

SUPPLEMENTARY MATERIAL

Additional evidence of contextual contributors and constrainers

- **Biophysical and environmental context**

Organization	Excerpt	+	-
QC-3	After that, what we said to each other within the team, we said "we should have help" because we thought of [confidential organization name] which is a company that is very focused on the environment and all that, except that [confidential organization name] is organic. They work a lot with organic products. So, it was like... "if you want to work with us, you should add organic to your list". Okay... okay, so we said, 'why not? Let's try it, let's see' [...].	X	
QC-3	Well, it's to continue to increase our local and organic purchases and this year, what we started to do, the hospital... well, we are not extraordinary, the government asked all the institutions to have a sustainable development committee, so this year, our objective is to either compost, or to recover residual materials, or to get what we call a dehydrator and to put all our food scraps in it and to generate a powder, so the goal is to reduce the food waste So that's our goal for the next year in addition to our local and organic purchases of course.	X	
QC-4	QC_4 just released its sustainability plan or they're working on a sustainability plan and it should be published within the next couple of months. It's in the final approval phases. And this is the university's first sustainability plan. [...]. And what they cover in the food stream is local sustainable purchasing, urban agriculture is another one, reporting is really important, food insecurity as well. So, yes, there's purchasing as one aspect and then the other is to encourage growing food on campus. And so there are different student groups like campus potager, and you also have a greenhouse on this building over here. And it's to be able to support them and make sure that they have... to work with facilities so that they don't lose their access to the grounds.	X	
QC-4	Yeah, so back to the sustainability plan and the food stream. One thing that is exciting is that we have a target of that only 28% of the food that we buy – this would be the Aramark food that we buy - would be animal-based food. So we're saying that the cheese, the milk, the meat, I guess honey as well, that that could only constitute 28% of all of our purchasing.	X	
QC-6	Bees are dying because of several factors, pesticides. In Quebec now, we have many fields, we have monoculture. That is to say that all the fields are made of corn, soybeans, there are more cows; before, there was a lot of grazing by cows, which meant that there were many flowers. But now they've kind of eliminated that, it's just corn, soybeans, because that's what pays the most for a farmer, I think, now. And the problem with those monocultures is that it diminishes the floral resource. So, there's less diversity of flowers. A bee, to be healthy, must have between 12 and 15 different kinds of pollen in its diet. So, when you have bees and there are only corn fields around and all these fields are treated with Rand-up to remove weeds, you're actually destroying the floral diversity, so it causes the bees to have less pollen sources and they can get sick, they get weakened.		X
QC-6	There are certified organic beekeepers, but I don't believe in them because the regulations in Quebec don't work with the path that a bee takes. They do this 3 km, a bee can do 5 km. So, basically, even if you are certified organic, if you are in my region in any case, if you are in the South Shore of Montreal, it is impossible that for 5 km, everyone is organic. But maybe in Gaspésie, in Lanaudière, where it is larger, it is perhaps true because the bee is in 5 km and there is nothing, it is wood, it is larger, it is vaster, but for me, I do not believe in it. [...]. In any case, the land I bought, my neighbors directly next to me grow [wheat 1:02:18] and soybeans.		X
QC-6	You know, in Quebec, I think they import a lot of honey from Argentina, Brazil. It's because they have seasons all year round. The advantage of the South is that it is summer, all the time, so there are flowers all the time, the bees work all the time. That's kind of our limitation.		X

QC-7	So, there is that element. Well, all the catastrophic environmental news [laughs] works in our favor in the end. Of course, every time we hear about the environment and climate change, every time we have a meeting, the city has a meeting about the climate and what to do in the city, and everyone keeps talking about urban agriculture. But it's not just that, there's transportation, there's waste, there's plastic, there's factories, there's... urban agriculture, I don't know, it comes to people's minds right away, in terms of environmental issues.	X	
QC-11	It's hard Bio, it has big challenges. One of the challenges we have here in the south, because we are in the south of Quebec, it's hot. [...]. With climate change, there are many new insects. New diseases that settle and that before were not there. [...]. There are a lot of bugs that come from the south. They wake up in Georgia in March. They come up, they come up, they come up. But now they wake up earlier in Georgia. They end up here. They used to get here and winter would come and it was over. They didn't have time to settle down and do their damage. Also, all the imports and exports have brought us a lot of insects that weren't here before. That's classic in the agricultural world. The hardest thing to deal with in organic are the insects.		X
QC-11	The old guys that I learned from, they didn't irrigate. They had an irrigation system and it was like, "ah, it's no use". But now, in May, you need to have the irrigation system ready to fire. Ready to fire water because you can go into a drought for 30 days anytime during the summer. And we have 120 days of growth. If you have 30 days where you don't have water, you lose a third of what could grow. It won't work.		X
QC-15	That's... there's the whole question... there would be a lot of it, but the question of access to water also in the management of water in the environments. Yes, in the context of climate change, we know that it's going to be a big issue for cities to manage all the water from [runoff 54:21], but also in the agricultural environment, we know that there is a lot of contamination of the groundwater are [54:26] because of the issue of pesticides.		X
SP-2	A very interesting thing that happens is that, nowadays, companies have big budgets for this social-environmental area, but they have few people to carry out these projects. So, in this case they outsource it to organizations that are serious enough to do it. Then they give the money and then do the supervision of the project. (SP-2)	X	
SP-7	Because, in fact, the main structural problem that the world will have in the next 50 years is top soil loss. So, we strongly believe in the power of regenerative agriculture as something that will give resilience for humanity to face all the problems that will come in the next 50 years. So, we have this inspiration of this technology that Ernst systematized, but that no one has yet managed to structure an economically viable model. And that is called "bubble" (laughs).	X	
SP-9	SP_9 was founded in 1995, then very influenced by Rio 92, and the concept of sustainable development, very influenced by the serious cycle of deforestation that took place in the late 80's and early 90's. There is a whole debate about the conservation of tropical forests in the world, and also very influenced by the foundation of the FSC, which is the forest certification system. There is a whole debate about the conservation of tropical forests in the world, and also very influenced by the foundation of the FSC, which is the forest certification system, which was seen as something very innovative for the forest sector.	X	
SP-9	So to oversimplify, I believe that the great difficulty is that the forest is still worth more if cut down than standing. Planting forests is more a cost than a benefit.		X
SP-13	Before talking about that, but talking about this, I'd like to mention another benefit that the policy brings to the rural environment, which is the issue of the purchase of organic products by the São Paulo City Hall. People start to get interested, for financial reasons, because organic products pay 30% more and they start to make the transition in the rural environment. [...]. Brazil is a country that is very dependent on agrotocics, and here I am ecologically speaking. The properties are totally in ecological unbalance because of the massive use for 70 years, which is more or less the time that we used pesticides massively in Brazil. The transition has a cost, when you leave the conventional system and enter the agroecological system, production drops. It is necessary to have a financial stimulus, so 30% more.		

- **Technology, infrastructure and knowledge**

Organization	Excerpt	+	-
QC-1	Look at the scandal involving the agronomist who was fired from the Department of Agriculture, [...] fired because he revealed that the Grain and Cereal Research Centre was being infiltrated by the industry [...]. While everyone says: we must stop, we must reduce, we must decrease, we can see that in the places where decisions should be made to change, the industry has infiltrated and continues to intoxicate the environment.		X
QC-3	Calculating all the percentages, with our ordering software, it's not... you have to compare things, go and look up a lot of things by hand, because the software doesn't give you the whole.... [...]. The software is common to the whole health network. We told the company our improvements, but, you know...it takes time. This is technological...[...]		X
QC-3	Basically, the technicians, we had two choices, it was to have several phone lines that you answered simultaneously or a central one, so we are like a medical clinic. So, the patients all call the same number, and the technicians take them one by one. [...]. So, we needed that technology. We had to create the computer software with [confidential organization name], which is our plan management company, [...]. We had to build it with them.	X	
QC-3	We also met a lot our supplier of software of treatment of menus... Because it's all well and good to want to do all that, but if we can't manage it, it won't work. So, we really had to have a close relationship with them to develop the application, so that it would meet our needs.	X	
QC-4	So, things that you're buying all the time you just put this on a short list so that you don't have to search for the product each time. And what I wanted to do was just on this list, look at it and just put Quebec products on it, fair trade products on it. [...]. We would just tell the buyer "hey, go onto the short list and look". [...]. And then that way they are like "oh, I'm just going to buy these tomatoes". Because they just want to do whatever they want to, ordering is annoying, so whatever the quickest way of ordering is the better. [...]. So if you leave off products that you don't want them to use, they won't buy them. And it doesn't matter who is doing the ordering. You're creating a priority list.	X	
QC-4	But that's the problem with traceability on the product side. It's just when their inventory systems aren't accurate enough to track the food. And then when we're dealing with processed foods that have multiple ingredients, it's the same thing. Like they're saying, "oh, we get our wheat here, here, here. We don't know about certain countries." Meat too, it can come from any...they just give you the name of a country. I mean, they don't even know beyond that.		X
QC-5	Also, the fact of giving a voice to institutions. It's like...precisely when you give the example of Sainte-Justine, then you give the example of many other institutions. It gives even more. Because when we called different institutions to promote the Aliments du Québec recognition program, they said: How did Sainte-Justine do it? How did so-and-so do it? Then when they learned that someone similar to them had done it...they would immediately say: "Oh, I can do it, I can talk about it...". So, video vignettes highlighting champion approaches that also really helped him...we did portraits...broadcast on social media. So, it's a set of different and diversified strategies to address everyone.	X	
QC-5	I think that it is on both sides in the sense that the institutions need more means to be able to supply themselves with these commodities which are sometimes more expensive. Then the producers, they sometimes need means to be able to really supply this market which is different from the institutional market. And sometimes, as I say, this can be done financially, but it can also be done through a support program, in different processing infrastructures, for example [...]. The new Canadian Fund basically wants to have, for example, a distribution center where all the producers can send their products to be distributed... and then there is a first transformation. So, it can also be a technical support, in quotation marks.	X	
QC-5	When you walk through the grocery stores, in all the fruits and vegetables, it is indicated where it comes from. But for the institutional, there is not. So, someone gets an order list and they see "carrots". Then, sometimes, it's not the distributor's bad intention, it's that they're going to look for what's the best price available right now. So, if it's the Quebec carrot, it's the Quebec carrot,		X

	and if it's another one...then for him... a distributor told me "[...] I can't tell you if the carrot comes from Turkey or Quebec, it will have the same code in my system all year long".		
QC-5	Yes, in fact...well at the local level, we decided to go with the ultimate definition of Aliments du Québec because... Aliments du Québec and Aliments Préparés au Québec, because it's really a definition that 1) was clear and established and 2) that more and more in the background has a recognized brand, so for an identification system for distributors it's something that is easy and accessible.	X	
QC-5	Why? I think it's really to have more local food. To really achieve a healthy, local, eco-responsible diet. I think that we can see it as well, 1) with the health level, with the new Canadian food guide, that we need to change some of our habits to be able to rebalance our plate. Then there is also the "Eat Lancet" report. We also see that our consumption, as we have at the moment, is not sustainable.	X	
QC-6	I felt that I didn't have enough knowledge yet, because I had a lot of questions. I didn't have anyone left, I had finished my little training, so there was no one left who could help me answer my questions. And then I started to search on the Internet. I discovered that there was a new course [...] which was "management and operation of a beekeeping business", and it was offered at a distance. [...]. I really went to get all the information I needed to understand and manage the hives.	X	
QC-6	And when I finished my courses, I wanted to work with an experienced beekeeper first, someone who had been doing this for several years before I started myself. Then I found a beekeeper in Verschave, which was not far [...]. Then, when I showed up the first day to work with him, he told me he wanted to retire. [...]. It's been four years now since we've taken over and this gentleman is our mentor. [...]. So, if I have any questions, he is always there to help us, to encourage us.	X	
QC-7	Another challenge that we have, well it's all the challenges that are related to the city. It's accessibility, sometimes to access the roofs you have to go through small stairs, through ladders, so to transport sometimes bags of compost and all that, it's not easy.		X
QC-8	[...] and it doesn't necessarily apply to all sites. Because you have to have the people who want to grow them. You have to have an area... depending on the project. [...] for a market gardener to make a living from it, you need larger areas. [...]. The small surface does not make it possible to generate enough production for it to be economically viable for a farmer.		X
QC-8	Vegetable production requires a surface area that is quite large, and a system that is a little heavier than the traditional system. We are currently developing these models of rooftop farms. It takes a series of equipment, ideally an elevator to go on the roof. It takes a base that is still... important.		X
QC-9	There are many, many implicit issues that need to be better known. People, they have to know each other, they have to understand what they want. They have to anticipate. You know, changing a product takes time, sometimes it can go fast, but sometimes it can take a long time. You need to have a new machine to pack, because in the institution, often it's bulk or it's large formats. If they don't have that, they have to buy a new machine if they really want to. But, will the investment be profitable in the long term? Will they be able to get regular contracts with institutions? There are a lot of unknowns. [...]. This whole dynamic is extremely complex.		X
QC-10	It is a tool. [...] it comes with the software [...], it comes with a constitution, it comes with a whole structure in the background. [...]. In any case, it's like a whole structure and a very rigid framework, but which basically allows to distribute governance and to better distribute decision-making power, to better empower the employees in the organization and to make the organization much more agile as well because it's a system that is constantly adapting.	X	
QC-12	We call on the expertise that already exists. For example, during the strategic planning process, we have a working group on food security [...] and the first thing was to really look at the literature, the research that has been done, the evidence. [...]. But it helps to... we were able to reach a consensus on: what is the problem? So, it gives us like terms of definition, like for work, to go forward.	X	
QC-14	And then there were a lot of losses, because at the time there was no cold room, the markets were not electrified, so in fact we used a cold room, but it was very far from our markets. So, when I	X	

	arrived, [...] my first thought was to say “well how could we do to have less losses, to facilitate logistics and to improve a little our economy, our economic survival strategy for the market?” [...]. So, we connected this market to electricity, we installed a cold room... and we enlarged it a little bit and this allowed us to do several things; first of all, to facilitate logistics, we saved two hours of logistics per market, which was a lot. It allowed us to reduce the losses of fruits and vegetables, we went from maybe 20% of losses to 5% of losses.		
QC-15	I think that the term "Nurturing Cities" has also come a long way since then, we are certainly not the only ones to have mentioned it. I think it was a good start for the cities to say "we are going to act directly on this".	X	
SP-2	In São Paulo there is a great demand for organic food, everybody wants it. Many start-ups have emerged with this proposal of "I make an organic basket and deliver it at home". The idea is very good, but there is still a lot against it, because... here in São Paulo what really hurts this idea is the transportation issue, which is very expensive. [...]. So, this is still a very big impediment.		X
SP-3	We produce today what people talk about a lot, which is regenerative production, which are productive systems that are the agro-forestry, they are like the Indians did, lived, produced. In fact, it is a technology that our Indians already had and that today is becoming more fashionable. It is a production in which you do not depend on external inputs. You don't need a poison company to produce, you don't need a multinational company to buy seeds, [...], you don't need chemical fertilizers.	X	
SP-4	We started like that, and, today, the vegetable garden has come down off the roof. We do roofs, we started doing just roofs, but the complexity of doing roofs is so...it's difficult. [...] The buildings are not prepared for this, the vegetable garden gets very wet, it is a 100% humid environment, you have to have a very well done waterproofing on the slab so that there are no leaks and infiltrations. [...] There is the challenge of the wind which is not very good for the vegetable garden. [...]. The soil profile ends up being compromised too, we can do it, but we can't grow all the species. Tubers, cassava, sweet potatoes, we can't because there is no space for the roots to grow down.		X
SP-4	When I went to ask my boss for my resignation he said "look, I am doing a completion work from a course I am doing in social business, which is urban gardens, why don't you take this work of mine and create a company?" [...]. Then I took this project [...] and turned the garden into a classroom to talk about food. This in 2014, which coincidentally was the year that the Food Guide for the Brazilian Population was released. So, I took hold of the guide, used it as the basis of all our work [...].	X	
SP-4	I had good help. [...]. X is a great guy, he is incredible, he is a guy that gave me all the base, all the security I needed [...]. To be an entrepreneur is very hard, we don't think we are capable, [...], so to have someone who says "you are capable, come here and I will teach you, you will do this here because you are capable", is fundamental for things to happen, so I don't even consider myself that I was very brave, I just had a very good support network.	X	
SP-5	Imagine, a public procurement notice, that comes out in the official journal of the municipality of Pedro de Toledo, the person doesn't even know where Pedro de Toledo is, let alone what they are going to buy. We set up a system, a robot in fact, that monitors all the purchase calls that come out in the state of São Paulo and makes them available in this panel here. [...]. "I want to buy here from the city hall of Pedro de Toledo". What is she going to buy? "Pineapple, pumpkin, zucchini, these quantities and these values". So that the producer can be interested. If he is interested, he goes here and clicks, and the public notice is ready for him. [...]. The producer starts to identify what he can sell and where.	X	
SP-6	What gets a little bit sticky in the financials is the lack of registration of the farmers. We're talking about needs, right? So, when you sit down with farmers in a CSA to talk to them like, "how much do you generally spend on electricity per month?" For example. He doesn't know. "What do you spend on seeds per month?" He doesn't know. Because [...] he doesn't have time to manage.		X
SP-6	[...] SP-6 Brasil created training courses, because people contacted us a lot, wanting to know a lot of things. We started to catalog these questions. [...]. We started to structure all this and set up a	X	

	course to be able to help. It is not that we wanted to create a course, but it was necessary because, instead of us attending people individually, we said "ah, let's create something where people come and we can spread this seed". And it worked out very well.		
SP-7	I think for me the starting pillar is the experience of regenerative agriculture. I don't know if you have heard of Ernst Götsch. I took a course with him in 2008. Our vegetable garden there on the farm that I set up with my sister is an agroforestry garden, with rows of trees every 12 meters, because we deeply believe in the power of regenerative agriculture.	X	
SP-7	Another very strong inspiration we have is the CSA, which is this technology in agriculture... I think it's an adaptation of the CSA plus an inspiration in terms of business that we have, which is the Riverford farm which is a farm in England [...]. So, I put that together with a lot of the basis of Yunus' theory. So, when you look at, for example, Jaipur Rugs, which is a case of carpet weavers, we are doing a Jaipur Rugs of fresh food.	X	
SP-8	What also helped me, which is important to point out, is that the model I chose is an incredible model, it is a model that I believe that the food of the future, the food that will make sense for the planet and for people, will come in many forms, but one of them is the CSA, for sure, I have no doubt.	X	
SP-8	I used to see, for example, that there were no organic chickpeas in Brazil and one thing that helps me a lot is that I have a lot of traveling baggage and I used to see the United States a lot, where everything is organic, [...] and I used to think: "Why don't we have them here? We grow so many soybeans; can't we grow chickpeas? [...] until I researched an Embrapa project that has a seed, with studies, that would work better here in Brazil and then I contacted the Embrapa person [...]. I said I needed this organic chickpea because it was a step I needed to take, and he said he would send it to me.	X	
SP-8	Yes, and here in my region there is a lot of sugarcane and soy, so many of them had no experience with horticulture. This was also a challenge because we needed to train them. And how to train these employees? This was a big challenge. I trained myself a lot, [...] to be able to help them [...].		X
SP-8	And I, over the years, I always talked a lot with people and I ended up meeting people who helped me a lot in this trajectory, and still help me. One of them is an agronomist, who is called X, he is an agronomist that has more than 30 years of experience in organic, biodynamic, [...] and he was able to come and give a consultancy for us for a very affordable price.	X	
SP-9	There is a whole debate about the conservation of tropical forests in the world, and also very influenced by the foundation of the FSC, which is the forest certification system, which was seen as something very innovative for the forest sector. A solution that would generate capacity, differentiate companies, producers. In short, there is a set of things that could catalyze changes in the entire forest sector and from this have a very clear vision of the economic component of sustainability as a fundamental pillar for the socio-environmental agenda [...].	X	
SP-10	SP_10 was born from the idea of two people, [...] that had taken a permaculture course, and when they came back from the course, they came back much more sensitized to the question of food, but mainly thinking of things they could do to create a place for commercialization.	X	
SP-10	Infrastructure, I believe it is the one that was most idealized because we really thought that we could open with little investment in infrastructure, and in fact the less you invest in infrastructure, the more you pay with work. In general, you need to work much harder, to demand much more from the people who work, when you don't have a good infrastructure for these people to work in, and especially when you don't have management technology or even social technology for these people to work better.		X
SP-10	When you hire a management service, [...], an internal management system, an inventory system [...] what is available on the market is always with the same parameter: you buy for X, sell for X plus profit, and then you take your margin from there, regardless of which margin it is, and nobody needs to know how much is X, nor how much is the profit, nor how much is the tax, nor how much is anything. Basically, what happens is that we would need to have specific software engineering for us, [...] showing who the producer is, showing what you are paying, how much you are paying in taxes, how much you are paying in contribution. All this is still very incipient.		X

SP-11	SP_11 also works a lot on what I told you about education through business. So, we develop the whole productive base, giving training and teaching them things they didn't know. [...]. We are able to instruct our producers within the concepts of Mokiti Okada's natural agriculture. So, [...] he receives a fantastic increment without paying anything for it. Just by working for SP_11, he already receives all this technology, which will be his.	X	
SP-11	The first, that the production of organics in Brazil, the agricultural equipment companies do not see organic as a consumer market for large tractors, agricultural machinery, harvesters. So, they are machines prepared for fertilizer and agrochemicals, for conventional soils. But these machines are very heavy and they compact and kill the organic soil. So, for example, one of the biggest challenges we have is to produce organic grain, corn and soybeans, without using herbicides and without having the agricultural implements for organic production.		X
SP-14	There is no possibility of adopting the package proposed by SP_14 without converting from what was transgenic or conventional to the organic system, because this is one of the first principles that we consider as a tool to regenerate. One of the things SP_14 does is precisely to give subsidies and technical support to this person that has never had contact with organic certification, doesn't know what can or cannot be used within the organic culture, doesn't know the necessary documentation, that is, it's a new world for this person.	X	
SP-14	We look at the main points and make the following relation: the person already produces a lot, so he knows a lot about the specific crop, like corn, for example. So, when we propose a package of activities to be done in order to address this issue of regeneration, we couple it with a huge knowledge that the person already has on how to produce, and then one ends up complementing the other.	X	
SP-15	I will give an example to explain: When we put all the requests in the spreadsheet and form a huge request, each group is already trying to contemplate all the groups, according to the offers they have for them to have a similar income. This is subjective, a platform doesn't do this for us. We have a comparison of income, for example, the X group has 7 women farmers, each farmer is delivering an average of R\$200.00, and a group with two women is delivering more, so let's take from this group of two and move to the X. We have this freedom, we call it "redistribution", which is the principle of the solidarity economy. There is no platform that can do this. These are our operational limits, which we can't handle.		X
SP-15	The notebook was a systematization proposed by the Women's Group of the National Agroecology Network. It has been going on for a long time. [...]. It is a simple 4-column notebook with: consumed, exchanged, sold, and donated. They were taking notes and this brought about several reflections, on how the production of the women farmers is biodiverse and how women have a part in the sustainability of life, in the production, in (1:34:45) of food for nourishment.	X	

• **Economic and market aspects**

Organization	Excerpt	+	-
QC-1	The big picture of large companies that are becoming more and more concentrated, that are buying each other, the Metros of this world, the Provigos. In the background, there are three or four of these banners, but there are not that many of them. There is a monopoly, certainly at that level.		X
QC-1	We went looking for financing from the Caisse Desjardins. So, they have a fund called "the 100 million fund" and there were criteria, we qualified, we obtained \$ 50,000 with them for the implementation of the social insertion pathway which helped us, [...] to be able to integrate the people in social insertion.	X	
QC-2	So, for example, in the marketing, all the retailers, for example the people who are at the Jean-Talon Market, who buy their vegetables at the Central Market, which are imported vegetables, whatever, they don't really know where they come from [...]. So, we end up being next to another kiosk to offer products from small local organic farms that get together to share the costs of a kiosk at the Jean-Talon Market, we find ourselves competing against people who simply take their		X

	truck, go buy really cheap vegetables at the market right next door and resell them at the Jean-Talon Market, making a profit on that, so that's the competition that we consider difficult, because the people who consume are not aware of that difference.		
QC-2	So we, I would say... the people who... the new adherents to community supported agriculture are very attracted to this type of marketing that is very flexible, user friendly, very efficient, maybe even a little bit cheaper than us, but what they don't realize by doing business with [confidential organization name] is that they are... maybe they're doing it to encourage, or participate in a certain movement, but in fact, they're encouraging someone who's doing buy/sell; they're not encouraging farmers.		X
QC-2	It's really a funding issue. So, hospitals have, for example, dollar-per-plate or dollar-per-patient-per-day targets or... they have fixed budgets tied to their food service, so right now, we're trying to meet their price, and they're trying to meet ours. But the reality is that they're spending more money than they have and we're undercutting them on our products.		X
QC-3	So, we kept a farmer and this summer, in order to help him finance himself, we allowed him to offer organic baskets to the hospital employees. [...]. So, he has 50 families who will take their organic baskets here at the hospital.	X	
QC-3	Let's say I go and meet someone who does the same job as me at another hospital and I say, "Look, it would be fun if we bought local, it would be fun." They look at me... "No. I can't because I don't have the money.		X
QC-3	When you want to have eggs from Quebec, you have to ask [confidential organization name]: "Is it possible to have eggs from Quebec? He will say, "Maybe...". That's always the barrier. [...]. If they bring in the eggs for us, when we ask for the [...] products, we have to find other allies: Do you want these eggs too? That way we can convince Sysco. There is always the price. Ontario eggs are cheaper than Quebec eggs.		X
QC-3	Even if it's a nickel difference, at the amount you pay, people don't want to pay that nickel. Often, in projects, they are not willing to take that risk. Everyone scrapes for money. When you ask [confidential organization name] it's often: "It's not possible".		X
QC-4	The difficulty of working with these is that they do have lists of suppliers, preferred suppliers that they want to work with and they select these preferred suppliers because they can get rebates from them. [...]. So, it's just cheaper foods, which makes it more difficult to move away from those because...it's just cheap.		X
QC-4	But normally, we're not spending a huge amount of money on these items. And so that makes them more willing to take it on, right? So, if it did have tens of thousands of dollars of purchasing value, then [confidential organization name] might be less likely to make the switch. But if we're talking like a thousand here and thousand there, then they'd be willing to do it.	X	
QC-5	[the price] it's still different, it's still a major barrier for institutions that have access to much smaller budgets.		X
QC-5	But the issue of price remains an important barrier...because even fruits and vegetables, sometimes in the "fresh" and then in the direct supply in Bio, the difference of price is less big, but if we take the difference of price for the dairy products or the meat, we are not there. Sometimes it's just a matter of prioritizing what's feasible.		X
QC-7	Well, it's true that it's... it's like any new... like any new... how can I put it... market that develops, it's a market. So, it's certain that afterwards there will be people who go into that market with certain values and others with other values. So that's it, and that's where it can have influences on the way of doing things, on the way of distributing and... but it remains that we're in a capitalist market, so it's certain that people... let's cite [confidential organization name] for example, which will make baskets of vegetables that will serve drop-off points in Quebec City, right next to the drop-off points of the local farms here, and which will compete directly with them with a system that is mind-boggling, you can change your basket the day before.... So, well, what it does is that consumers are mixed up in this and then they become skeptical and put everything in the same basket and after that "ah the baskets, it's nonsense" so... [...].		X

QC-9	The irony of all this is that, you know, we want to see more local purchases in the institutional environment. But, at the same time, the main constraint we are up against is the budget that other ministries grant to these institutions. So, it's difficult. We don't have a governmental strategy either; it's one ministry, [...], that wants to push in that direction for the moment. [...]. Because at the health level, I mean, they have to work with budgets that are very very very tight. And, you know, buying local, sometimes it's a little bit more expensive.		X
QC-11	I went to an old people's center, an elementary school that bought a little bit, but it wasn't very good because it's always a question of price. They can't put the money in. I kind of gave that up and did other things.		X
QC-11	If you talk to the big guys, the big producers, they're all about export, always. That's the goal. [...]. It's better in terms of price, it's bigger markets.		X
QC-11	To give you an idea, at the beginning of the season, we had done some forecasted orders. I said, "these are the vegetables I have available during the season". What are you going to order? They took the list and they said: we're going to order this. If I take this amount of vegetables and sell it in my baskets, I get \$32,000. I take this quantity and I sell it to grocery stores or restaurants [...], I sell it at 72% of my retail price, which means that I will sell it at about \$22,000. If I sell it to Sainte-Justine, I sell it at \$18 mil. The same quantity. For them, this \$18,000 represents an increase of 20% of their normal price that they would pay to the buyer, to their wholesaler. I know that they have done some of that. We made an effort. If we go back to our co-op goals, that's not my goal. If I'm going to do my vegetables like this, I have to hire Mexicans at minimum wage and work like machines, 60 hours a week.		X
QC-12	On the other hand, there is also a large portion of the population that cannot afford to make the food choices that they should. I'm not saying they would want to. But even if they wanted to, it would be a first step and then you have to have the means. So, we see that there is still a very large part of the population that is either food insecure or not, but many who live in disadvantaged neighborhoods and that they, the food offer they have around them, is the offer that mainly responds, that is mainly focused on the cheapest products possible. [...]. This part of the population is not mobilized or also it does not have often the means to influence what offer they have, or what is the offer of the industry near them.		X
QC-15	We may have reached another stage where we say to ourselves "how can the industry be involved [...]?" They are essential people, but [...] they do not have the same obligations from a government perspective. [...]. They don't see that this is their mission, public health, for example.		X
SP-2	There are two types of interest. One is the grantor companies, which have the land, so they have an interest that we occupy this land. So, they finance it so that there is no irregular occupation of these lands. The other is that they finance because they have an interest like this... many companies have this area of social and environmental responsibility, so sometimes they outsource projects that they had to do with us.	X	
SP-3	[...] because then the system always pushes you to compete. We learn in school to compete. It is always competition. There is a standard there because we have to compete and those who reach it are the good ones and those who don't reach it are the excluded ones, the bad ones. In the cooperative model in Brazil it was no different [...].		X
SP-3	Food follows this concept of standard. The standard of the banana, it has to be big and shiny. This is an imposed standard. [...] We understand [...] the content is actually in the way the fruit was produced, how it was made, what was applied to the fruit... we understand this as quality standard. This is content. But anyway, we are still excluded from the conventional market [...] because there is no standard.		X
SP-3	But it is also difficult to get it into the small farmer's head. Because the small producer is daily harassed by the poison companies, by the technical agencies, always with the same methodology "Ah, buy this poison here, that you will be rich, drive a truck like that big producer that is throwing this product here". So, it is more or less this logic that we have to break. It's always this strong arm wrestling.		X

SP-3	Here we have some large banana producers. They are families that came from abroad with this Fordist vision, of high productivity. They came here and in a certain way exploited the natives, the small producers. They went on exploiting, exploiting, until they made the small producer sell his farm, and then he went to work as an employee for this big producer. This happens all over Brazil and it is no different here.		X
SP-3	The small farmer had a very hard time for a long period, because of the model that was installed in Brazil, of scale and productivity, a Fordist model of production. [...]. So, the small caçara producers here were being left behind, they were being exploited, they had to sell their farms, they had to leave [...].		X
SP-5	I only see a way for the small producer [...] in a cooperative or in a big agro system, but alone he tends to disappear. Because of the market itself. Agriculture is rigid in this sense. The economy of scale pushes people out naturally.		X
SP-6	I think that if you talk about a competitor, the competitor is the traditional market because people are much more comfortable with what happens on a daily basis because you can choose, in quotes, people think they choose, but they don't really choose. You can choose what you want to buy, you can choose where you want to buy it, you eat what you want, at the time you want. In the CSA, we are chosen by the food, you do not choose what will come this week, it is what is harvested this week [...]		X
SP-6	Those who deal with this directly every day are the men and women farmers, who over the years have suffered great pressure to stop doing this work, especially with mechanization and the attraction that the cities have to take people there.		X
SP-7	So, today we have 20 people in the company, we were able to raise some money from angel investment. It was cool. We are in a Venture Capital trajectory. If you raise some money, validate your product, get more demand, raise more money, start to scale, then raise more money... it is a trajectory that is not conventional, in the sense of a traditional company, which gives you some freedoms, but imposes other challenges on you as well.	X	
SP-8	I saw, for example, that there were no organic chickpeas in Brazil, and one thing that helps me a lot is that I have a lot of travel baggage and I used to see the United States a lot, where everything is organic, and I believe that in Canada it must be similar too, everything from Maple Syrup to chickpeas, and I used to think "Why don't we have them here?"	X	
SP-9	There is an international demand for sugar and ethanol without slave labor, without child labor, without deforestation. Orange juice with less pesticides, oranges that do not come from irresponsible practices. So, this is demanded from the companies [...].	X	
SP-9	On the other hand, we have a force that is the external market, which demands more and more compliance with these laws. The agreement between Mercosul and the European Union, if it comes into effect, demands that we be more responsible, more sustainable.	X	
SP-10	[...]but renting something in São Paulo is very expensive and the degree of guarantee required is surreal. From the financial point of view, if you are not an heir, it will be almost impossible to rent something. The land issue was very important.		X
SP-11	We have many producers in the Pantanal, for example, who, as they have a source of income, which is the sale of the organic beef that is produced in the Pantanal, they don't need to kill wild animals, smuggle plant species in order to survive or do any illicit things. So, we also have the preservation of the suitability of the social inclusion of our producers.	X	
SP-11	If you walk up to a person and say, "do you want to stop producing GMOs?" They will say "no". They will say "I want to produce transgenic because it has a good program, it has a good yield, it gives good profit". But, when you say "I have an animal here that doesn't eat transgenic and I would like to buy corn and pay you 10% more for this corn, because it is not transgenic. Do you accept?" [...]. You gave them an alternative of producing non-transgenic corn.	X	
SP-11	As long as agriculture is so dependent and at the mercy of a vision that is perhaps excessively mercantile, people keep selling, wanting to use more... this is an induction that industry makes. It induces a system to use what it produces. [...]. If we think that the issues of health and feeding		X

	the human being are guided by mercantile aspects... purely mercantile, we are going to make a mistake, as we are already doing. It's going to extrapolate.		
SP-12	We started to see, from the moment we connected with small producers, that this is their dream. They want to see their product on the consumer's table and they also don't see that it makes much sense, or in fact they are hostages of this traditional retail model that squeezes him, pays him with a hundred and few days, 90 days, but he needs this because he needs to sell his product.		X
SP-13	People start to get interested, for financial reasons, because organic pays 30% more, and they start to make the transition in the rural environment. [...]. The transition has a cost, when you leave the conventional system and enter the agroecological system, production drops. There needs to be a financial stimulus, so 30% more.	X	
SP-13	The third challenge that we are experiencing now [...] is with respect to understanding the product of family farming. Seasonality. So, it's not a product that is available all year round. Visual quality, it's a product that sometimes is not as beautiful on the outside as the agribusiness product. The banana from the small farmer has a little dot here, another one there, because he doesn't discard the painted banana, like the big farmer does. [...]. Then you have a difficulty for people to understand this difference, for the public managers and even for the target public, the consumer.		X

• **Political and institutional context**

Organization	Excerpt	+	-
QC-1	Afterwards, what you have to understand is that it's not directly in the answer to the question, but [...] the big story is that we have to find funding that allows us to survive. For years and years and years and years, the government gives us a little bit and then: "ah well, your project is finished, present me another one". So, the collective kitchens have lasted a good ten years, but everywhere in Quebec, it's not just us, because there is the grouping of collective kitchens that have also lost funding. So, less resources, less support, etc.		X
QC-1	I don't know if you know anything about Quebec's laws, but normally, ministries have to give a percentage of their budget to community organizations, funds for their mission. So, my mission is food security. [...]. It's a law that's been in place since 2011, if I remember correctly. Maybe even before that in 2001...and it's a constant negotiation.	X	
QC-1	There is a MAPAQ program [...] called solidarity gardens, and they are looking for an actor, a company, an organization, whatever, that would produce fruits and vegetables on at least one hectare of land and that would give 75% of its production to a food security organization, a food bank or an organization like QC_1, and that would introduce into this garden people who are far from the labor market, therefore in integration. This is my project. That's exactly what I wanted, to set up my project of "producing and sharing abundance". This fund will help me do that. [...]. So that would allow us to consistently put the insertion program in place. It would allow us to give to the food bank. It would allow us to feed our collective kitchens, our workshops.	X	
QC-1	Here, we are talking about social economy and we realize the incoherence of the system. For 30 years, the Quebec government has been telling organizations "develop your self-financing, find money, make money". On the other hand, when you sign agreements with them, "oh no, you can't make money with that". [...]. How are you going to sustain your business? "So, you're telling me to give it all away and at the same time be able to continue my activity? That's really the incoherence of the system.		X
QC-2	I'm an organic certification inspector myself, so I've done close to 200 farm inspections, and I understand what's going on in the industry, which is that new vertical farm complexes or university research facilities or people who are already established in the greenhouse industry would love to have the organic designation, it gives them a premium on the shelf. [...]. But something major, it's the presence of soil and the life in the soil, the health of the soil, the ecosystems and all that, hydroponic production doesn't encourage that. [...]. There are big players, big lobbyists who are against us in this, in the consultation tables we don't really know		X

	what's going on, it's in Ottawa ... it's very difficult to have a say in this, so we're afraid that the people with the biggest wallets will have the biggest say in this.		
QC-3	That's the term at [confidential organization name]: "the lowest bidder price; the cheapest; the cheapest one that fits your description". [...]. That's how supply works. Apart from that, there are procurement rules that, if you don't exceed a certain amount, you can get out of a contract. That's what we did with the eggs. Since it did not exceed X amount, we can get out of the contract and buy our eggs with another supplier. This is in the hospital's procurement rules.	X	
QC-3	Otherwise, at present, our department head is motivated, but if not, when we get another department head. Our previous GM [General Manager] was also motivated, but now he's gone [...]. [...] the people who are at the head, they are the ones who decide too. We are interested in the project, we continue. But, if at some point, our head of department changes and we have another one and that person is all about savings, the product will not last in time. That's always the case too.		X
QC-3	[...] the government has asked all institutions to set up a sustainable development committee, so this year, our objective is to either compost, or to recover residual materials, or to get what we call a dehydrator and put all our food scraps in it and to generate a powder, so the goal is to reduce food waste. So that's our goal for the next year in addition to our local and organic purchases of course.	X	
QC-3	Well, that's it, you know, already there, we had also introduced the food policy, so that, you know, anything fried, French fries, we didn't have that anymore, all the fried products, chicken croquettes, then rolls and all that, we didn't have that anymore either. [...] the Ministry, I think it was in 2009, came out with a framework for the implementation of food policies in health care institutions.	X	
QC-4	There was in Ontario at some point, it was called Local Food Plus. And so, with this certification, it was in between organic and just conventional. It recognized producers that were taking the steps in the right direction. So, because organic beef is so expensive, because to find organic feed is really expensive. And so, you know the cow producers were saying "can we buy conventional feed? But we will follow these other practices that respect the organic certification". And that was a big controversy, but that's just...it's to encourage producers to take the steps, but also in light of current realities in the industry, right? There are certain areas that are way too expensive. And so that certification was around, I don't know, five, seven years, and it was coming to Quebec as well. But then it lost its funding. And that was it.	X	
QC-5	In Quebec, there is a law on...for retailers, so grocery stores, to indicate the origin of fruits and vegetables. When you walk through the grocery stores, in all the fruits and vegetables, it is indicated where it comes from. But for the institutional, there is not. So, someone gets an order list and they see "carrots". Then, sometimes, it's not the distributor's bad intention, it's that they're going to look for what's the best price available right now. So, if it's the Quebec carrot, it's the Quebec carrot, and if it's another one...then for him... a distributor told me "[...] I can't tell you if the carrot comes from Turkey or Quebec, it will have the same code in my system all year long" [...].		X
QC-5	Then, it's really, I would say the other issue, we see it many times... it's at the level of "legal", but it's really to understand, through the calls for tenders, then the products under contract, etc... It's the flexibility in the background that makes it possible for some, not all, but purchasing groups to negotiate a contract for a given product. So, some institutions don't have all the leeway to say: "I'll buy like this, this, this". Purchasing groups were also set up to group together and have economies of scale, so, in quotes, the logic is "good", but it can sometimes lead to certain barriers.		X
QC-7	So that's why some cities are starting to require new businesses to have green roofs and things like that. So that's going to encourage, because that's why an [confidential organization name] was built with a farm on the rooftop. It's because they forced them. They said "well, you have no choice, you must make a green roof" and they said "well, as long as to make a green roof, we have a grocery store, we will make food and we will sell it underneath".	X	

QC-7	So, QC_7 started in 2009 with the Lauberivière rooftop garden. In fact, the founders managed to get a three-year grant to start this rooftop garden. But they didn't have any training in agronomy, they liked gardening but that's all. And they were entrepreneurs, though. They were very go-getters.	X	
QC-7	So, we will look for subsidies when we try to develop a new project, so for example [...] we went to look for a subsidy from the Ministry of Agriculture that they had released at that time. They opened a window at a given time for 15 days; for 15 days they said "well there is a subsidy for the NPO". Usually [...], it's always for farmers, which is logical, but for a while they opened a small window for NPOs working in urban agriculture because for them, it made sense in relation to local agriculture and all that. So, we jumped in and we got the grant and we were able to develop our training program because of that.	X	
QC-8	Yes, that's a good point. This is the mayor of the borough of Saint-Laurent, [...] he has this vision, but it's not common to everyone in the city. He is the one who was in charge of sustainable development in the former administration when his party was managing the city. He has done a lot of things for the documentation, consultation reports... he has put in place a policy where the buildings of the City of Montreal, the new constructions of the city, must have a green roof.	X	
QC-8	There have been certain things, as much in the government of Quebec as in Canada. [...] There is a regulation, we do not know what will be put forward, if it will be applied systematically, but which obliges at least the new constructions to have a structure which is ready to have a green roof. [...]. It's already interesting. Small steps, quietly.	X	
QC-9	Let's say, there is money that is given to the ministry so that it can carry out certain missions. This money comes from the political sphere. [...]. These missions are oriented for the largest possible public. Then, after that, they are translated into financial aid programs. It is the programs that allow... we say that they are standardized, they are established according to a framework, then this framework, it is accepted by everybody, by different people in the ministry, but also in the government. Then, these frameworks, they want to try to stimulate as many initiatives as possible.	X	
QC-9	But, sometimes, these new initiatives that arrive, we need to find a way in the framework that is established, because we had not thought. Those who create the framework do not think about everything. [...]. These initiatives will try to last over time. Then, perhaps, once they reach a certain consensual level, let's say, it will be integrated into the financing framework. Then, eventually, they will be able to be supported by the ministry, or by government agencies. This creates a gap between the emergence, let's say over time, of these initiatives and the ability to adapt.		X
QC-9	Political parties and societal changes may be moving faster than cultural changes within the public service organization itself. These are people who [...] have their own network; they have their own way of thinking.		X
QC-9	Then, you know, the subsidiaries, let's say [...] all the financing of agricultural insurance. This guides agriculture in Quebec, the old models that are perpetuated. I don't care if they are good or bad. That's the way it is. There are people in the regions who are also there to advise these businesses. There is a lot of effort put into this. But you know, there are people who work for the organic sector. [...]. But, it's emerging. The big base is based on what has the department been doing for a long time.		X
QC-9	If we just talk about access to fruits and vegetables for people who are in poverty. Just this year, we had a first attempt, a program, to make solidarity gardens. That is to say, to have an agricultural production that is destined to food banks, to make people in social reintegration work. This is the first time that money has been put into this type of project. [...]. This is a very recent development in the history of the department.	X	
QC-9	There is also the irony that, you know, we want to see more local purchases in the institutional environment. But, at the same time, the main constraint we are up against is the budget that other ministries grant to these institutions. So, it's difficult. We don't have a governmental		X

	strategy either [...]. Because at the health level, I mean, they have to work with budgets that are very very very tight. And, you know, buying local, sometimes it's a little bit more expensive.		
QC-12	But...there was a mobilization that was led by the CRE, the Regional Council of Elected Officials, a body that no longer exists, but that made a mobilization [...]. Then what came out of that was that they wanted to have a network of people who work in food in Montreal. [...]. So, then there were public consultations on the creation of a regional consultation body on food. During this time, the QC_12 was created as a network.	X	
QC-12	Then, in the broader sense, there are also free trade agreements that have been signed that threaten supply management. And that's something that's going to have an impact. I think we're starting to see it already. Which is more foreign products coming in, for example cheeses and all that. And that's just going to. I think it's just going to continue because once there's an opportunity, it's like...it's the beginning of the end.		X
QC-12	But, what's going to change, like the quality of the products, is the regulations. Like... because a consumer, they don't even know how much sugar, salt, and fat is in their product. Not many people read nutrition labels. Even if the information is available. At the same time, there are regulations that are changing at the federal level. So, there will be Front of package labelling. This will make these ingredients more obvious to the consumer. So that's one thing that could make consumers make different choices that will have an influence on the industry because they will see that "oh, that's half the salt consumption for the day, maybe I'll pass".	X	
QC-14	So, it's certain that sometimes we have products that we would like to market more easily, products with meat for example, that require a lot of complicated regulations, especially for producers. Of course, there are products we would like to sell, for example... but that's really for more economic issues, but maybe cider or sometimes beer from microbreweries, but there too, that requires specific permits that cost a lot of money and we don't necessarily have the means or the capacity.		X
QC-15	But all kidding aside, it's quite a challenge to imagine that we're really going to work in a systemic way because it implies many, many changes in our ways, in our reflexes. Each department has its own way of working [...]. When we talk to people, it's "no, no, we're an economic department, we develop, we do the economy". Yes, but if you want to act in a systemic way, your actions must necessarily be concerted with others. [...]. Convergence is not automatic between the objectives.		X
QC-15	Yes, what I said is that it starts with the two most recent examples, the health prevention policy and the bio-food policy of Quebec, which claim to be governmental policies, carried out in collaboration with the different ministries. But, for example, the Ministry of Transport, they are still extremely difficult actors to rally around. [...]. So, we are not at all, we are not yet in a societal vision to act in a systemic way, but there are some ministers who are much too active, under the leadership of the Ministry of Health. [...]. I think they've taken it seriously, but they also don't have the capacity to rally all the departments around their health objectives. Everyone is pursuing their own objectives and they have large portfolios that are not yet at the table.		X
QC-15	Even the biofood policy launched in 2018 is Feeding Quebec, feeding our world, something like that. It is claimed that we are refocusing on feeding the Quebec population in a healthy way. But when you look in detail, there are huge credits that are allocated to double exports, the same. [...]. But you know, it's understandable on the one hand, because the population of Quebec will not be able to support all this industry alone, but we see that from the point of view of discourse, we are going to put forward what people like in a perspective, in the current context, a context where people are looking for more of that. In reality, it remains to be demonstrated that the effort is greater on this side.		X
SP-1	I think that what makes it difficult is what they are trying to change and put a legislation that helps the company that wants to donate food. Because they say that you cannot donate and companies are afraid to donate, there are some organizations that say "no, you can donate, the law does not say that you cannot...the company will not be punished if someone gets sick". But, as this is not clear in the legislation, many are afraid to donate and throw it in the trash.		X

SP-1	So, it is not approved, there is no legal framework that says “you can donate, there is no problem”. So, there is this issue, and each one does it in a different way. Each one does it depending on what it considers important.		X
SP-2	SP_2 started [...] as a public program of the city government. [...]. If I am not mistaken, they got this project from somewhere, if I am not mistaken from FAO – Food and Agriculture Organization - and they started this project at the time of Mayor Marta Suplicy's government, this was in 2003 and 2004. When the elections were over, the government changed and they did not want to continue the program, so we decided to do this privately with the people who worked there. It went from a public program to a private program [...].	X	
SP-2	The classic, most basic issue is always the question of funding itself. When SP_2 started, we got a lot of sponsorship from large state companies and international foundations, especially from 2008 to 2010, which was a time of great economic growth in Brazil. So, there was a lot of money left over to do these actions and these projects. Many city governments participated. A lot of money came from the state at that time. [...]	X	
SP-3	I myself, I had to go somewhere else with my family, to be able to work, because here there were no more conditions, there was no way to survive from the property. I think that afterwards, in the period of 2008, there started to be public policies for small producers. So today I was able to return to the property and become a producer again.	X	
SP-3	We had a very difficult problem here in our municipality. As I said, we have two state ecological parks here. So, what does the state do? It looks at the map, marks a line and says “this one belongs to the state now”. And nobody else can touch it, because it is state property, and it disregards the native peoples that have been living there for a long time. So, these native caiçara people [...] became criminals. [...]. So, it caused a very strong socio-environmental problem.		X
SP-3	This comes from PNAE, the National School Meals Program. It was this way, where we managed to make a very big leap in scale, in volume, in trade. And so, it gave us great visibility here as well, because until then it was something surreal, something impossible, small producers delivering for school meals in a city of São Paulo. This was an achievement.	X	
SP-4	So, I took this project, which was already based on a vegetable garden, and turned it into a classroom to talk about food. This in 2014, which coincidentally was the year that the Food Guide for the Brazilian Population was released. So, I held tight on the guide, used it as the basis of all our work [...]. Then I targeted these workshops to where I had already entered, which were the companies.	X	
SP-5	On the other hand, we see that the civil servant is very alienated, in the sense of being subjected to alienation, not that they are alienated, to the question of public policies. I am speaking as a civil servant [...]. We receive public policy guidelines that are often full of intentions and very few tools to make them feasible. So, this is my perception. Many times, we end up... changing secretaries, changing directors, and we are left wondering “well, what will come this time?” [...]. We are living this not so strongly in the state of São Paulo, but in the federal government, we are seeing this every day.		X
SP-5	[...] because if the secretary changes, it can also change. It's something like this... How can I put it? We have to give as much as possible of those things that we really consider important at that moment, because we might not have any more (laughs). Unfortunately. Whereas the more or better, I don't know how to qualify it, the more structured, the more efficient, if it is threatened, the more there will be a reaction... against.		X
SP-9	It may be too much, but today our biggest challenge and barrier is the Brazilian government. It is the environmental and social setbacks that go against everything we have been building in the last 25 years. [...]. Both, on the issue of the executive and the national congress, all the changes in the law, regulations, both labor and environmental. It is the biggest problem for retrogression.		X
SP-9	The big issue is that we end up working with a very reactive agenda rather than a proactive one. We spend an enormous amount of time reacting to proposed changes that could lead to setbacks. We don't stop the ants' work. We do it on the ground. These productive chain jobs keep running. [...]. Things are advancing, but this environment that we have demands a lot. There		X

	are threats to indigenous lands. The legal framework may compromise all the work we do, regardless of the successes and achievements in local, localized, small things.		
SP-9	One vector is the maintenance of the status quo, of cane, in short, of these sectors, with the context of the loosening of the Environmental Labor Legislation for pesticides, they can start having more impact, or at least reverse a trajectory of decreasing impacts. The pessimistic trend is that deregulation will make the environmental and social impact of these large crops and commodities even greater, and they will stop dealing with their liabilities.		X
SP-9	PNAE is the National School Meals Program and PAA is the Food Purchase Program. These are two federal programs, which guarantee the purchase of products from family farms and organic agriculture. The government practically cut the budget of these programs. They are almost dying. This weakens them a lot. There are many farmers in the state of São Paulo who sell their agroecological products to the city halls. [...]. There is a whole network of virtuosity and innovation that is very threatened by this context of legislation retrocession.		X
SP-9	We participated in the soy moratorium. This is a whole articulation for traders not to buy soy from deforestation in the Amazon. We have sponsors that support our time to make an impact on the soy moratorium. We get resources from sponsors to support us in advocating for the Brazilian Forest Code.	X	
SP-11	First, everything that you do, which is different from what exists, needs to have adequate legislation to legislate on you, to audit you. As SP_11 always does something that does not exist, sometimes it takes three to five years to get the Ministry of Agriculture, or the Ministry of Health, or the Ministry of Environment, to have conditions to audit the product that you launched.		X
SP-11	The second governmental problem is that SP_11 today spends more than R\$ 500 thousand reais/year in certification processes. [...]. Besides paying the certifier, it requires a series of processes, protocols.		X
SP-11	If I am saying that I don't use pesticides, why do I have to hire a certifier to say that I don't use them, when a company that uses pesticides is not even responsible for the residue that is there? For more than ten years Anvisa has reported an excess of pesticide residues in plants. It comes out every year. He doesn't need an analysis of the product to sell, like this "there is no residue, so you can sell it". But this increases the cost of the organic product, which makes it even more difficult to sell.		X
SP-11	The second barrier, as people became more...from the consumer's point of view, was the institutional issue. For example, for years and years we couldn't write that on the label. The Ministry of Agriculture would not authorize us to write about these differentials on the label. [...]. And as all this is a big lobby, there are political influences and everything else, so the Brazilian industry itself is very strong in this sector. It is powerful. It also protected itself. Of course, this was never made explicit, but walking through the meanders of everything, going back and forth trying to approve this, to approve that, we were able to observe this lobby that was going on and that held us back for a long time.		X
SP-11	We were literally changing our own conceptions of nutrition, of animal welfare. At that time, we didn't talk about animal welfare. But we, as we had the guideline of the philosophy of natural agriculture, where there are very interesting principles that Mokiti Okada wrote, for example, saying that all beings are endowed with spirit and feelings. This kind of conception, at the time, or even today for some, will seem very spiritualistic, very... intangible, not practical, a lot of philosophy, a lot of poetry, all very beautiful but nothing very practical. That was the great challenge.	X	
SP-13	The federal law 1947, which is roughly called the PNAE law, has in its article 14 a determination that at least 30% of all federal resources passed to states and municipalities has to be applied in purchases directly from family farmers for the school feeding program. São Paulo, for example, receives today about R\$ 130,000,000 from the Federal Government. From these, 30%, which is about R\$ 40,000,000 has to be acquired directly from the family farmer. [...]. Different from a conventional bidding process, we are not going to buy the cheapest food. [...]. Priority is given	X	

	first and foremost to what? The family farmer of the purchasing municipality itself. There you already have a whole character of construction of a new agrifood system very well defined.		
SP-13	The second criterion of this policy is the fact of being an agrarian reform settler or not, which is also another criterion related to the target audience in question. In theory, a settler is a greater applicant for a public policy like this institutional purchase than a non-settler, because the settler has a whole gap, in terms of rural development in relation to the other, because he spent time fighting for that land, somehow, either by occupation processes, like the landless movement, or by processes of waiting for INCRA's settlement, which is very slow in Brazil. [...]. The third criterion, [...] let's suppose, two cooperatives from agrarian reform settlements in the capital city of São Paulo. What is the next criterion? If one is organic and the other is not. The one that is organic will win, because this is the policy fomenting organic production.	X	
SP-13	Based on this criterion, the São Paulo City Hall, starting from a very old civil society demand, built a main policy of progressive insertion of organic food, which is the municipal law 16.140 of 2015. This law says that throughout the years from 2016 to 2026 the city government should continuously acquire a percentage of organic food under the total school meals budget [...], so that by 2026 all school meals in the capital will be organic. This is what the policy says.	X	
SP-13	What we observed was that, we noticed, especially in the farmers in Vale do Ribeira, that there was an increase of people entering the organic and agroecological production system, because of the municipal policy. Answering your second question, [...] knowing that where there was an association in Miracatu, which is a town in Vale do Ribeira that had no organic producers, no association, and that today there are 10, who started the transition, and we heard from the president of this cooperative that the reason was the municipal policy, I think it is a sign. It may not be an indicator, but it is a signal.	X	
SP-13	The second aspect is the capacity of the public power to understand the difference between buying from family farmers and a conventional bidding process where you look for the lowest price. [...]. We even had public calls, which is the procedure for buying from family farmers, cancelled by the legal department because they understood that "no, you cannot buy beans for R\$ 5.00 from family farmers, when you can buy them for R\$ 3.00 in the bidding process. This will make a difference of R\$ 2,000,000 to the public coffer".		X
SP-13	The city hall itself, as a buyer, doesn't relax the rules to buy from family farmers. It takes the same rule that it applies to JBS and applies it to buy from a small cooperative, the same notice. There are some subtle differences, but roughly speaking it is the same edict. [...]. In terms of quality control, delivery times, notification, penalties for non-compliance. We have some situations where family farming cooperatives have R\$ 500,000.00 in fines that were applied over the years and they have to pay this. [...]. So, I think this is a very big challenge. To bring [...] the bureaucratic structure of the city hall to the reality of family agriculture. It is a challenge that we are living very strongly at this moment.		X
SP-13	Starting with the conservative political scenario. The second day in office of the Bolsonaro government, he extinguished CONSEA, and invested against it. Then he didn't succeed, and then he finally succeeded, but he has already arrived on top of the main pillar of the social participation structure in the food security theme. This conservative scenario is very serious. We are not returning to the hunger map for nothing, it is not just a matter of discourse. It is a veiled dismantling of the structures themselves.		X
SP-15	When I arrived at SP-15 they had a program that was a public policy of rural extension, [...], which was still the remnants of the Dilma government going on. [...] this public policy of public technical assistance, it was calls for proposals that the government opened up for companies and organizations that would do this follow-up work with women farmers.	X	

• **Sociocultural and demographic context**

Organization	Excerpt	+	-
--------------	---------	---	---

QC-1	At the beginning, it was a concerted effort by people in the community, mainly women, who said to themselves "what can we do in our community, in terms of health...in terms of development?" [...]. And so, about fifteen years ago, a few people decided to analyze the needs of the community and then they decided that they needed to work on food education to help people eat healthily. It was then...and still is a challenge.	X	
QC-1	The other challenges...well, it's true that QC_1 is an organization that was created by people who are not from the area. These are people who came from elsewhere [...]. We arrived in the milieu about fifteen years ago, it is a milieu that is still relatively conservative. [...]. And there are other organizations. [...]. And then, [...] the girls who set up QC_1 went to the people who were in charge of the food bank and the people at the food bank were saying, "who are you people?" I don't know what happened exactly, maybe the food bank felt threatened.		X
QC-1	But in parallel to that, there is a whole blossoming of projects for years and things that are taking over because people, citizens who are a little bit aware, want something else, among other things, less packaging, more fresh products, more simple products, more organic products.	X	
QC-2	That is to say, we realize that in the general population, all the issues related to food, agriculture or even the environment in general are almost exclusively a matter for the youngest, or people who have been lucky enough to be sensitized to these issues early in their lives because we find ourselves with an older clientele that has a hard time understanding our values or our objectives and that statistically adheres less to our project.		X
QC-8	I think that there is a will to go further in environment, faster, but that, on the political side, it does not necessarily follow. We see that there are many people who take the initiative by themselves, "I want my green roof". There are strong environmental convictions, but they are not necessarily represented socially.	X	
QC-9	But, there is also the aspect that... sometimes it will put in place new social norms that have the capacity... we have seen it in health, all the healthy food, [...] it starts to change too. People are concerned about this. And then, what we're seeing more and more is the whole eco-responsible aspect. [...]. Buying food that is eco-responsible.	X	
QC-9	I think that through all of this, in all of this change, the discourse of buying local, which is also intertwined with eco-responsible healthy food, is inserted. We feel that healthy, eco-responsible, local food is now the fashionable thing to do, if you will. We had discussions with nutritionists and more and more they integrate eco-responsible in their discourse.	X	
QC-14	So, in fact it is a market that was created in 2011, [...] following a citizen's initiative, a request from citizens [...].	X	
QC-14	In fact, we are targeting the food deserts in the borough, i.e. the areas where the residents who live in these sectors do not have a fresh fruit and vegetable shop nearby, and in fact, this comes from the will of the citizens.	X	
SP-2	From 2013 to now, added the crisis issue, but also a new generation of people came of age, in my perception. So, these people who are the XY generation from their 20s to their 30s, they see this issue of food in a very different way than people from the 90s or early 2000s. They want a better and healthier diet. [...]. People want to buy, because they understand that it no longer makes sense for you to be consuming food that comes from 300 or 400 km away.	X	
SP-2	People are seeing this urban agriculture structure as a consumption option. They are also seeing it as a sustainability option, that they want to consume food that has been produced nearby and that does not have pesticides, which is a super issue that people take very seriously nowadays. In the past, people knew that food was full of pesticides, but there was not this perception of how bad it is, as nowadays there is. Because young people are more concerned about these issues.	X	
SP-3	The caçara culture is actually a mixture of the native indigenous people that lived in the region with the Portuguese who arrived here, the Europeans, along with the Africans. So, we have this mixture that is the caçara culture. The caçara doesn't want to accumulate. So, for him, he caught a little fish for dinner, it's already good, he's going to stay in peace. Different from the Europeans, the Asians, who come in a model of explore, explore, explore and accumulate. [...] The caçara		X

	avoids friction, so he was easily exploited. Instead of getting into a fight over land or something, he prefers to leave rather than get into an argument.		
SP-3	These other, more normal cooperatives, they come from a very strong, business culture, from the Fordist production model. So, they can't, no matter how hard they try, no matter how hard they try, they still can't install this culture in the local producers. So, now in Sete barras and Eldorado, where [confidential organization name] is, which is a quilombola cooperative, a quilombola community, this culture of the regenerative production model is more inserted within the culture of the local institution. So, this makes it much easier for producers who have worked their whole lives in the conventional model to migrate to an alternative or regenerative model.	X	
SP-6	The initial challenge in any place that is going to start is to find people willing to start. Because we hear a lot of phrases like, "ah, this works in Germany, Brazilians want to take advantage of everything, this won't work", and that's how it was in the beginning. It was necessary to have some crazy people who wanted to start [...]. When it arrived in Bauru, for example, people said: "No! This will work at Demetre in Botucatu" [...]. More recently, I was in Bahia and people said: "No, this works in São Paulo".		X
SP-11	Being a pioneer is a huge challenge. You do something that is practically ahead of time. This issue of antibiotics, people had no idea. Society in general, no matter how well educated it was, had no idea of the complexity and the impact of it. [...]. That was the big difficulty I would say. First, to deal with the low acceptance of the product, because for the general public this was not a differential. And when it was, it was a differential for the worse. They didn't understand.		X
SP-13	Well, as I said, this is a demand from São Paulo's civil society in the 90s. [...]. They are people that, I joke, with all due respect, are dinosaurs of São Paulo's civil society, that they have been in this fight since the 80s. [...] every administration that started, they would go to the City Council, they would put pressure so that a law could be built [...].	X	
SP-13	The second aspect is the capacity of the public power to understand the difference between buying from family farmers and a conventional bidding process where you look for the lowest price. [...]. We have even had public calls, which is the procedure for buying from family farmers, cancelled by legal counsel because they understood that "no, you will not buy beans for R\$ 5.00 from family farmers when you can buy them for R\$ 3.00 in the bidding process. [...]. Getting the managers down their horses regarding the school feeding policy and family farming was very difficult, but we managed [...] because the civil society came and said: "are you kidding me? [...]. "It is not that way, it is a federal law, you need to respect it". [...]. One day they accepted it.	X	
SP-13	Civil society was greatly strengthened in 2015 by the re-establishment of the municipal institutional food security council. [...]. The pressure is of the most diverse, going into the structures even. [...]. You have since these less formal things, to the construction of formal documents, articulation with the press [...]. There are very articulated people that make up these collectives. [...]. When the subject is food, it touches on very basic things of the human being. Social participation has a fundamental role.	X	

• **Consumer behaviour and diets**

Organization	Excerpt	+	-
QC-1	And then there's the other side of the breathlessness effect. Calling each other, getting together, deciding what to eat, going shopping, getting together and cooking, dividing people. After a few years, they lose a little bit of faith, I would say the "sacred fire" anyway (laughs).		X
QC-2	So we realize that if we don't get into people's heads beforehand, there's not much that will follow afterwards. People have to believe in it, because from an economic point of view, we end up offering things that are more expensive for which the added value is not necessarily understood by the majority of the population.		X
QC-3	When they renewed their agreement with the concession, they asked for a lot of sustainable development... they asked for a lot of sustainable development considerations that this	X	

	concession is committed to. They did a lot of research. That's private. She can ask them, because if it's not X concession, she'll ask the other one. [...]. The next time, I will also be on the committee and I will come up with criteria to ask for and we will try.		
QC-4	And we have been able to push on certain initiatives to get them to buy from local suppliers. It does take a while, but there are ways to move around it. So, we just had to do is, you have to be an approved distributor, and whenever there's a smaller local distributor that Aramark will work with, we'll talk with them and say: "can you bring on these products?". And so that will be our way around it.	X	
QC-4	What I'm trying to work on is just like to get all of the universities to really start tracking their purchasing, because I'm hoping with that, that, together we're able to identify the gaps in the food system and also collectively put pressure on the distributors or on the producers to be able to help us do our job better. [...] if we were able to collectively say: "these are the things that are want". [...]. It's much more of an impact than us doing it individually.	X	
QC-4	Yeah, it's gotta be pressure from the students. I wasn't here when that happened, but there was... Yeah, it was pressure. [...] They're like pushing the conversation. [...]. There is like, you know, 1% or less very vocal small group of students that push that conversation and then administrators listen to those students. And then you start to see also other universities doing it.	X	
QC-4	But the students love it, that's the problem, is that we think like: "oh, the students want sustainability". [...] But they also want their Lucky Charms. You know, like these cereals. We tried to make a totally vegetarian food service location and there were complaints. So, we switched it to start to include meat. And then it's like how much is of the role of the food service to tell the students, like a mommy role of what they should be eating, you know?		X
QC-5	I would say that it came as much...it's also the students who are asking for this. It's also important to feel that, because they are the consumers, the clients, so it allows us to change the practices of a food service.	X	
QC-7	And in 2013, the National Assembly called the founders to say "well, we would be interested in developing a front garden" and... at first, they thought it was a joke, because the organization was really small at the time [...]. And then it really put the organization on the map, when we realized that, it was... more than 100,000 visitors per year, the visibility there... TV shows in the United States, everywhere, it's great!	X	
QC-10	But that's how it started, so three roommates who were tired of paying too much for over-packaged organic food, so they wanted to order in larger quantities...to get better prices and then create less waste for themselves, for their own home. Then they said "while we're at it, we'll create a buying group and then we'll invite people we know to order with us". [...]. And the response was great [...], it grew very, very fast.	X	
QC-10	[...] then we realized that there were people who came to place an order, two orders and did not return afterwards. So, we tried to understand why and we are trying to work on that. We also know that one of the main obstacles for people is the time it takes. Because it takes a certain amount of time to pack an order.		X
QC-11	I deal with a lot of restaurants and the person who counts in the restaurant is not the owner of the restaurant, but the chef. He's the one who orders, he's the one who cooks. If he wants your products, he will buy them.	X	
QC-12	There is also an awareness among chefs and restaurant owners. Then, slowly, the offer in restaurants, there is more and more organic and local. [...]. This comes from requests from chefs themselves to have access to fresh products. So, slowly, that allows... they have a power of influence that is as much at the level of decision-makers as it is with the population.	X	
SP-2	From 2013 to now, added the crisis issue, but also a new generation of people came of age, in my perception. So, these people who are the XY generation from their 20s to their 30s, they see this issue of food in a very different way than people from the 90s or early 2000s. They want a better and healthier diet. [...]. People want to buy, because they understand that it no longer makes sense to consume food that comes from 300 or 400 km away. (SP-2)	X	

SP-2	There is a consumer perception, because he wants this kind of food. At the same time, this consumer is deciding where he is going to make this purchase and where he is going to spend his money. So, he is going to buy food, he wants to know "who is he giving this money to?" To Pão de Açúcar? Is he giving it to a company that uses local labor, manages the land well, doesn't use pesticides, generates jobs and income for the periphery? This consumption option is more interesting to him. [...]. From the moment that this generates a demand for consumption, there will be organizations like ours, [...] that will want to supply this type of consumer.	X	
SP-3	There are many native fruits that grow in the middle of the forest, which are from here, adapted. We have unlearned to eat these foods.		X
SP-4	I think that it has improved a lot, I think that the chefs are playing a very important role here in disseminating these food causes, to talk a lot about the concern with the producer, the origin of the food, from the garden to the plate, this movement did not exist five years ago, you know! So, at least in our wonderful bubble, it has improved a lot, but it starts like this, it starts in the bubble and then spreads.	X	
SP-6	All the parents that participate in this school, in some way or another, are looking for this. And in this search, a person from the school learned that... in Botucatu, [...] there was a German who was living there, and he brought an idea from Germany, called CSA, through which people could buy food cheaper. So the story came to me. Even in a distorted way, because that is not the main objective. [...]. At the time, this mother, who learned about this activity in Botucatu, asked if this German [...] could come to our school to talk to the interested parents, to explain what this was and how we could also participate [...] maybe by creating a CSA.	X	
SP-6	But for consumers, because they are used to the big markets, etc., people ended up disconnected from this question of the rhythms of the earth, of knowing that you should eat what the earth is giving you at the moment and not eat everything you want to eat, because we have the mistaken idea that everything is always available, but in fact it is not like that, the earth has a wisdom and she gives us the correct food for that particular time of the year, for the needs we have at that time.		X
SP-6	People today don't have time to prepare their own food. A lot of people stop participating complaining about this. They say "look, we think everything that comes is wonderful, but we don't have time to cook at home, we have to keep sanitizing everything that comes, separating it, washing it, and with the rush of our daily lives, we prefer to have lunch somewhere where the food is ready".		X
SP-8	People criticize the quality of a product sometimes, without having known about it, without wanting to know before criticizing. And I believe that the CSA helps a lot in this. You will understand better that maybe at this time the tangerine will not be as good as it would be at another time, but it is good inside, you can eat it and you will see that it is good.		X
SP-12	In our consumer's mind, good food is expensive. Eating well in Brazil is expensive. Eating well in Brazil is not practical. It is easier to eat industrialized food than fresh food in their perception.		X

• **Food Supply Chain**

Organization	Excerpt	+	-
QC-1	After the difficulties in carrying out the activities, we changed cooks, we have a cook that, finally, the food that she made was not as good as that. We lost half of our clientele before we realized it. At the same time, we have a shortage of kitchen staff. So, it's completely difficult to find someone to replace her.		X
QC-3	Sometimes we find suppliers, but they don't have the size we want. If we want to have a small cheese, because the cheese we have comes from Ontario. We would like to have a cheese from Quebec. But, sometimes, there's a big block and we have to cut it. If we cut it, it means that it is an employee who cuts it. You have to wrap it as well. That's a lot of time. The cheese already costs more, you have to pay the person who cuts it, you have to pay the packaging. It's a lot. We want to		X

	find a cheese from Quebec that will be more expensive, but that will be in the format we want. But that's not what we have.		
QC-3	Even to [confidential organization name] we asked at the beginning if it was possible to have because they have on their website a whole description of the product and there were small icons marked "local". But local for them is Canada. We asked them, because often it's easy to get information. But, for them, no. It was too resource intensive.		X
QC-3	Last year, [confidential organization name] found us farms that agreed to sell us organic and local vegetables. I would say that it was a big challenge, because 1) it costs more, so we had to negotiate with them and 2) well, they had never worked with public institutions, so the structure, the days of orders, all that was not easy [...]. We threw away vegetables unfortunately because we didn't store them well, [...] there were things we didn't know about how to store and process organic vegetables.		X
QC-3	[...] unfortunately, I won't be able to do this alone; I need other hospitals. I am at that stage. [...]. So anything I can do that allows other hospitals to get on board will allow me to buy organic later on. Because it takes a lot of people to buy this. Because the more people we have, the less it will cost. We're not there yet.	X	
QC-3	After that, what we said to each other within the team, we said "we should have help" because we thought of [confidential organization name] which is a company that is very focused on the environment and all that, except that [confidential organization name] is organic. They work a lot with organic products. So it was like... "if you want to work with us, you should add organic to your list". Okay... okay, so we said "why not? We'll try it, we'll see".	X	
QC-4	But it is a multinational food service corporation. The difficulty of working with these is that they do have lists of suppliers preferred suppliers that they want to work with and they select these preferred suppliers because they can get rebates from them. [...]. Like all these different kinds of international companies [...]. Folks that you don't necessarily want to be buying your food from is the ones that they have the best deals. So, it's just cheaper foods, which makes it more difficult to move away from those because...it's just cheap.		X
QC-4	The other thing that's difficult with [confidential organization name] is that you have to make menu items that are corporate approved. So, you have a list of all these dishes and you just select from this database. [...]. And so, when you look at the plant-based items, the vegetarian items in this database for [confidential organization name], it's just like tofu, tofu, tofu, tofu, tofu. And we're moving beyond that, you know? [...].		X
QC-4	We don't hire our own food service. What we have, we control [confidential organization name] through contracts. [...]. And in these contracts, you just lay out what you want. So, we say that we want 75% local fruits and vegetables in the summer, 50% local fruits and vegetables in the fall and 25% in the winter. And then they have to report and present what their numbers are three times a year. So [...] the contract is key to being able to push any of the sustainability items.	X	
QC-4	And so, it'll put anyone from the hospitals to the garderies to the distributors at the same table to try to increase the links between them. [...]. So, through that, just "how we can make each other's work easier and how we don't recreate the wheel each time, right?" So, if you're researching all these different suppliers and you have that, you will then share that with me so that I don't have to do that. And then "how can we avoid working with the Krafts of the world?"	X	
QC-4	Nobody knows where the food is coming from. [confidential organization name] gives us these monthly reports about where food is coming from. But [confidential organization name] doesn't just buy from the growers, they buy from other distributors as well. That's true for all distributors, right? They like to play the market is what they say. [...]. So, that when they get the report, they will just be putting the name of other distributors on there. And then when I say "well, can you start putting the farmers on there?" And they said "well, it doesn't work because the way we receive food". We say "okay, we need 10 pallets of strawberries this week", so tell their buyers "we need 10 pallets" and then they'll go and figure out where to buy it. And then they receive it, the product, and they receive it all under one code. [...]. And it's a bit complicated, but the point is that you can't trace it back to the supplier, that it has all merged under one number.		X

QC-5	The other is really the logistics aspect as well, because for a direct supply, we see it, among others, with [confidential institution name], when we deal directly with producers. But it is certain that for the producer it is also demanding, they need to invest themselves, they sell, and they have to do it regularly every week. So, it requires an adjustment. You don't go through a supplier or a distributor who just...he has a warehouse and all the products are there. So, it's really at the level of logistical investment. But again, the more these projects increase, the more the barriers can eventually fall.		X
QC-5	[...] especially a farm, maybe a smaller scale local, local organic vegetable farm, their carrots are washed, but they're not pre-peeled. Often, they need a first...in the institutional they need a first processing. [...] as in berries - because we produce a lot of berries in Quebec - that you also say "we can freeze", but often the institutions don't have space to store it frozen [...]. So, it's really...that's what we come back to, we always go around in circles (laughs).		X
QC-7	Well, we... that makes me think that the challenges we also have are in terms of our inputs and in terms of... we try to be as ecological as possible in our ways of operating, but we still consume a lot of plastic. [...]. We are always trying to improve in this area.		X
QC-8	We produce, we put it down, and it's all sold, there are no losses. In the food circuit, there is a lot of advantages in doing that, I still don't understand. All the indicators point out that it is positive, their customers seem to be ready for it. They expect more. We produce what we can produce. But if they open up to other vegetable growers in the area, who are doing some of the same things we're doing, that would be popular, you know? It's really supply management challenges based on kind of arbitrary criteria that they set for themselves like "oh no, we can't do that". But, if you don't do it, you don't know that.		X
QC-9	You know, there's an important aspect to this, it's nice to have all this will, but sometimes there are companies that are not interested in the institutional environment. Companies that have business strategies that target the retail sector, the retail network [...]. It is a market that is specific to certain types of companies for certain types of products. [...]. There are many criteria. Sometimes there are institutions that are looking for products, and they don't mind paying for them. But, they just aren't able to find it.		X
QC-10	It depends like this, for sure our dream is to do direct trade, but to find the balance to be fair for everyone right now we can't pay the plane tickets for that, unfortunately. [...]. We still do business with, for example, [confidential organization name] who are large distributors. Then, often it's more difficult to get all the detailed information, traceability and all that...how many kilometers it has traveled, all the products that have been used in the production chain, the culture of the company. Sometimes it's hard to know "who produced it".		X
QC-11	We're three producers in Atwater, renting a booth together. We have a vendor there. We bring our vegetables. I have priority for tomatoes, peppers, zucchini, for example. The other producer has priority for lettuce, tomato and so on... It's a collective marketing. [...]. If I don't have a product one week, the other producer brings it.	X	
QC-11	Now you're saying, "But why are you doing it?" We do it because they still order good quantities. We have targeted products in this list and the price is still right. We are able to do it. [...]. In addition, with [confidential organization name], they helped us to open a drop-off point in the institution. That makes the move worthwhile. [...]. If I don't make a profit when I put boxes on the pallet and then leave, "hmm". But if I make a small profit when I put the boxes on the pallet for the kitchen, and at the same time I deliver baskets, then I make a decent profit. Then you say "OK, its good enough!" It's the same route, the same delivery person. So it's worth it.	X	
QC-13	We have only one product that we have problems with. It's seafood products. Now, this is an interesting subject for... more for Montreal than for Quebec. But in Montreal we are far from the sea [...]. And the supply of marine products is relatively low. There, we do not have good products.		X
QC-14	Either you buy from wholesalers [...]. So, if people don't want to bother, they go during the day to a wholesaler, and they buy from the wholesaler who has bought from the producers. But we will buy directly from the producers. [...]. But it's very complicated in terms of logistics of operation, it's very complicated, so what we've been doing for three years now, four years, is that in fact	X	

	we've created a mutual [...] of supply with four [...] solidarity markets. [...]. These four markets [...] share the cost of a human resource and share the cost of a truck.		
QC-15	[...] there is a lot of fear, a lot of concern like "we're not going to change the system, the system works". [...]. We hear a lot about pesticides in the public sphere, [...], but when we talk to the producers themselves or their representatives, for them it is an essential work tool. Then, they are afraid that we will demand zero pesticides overnight [...].		X
SP-1	The big partners are the food donors. [...] Without them we wouldn't have the work.	X	
SP-2	One of the big issues with pesticides and preservatives being necessary is because of the distance you have between the production zone and the consumption zone. In our case, as we produce within the city, this is not a problem for us. It is not an issue. So we end up producing organics.	X	
SP-3	That is when we got to the [confidential organization name] cooperative, we were able to access large markets. In this case, school feeding in São Paulo is a great example. [...]. Every time we said "we are small producers, we need to deliver for school feeding, there is a law". The answer was always "oh no, the small producer can't be on time, he can't have logistics, he can't have organization, he can't have a lot of things". [...]. When we got together in a central office, with 14 institutions, today there are 1,200 families of small producers making claims. So, politically it is different. And then we got going, with a lot of social organization, social technology, we managed to deliver it to the school meals in São Paulo since 2014.	X	
SP-4	It's no use me talking about organic agriculture, me being here at the tip saying "eat organic", and the organic chain not being well established. I need someone to accompany the organic producers so that they get organized for logistics to work until the big centers, but then I need more organic producers, I need another institution, which helps the conventional one to become organic to convince this guy [...].		X
SP-5	I won't remember from when all this legislation is, but it is not recent. [...]. What happens is that it identified that, that the public notices were "empty". I don't know if you are familiar with this term. It is a common term; I don't know if it is technical. It is because it is not enough to make the public notices, the proposals have to be analyzed, and people have to fit all the documentation in order to make the sale. So, what used to happen is that there were many calls for bid that either no one showed up or the people who did show up were not qualified in the legislation to be able to attend the sale. [...]. So, where is the flaw? The gap is in the producer's attendance.		X
SP-6	What gets a little bit sticky in the financials is the lack of registration of the farmers. We're talking about needs, right, so when you sit down with farmers in a CSA to talk to them like, "how much do you generally spend on electricity per month?" For example. He doesn't know. "How much do you spend on seeds per month?" He doesn't know. Because [...] he doesn't have time to manage.		X
SP-7	I think that maybe the main challenge is to put to work a complex system that doesn't exist yet. You compare the complexity of the current food chain, it is much more complex than the SP_7 chain, but it is already working, it is already there. It was being built over hundreds of years. So, it is very challenging to build a chain from scratch.		X
SP-11	The creator of SP_11 [...] arrived one fine day here in Brazil, he was one of the precursors of the Messianic Church here in Brazil, and he said "this situation is difficult, because we say: 'eat organic food'. But there is no place to buy it". This was in 1994.		X
SP-11	We form associations and business bodies through cooperatives, through trade associations. So, you can organize the producer market. You don't leave one person working alone. You gather three, four, and set up an association or a cooperative, and SP_11 usually encourages buying from cooperatives.	X	
SP-11	[...] the inputs companies do not see organic as a consumer market for large tractors, agricultural machinery, harvesters. So, they are machines prepared for fertilizer and agrochemicals, for conventional soils. But these machines are very heavy and they compact and kill the organic soil. [...]. And then you see a big growth gap in the organic Brazilian grain sector: the lack of bio-input production technology and the lack of agricultural implements.		X

SP-12	Organic is still a challenge for the country. Logistics is a challenge within our business. [...]. It is very difficult to find fruits, vegetables and greens in a region with which we can supply a basket composition, through that nutritional balance we talk about.		X
SP-13	There is another thing that was a little bit what I studied in my master's degree, which is how this process strengthens the social organization of farmers in the field, strengthens the cooperative, the association, why? To sell to the public authorities everyone has to be together because the volume is big, so it is not possible to do it individually, each one taking care of himself/herself.	X	
SP-13	First: the logistical challenge. How to make these people who were used to selling to middlemen start selling to public authorities, with all the technical demands and even more the transportation within the city? It is one thing to put the product at the farm gate, but it is another thing to make it reach 700 schools, as is the case.		X
SP-14	Yes, it does, because in the end there are a thousand hectares of production in the area SP_14 operates, so there has already been a stage of unlocking the chain of grain production, which has even allowed the expansion of [confidential organization name] itself for the production of organic eggs, because what limited the expansion of poultry production was the fact that there was no organic food for these birds, and now the fact that there is. It is the differentiation between feed and food.	X	
SP-14	But, we see this as a way to kick-start large organic production projects, to go beyond the scale of local production and small production [...] I think SP_14 is helping to make a chain possible, because it is producing a large volume of grains. For example, beans, there is a company that already buys beans from SP_14 and is going to open an organic line using SP_14 beans. Oats, the same thing. [...]. Allowing large companies to start organic lines tends to exponentially increase the interest of producers because if there is demand, they have someone to produce for.	X	
SP-15	When we started to sell to the institutes, we started to sell to greengrocers. That limited our life a lot. [...]. The purchase from [confidential name of the organization] was very small, 350 kilos. When we decided to certify in a network [...] to guarantee a bigger freight [...] it was another degree of freedom because everything that we couldn't sell in the [confidential organization name] [...]we started to offer in the network groups.	X	

• **Interpersonal relations**

Organization	Excerpt	+	-
QC-1	At the beginning, it was a concerted effort by people in the community, mainly women, who said to themselves "what can we do in our community, in terms of health...in terms of development? [...]. So, Saint André is quite dynamic and there are several organizations, several community groups... consultation tables, so people talk to each other. About fifteen years ago, a few people decided to analyze the needs of the community and then they decided that they needed to work on food education to help people eat healthily.	X	
QC-1	The other challenges...well, for sure QC_1 is an organization that was created by people who are not native to the place. These are people who came from elsewhere [...]. We arrived in the field about fifteen years ago, and it's a relatively conservative field. [...]. A lot of very nice people, but who don't necessarily have the same vision of the world as us. And there are other organizations. [...]. And then, when QC_1 was created as a result of this consultation, the girls who set up QC_1 went to see the people who were in charge of the food bank and the people from the food bank said: "who are you?" I don't know what happened exactly, maybe the bank felt threatened.		X
QC-3	I don't know, I think it's...it must be the resistance to change again...Then to change a culture, outright, of an entire facility, I think that may have been the most...the hardest, because we had to put a lot of energy into meeting a lot of people, communicating what room service was, trying to convince people that it was going to be wonderful.		X
QC-3	It's nice to say that there is someone who dreams about something, but it takes people around who believe in the same project and who want to move it forward. So, I would say that I am very lucky because my buyer [...] is very motivated [...]. But personally, I was able to sell it to the	X	

	organization because my role was to tell the general manager "we want to go there, what do you think?"		
QC-3	So, the nursing staff was worried when room service came. They were worried that the patient wouldn't eat; that the patient would forget to order, that the nurse wouldn't know about it. That's for the nursing staff. We managed to reassure them anyway, we established rules, checkpoints that allowed them to make sure of that. Our service, our employees, it was quite a change for them. [...]. I would tell you to the point that...it's been difficult. We can't deny it.		X
QC-3	So, we kept a farmer and this summer, in order to help him finance himself, we allowed him to offer organic baskets to the hospital employees. [...]. So, he has 50 families who will take their organic baskets here at the hospital.	X	
QC-3	I'll give you an example, at the level of the purchasing group, I was trying to bring about changes, so I convinced them; out of 10 hospitals, four have made the change for - it's not much - it's tuna cans. I asked, I said, "Why don't we put in a bid through our purchasing group to get sustainable tuna?"	X	
QC-3	Last year, [confidential organization name] found us farms that agreed to sell us organic and local vegetables. I would say that it was a big challenge, because 1) it costs more, so we had to negotiate with them and 2) well, they had never worked with public institutions, so the structure, the days of orders, all that was not easy, which meant that at the end of the summer, we met, and we were able to talk to each other because they had irritants, but we also had some irritants.	X	
QC-3	We also met a lot our supplier of software of treatment of menus... Because it's all well and good to want to do all that, but if we can't manage it, it won't work. So, we really had to have a close relationship with them to develop the application, so that it would meet our needs. And then, you know, constantly there, I would come back to them with "oh yes, but in such and such a case, how am I going to manage it in room services?" "What can we develop or what can you program, you, on your side, so that it can meet our need?"	X	
QC-3	What was also a big concern for the nurses was the patients who weren't eating. [...]. So that was also one of the reasons why... 'oh I don't like the fact that it's the food service that goes to the patient'. So [...] we took that concern and we said "well, we have to do something to try to... to temporize that". So, we went back to the software provider to know "well, is there a way [...] where we could, I don't know, print a report three times a day that says... that lists 'OK, well which patient hasn't ordered their lunch yet? Which patient hasn't ordered dinner yet? Dinner? Same thing'". So, that's been scheduled.	X	
QC-4	And we have been able to push on certain initiatives to get them to buy from local suppliers. It does take a while, but there are ways to move around it. So, we just had to do is, you have to be an approved distributor, and whenever there's a smaller local distributor [...], we'll talk with them and say: "can you bring on these products?". And so that will be our way around it. But normally, we're not spending a huge amount of money on these items. And so that makes them more willing to take it on, right?	X	
QC-4	What I'm trying to work on is just like to get all of the universities to really start tracking their purchasing, because I'm hoping with that, that together we're able to identify the gaps in the food system and also collectively put pressure on the distributors or on the producers to be able to help us do our job better. [...] if we were able to collectively say: "these are the things that are want". [...]. It's much more of an impact than us doing it individually.	X	
QC-4	What I'm trying to work on is just like to get all of the universities to really start tracking their purchasing, because I'm hoping with that, that together we're able to identify the gaps in the food system and also collectively put pressure on the distributors or on the producers to be able to help us do our job better. [...] If we were able to collectively say "these are the things that are want". [...] it's much more of an impact than us doing it individually.	X	
QC-5	Then sometimes it's several people who make the decision. That's why awareness...why it's important and why we need to do it. It's important because you have to get all these people to say, "Okay. Yes, this is important". [...]. It's really about teamwork.	X	

QC-9	Generally speaking, if we think about listening to public servants versus our ability to do things, I think that there is a discrepancy that is created. Because there are a lot of people who agree with the new directions, the new types of projects or the new ways of doing things. But sometimes it's the acceptance within the department, the sensitization of our bosses, things like that that we have to convince. We have to make it part of the discourse to be able to support this new way of seeing things. And then we have to convince them that this translates into assistance programs.		X
QC-11	If the kitchen of a restaurant or institution wants this, but the boss doesn't, it won't work either. But if the owner wants it and the cook doesn't, it won't work. This is a mistake that sometimes farmers embark on projects like this, that the owner wants, but the cook doesn't want. So, the cook is in charge...it's not a good relationship. It's not a good blur. It doesn't have a quantity that is given, it doesn't have an exchange. It's not vigorous as a marriage. You have to have a good relationship with the kitchen. With the knife and the cutting board. If they love you, you'll pass on a lot of vegetables. That's the key.	X	
QC-14	Well, we realized that it was really a challenge, the supply, and that it was really complicated and we wanted to keep the direct relationship with the producer. And we realized that several markets had this desire, so we said to ourselves "well instead of each market using a truck, using a human resource, it would be easier to share and it would cost less and it would be less energy spent".	X	
SP-1	For example, we would like to work with supermarkets to do sustainability actions with this public, but for this we need resources, we need partnerships [...]. For example, a supermarket chain that [...] are willing to do something new. We wanted to do training in the supermarket, to reduce waste in the stores and then we have to convince them to enter the stores and make them open their doors to us, because they are still afraid to open them.		X
SP-3	After a long time, because then the system always pushes you to compete. We learn in school to compete. It is always competition. There is a standard there because we have to compete and those who reach it are the good ones and those who don't reach it are the excluded ones, the bad ones. In the cooperative model in Brazil it was no different. The cooperatives competed among themselves, and still do in some cases. What happens is that we realized that where there is a lot of competition, in fact, nobody stands out. [...]. And that was when we stopped competing and started to sit down more, to have collective meetings and coordinate interests, in this vision of cooperating.	X	
SP-6	[...] all the parents that participate in this school, in some way or another, are looking for this. And in this search, a person from the school learned that... in Botucatu, in the interior of São Paulo [...] there was a German who was living there, and he brought an idea from Germany, called CSA, through which people could buy food cheaper. So, the story came to me. Even in a distorted way, because that is not the main objective. But, that is what came to us. At the time, this mother [...] asked if this German [...] could come to our school to talk to the interested parents, to explain what this was [...]. And so it happened. One day a meeting was scheduled and he came.	X	
SP-11	So, we were also building there all the research structure on the chicken issue. Experimental farms. There, it was cool because nobody pressured me to say "Gee, but you don't want to use antibiotics, but you are causing such problems". Because in the beginning the production was bad, right? There, it was a place of carte blanche to do everything that needed to be done.	X	
SP-12	We started to see, from the moment we connected with small producers, that this is their dream. They want to see their product on the consumer's table and they also don't see that it makes much sense, or in fact they are hostages of this traditional retail model that squeezes him, pays him with a hundred and few days, 90 days, but he needs this because he needs to sell his product.	X	
SP-14	We promote a chain that currently is not so large and consolidated, which is the organic production chain, taking the risk together and understanding that there are limitations on both sides, but trying to integrate as much as possible so that the potential of each party is expressed in this partnership. [...]. According to each situation, a different kind of partnership is built, some with more interaction, others with less [...]. It is a very integrated thing.	X	

SP-15	When we went there with the land and agroecology policy, you get there thinking that "ah, the land, agroecology, technical assistance, everyone will want it". But Vale do Ribeira is a place that is already a little worn out, you know? A lot of projects go there. There are few people who believe in what you are saying, because a lot of people have already arrived there and said a lot of things and left. This thing of building trust with the women farmers and also listening to them at this moment [...].		X
-------	--	--	---