

DELIVERABLE D5.3
MULTIPLYING THE IMPACT –
SHARING EXPERIENCES:
TRAINING AND GUIDANCE
MATERIALS FOR
KNOWLEDGE TRANSFER

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Abstract (for public dissemination only)	The following document contains training and guidance materials including short videos to enable and enhance knowledge transfer from Foodshift2030's FALs to FELs and to further innovative actors.

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1. Executive Summary

This document contains a compilation of training and guidance material for a successful exchange of knowledge and experience. Primarily, this material is aimed at the FALs, the FoodSHIFT2030 Accelerator Labs, to support them in their interaction with the FELs, the FoodSHIFT2030 Enabler Labs.

In principle, however, the material can also be used by further actors, such as the FELs as well as other innovative actors, and can be applied in diverse areas of knowledge transfer.

The material is diverse and ranges from application aids in the planning and exchange of event dates, new exchange formats within the project itself, good practice case materials from within the FoodSHIFT2030 project as well as experience-based collections of formats and tools including application instructions and further links.

2. Abbreviations

FoodSHIFT2030	Food System Hubs Innovating towards Fast Transition by 2030
FAL	FoodSHIFT2030 accelerator lab
FEL	FoodSHIFT2030 enabler lab
FAL2FEL	FAL to FEL

3. Introduction and needs assessment

This deliverable facilitates and supports knowledge transfer and networking between the FoodSHIFT2030 Accelerator Labs, the FALs, and the FoodSHIFT2030 Enabler Labs, the FELs, focusing on the needs of the FALs to support their interaction with FELs. It has a twofold function. It describes the built-up process of the training plan as well as providing relevant training material and tools for the FAL to FEL knowledge transfer.

33 City-regions, 1 village and 1 initiative were onboarded during the first half of 2022 as FELs through a WP 5 led application and selection process by the FALs. Each FAL onboarded a minimum of 3 FELs. The overall objectives of the FAL2FEL knowledge transfer and networking are:

- Broadening the impact of the FoodSHIFT2030 project
- Learning from the experiences made by other cities
- Sharing knowledge gained in the first 2.5 years of FoodSHIFT2030 project

The following overview list all FELs and their affiliation with a FAL as well as their geographical location:



- FAL Athens with Vrilissia, Nea Smyrni, Korydallos, Halandri, Agia Paraskevi in Attika Region (GR)
- FAL Avignon with Albi-Occitanie (FR), Bergamo (IT) and Bordeaux Métropole (FR), Geneva (CH) + Manger Demain ((initiative (BE))
- FAL Barcelona with Exeter (UK), Hamburg (DE), Milan (IT), Paris (FR)
- FAL Bari with Tirana (Albania), Taranto and Tricase (IT)
- FAL Berlin with Bochum, Freiburg & Region, and Luebeck (DE), and Zurich (CH)
- FAL Brasov with Alba Iulia, Sibiu, and Cluj-Napoca (Romania)
- FAL Copenhagen with Basel (CH), Kaunas (LI), Plymouth-Devon (UK)
- FAL Ostend with Bruges, Eeklo-East-Flanders, and Kortrijk (BE) and Lisbon Metropolitan Area (PT)
- FAL Wrocław with Warsaw (PL), Greater Manchester (UK) and Trento (IT) + Krzyżowa ((village (PL))

To facilitate the knowledge transfer from each FAL and its FELs a peer-to-peer learning approach will be applied to allow sharing lessons learned from practical experiences with food system innovations.

In a co-creation process with all FALS between 05-09/2022 the peer-to-peer learning format “training and guidance materials for knowledge transfer to FELs” was developed. Peer to peer learning with FELs will be conducted as online as well as physical exchange meetings. Each FAL will facilitate two online exchange meetings and four physical exchange visits with their FELs.

Unified under the name training and guidance materials for knowledge transfer to FELs, it includes a series of short films, tools for networking and transfer of information and knowledge as well as good practice and implementation examples from FALS that can be adopted by other FALS and FELs.

The compilation is based on a needs assessment of the FALS, which took place during the project meetings, especially the Consortium Reunion in Brasov in September 2022, an overall survey conducted amongst all FALS in September and October 2022 as well as in targeted online brainstorming sessions from October to early December 2022 with each FAL and WP 5 on a one-to-one basis.

The following *common needs* or *topics requiring support* emerged from the assessment:

- a) How can FELs be attracted to ongoing interaction with their FALS?
- b) How can the FALS show FELs their benefits from participating in the FoodSHIFT2030 project?
- c) How can language barriers between FALS and FELs be overcome?
- d) How can the FAL to FELs network be facilitated beyond the lifetime of the project?
- e) There is a need for/interest in sharing experiences on the FAL2FEL exchange visits which already took place amongst the FALS but also to share topics and ideas for future planned exchange visits between the FALS and their FELs. Good practices are considered useful to have a tangible orientation when planning FAL2FEL exchange visits.

- f) Although each FAL has selected 3 FELs there is a need for sharing knowledge and experience between all FALs and all FELs to utilize the vast and different fields of expertise amongst them.

Based on this assessment as well as on Deliverable 5.5 “Framework for knowledge sharing and transfer, and learning” the following training and guidance materials were compiled and are provided to address the above-described needs. In the sense of this deliverable, the material primarily addresses the FALs, but is also suitable for FELs and further actors who are interested in FoodSHIFT2030 and/or moving in the fields of food system innovation, network building and knowledge transfer.

4. Interviews with the FALs: Videos series

To foster interaction between FALs and their FELs and initiate the get to know process including also visualizing the person representing a FAL video series were developed (storyline, content, location) and produced. One introduction video was created to introduce the FoodSHIFT2030 project, the FALs and the background, i.e., the creation process and the content of the video series. Further, the series contains four short interview-style videos. The underlying interviews were recorded during the FoodSHIFT2030 Round Table (RT) Consortium meeting in Brasov in September 2022 with one or two representatives per FAL and all nine FALs. The videos describe the FALs’ work and experience at the current time in the project with a focus on topics and knowledge the FALs would like to share with the FELs to foster peer to peer learning.

The videos represent snapshots and a real-life setting (not in a film studio) for the interviewed persons within the RT meeting and are to be understood as such. They are published on FoodSHIFT2030’s YouTube channel in the playlist “Exchange visits: Knowledge Exchange FAL to FEL” (link to the playlist on YouTube: [Exchange visits: Knowledge Exchange FAL to FEL](#)).

Each video addresses one specific topic of interview question:

#0: *Introduction to FoodSHIFT 2030, the FALs and the video series* (Direct link to the video on YouTube: [FoodSHIFT2030 introduction to the FAL interviews](#))

#1: *What is the FALs’ overall innovation approach?* (Direct link to the video on YouTube: [FoodSHIFT2030 FAL interviews #1](#))

#2 *Why is it attractive for FELs to join?* (Direct link to the video on YouTube: [FoodSHIFT2030 FAL interviews #2](#))

#3 *What are the FALs’ top three successes?* (Direct link to the video on YouTube: [FoodSHIFT2030 FAL interviews #3](#))

#4 *What would the FALs do differently today?* (Direct link to the video on YouTube: [FoodSHIFT2030 FAL interviews #4](#))

5. Common excel calendar for exchange visits

This element 5. as well as the following element 6. of the compilation of the training and guidance materials have been digitally placed together in a newly created documentation and information section on the project consortium’s knowledge hub system to allow direct and uniform access to this material by all FALs and to foster better and more direct interaction between the FALs in order to allow for sharing experiences, learning from each other and identify best practices that could be adopted by other FALs in their FAL2FEL interaction.

This document can be viewed and edited by all FALs. All planned exchange visits and other events of the FALs are listed here, the other FALs can see in return what the other FALs are planning and doing as well as contact the planners/providers directly if they are interested in participating. This makes the event landscape of the FAL2FEL interactions visible immediately for all FALs in real time. The FAL2FEL visit calendar is kept updated as a living document until the end of the project and will also serve as the reference framework for the FAL2FEL factsheets.

The document asks for the following information:

FAL2FEL visit calendar					
name FAL	name FEL	type of visit (physical/online)	date of visit	topic (if applicable)	joining possible Yes/No

6. FAL2FEL factsheets

In a co-design process with all FALs a method and workflow were developed for documenting FAL2FEL exchange visits. A universal template “FAL2FEL-Factsheet” was designed that incorporates the most relevant information all FALs deemed necessary and useful to record not only the most important information but also enable peer to peer learning and barrier-free knowledge exchange amongst the FALs and their FELs. Each individual FAL is required to document a FAL2FEL exchange visit (physical or online) in due time after the visit took place. The factsheets are collected in the joint section of the knowledge hub (see above under section 5.) to promote direct knowledge transfer and information exchange between the FALs as well as to document the exchange visits in brief.

Below is an example of a FAL2FEL factsheet completed by the FAL Berlin “FoodHub”:



FAL2FEL - FACTSHEET

Berlin FAL - FAL2FEL Visit #2

Title of the event/ overall topic (e.g. public procurement)	Food Hub
Date	November 3rd 2022
Location of the event: (physical/non-physical)	physical: Baumhaus (Berlin food hub prototype and the food hub network's project office)
Participants (FALs, FELs)	Berlin FAL, 2 FELs: Zürich, Basel
Methods, tools, formates (e.g. open discussion/ mind mapping/ world café, miro board...)	Tour of food hub prototype with storytelling, afterwards open discussion (Q&A)
Main content (brief - minimum of 3 bullet points; please also name challenges or hurdles that were identified)	<ul style="list-style-type: none"> • How we build, organise and manage the Berlin Food Hub network & prototype • Collaborating with the local government • Local „ecosystem“ for food transition: actors, collaborations, strategies and experiences
Outcome relevant for FELs (name 3 most important outcomes – especially name innovation FELs were interested in)	<ul style="list-style-type: none"> • Inspiration • Socio-cultural perspectives and methods of the Berlin food hub prototype (space design, social innovations, ...) • CSA innovator with solidarity pricing system
Take away's for FAL (lessons learned from interaction with FELs)	It's most important to inspire. An open informal exchange can be most fruitful.
Outlook: Further ongoing activity from the meeting (yes/no – if yes please describe in short the upcoming activities)	<p>Yes:</p> <ul style="list-style-type: none"> • A visit by the Berlin FAL lab leader in Basel, maybe with a public lecture in the Basel Markthalle, connect & exchange with local innovative food projects in and around Basel

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7. Joint supporting activities on permanent network building

7.1 FoodSHIFT+ email forum group

One of the mayor challenges between all FALs and FELs is to establish a durable network that will remain active beyond the FoodSHIFT project's lifetime. Networks require a network facilitator. Within the FoodSHIFT project WP 5, specifically AGRA, SUSTAIN and EAT have the role of facilitating and supporting network building process.

One tool that has been developed is the email forum group FoodSHIFT+. Each FAL, FELs and network partners can subscribe to FoodSHIFT+, the email forum group for communication and knowledge sharing across the FoodSHIFT network. All subscribers are invited to post challenges, questions, news and updates relevant to sustainable food systems and multi-actor partnerships. FoodSHIFT+ is hosted and facilitated by SUSTAIN and will be continued beyond the project end. This will safeguard that the current FoodSHIFT network facilitation by WP 5 in its core function will remain available for all network partners.

7.2 Webinar on network building

WP 4 and WP 5 jointly conducted a survey between September and October 2022 how the FALs assess the status of interaction with their FELs and the topics that are relevant for their FAL2FEL interaction. From this survey it derived that the topic of engaging in network building was of high importance amongst the FALs. During the one-to-one brainstorming sessions between AGRA and the FALs current challenges and needs with regards to the FALs perspective on network building was examined. One common challenge identified was to acquire practical methods and tools to foster network building between the FALs and their FELs but also with other relevant stakeholders. Issues related to language barriers, time constraints of operational staff, e.g., chefs in public kitchens or maintaining frequent experience sharing across distance were named by the FALs as current issues they would like to share with each other and learn from best practices and experiences. To address this need, SUSTAIN and AGRA will conduct a dedicated webinar in the first quarter of 2023 as a specific training on examples of network building and network maintaining activities for FALs and FELs. Practical use cases will be presented.

8. All FALs 2 all FELs exchange visit

Based on the needs assessment, it was concluded that to foster and maximize the exchange of knowledge and experience an “all FALs 2 all FELs one day conference” adjacent to the RT meeting in Athens in June 2023 will be held as an additional network building and knowledge sharing opportunity that was not originally foreseen within WP 5. However, it materialized during the needs assessment exercise that FALs and FELs would like to broaden their scope of interaction and knowledge sharing within the overall group of FALs and FELs. WP 5 therefore shifted some budget to allow for the planning and financial coverage of this one day “all FALs 2 all FELs one day conference”. WP 5 will take the lead in developing the framework for the one-day conference in a co-creation process with all FALs and FELs. The event will be recorded for widespread dissemination by WP 7 on all FoodSHIFT media channels.

The conference is not going to be mandatory yet is aimed at all FALs and FELs that wish to have exchange also beyond the borders of their project alliances, but do not practice it, for example, for budget reasons or do not know in which way and with which further FALs or FELs they should get in contact.

In addition, the meeting will sharpen the big picture and the overarching goals of FoodSHIFT2030 and strengthen the network, but also allow FALs and FELs to experience and discuss differences in focus and approach.

The all FALs 2 all FELs conference is going to take place directly after the RT meeting in Athens in June 2023 and last for one day. This way, the FALs do not have to make an extra trip. Furthermore, financial resources for interested FELs to participate will be made available from the FoodSHIFT2030 budget of AGRA.

9. Good Practice for knowledge sharing

9.1 FAL Bari “Back to Land”

In order to address the need for learning from each other by best practices, The Bari FAL “Back to Land” offers a compilation of training material based on the interaction with their Taranto FEL. This can serve for the FALs as a good practice example. It comprises three chapters:

1. Context and background to Taranto, the Mediterranean region and FoodSHIFT2030
2. Adopted approach and activities to achieve food transition
3. Results, lessons learned, and the strategic orientations for Taranto’s urban food transition

Although the material refers to the Taranto region, especially the core of the document, chapter two on strategy and procedure, can in principle serve as a recommendation or guide for other FALs in their interaction with FELs.

The FAL Bari training material is subject of this document as Annex 1.

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9.2 FAL Ostend “City-Agro Park” & FEL Namur “Manger Demain”

It is one of the most important activities in a project to generate, maintain and grow networks and share knowledge and experience among project stakeholders.

It is not only about carrying out the activities planned before the start of the project, but also about reacting spontaneously to the project's developments as well as the needs and interests of the actors during the project.

Since it is not always easy for actors in such a large project network to maintain an overview and have the capacity to look for potentially interesting project actors in addition to regular project work, within FoodSHIFT, the task of innovation and knowledge brokerage was anchored and is being specifically addressed within WP 5. Here, the brokers scan the project’s actors, initiate contact and thus bring together potentially interesting partners for exchange.

A short animation video created by AGRA shows a concrete good practice case of such a merging of new network partners within the framework of FoodSHIFT.

The video is published on FoodSHIFT2030’s YouTube channel in the playlist “Exchange visits: Knowledge Exchange FAL to FEL” (link to the playlist on YouTube: [Exchange visits: Knowledge Exchange FAL to FEL](#)).

FoodSHIFT2030 Multiplying the impact - A good practice case (Direct link to the video on YouTube: [FoodSHIFT2030 Multiplying the impact - A good practice case](#)).

10. The Sustainable Public Meal Toolkit of the StratKIT Project

Further, as part of this training material, AGRA points to a content-related diverse experience-based source of inspiration and advice created as part of the project *StratKIT - Innovative Strategies for Public Catering: Sustainability Toolkit across the Baltic Sea Region*.

It is a digital toolkit with over 50 tools and a detailed background information and knowledge base to build innovative strategies and activities for sustainable public procurement and catering services. The toolkit was developed by countries of the Baltic Sea Region but addresses and can be adopted by stakeholders of many other countries due to the generic descriptions in the tools.

The toolkit is aimed at a wide range of stakeholders in public administration, procurement and caterers in sustainable development who are interested in sustainable public catering in municipalities, schools, hospitals, companies and more. The toolkit can inspire and guide them through a broad variety of available opportunities.

The tools are clustered in the following 8 Thematic Gateways (Screenshot adopted from <https://www.sustainable-public-meal.eu/>):



The tools, currently available in 10 languages, can be sorted by the 8 Thematic Gateways mentioned above, but a key word search as well as a search by country and by stakeholder group (*to be implemented by*) is also possible. In this way, an individual compilation of tools can be made.

Examples for tools are *Setting up a canteen commission*, *Climate protection in school kitchens*, *Food waste management* or *Getting involved in a change process*. Some of the tools have been tested in practice within the course of the project. In these cases, there are often pictures, videos, and otherwise descriptions of the executions. Further tools will be tested in practice in 2023 as part of the follow-up project StratKIT+.

Thanks to its breadth of topics, the toolbox can be a source of inspiration for all FALs, FELs, and further innovative actors and be another building block on the way to the common goal of a transformation towards a sustainable food system.

- The tools can be put together individually and downloaded for free. The Toolkit can be accessed here: <https://www.sustainable-public-meal.eu/en/>
- There is also an introductory short video about the toolkit and two examples of its application: <https://youtu.be/49kEpZF7v7k>
- For more general information on the project StratKIT (background, practical pilots, network) as well as the ongoing follow-up project StratKIT+ which started in October 2022, check out the project website: <https://www.stratkit.eu/en/>

For further information, please contact one of the following: Dr. Henrike Perner (AGRA): henrike.perner@agrathaer.de or Annika Frühbeißer (AGRA): annika.fruehbeisser@agrathaer.de.

11. Tools for successful networking and transfer of information and knowledge

Three different types of interactions between FALs and FELs have been established:

- Online exchange visits
- Physical exchange visits
- Continuous process-oriented networking

To support these different type of interactions 2 suitable tools/methods for each of the categories have been identified as suitable from AGRAs toolbox. They can be customized to specific needs within a FAL2FEL interaction and can be combined with each other as well. They do not require technical investment and developing expertise in applying these tools does not require attending cost intense training programmes but rather a learning by doing approach.

In the following table, each tool of the Toolbox for FAL2FEL knowledge transfer is assigned to one of the three types of interactions:

Tool	Online exchange visit	Physical exchange visit	Continuous networking
Online SWOT (11.1)	X		
Online Rapid prototyping (11.2)	X		
Barcamp (11.3)		X	
Design Thinking Workshop (11.4)		X	
Creation of video content for knowledge transfer (11.5)			X
Participatory Roadmap (11.6)			X

11.1 Online SWOT

<p>Method/ type of implementation</p>	<ul style="list-style-type: none"> • Interactive online platform: different types available, e.g., Miroboard, alignment, Canva; • It can also be easily created without using an online platform by using an electronic whiteboard, then, the design of the four-square matrix (Strengths, Weaknesses, Opportunities, Threads) needs to be done individually. • In each quadrant, a list of external factors (opportunities and threats outside your control) and internal factors (strengths and weaknesses that are within your control) that affect the goal in question have to be listed. • Participants weight these topics/aspects according to "important" and "unimportant" and add more (prioritization); • Possibility to add comments should be foreseen • create a final prioritized version of the SWOT analysis, listing the factors in each category from highest to lowest priority; • Share the identified and prioritized results of the SWOT analysis.
<p>Practical advice</p>	<ul style="list-style-type: none"> • Suitable number of participants: unlimited, but dependent on the pool of people who are familiar with the topic; • Dynamic format that can be used multiple times and allows structured visualization of complex challenges or situations; • Suitable format for evaluating results generated in advance e.g., prior surveys or interviews;

11.2 Online Rapid Prototyping

<p>Method/ type of implementation</p>	<ul style="list-style-type: none"> • Online 2-3 three-hour workshop focussing on one concrete topic/idea via video conference platform; • Application of the rapid prototyping method: method of rough and rapid model development including different perspectives, users are directly involved in the development process; • Moderator explains and documents, no intervention in development processes. • Procedure: a) Prototyping, b) Feedback phase (feedback among groups or given by moderator), c) Revision of the prototype, d) presentation of prototype; • Result: one prototype of a concrete idea; • Conduct and document the rapid prototyping on an intuitive and interactive platform, e.g. Miro; • Suitable number of participants: groups of 4-7 people each; the number of people per group allows for a lively discussion in which all participants still could participate; at least 2 groups are useful so that they can give each other feedback after prototyping.
<p>Practical advice</p>	<ul style="list-style-type: none"> • Introductory part of the workshop on the methodical procedure of Rapid Prototyping for all participants together; • Allow sufficient time for the development of a discussion. • There are no “wrong” or “too crazy” ideas.

11.3 Barcamp

<p>Method/ type of implementation</p>	<ul style="list-style-type: none"> • Suitable for groups of 10 and more; • A participatory workshop in which a given topic is discussed in an informal process; • The process and the topics are jointly determined by all participants; • Key element in the Barcamp method is the absence of a pre-determined agenda; • Proceedings of the bar camps are divided into four parts: the opening session, the planning of the sessions, the implementation of the sessions and the closing session art 1: Networking event with existing partners • Barcamp in practice: <ul style="list-style-type: none"> ○ spontaneous suggestions of thematic areas for discussion ○ voting by interest of the participants ○ one Barcamp per accepted topic; person who proposed the topic introduces but does not lead the discussion ○ approx. 1 hour per Barcamp
<p>Practical advice</p>	<ul style="list-style-type: none"> • Create a “Wall of Fame” pin board and cards to collect the greatest successes in the activities. • Presentation of the activities: presentation and sharing of lessons learned during a pitch (max. 5 minutes) with the help of visualization tools (no power point allowed); • “Result tasting”: if possible, make people bring and present results in innovative explorative ways: cook and eat them together. It is not only fun but stimulates natural and lively exchange and makes the Barcamp results tangible.

11.4 Design Thinking Workshop

<p>Method/ type of implementation</p>	<ul style="list-style-type: none"> • The method can be best described with a quote from Albert Einstein: “If I had an hour to solve a problem, I’d spend 55 minutes thinking about the problem and 5 minutes thinking about solutions.”; • An agile method for developing specific solution approaches based on concrete user needs; • 6 phases: 1. Understand, 2. Observe, 3. Define point of view, 4. Develop ideas, Prototype, Test; • Suitable for groups of 6; • For phase 1 the 5-why method should be used as this is the most crucial phase (on asking "why" repeatedly until the root cause of a problem is identified. On average it takes five "why?" questions to get to the bottom of any problem); • All phases should be visualized by the group, minimum using sticky notes.
<p>Practical advice</p>	<ul style="list-style-type: none"> • Start with an icebreaker round, e.g., desert island. Ask if you were stranded on a desert island, what would you have with you?" This Ice Breaker offers a high degree of flexibility, as the question can be adapted as desired by either keeping it very open-ended - name 1-3 things of your choice - or limiting it from the outset - what books, music, or tools would you have with you; • A moderator that can support the 6-phases process and is responsible for timekeeping is considered helpful especially if groups do not have considerable experience with the method; • Built on the ideas of others to maximize the collective knowledge that is present in the meeting.

11.5 Creation of video content for knowledge transfer

<p>Method/ type of implementation</p>	<ul style="list-style-type: none"> • First, choose a concrete topic or overall message to which your video should relate; this should also be reflected in the title • Create a storyboard (title, description of each scene, drawing sketches) • Pay attention to the red thread, focus on the overall message • Include interviews: Use an interview guide (write questions down before the interview) • Use graphical programs like www.simpleshow.com to simplify issues and present them in a graphically appealing and easy to understand way. • Use free music released under creative commons (e.g., available on www.phlow-magazine.com). • Edit the video (e.g., with www.luma-touch.com) and allow time for coordination loops with interviewees. • Post the videos on your channels, e.g., on YouTube and spread the links.
<p>Practical advice</p>	<ul style="list-style-type: none"> • Dissemination by third parties: Spreading by interviewees for instance on internet blog and Social Media page → “Re-posting” is effective • High investment of time for filming and editing; necessity of getting familiar with the procedures, if possible, by means of training • Essential for success of peer-to-peer facilitation: <ul style="list-style-type: none"> ○ Credibility of interviewees ○ Traceability ○ Possibility of contact for follow-up questions and knowledge transfer

11.6 Participatory Roadmap

<p>Method/ type of implementation</p>	<ul style="list-style-type: none"> • Structured recording of a strategy for achieving a vision over time; • The structured presentation in the roadmap makes it possible to discuss the interaction between the different levels over time; • Incorporate “backcasting” as an element within the roadmap process. It is a participatory method to develop a desirable future and then looking back (backcasting) from that future to the present to develop a strategy and plan how to achieve it; • 4 phases: 1. path dependencies are made visible, 2. success factors and solution-oriented action and control approaches are identified, 3. concrete implementation measures are developed, 4. prioritizing measures via the defined timeline.
<p>Practical advice</p>	<ul style="list-style-type: none"> • This method is open for changes in the group composition; • Visualize the iterative process using a timeline; • Start with the back-casting to prevent lock-in effects as we tend to be limited in; developing a vision/strategy when starting from our current situation.

Annex 1



TRAINING MATERIAL FAL2FEL BARI: THE TARANTO CASE

Paper prepared by Damiano Petruzzella, Francesca Volpe and Lorenzo Labellarte, CIHEAM Bari, as part of the FoodSHIFT2030 project.

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About this training material

This training material is the result of the approach that the Bari FAL "Back to Land" adopted for the FAL2FEL exchanges envisaged in Work Package 5, T5.3. The main objective shared by the Bari FAL with its FELs relied on the co-design of strategic plans for the food transition to be applied in the cities involved, namely Taranto, Tricase (Italy) and Tirana (Albania). **This training material has been drafted on the results obtained with the city of Taranto and represents a practical use case of the objective identified by the Bari FAL with its FELs.** The document is structured as follows: the first chapter outlines the context of the Taranto area, the challenges within the Mediterranean region and the contribution provided by the FoodSHIFT2030 project. The second chapter section describes the approach adopted and the activities carried out to achieve a local strategic plan for the food transition. Finally, the third chapter presents the results achieved, the lessons learned, and the strategic orientations the city of Taranto can address to leverage its urban food transition.

1. Introduction and background

1.1 Taranto facts and figures

Currently Taranto is the symbol of a city that has been heavily transformed by industrial policy, unconsciously accepting the negative consequences in exchange for jobs and a growth model that is no longer sustainable as well as monofunctional. The Taranto area today experiences socio-economic and environmental emergencies that affect the quality of life of the population. In this, the food sector plays a major role.

This sector is definitely relevant to the area: in fact, there is an overexposure of activities in the field of agriculture, forestry, and fishing to the total economy. From 2012 to 2018, the average weight of the value added of these activities on the total economy remained around 4.44%, which is slightly higher than the regional average (4.19%) but almost double the national average (2.23% over the same period).¹ In particular, the Taranto area performs very well in terms of crop productivity (Taranto Province produces about 71.8 quintals of crops per hectare, Apulia region 57.9 quintals per hectare, and Italy 45.5 quintals per hectare) and cultivable area compared to the total area of the territory (the percentage for Taranto is 54.5% compared to 72.6% for Apulia region and 40.3% for Italy).²

However, the high mortality of businesses, especially those in the agribusiness sector (about -15% in 10 years)³, progressive depopulation, with worsening demographic dynamics that see an increase in the average age of inhabitants while at the same time a reduction in the working-age population⁴, and the low entrepreneurship rate, with a steady increase in unemployment (-36% compared to the national rate), particularly youth unemployment (50% lower than the national rate)⁵, risk weakening the sector by

¹ Istat (2021), national accounts, value added by industry, agriculture forestry and fisheries.

² Istat (2010 agricultural census), agriculture, crops and livestock, crops, area and production.

³ Infocamere, Movimprese (2022).

⁴ Istat (2022), population and households, resident population as of January 1.

⁵ Istat (2021), Employment and wages, unemployment rate. Age group considered for youth unemployment: 15-34 years old.

accentuating food-related issues, especially those arising from the now unpostponable transition of local food systems. Cities play a key role as they must increasingly manage plans and works to ensure services, spaces, facilities, and resources dedicated to food transportation, storage, preservation, consumption, and waste recovery. They, therefore, become places for experimentation and activation of multi-stakeholder engagement to contribute to long-term food policies aimed at ensuring safe, healthy, sustainable, and nutritious food for their inhabitants and surrounding communities.

1.2 Future challenges for a just transition of the food system in the city of Taranto

The issue of food transition of urban food systems has gained international prominence in the past 10 years or so.

With Expo 2015, more than 100 cities have recognized the importance of cooperating on recommended actions to improve the decision-making mechanisms of local authorities and integrate food issues into urban development strategies.

With the signing of the FAO-supported Milan Urban Food Policy Pact⁶, more than 200 cities have prioritized the adoption of urban food agendas, if not actually food policies, also being able to rely on an international strategy (UN-Habitat and FAO) that recognizes the role of urban and local governments in transforming food systems and the benefits they can generate on inclusiveness, security, and resilience of cities and human settlements, with clear links to SDGs 2, 11 and 12.

Currently, urban food policies are considered an indispensable, though still neglected, element of urban planning strategies, especially because of the relevance of city-country connections in contributing to the pursuit of just transition, as envisioned by the European New Green Deal, the Farm to Fork strategy and the Just Transition Fund.

The Strategic Plan "Taranto Futuro Prossimo" (Taranto Next Future) developed by the Apulia region, in agreement with the City of Taranto, and the strategic direction of the Piano Ecosistema Taranto (Ecosystem Taranto Plan), dedicated to the transition of the city of Taranto towards a climate-neutral, inclusive, safe and sustainable economy (SDG11), **represent a unique opportunity to synergistically integrate urban food policy in the 4 strategic axes** (Culture of Living; Accessibility and connectivity; Community space; and Process innovation) **and in the areas of intervention intercepted by the 48 projects on circular economy, tourism and sea economy, culture and territory, urban regeneration and infrastructure, environment and health, which will soon be put in the pipeline for the city's just transition.**

The aforementioned projects centered on food recovery interventions and combating food waste, the redevelopment of fruit and vegetable markets, the creation of a Mediterranean urban garden, Hubs for social innovation, human capital training, new skills for transition and entrepreneurship, and the urban-rural-marine connection **represent sites of connection with food and social and environmental development in the city of Taranto and finally contribute to freeing the city's image and future from a fate marked by environmental degradation.**

⁶ <https://www.milanurbanfoodpolicypact.org/>

1.3 Mediterranean challenges and scenario

The Mediterranean today is among the regions most affected by issues related to the economic, social, and environmental sustainability of food systems: population growth in urban areas (according to UNEP,⁷ 70 percent of the total Mediterranean population already lives in urban areas, with predictions of substantial increases already in the coming years) and climate change, among others, combine to exacerbate the situation, presenting the region with a major challenge, namely to safeguard the well-being of the planet in the face of an increasingly urbanized and growing population that needs access to healthy and sustainable food.

Our dietary behaviors, which on the one hand waste food throughout the supply chain, from production to distribution to consumption, and on the other hand are abandoning the healthy and sustainable living pattern recognized mainly in the consumption of healthy vegetables, fruits, and oils, are responsible for about one-third of anthropogenic greenhouse gas emissions.⁸ Climate change, then, is only accelerating the race for natural resources, putting agricultural sustainability and food security at risk. A radical rethinking of the principles underlying the entire value chain is, therefore, needed,⁹ with a focus on integrated policies to mitigate the problems associated with the increasingly unavoidable food transition.

1.4 FoodSHIFT2030

The European project [FoodSHIFT2030](https://foodshift2030.eu/)¹⁰, which started in 2020, has given a strong impetus to the theme of Urban food policies. Formed by a partnership of 30 partners, including 7 municipalities, 8 small and medium-sized enterprises, and 7 research institutes in 12 European countries, FoodSHIFT2030 aims to foster the food transition in 9 pilot cities (Bari, Copenhagen, Avignon, Brasov, Berlin, Athens, Wroclaw, Ostende, and Barcelona), focusing on identifying, maturing, and scaling up innovative citizen-driven solutions to address social and environmental challenges in their communities, based on principles of sustainable design and circular economy.

To this end, each pilot city has set up a Living Lab, called the "Food Accelerator Lab - FAL," which in Bari is coordinated by Ciheam Bari, with the support of the Metropolitan City, with the aim of defining a metropolitan food policy. Following a participatory process involving local "innovators" and actors from the quadruple helix, on April 22, 2022, the Bari Metropolitan Council approved the "Manifesto for the Food Transition of the Metropolitan City of Bari." This outcome initiated the process of formulating the metropolitan food policy action plan, starting with the nine key principles of the Manifesto.

The FoodSHIFT2030 project also envisages the involvement of three new cities by the 9 pilots involved in the project, with the aim of fostering knowledge exchange on food transition issues and replicating the processes implemented in the FoodSHIFT2030 partner cities.

The Bari Food Accelerator Lab identified the three cities, Taranto Tricase and Tirana, also on the basis of their different sizes in terms of population, an interesting aspect on which to draw conclusions with respect to the three experiments.

⁷ UNEP, Mediterranean Action Plan:

https://www.unep.org/explore-topics/oceans-seas/what-we-do/working-regional-seas/regional-seas-programmes/mediterranean?_ga=2.184301606.1055725277.1619684984-2041677393.1612174695

⁸ Barilla Center for Food & Nutrition, The Economist Intelligence Unit (edited by), 2017, Fixing Food: La regione del Mediterraneo.

⁹ *Ibidem*.

¹⁰ <https://foodshift2030.eu/>.

These cities were then invited to participate in a co-design process, based essentially on the transition design approach and the tools offered by the Living Lab approach, for the development of a strategic plan for the food transition.

2. The co-design process for food transition

The co-design activities of the strategic plan for the transition of the food system of the City of Taranto were divided into three meetings, preceded by a kick-off meeting (April 2022) to present the overall program, expected goals, activities and actors to be involved (figure 1).

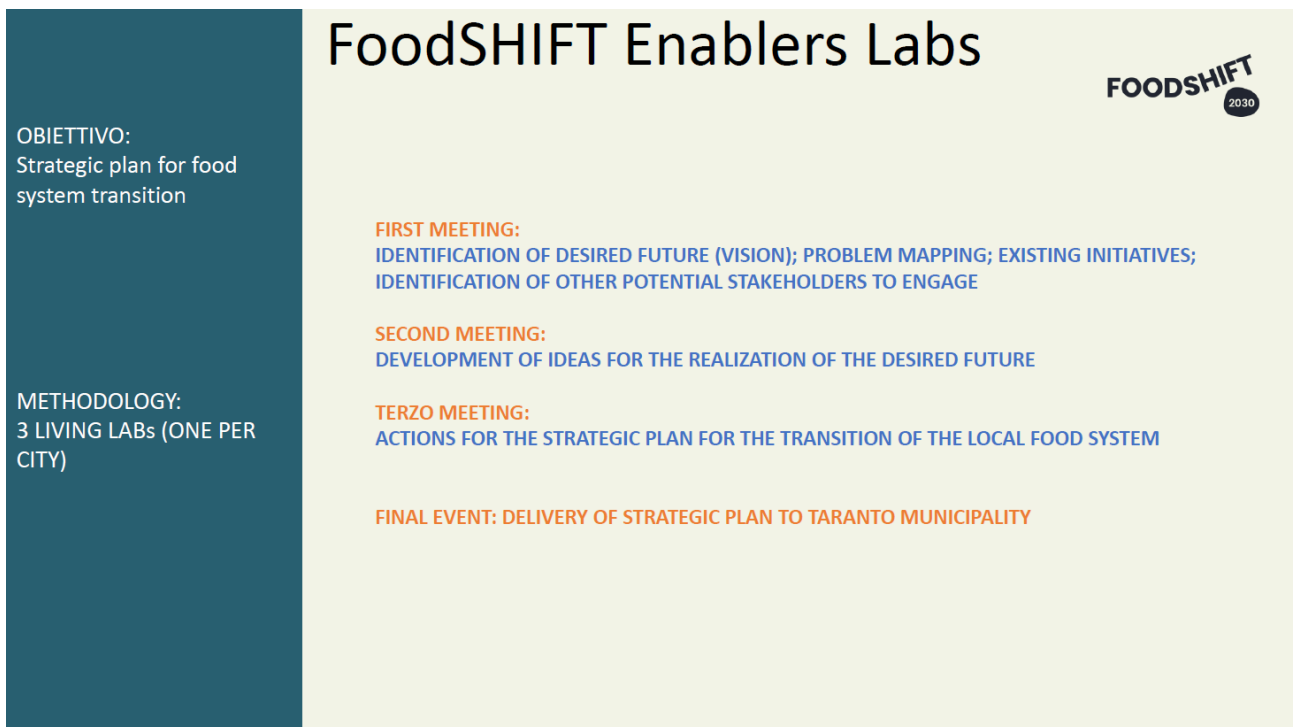


Figure 1 – Overview of the program for the co-design of the strategic plan for the food transition of the city of Taranto

2.1 The identification of the vision

Based on these directions and with the logistical and technical support of the Ionian Department of the University of Bari, the first meeting was held on May 25, 2022.



STRATEGIC PLAN FOR THE FOOD TRANSITION OF THE CITY OF TARANTO

ROUND OF MEETINGS TO CO-DESIGN THE FUTURE SUSTAINABLE FOOD POLICY IN TARANTO

FIRST MEETING: VISION 2030

Date 25/05/2022

hrs: 15.00 – 18.00

Location: Taranto, Dipartimento Ionico (Aula C)

Agenda

Hour	Activity	Speaker
15.00 – 15.10	Welcome	Professor Maria Casola (Delegate Mission and Public Engagement Ionian Department)
15.10 – 15.20	Goal of the meeting and current experiences	Damiano Petruzzella (CIHEAM Bari)
15.20 – 15.30	Presentation of the co-design process	Francesca Volpe and Lorenzo Labellarte (CIHEAM Bari)
15.30 – 16.30	Brainstorming: Participants' desired future (brief introduction, initiatives/activities/interests with respect to food) Post-it notes about the desired future	GROUP WORK
16.30 – 16.45	Break	
16.45 – 17.15	-Problems preventing the achievement of the desired future -Current projects -Who is missing?	GROUP WORK
17.15-17.45	WORK CLOSURE AND NEXT STEPS	
18.00	End of meeting	

The method adopted engaged participants in a brainstorming activity aimed at identifying the desired future, the problems that prevent its achievement, existing projects and activities that contribute to problem mitigation, and missing actors that need to be involved.

The participants who attended were all representative of the actors in the quadruple helix, as envisioned by the Living Lab methodology (figure 2).



Figure 2 – The 4 helix stakeholders and participants of the first meeting in Taranto

The results of the first meeting can be summarized as follows:

VISION	LOCAL FOOD (good, clean and fair food)	ZERO WASTE ALONG THE VALUE CHAIN	PARTICIPATORY AND SUPPORTIVE CITY	THE CITY AS A COMMON GOOD
PROBLEMS	<ol style="list-style-type: none"> Services and tools to promote local food weakness of the entrepreneurial ecosystem due to lack of infrastructures and suitable norms low education on food (poor knowledge of healthy components and attitude to purchase from big retailers) too much chemical inputs 	<ol style="list-style-type: none"> Food waste along the value chain (from the consumer to the producer) low collection and recycling of food waste citizen's awareness on food impacts 	<ol style="list-style-type: none"> "negative" perception of the citizen towards Taranto reduced long-term sustainability of the non profit Local authorities and institutions not very focused on listening the problems 	<ol style="list-style-type: none"> Lack of knowledge of the abandoned land in Taranto and neighbourhood Difficulties to create network among the local actors Low level of public (policy) engagement on the topic
EXPERIENCES (stakeholders, associations and initiatives)	<ol style="list-style-type: none"> Presidi slow food Paradiso delle api Antiche coltiva mar piccolo Agromed: local turism Saare locali Corsi di sana alimentazione Intesa comuni UNIBA "c'è un medico in cucina" GAL UNIBA 	<ol style="list-style-type: none"> Europa solidale Spreco Zero Taranto Associazione a vario titolo Banco alimentare UNIBA 	<ol style="list-style-type: none"> Food For Martians (UNIBA) Fondazione Taranto 25 	<ol style="list-style-type: none"> Urban Farmer UNIBA
WHO IS MISSING? <ul style="list-style-type: none"> Food production and processing companies, intermediaries, producer organizations, food business representatives, in general. Filiera 21 (agrifood jurists); Board of Education; pedagogical profiles for agreement with schools. Health sector: doctor and patients. Catering sector and events; associations. Supermarkets that confer expiring food. Kyma ambiente (AMIU Taranto). Apulia Region and administrators informed of issues. Active citizenship associations. 				

Figure 3- Elaboration of results of the first meeting in Taranto

BOX 1: Brainstorming



2.2 The co-design of solutions

In the second meeting, the method used was brainwriting to develop ideas for solving the problems identified in the first meeting. The participants, after being divided into three groups, developed an idea for each of the problems identified in each vision.

The following figure shows the organizations that participated representing the quadruple helix.



Figure 4 – Participants of the second meeting in Taranto

The **results** of the second meeting can be summarized as follows:

- **LOCAL FOOD (good, clean and fair food)**

Problem 1: Services related to food identity

1. DECO – municipal denomination to give identity to territorial food.
2. Services related to identity food: provide premiums in public procurement for mass catering that prefers identity food.
3. Territorial marketing.

Problem 2: Weakness of the business fabric for infrastructure and standards.

1. Construction of agribusiness storage and processing center in SEZ or Free Zone.
2. Enterprise training and aggregation.
3. Development of network culture aimed at business aggregation.

Problem 3: Poor nutrition education (cursory knowledge of health aspects, predilection of large-scale retail trade.

1. Outreach activities in schools.
2. Promoting a tourist circuit to develop and promote the Mediterranean diet.
3. Advertising campaigns and tours led by businesses.

Problem 4: Use of large quantities of pesticides/chemicals

1. Use of blockchain
2. Prefer use of local seeds (entrepreneurs) - Social gardens (community).
3. Increased control of authorities along the supply chain.

- **WASTE ALONG THE SUPPLY CHAIN**

Problem 1: Food waste along the supply chain from consumer to producer

1. Establish the position of food waste manager within the supply chain.
2. Promote agreements between municipal governments, businesses and third sector associations for free redistribution to the needy.
3. Increased consumer education, creation of incentives for businesses to decrease processing waste

Problem 2: Poor recovery and valorization of food waste

1. Implement the law of "by-products"
2. Waste for food use: creation of neighborhood HUBs for redistribution of food that can be brought to market.
3. Recovery and valorization in construction of waste from shellfish farming.

Problem 3: Citizen awareness of food impact.

1. Blockchain.
2. Awareness campaigns for conscious purchasing: food education projects in schools; developing awareness of ecological footprint.
3. Environmentally oriented certification of food for citizens.

- **INCLUSIVE AND PARTICIPATORY CITY**

Problem 1: Citizen's "negative" perception toward the city

1. Local university culture.
2. Public meetings by neighborhood, for listening/confrontation with local associations and citizen involvement with public assemblies.
3. Bilancio Partecipato: ottenere incontri al fine di una maggiore corrispondenza tra i bisogni dei cittadini e l'allocatione delle risorse pubbliche. Participatory Budgeting: getting meetings in order to better match citizens' needs with the allocation of public resources.

Problem 2: Poor sustainability of the third sector (difficulty of sustainability of associations).

1. Self-production and networking among associations for economies of scale.
2. Support through long-term planning and provision of unused public places.
3. Simplification of municipal regulations for the allocation of authority-owned properties to associations.

Problem 3: Difficulty in getting attention from institutions.

1. Permanent forums for active listening.
2. Bringing back the results of public assemblies through the presentation of specific projects.
3. Greater cooperation with associations through creation of permanent coordination.

- **CITY AS A COMMON GOOD**

Problem 1: Lack of local knowledge of abandoned land

1. Urban Farmer
2. Strengthen infrastructure for implementation of regional Land Bank legislation, as well as census of land at the municipal level.
3. Creation of a dialogue desk between owners and hypothetical users and an inherent database in order to allocate abandoned land to young entrepreneurs.

Problem 2: Difficulty in networking among territorial actors.

1. Online platform where to converge and get to know each other.
2. Public calls that encourage the participation of different actors (entrepreneurs, associations, citizens).
3. Funded training for the development of network culture.

Problem 3: Poor public engagement on the issue.

1. Adoptions of public spaces.
2. Strengthening awareness of institutions.

BOX 2: Brainwriting



2.3 The prioritization of the key actions

The third meeting was organized with the collaboration of the Taranto Municipality, which took office after the June 2022 local government elections.

The involvement of the Municipality of Taranto allowed those who attended to get an idea of the concreteness of the path undertaken, also in light of the Municipality's willingness to join the Milan Pact, by next December 2022.

The CIHEAM Bari team, after analyzing the results of previous meetings, existing best practices in food policies, and the guidelines of the Milan Urban Food Policy Pact (MUFPP), presented 7 key actions that could be envisaged by the food policy of the city of Taranto.

1. Dissemination in schools and consumer awareness diet and citizen awareness for waste prevention.
2. DE.CO. municipal denomination to enhance local food, certification in environmental key, participatory budgeting, and simplification of municipal regulations for property allocation.
3. Urban gardens, neighborhood hubs; networks, cooperation, platforms, and financial support (public calls), neighborhood public meetings, waste and redistribution to indigents.
4. Urban agriculture and regeneration of urban spaces.
5. Use of public land, mapping land allocation for youth entrepreneurship.
6. Training and support for business innovation processes (open innovation) for food transition.
7. Waste recovery and valorization.

From discussions with participants, the identification of additional action related to **Markets and Food Access** emerged.

Each of the participants, again following the Living Lab method and in particular the tools related to the prioritization of actions, was asked to indicate for each of the "recommended" actions the relevance, i.e., how important its implementation was; feasibility, i.e., how feasible it was in terms of administrative, authorization and regulatory tools; and readiness, i.e., the time required for its implementation. Participants were asked to assign a high, medium, and low value relative to each action through the use of special post-it notes (with 3 different colors corresponding to "high," "medium," and "low").

The organizations that participated can be seen in Figure 5.

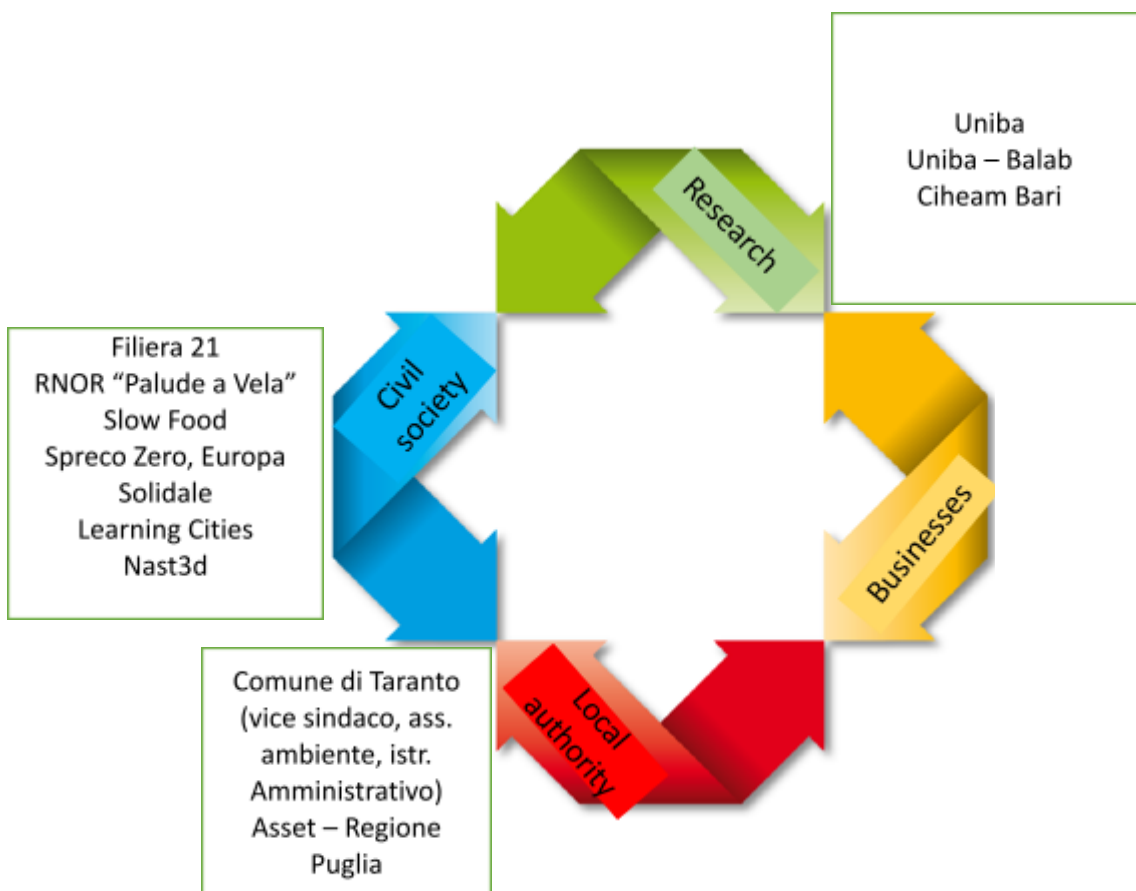
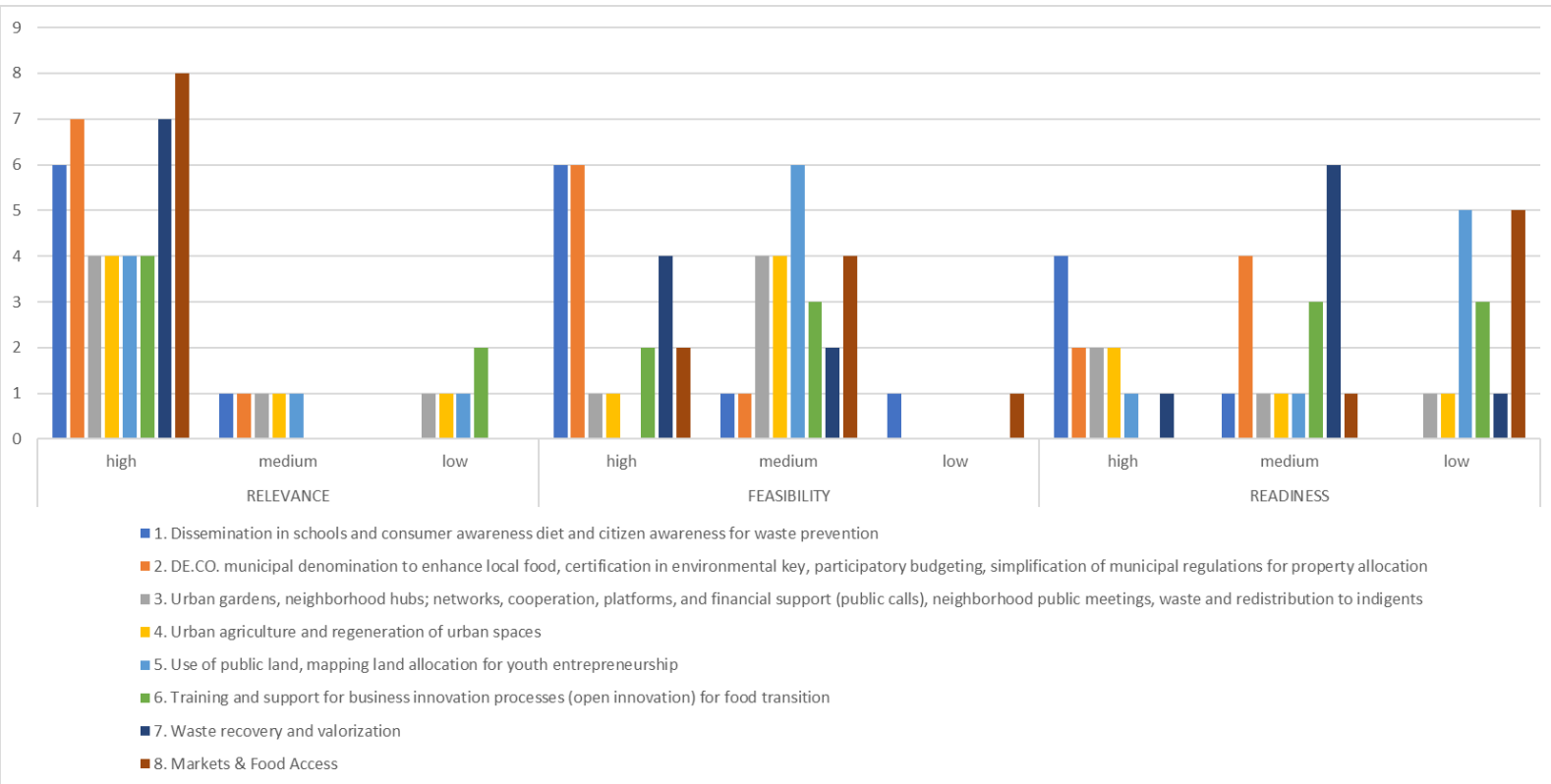


Figure 5 – Participants of the third meeting in Taranto

The **results** of the third and final meeting are summarized in the chart below:



BOX 3: Prioritization



3. Strategic orientations and future perspectives

From what emerges from the results, the most relevant actions that the city Food Policy should deal with concern **markets and access to food, food waste recovery and containment, enhancement of local products, and food education.**

Among these actions, the most feasible, i.e., the most mature ones from both an administrative, procedural, and existing practice point of view, concern the completion of the municipal process for the approval of the regulation of the municipal food denomination, DE.CO., education in schools, and waste valorization.

Although actions related to markets and access to food, mapping and the use of public spaces to be dedicated to youth entrepreneurship were found to be highly relevant, they were found to be on average feasible.

On the other hand, actions related to the creation of urban gardens and neighborhood hubs, urban agriculture and urban regeneration, the use of public spaces, and training to support innovation processes in businesses were found to be on average relevant.

In addition, actions related to urban gardens, urban agriculture, and the use of public land were also considered to be of medium feasibility, as well as being considered less "ready" i.e., requiring a longer time horizon for them to be implemented, as well as for actions on markets and access to food, which seem to require a medium term for their implementation.

In light of these results and the strategies and plans of the Just Transition Fund, the city of Taranto can realistically amplify the expected results and benefits over the long term and across sectors.

To this end, a first step that the city of Taranto intends to take in this journey is the commitment to join the Milan Covenant (MUFPP), next December 2022, which will make this initiative even more emblematic given the small number of Mediterranean cities that adhere to the Covenant and the willingness of this Administration to want to mark a new step and impart a different speed, positive and respectful of places and people.

Following these steps, the municipality of Taranto, will approve the local strategic plan for the food transition, and, with the support of CIHEAM Bari, will work to implement the eight actions identified, through dedicated projects.

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