implemented, and some have not. This is an informational meeting only, questions can be asked, but everything is recorded and published (for now in writing) afterwards.
- The meeting is in Copenhagen called **Market monologue**.





# Brining the policy into life

## The procurement specialist

Rules and regulations

Municipality knowledge - politics of food

+

## Conversion agents

Organic and sustainable conversion

High quality in public meals

+

## Market dialogue

Market knowledge - sustainable goals in production

+

## Kitchen dialogue

Kitchen needs - what works and what need to be changed

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Opportunity to do it differently - seeing new potentials.



## The sustainability criteria currently identified as relevant to work with are as follows:

- 100 % organic
- SDG in tenders
- Packaging
- Prevent food waste
- Seasonality and diversity
- Climate-friendly food / climate weight
- Packaging
- Sustainable soy and – palmoil
- Sustainable fresh fish
- Fairly traded - certified goods
- Transport
- Nutrition in procurement
- Procurement as a tool for teaching and reaching goals beyond buying food
- [Our approach to food | Mad og Måltider \(kk.dk\)](#)



# Packaging

- Emphasis will be placed on how many of the fresh products are delivered in packaging made of PET.
- As a result, 322 items were delivered in PET.
- The packaging must bear sorting instructions during the first two years of the contract.
- The packaging must also be whole and clean – and as far as possible it must be possible to recycle it either for reuse or recycling.
- Where possible, packaging should consist of recycled cardboard (or plastic) and not consist partly of cardboard (or plastic) combined with other materials.



# Transport

- No air transport
- The supplier has signed up 30 cars to lift the agreement and at the start of the contract 12 of these hybrid cars and the remaining journeys will be delivered in trucks that comply with Euronorm 6.
- During the first year, together with the supplier, and in close cooperation with the municipality's units, we will work to minimize the total number of kilometers driven on the agreement.



# Food waste

- During the contract period, the supplier must register, report and prevent food waste.
- The reduction of the tenderer's food waste as a focus area in the collaboration, and if we can see that an item generates food waste, we will change the status from stock item to order item.
- Save the food in the webshop.





**Diversity & Seasonality**

# Seasonality according to eating habits



# Traditional food





# Diversity and seasonality in fruit and vegetables – the applecase

- Using seasonal diversity as a criteria in the tender, by giving more points to the bidder who offered the greatest variety.
- Supplying with an "all round" version for all year were it is necessary (i.e. apples, potatoes...)
- This makes sure that we can bring the seasons into the public meals, elderlies not going out any more can still feel season.
- We were offered 86 different apples in the tenders, and the winner offer had 38 different apples in season.
- This is used by the kitchen staff to teach the children about taste, the different use and why diversity is important



Home

## SMARTFRESH

Fresh as the Day it was Harvested



Crunchy apples, months after being harvested? Certainly! One small molecule is all it takes to keep Mother Nature in suspense for a while. Cyclodextrins from WACKER encapsulate the active ingredient and release it as needed.

“An apple a day keeps the doctor away.” Yet again, grandma is proven right. Nutritionists strongly recommend that we eat fruit and vegetables as an essential part of a healthy diet. Their advice is for us to eat five servings of fruit or vegetables a day. But people



## CYCLODEXTRINS – MOLECULAR ICE-CREAM CONES

Cyclodextrins are natural degradation products of starch. They are composed of glucose units grouped in the shape of a truncated ice-cream cone. This cone has space for any guest molecule of appropriate size and chemical nature.

Host and guest are only held together by weak physico-chemical forces. Under suitable conditions, mostly in the presence of water, the guest is released again, chemically unchanged.

WACKER FINE CHEMICALS produces cyclodextrins biotechnologically from plant raw materials. Their trade name is CAVAMAX®.

Cyclodextrin inclusion complexes are already used in many areas, for example in pharmaceuticals and cosmetics, textiles and food.

## ETHYLENE AND ITS OPPONENT

# Best value

You often get what you pay for.

- 40% on price
- 60% on:
  - Testing the quality
    - an expert team
    - measurable
  - Sustainability criteria



# Sensory evaluation

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



- A representative selection of products
- Unspecified before the tender
- Blind tasting
- Judged according to criteria
- Skilled professionals/kitchen staff
- 25 - 30 % award criteria, minimum



# Protein transition supported by Climate weight

- Climate weighting reflects recommendations from DTU that have emerged in the collaboration on the implementation of the principles in the Copenhagen strategy for food and meals on nutritious and climate-friendly meals. It is a way to put a focus on the food that we want to put a focus on in the future when cooking more climate friendly food.
- 
- Evaluation calculation:  
(Climate weight x Tonnage x Price per kilogram)
- Then the next key question comes along – what does a public meal cost right now, and what will it cost after the protein transition – we are working on the calculation method within the **Food Trail project**.



The project has received funding from the European Union's Horizon 2020 research and innovation programme under Grant Agreement n. 101000812



# Competition on price or...?

Underkriterier	Vægtning	Delkriterier	Vægtning
Price	40 %	Varelinje sortiment	90 %
		Supplerende sortiment	10 %
Enviroment	25 %	Green veichles	40 %
		Packaging	20 %
		Fairtrade	20 %
		MSC/ASC	20 %
Diversity	10 %	Fruith and vegetables	
Quality	25 %		



# Contract management

- Customer meeting the supplier.
- Handbook to the kitchen staff written together with the supplier
- Are you getting what you want?
- Statistic from the big supplier to ensure the contract clauses are followed





## Fish in season from SME

- Asking for a box of unspecified fresh fish in season delivered every week to the kindergartens.
- Two Cook books (elderly and children)
- Calender with seasons and what to use instead of fish that are not in season



Københavns Kommune

# Potato tender - CÒACH

- SME and farmer
- Movie from a farmer
- Visit to the farm
- Potato home to grow
- Teaching material
  - How to become a farmer
  - How does a potato become into 10



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101000918



# Kartoffelkit - How to

Nu skal du til at lægge din kartoffel, men vær forsigtig. Det er vigtigt at spirerne på kartoflerne ikke falder at

- 1 Fyld potten ca. halvt op med jord
- 2 Læg forsigtigt en læggekartoffel ned i spanden med jord
- 3 Dæk kartoflerne forsigtigt til med ca. 10 cm jord - her er det vigtigt ikke at trykke på jorden
- 4 Vand din kartoffelplante
- 5 Dekorér din potte med klistermærker - Husk at skrive navn på den
- 6 Når du kommer hjem, skal du stille din kartoffelplante, så den kan få sollys

Herfra skal din kartoffelplante have sol, vand og kærligt opsyn fra dig. Gennem YouTube film fra Mejnernts Mella får du viden om at dyrke kartofler og du bliver guidet i, hvornår din kartoffelplante skal vandtes.



FOOD  
TRAILS



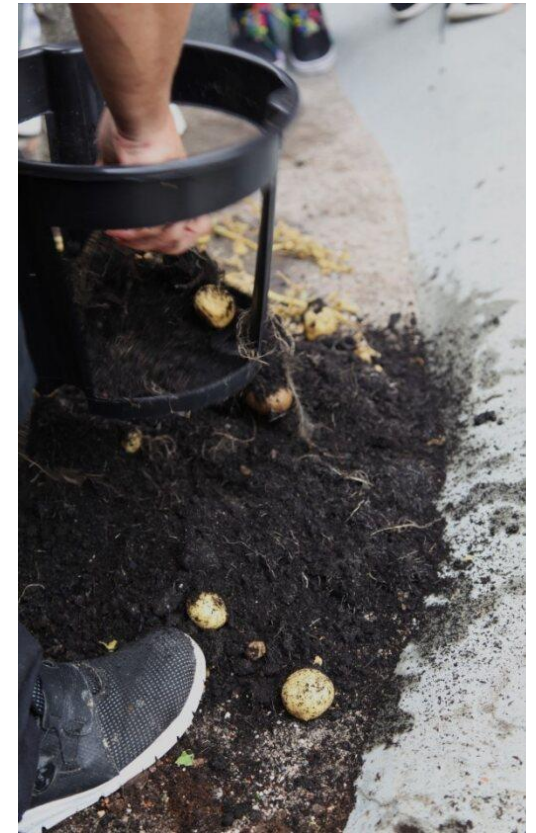
The project has received funding from the European Union's Horizon 2020 research and innovation programme under Grant Agreement n. 101000812



# Potatoes at the childrens home



# Harvesting



# Teaching in school



# Teaching, farm visit



# Teaching, YouTube videos from the farmer

Search

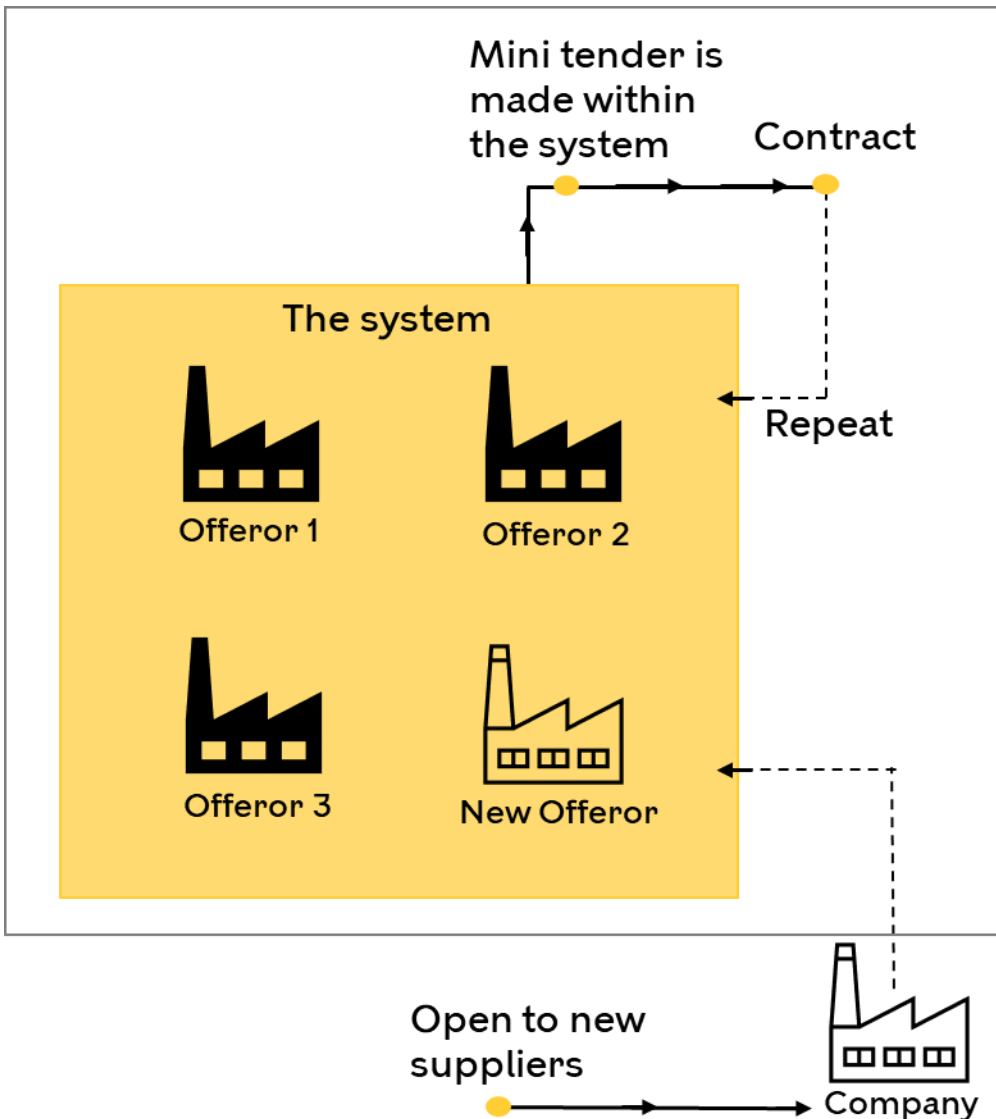


- [Here you see the links to the YouTube videos](#)
- [Uge 19 - Status i potten og i kartoffelmarken - YouTube](#)
- [Uge 24 Se hvad der sker i jeres kartoffel potte - YouTube](#)

toffel potte



# Dynamic purchasing system (DPS)



A DPS is an **electronic procurement method** used for the supply of **goods and/or services that are generally available on the market.** (furniture, canteens, food)

Its an **open market solution** where suppliers can join the system at any time if they fulfill the selection criteria.

- The market is not closed for a long period
- If the suppliers does not fulfill the selection criteria, they can always apply to enter the system again

# What is a DPS

- There is no limit on the number of suppliers
- The system has no maximum on validity period
- The system is free for suppliers
- It can be divided into categories of products, works or services
  - The supplier can apply to become a supplier for as many suitable categories as it wishes
- A DPS gives the suppliers the **opportunity to submit a new offer** every time the contracting authority makes an invitation to tender in the system
- The suppliers in the system are **not obligated to bid on the tenders**
- There is **no guarantee of business** even if the supplier is selected as an approved supplier



# Future visions

## A new chapter on Collaboration

- Forecast
- Field Planning
- Whole Animal
- Halal-Slaughtered Turkey Meat
- Evening/Night Delivery
- Artificial Intelligence (AI)
- Collaboration on Strengthening the Food System - AI Controlling
- Climate-Friendly Food
- Climate Weighting - Conversion Weighting
- Collaboration on Food Waste
- Offer of Farm Visits

- **It is a requirement of this tender that the Supplier engages in close collaboration with the Contracting Authority during the contract period. This collaboration constitutes a crucial part of the Contracting Authority's expectations for the implementation of the solution and the fulfillment of the collaborative solutions outlined in this section. The Contracting Authority places great emphasis on cooperation, where the Supplier and the Contracting Authority work closely together to ensure that the solution aligns with the Contracting Authority's political objectives, including those specified in the Food and Meal Strategy, cf. Appendix X. This strategy expires at the end of 2025, and a potential new strategy will take effect from January 1, 2026, after which it will be applicable. This section will further elaborate on the expectations for collaboration between the Bidder and the Contracting Authority.**

# Shelf life and food waste



**Book a field with quinoa or asparagus and try to buy the whole chicken instead of just the legs and the breast meat.**



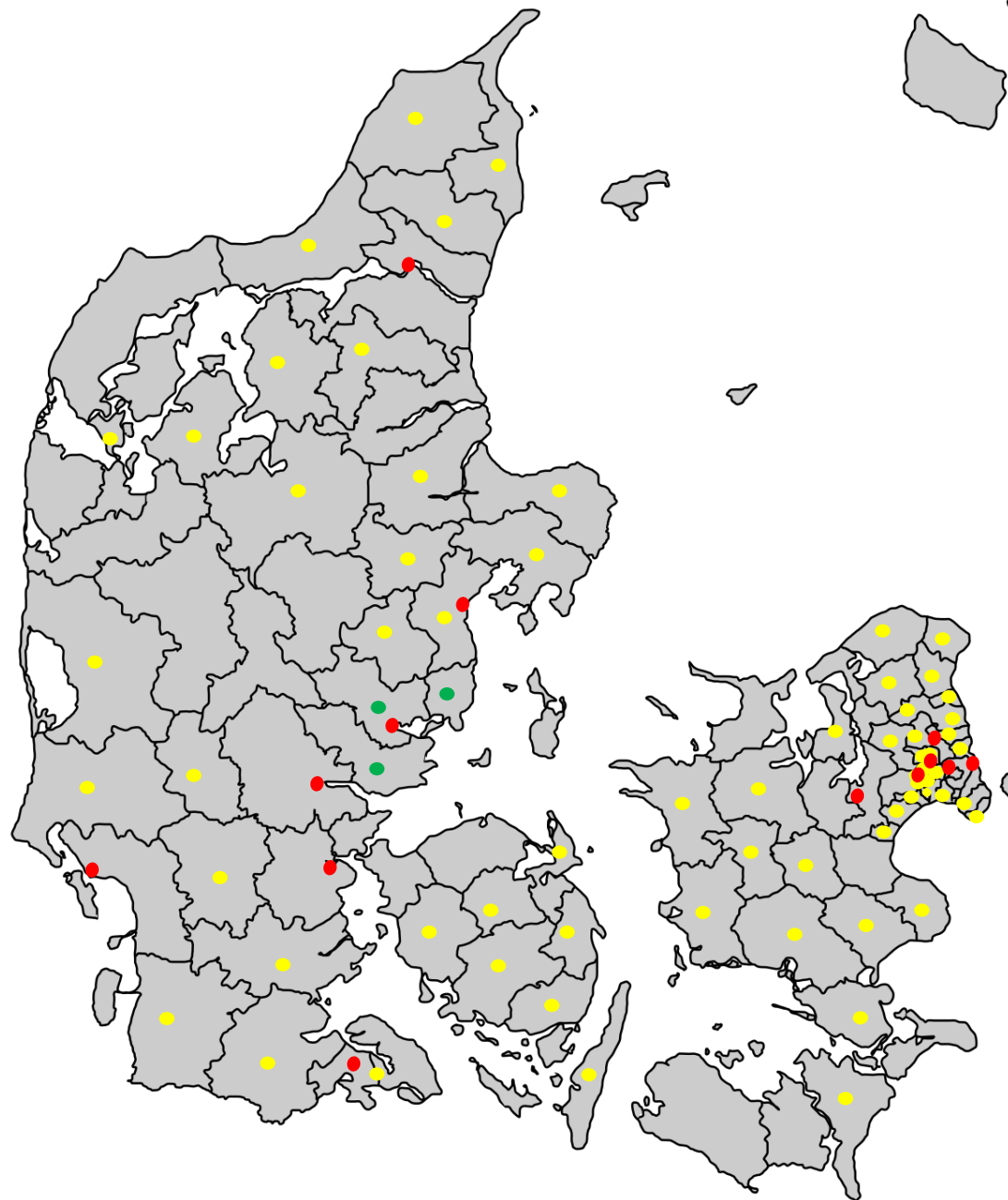


# The National Procurement Officer Network and The Inspiration Catalouge



- **The National Procurement Officer Network** is hosted by the Danish Ministry of Environment and chaired by the Municipality of Copenhagen. We share knowledge, encourage and inspire each other.
- The Inspiration Catalogue is a catalogue of **green initiatives**. The intention is that **the catalog will go in depth with different topics**, and provide inspiration for how they can be incorporated into tenders in different ways. The facilitator continues to gather inspiration and add new topics so that the material is continuously updated with **"State of the art - for the moment"**.





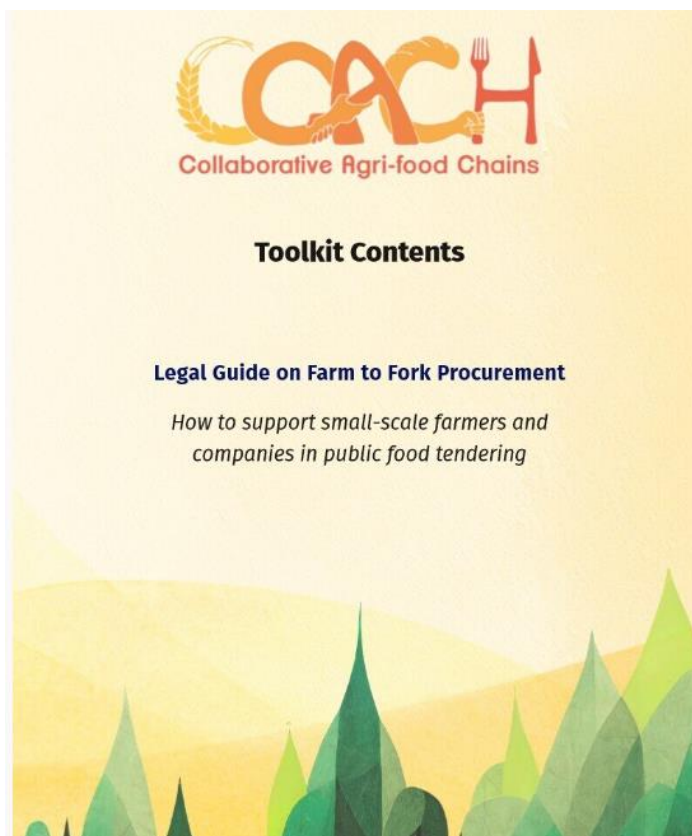
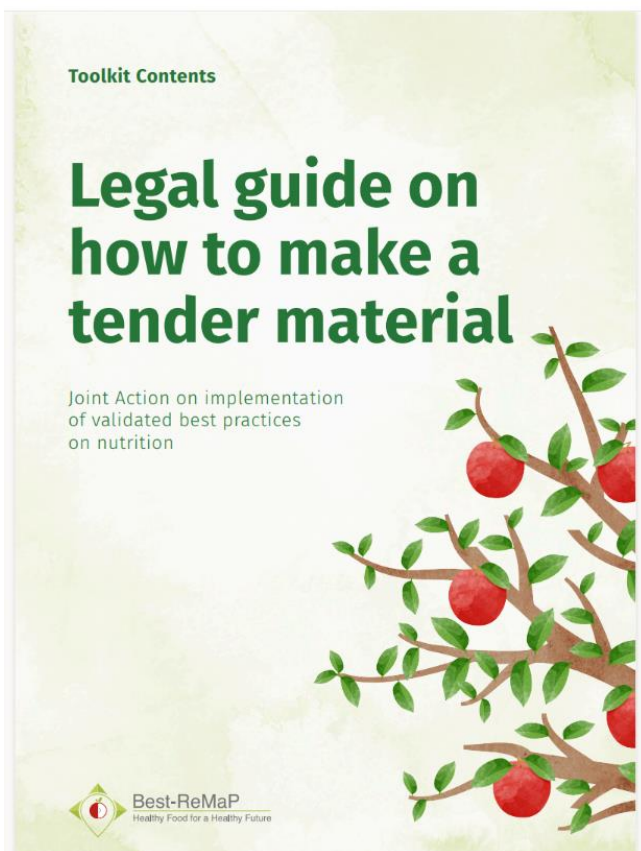
# DK Netværk

- Kommuner i Fællesindkøb Midt
  - Kommuner i SKI aftale
  - Albertslund
  - Esbjerg
  - Frederiksberg
  - Kolding
  - Gladsaxe
  - København
  - Odense
  - Roskilde
  - Sønderborg
  - Vejle
  - Ålborg
  - Århus
  - Høje Tåstrup
- Regioner**
- Region Midt
  - Region H
  - Region Syd

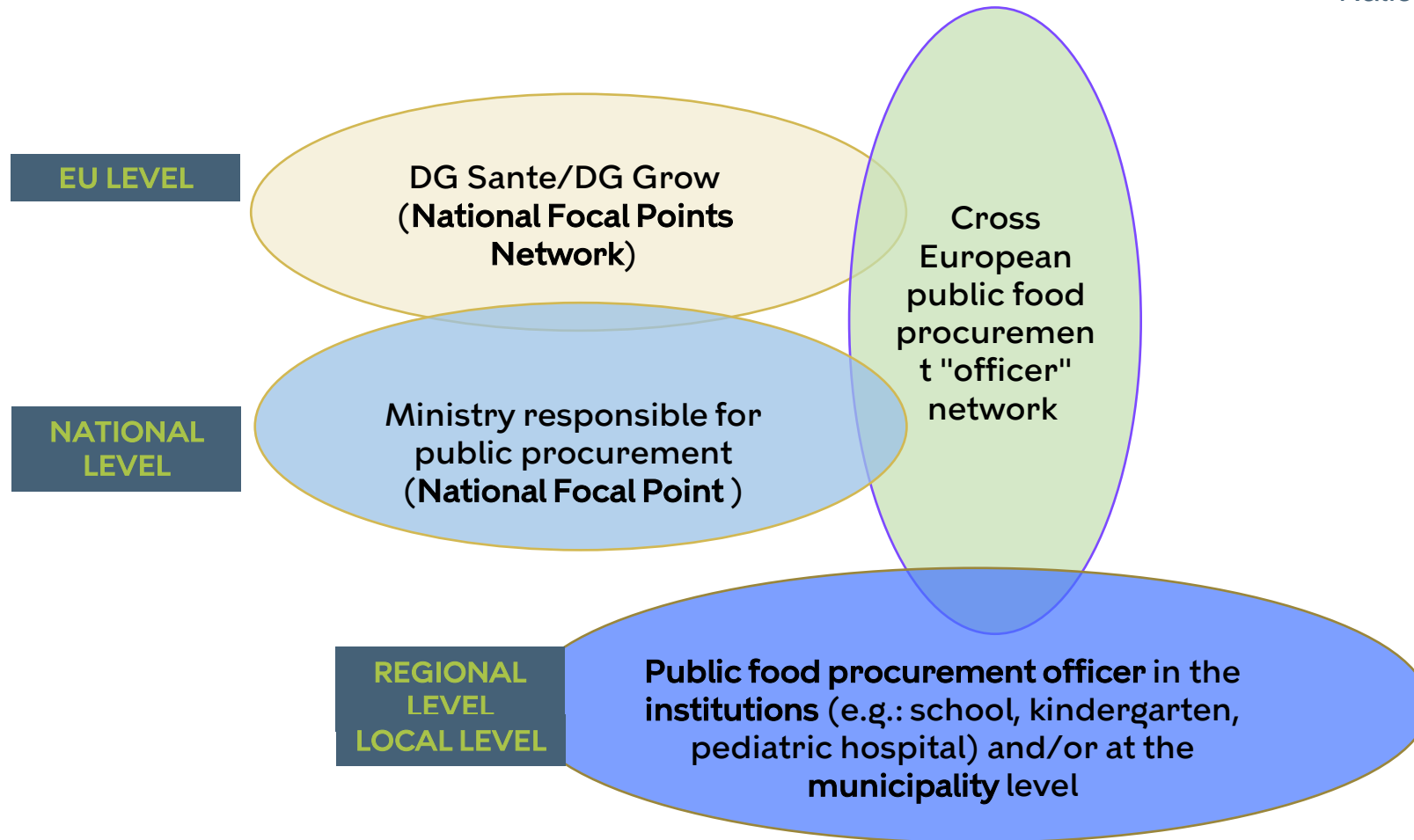
# Guidelines

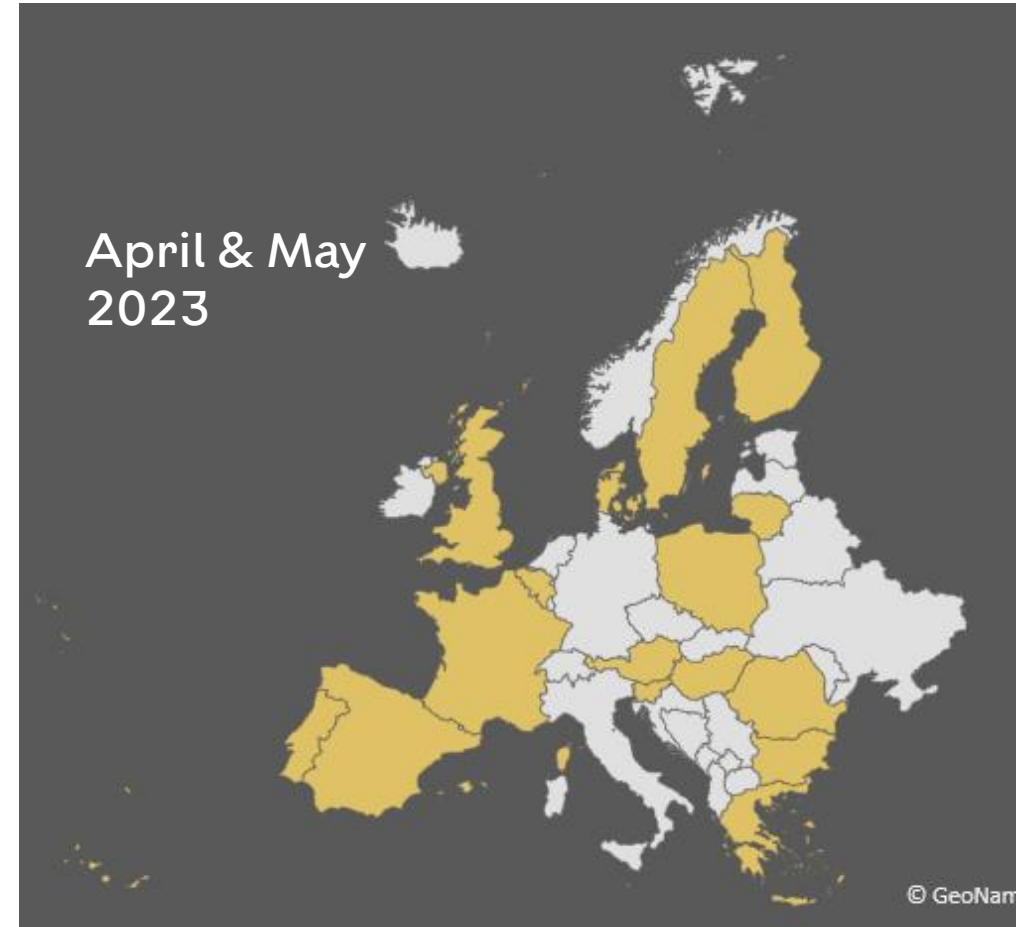
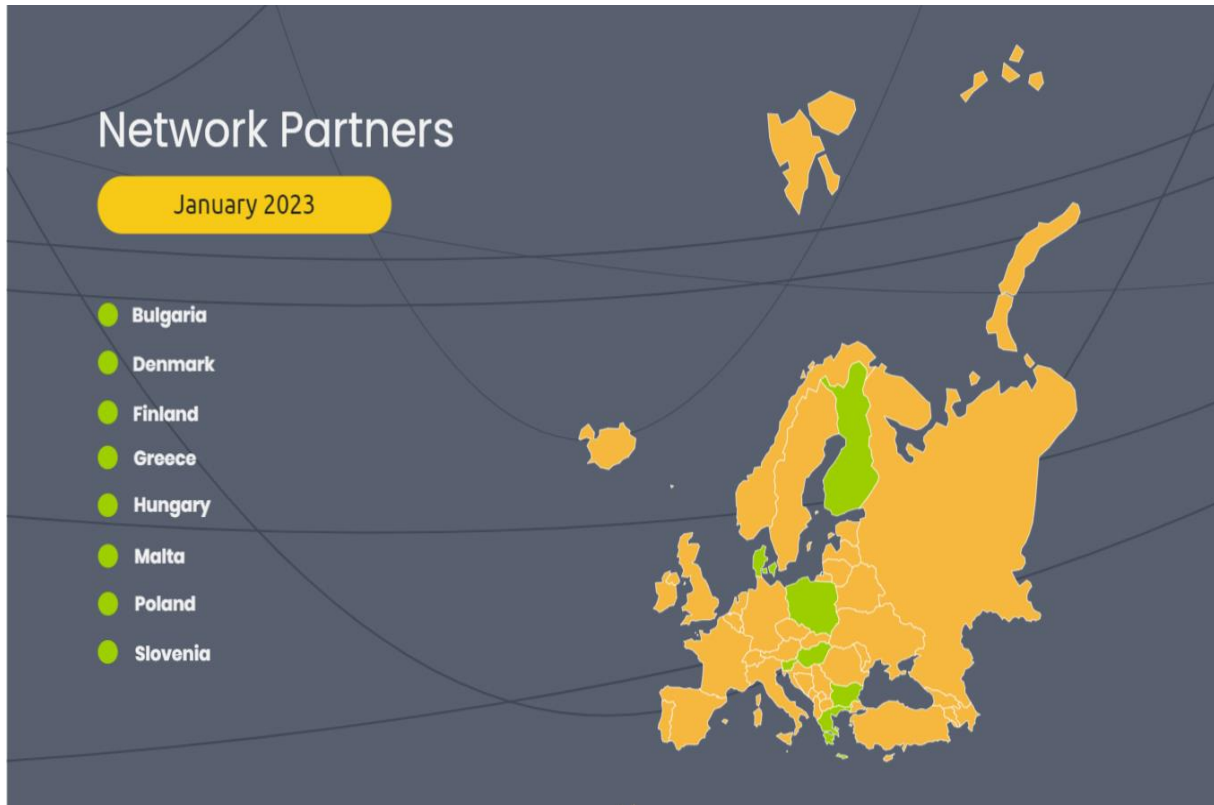
- JRC Publications Repository - EU GPP criteria for Food procurement, Catering services and vending machines (europa.eu)
- EU GPP criteria for food procurement, catering services and vending machines | One Planet network
- Public Procurement - StratKIT Sustainable Public Meal Toolkit (sustainable-public-meal.eu)
- Public food procurement for sustainable food systems and healthy diets - Volume 1 (fao.org)
- Public food procurement for sustainable food systems and healthy diets - Volume 2 (fao.org)

# Publications – download for free.



<https://apps.who.int/iris/handle/10665/363337>  
Best practice Coach Copenhagen - Urgenci Hub





# EU food procurement officer group





**New food strategy –  
new contract**

- Health promotion
- Co2 reduction
- Waste management
- Climate weight

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LinkedIn profile:  
Betina Bergmann Madsen**

**City of Copenhagen**  
[www.maaltider.kk.dk](http://www.maaltider.kk.dk)

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