

# nourish eu

Healthy & Creative Food Regions

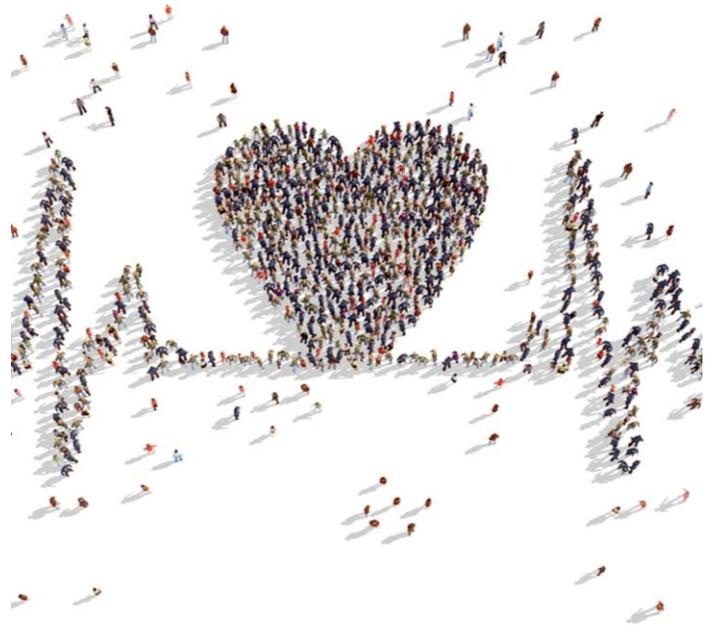
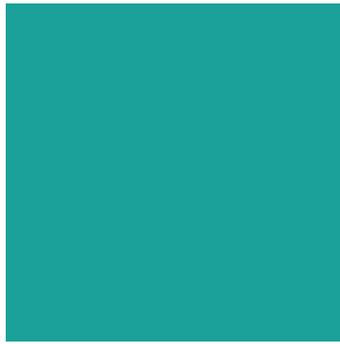
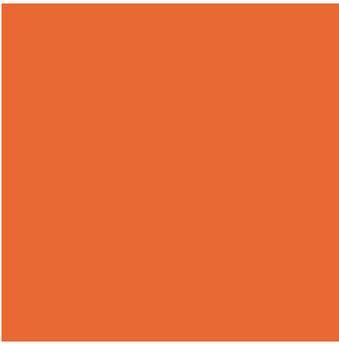


## TOOLKIT

to assist you develop Healthy and Creative  
Food Region Partnerships



This project has been funded with support from the European Commission



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# 1 Introduction

Creative entrepreneurial regional food economies can have profound implications for sustainable economic development. This Toolkit is designed to support the creation of healthy and creative, just and sustainable food regions that are specifically can contribute and lead to a positive and long-lasting effect on the policy systems in each region.

Nourish EU Healthy Food Partnerships have brought together the key players in food and economic development policy and food production to commit to develop new approaches to healthy, affordable and sustainable food that will be accessible to all.

This Toolkit aims to give you insights into how Nourish EU Healthy Food Partnerships are formed, structured and sustained. We illustrate some of the experiences and approaches from building successful partnerships that are making a real impact in their regions.

It is important to state that there is no one correct way to develop the potential of healthy and innovatively creative food regions. The aim of this Toolkit is to provide you with advice on best practice illustrated by our practical experience of establishing four Nourish EU Healthy Food Partnerships in

- *Northern Ireland, UK (the Armagh, Banbridge, Craigavon Council area),*
- *Ireland (the Upper Erne Shannon Future Economy region of Leitrim, Cavan, Roscommon and Longford),*
- *Hungary (based on agrifood educators) and*
- *Bulgaria (based on national policy influencers).*

## WHAT MOTIVATES THIS APPROACH?

The Nourish EU project to stimulate Healthy & Creative Food Regions is motivated by two closely-related challenges.

- 1) Chronic EU obesity figures (OECD) show that more than half (52%) of the adult population in the EU is overweight or obese.**
- 2) Food poverty is on the rise in Europe. 2013 statistics revealed that 116 million Europeans were at risk of poverty or social exclusion and 40 million were suffering from severe material deprivation. It is acknowledged that the cheapest food is the unhealthiest food.**

These two clear challenges represent enterprise opportunities for SME food enterprises across the EU to innovate to develop healthier, affordable food and new food distribution channels. However, these SMEs have been slow to respond as they report they do not have the professional capacity or skills base to innovate/orchestrate change in the entrepreneurship, development, production & marketing of “healthier food”.

**Want a Healthy &  
Creative  
Food Region ?**



# Why a Toolkit?

This toolkit is designed to support the creation of partnerships for healthy and creative, just and sustainable food regions that are specifically equipped with the skills to have a positive and long-lasting effect on the policy systems in each region.

Our toolkit resource is modular in design allowing for complete flexibility in the way that you use it. A set of document templates are provided and can be used as helpful resources while establishing and maintaining the partnerships. You can use the resource in various ways, for example:

- ✓ as a training resource, it will provide practical learning and resources on how to develop partnership
- ✓ as a planning and implementation tool, it provides a framework and templates for local adaptation of the Nourish EU Healthy & Creative Food Regions Partnership model
- ✓ as a quick reference tool for specific issues relating to stakeholder partnerships and collaborations

## THE TOOLKIT PROVIDES:

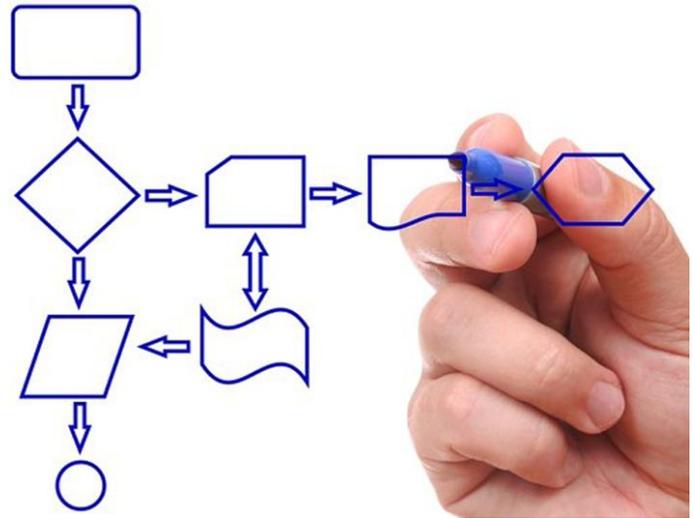
- ✓ general information and examples
- ✓ 'steps to...', covering key organisational activities to set up the partnership
- ✓ tools and templates that can be adapted by other partnerships for local use



## 2: Who should be involved in a Healthy and Creative Region Food Partnership?

Stakeholders (persons or organizations) who have a vested interest in food policy and practice who can be drawn from the following categories: public, national political, commercial/private, non governmental organizations (NGOs)/civil society and consumers. Typically they will come from relevant government agencies, population, private sector entities, educational institutions, funding institutions and others who have a stake/interest/right in health as a driver of innovation in the food sector and related education sector and those that will be affected positively by Nourish EU activities. Those involved in food poverty and waste reduction will also be valuable contributors to ensuring a coherent and far reaching approach.

# 3: The steps involved in establishing a Healthy and Creative Food Region Partnership



## Step 1: Planning the Process

This is the contemplative stage. It is characterized by the development and gathering of collective insights. What to consider as you plan the process ?

<b>Mutual Need</b>	What is the regional need that needs to be addressed e.g. more innovative SMEs, a focus on food poverty, a focus on reducing food waste
<b>Vision</b>	What does the partnership wish to accomplish? Your vision guides the partnership mission, protocols, and constitution.
<b>Mission</b>	How and in what ways is the partnership going to accomplish its task?
<b>Value Systems</b>	Do the stakeholders value similar things in the same way and to the same extent?
<b>Inclusion</b>	What kind of stakeholders do we require as future partners?
<b>Wavelength</b>	Are we all on the same "wavelength"?
<b>Simple Language</b>	Are we all "speaking the same language"?
<b>Cultures</b>	Are there differences in the working cultures of our potential?

### THE PROCESS:

- Identify the stakeholders - Knowing who the key actors are, their knowledge, interests, positions, alliances, and importance related to the policy allows policy makers and managers to interact more effectively with key stakeholders and increase support for a given policy or program.
- Communicate with them.
- Set meetings.
- Identify if all potential stakeholders are represented?
- Do any of the potential stakeholders have any previous experience of working together?
- Are there any historical or traditional barriers between the potential stakeholders?
- Is any jargon or technical language used that could be a barrier?
- How do stakeholders feel about establishing a partnership?
- Are there any barriers to developing a common vision?

## Step 2: Define the region

The Healthy and Creative Food Region Partnership can be determined as local, regional or national initiative depending on the administrative characteristics of each country. The regional approach has significant advantages when considering establishing a partnership.





## Step 3: Identify Key Stakeholders

In order to address key project objectives and develop a sound Healthy and Creative Food Region Partnership that will be able to change and influence policies in their region, each partner is expected to establish a Partnership network or steering group.

Typically the members of the group will include a range of private / public sector stakeholders such as

- *Businesses or corporations in the food sector*
- *Nonprofit organizations or foundations*
- *Central / local Government, trade bodies*
- *Local economic agencies that have responsibility for agriculture, economic and rural development and so forth.*
- *Other groups (e.g., food related associations e.g. tackling food poverty, healthy eating bodies, consumer protection associations, faith-based, food recreation, neighborhood associations e.g. community food initiatives).*

*Create your own shortlist* – list as many agencies, constituencies, and organizations as you think relevant to facilitate a dynamic partnership ?

**Important questions** to be answered for key stakeholder identification....

1. Who are the key stakeholders that are vocal and active in this theme?
2. What is their current role?
3. What is their level of power/influence?
4. What relationships/links exist between the key stakeholders?
5. What programmes are currently in place in the region that are contributing to innovation within food SMEs, reducing waste, using health approaches to tackle obesity and tackle food poverty?
6. What is their perceived level of success?
7. What are the policy and programme gaps in respect of 5 above ?
8. Are there any duplication in the key stakeholders' roles, policies and programmes?



## **TOOL ..... STAKEHOLDER ASSESSMENT TEMPLATE**

This document allows you to perform an overview assessment of the key stakeholders, together with an overview of their roles in policy formulation and programme development and implementation and impact on creation of healthy and innovative and just food environment should be compiled. It is very useful to present this information in a table where the stakeholder is identified as having a medium to high impact at a policy and programme level

**See Appendix 1.**

### **TOP TIP**

Typically, each Partnership should be made up of 10-12 cross sectoral representatives.

Ideally, you are looking for committed individuals who have a variety of different skill sets and backgrounds in the food environment. They should share a passion for innovation through health and seek to create a just system where food poverty is tackled. They should generally be of a very proactive disposition!

These champions can also bring and embed opportunities, connections and resources and enhance the energy that flows through the Healthy and Creative Food Region Partnership from start-up to growth.

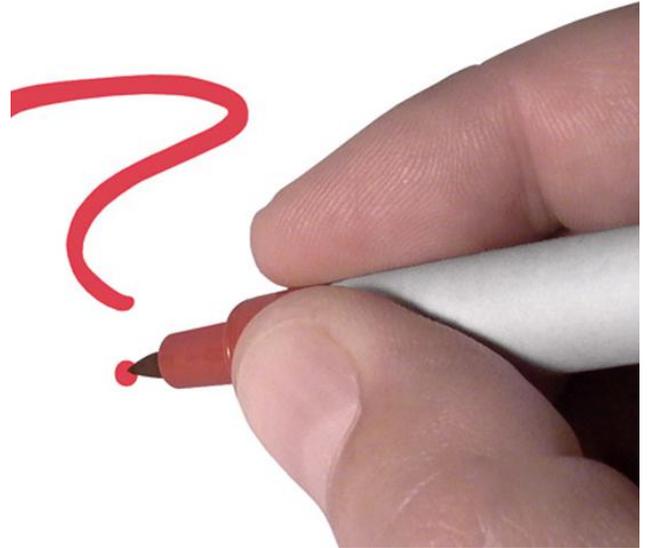
## **How to get stakeholders involved?**

Partners will not join and will not remain in a partnership where their self-interest is not being met, or they feel they are providing an unfair share of the resources or work. Understanding what you have to offer that would interest another organization (and what you are willing to contribute to the partnership) is the foundation for identifying and attracting potential partners.

As each region and country has a different dynamic, different approaches are used to get stakeholders involved. You need to consider and highlight:-

- 1) What is in it for them? How will these organisation benefit from their time commitment to a Healthy and Creative Food Region Partnership?
- 2) Be very clear about what you expect from them. At the very least, you require their commitment to attend 4-5 meetings over a 12 month period and contribute to the development of a Regional Action Plan for creating an innovative and healthy food region.

## Step 4: Mapping - identify current policies / programmes / strategies and possible gaps



Each country or region has specific policies/strategies and/or programs encouraging or hampering healthy food production and consumption. Capturing knowledge about current and future policies/strategies/ programs will contribute to the most effective partnership establishment and clarity of goals.

At this stage of the process, a partnership will really benefit from a mapping/scoping exercise. This can be done in two ways:-

- 1) **A desk exercise** using **secondary sources** to identify current policy and support programmes in relation to creation of healthy food region. This scoping exercise can also assist to identify gaps in policy and support for healthy and innovative food regions

A number of Government, research and market reports are constantly developed about the market opportunities for SMEs through focusing on healthy food innovations and the increasing consumer demand for same. Food poverty initiatives are also on the rise and policy is beginning to emerge around same. This information is typically available at regional, national and European levels.

Emerging Regional Partnerships should map their region in terms of the key areas that are of interest to them- a creative and innovation focused food SME sector, food waste initiatives, food poverty initiatives etc. A template to record secondary sources is presented in **Appendix 2**. By mapping the supports available, it is easier to highlight policy/programme gaps. For instance, what information is currently not available? Project partners are also encouraged to find and interpret some statistics from the sources to give as comprehensive an understanding of the Healthy Food strategies in their region as possible.

Of particular interest, as obesity is identified as a serious problem in many EU countries, a large number of reports have been carried out by Government Departments, researchers and other bodies and health organizations. When conducting the desk research it is important to focus on reports and surveys that highlight the key issues and opportunities that will impact on the healthy food topics over the next 5-10 years. Consumer Association reports, information available through local authorities and medicinal experts are important to be included in the scope of the desk research.

- 2) **Consultations** in each region with a range of stakeholders, including policy makers from Government agencies, policy influencers from trade bodies and support providers, and with a number of food producers from various food sectors.

# Step 5: Partnership Progression

By now, you know who needs to be involved in your Healthy and Creative Food Region Partnership; you have got their interest and their commitment in being involved. You are also laying the foundations for your partnership vision and mission. You now need to



## Establish communication channels

How and when will the partnership engage? As mentioned, we would recommend the process should unfold over a series of 4-5 plenary meetings over an 18 month period. It is very important that robust communication tools are adopted to allow for the free flow of information and allow maximum interaction outside of project meetings.

We would recommend each partnership establish:-

- a file sharing mechanism (e.g. Dropbox),
- a group email and text message circulation and
- hold regular conference/ Skype calls in advancement of their objectives between plenary meetings

## Priorities

What are the priority issues and concerns that are common to all participants in the partnership?

## Scope and view of the partnership

Are the objectives of the partnership many and overwhelming or few and manageable?

## Rules, roles and responsibilities

Each Partnership should appoint a lead organisation or champion who will provide secretariat services to the Partnership. All rules and roles require clarity and may need to be written down as you elaborate on the partnership purpose and using the strengths of your stakeholders. As a final result, each partnership should develop an Action Plan to support the partnership development and

sustainability – see [www.nourisheu.com](http://www.nourisheu.com) for examples of partnership action plans.

## Gain Commitment

The Nourish EU partnership benefitted from the development of a Pledge Card which was widely disseminated in each country. Not only did this build awareness about the project, it illicited a ‘pledge’ to support the overall objectives of the project – this had a very powerful effect. See Appendix 3 for the printed Pledge Card which is also available for online pledges on <http://nourisheu.com/pledge-your-support-for-nourish-eu/>

## Accountability

To whom is the partnership accountable? The stakeholders organizations, the community and general public, food SMEs, others?

## Interim reports

What “proof” and indicators of partnership success are required? How often is feedback provided and how is quality assessed?

## Continuity

Plan early for sustainability and anticipate the unexpected or worst-case scenarios. Secure long-term financial commitments in securement of your goals

## Revisit representation.

Every 6 months, adjust structure and management of the partnership. Monitor any formal or informal power-bases.

## TIPS .....

- *Build on your collective partnership connections and capital. Build meaningful relationships that will have benefit outside this topic – hold social events and celebrating success.*
- *Maintain the momentum and vigor of the partnership. Preserve, nurture and expand the relationships that have been forged.*

# 4: Healthy and Creative Food Partnerships – Regional Approaches

In our NOURISH EU project, we have utilised three different types of partnerships:

## 1) Partnerships based at regional level

Two of our partnerships (Northern Ireland, UK, - the Armagh, Banbridge, Craigavon Council area and Ireland -the Upper Erne Shannon Future Economy region of Leitrim, Cavan, Roscommon and Longford) are based on a cross sector regional approach bringing together the regional players on economic policy, food innovation and community representatives.

## 2) Partnership based on academic agri food contributors

In Hungary, the partnership draws together the academic practitioners within the Budapest catchment area.

## 3) Partnership based on National policy

In Bulgaria, the partnership draws together the national policy makers, educators and industry representatives that have a national remit and impact.

We now delve into each of the four EU Nourish Partnerships to give insight into the differing approaches and what has been achieved in each country.



# Healthy and Creative Food Partnership in Action in the Region of Armagh, Banbridge, Craigavon, Northern Ireland/UK

Led by Craigavon Industrial Development Organisation, the NI/UK partnership concentrated primarily on food industry stakeholders from the private sector, ranging from micro and SME businesses to large, even multinational businesses.

To ensure cross sector collaboration representatives from other enterprise agencies, local authority and VET schools were also invited to take part in the partnership. After scoping the key influencers that would benefit from involvement in the partnership, they were invited to an initial plenary meeting.

Discussions commenced on working towards a broad agreement among partners as to the purpose of the partnership and the expectations that each stakeholder had. Further meetings focused on a 'local assessment' and the sharing of 'best practice' to learn about effective solutions to improving innovation and creativity in food SME's.



The key views of the stakeholder – policy makers, producers and consumers are shared herewith:

*'A Southern Trust representative talked within our partnership about the latest report 'A Fitter Future for All'- Framework for preventing and addressing overweight and obesity in NI 2012-2022'*

*'Because of the many factors and influences involved in the 'obesogenic environment', there is no single 'magic bullet' to reduce obesity, and effective strategies are likely to incorporate many small changes implemented over a long time period by many stakeholders. Clearly many parties need to take some responsibility for responding in a coordinated manner to the problem of obesity and to support individuals to overcome barriers and constraints and make healthier choices. These include central and local Government, institutions such as schools and employers, charities and the community/voluntary''*

*'While Government policies establish the playing field it is argued that the responsibilities of the food and drink industries involved in producing, marketing and selling products should go further than simply complying with mandatory regulations'*



## Key areas arising in this partnership included:

### IMPACT CONSUMERS

Need for the market to respond with healthy choices at affordable prices.

### IMPACT SMES

From an agency perspective, it is a priority to assist SMEs to understand market forces better, understand the impact of future regulation (to be ahead of the pack in terms of risk), to have a better understanding of role of packaging and high impact communication.

### CHANGE IN PUBLIC OPINION

The need to prepare SMEs for change in groundswell of public opinion – obesity is never off the news – and in the media, the portrayal is that the food sector is often at fault.

### GAME CHANGER

Niche healthy food market opportunities will become mainstream in relatively short period of time.

### A NEW PARADIGM

Need to start gearing up for in terms of reducing calorie/portion size /labelling: with regard to niche products and also mainstream products

### LOOKING AHEAD

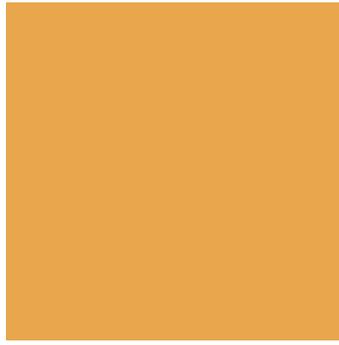
Food SMEs in Northern Ireland can have a short term outlook, they are not aware of what is around the corner in terms of new consumer opportunities arising from health trends.

### PRODUCT DESIGN

SMEs need assistance with product design – packaging design and marketing for new healthy food innovations

### AGREED ACTIONS SET BY THE ABC PARTNERSHIP:

- Mapping of local resources available to food SME's
- Commitment to take part in industry learning workplaces
- Food poverty is an issue in our local area but a lot of food from local food SME's goes to waste, there is a need to explore potential for greater cooperation and innovation between local food companies and food banks
- Commitment by the food SME's to take part in the delivery of the Nourish EU 'Creative Ways to Produce, Market and Distribute Healthy Foods'.



## Healthy and Creative Food Partnership in Action in Bulgaria

In Bulgaria, the three main stakeholders which influence food production include central Government and their agencies, trade bodies and educational institutions. The creation of the Healthy Food partnership in Bulgaria started with bilateral meetings with well known scientists, representatives of food safety organizations and business support agencies with the idea to have their understanding and support as the basic step in creation of the partnership. The Bulgarian Nourish EU partner Euro Perspectives Foundation believed that they might act both as supporters of the idea, spreading it further and as highly valuable source of ideas. They utilised their expansive industry contacts to gain attention from the highest possible players.

Bilateral and subsequent plenary meetings highlighted following conclusions and quotes that helped in further developing the Action Plan. Main challenges for the partnership are related to issues such as:

- There is not enough promotion of the support that health food producers can avail of;
- There is a lack of communication and an unwillingness to develop networking mechanisms to introduce healthy food;
- Training is a very important area for development since the current provision is outdated & not tailored for the needs of food producers;
- Tailor made funding & support to producers of innovative healthy food is needed.

While Bulgaria covers 28 administrative regions, all decisions with regards to strategies, support programs and instruments for the food sector are taken at Central Governmental Level in the Capital City of Sofia. This is also the key base for the key stakeholder organizations such as VET institutions, trade organizations and others. This is why this Partnership decided to have a National remit and reach.

Through a series of meetings, stakeholder opinions were gathered which allowed the Healthy Food Partnership in Bulgaria to be established by signing the pledge card, during the plenary meetings organized in the course of establishment of the Partnership.

Agreed actions set by this partnership include:

- Promote improvement of cooperation between parties involved in innovation delivery to bring technologies for healthy food closer to the producers
- Stimulation of innovation management in SMEs
- Support the development of short food chains for fresh food
- Cooperation and networking among food producers to encourage healthy food production



**The key views of the stakeholder – policy makers, producers and consumers are insightful:**

*“Healthy food and innovation in food sector in all forms is a key issue for the future development of Bulgaria as a whole since this is a possible driver for positive economic development, growth of the economy and survival of the companies. This is to be included in all strategic documents for the next planning period 2014 – 2020.”*

**Other quotes from representatives highlight additional issues:**

*‘Innovation activity is observed mainly in medium sized companies, while small and micro companies find it difficult to deal with the issue. Support for effective coordination of research institutions and representatives of the business is needed for successful transfer of technologies in the food sector. Major obstacles are lack of financial and human resources as well as new technologies’.*

**According to a Central Government representative from the Food Safety Agency:**

*“There are no special governmental support programs and structures that have special focus on healthy food. Despite some good theoretical knowledge, schools and managers of catering companies or restaurants are not active in implementing healthy practices. The conception of sustainable supply of healthy food is not applied in the market. And still there is a lack of broad communication to the consumers in this regard.”*

**The food enterprise representatives are of the opinion that:**

*“Access to skilled labour and the ability to allocate sufficient time to research and innovation continue to be barriers for innovation activity at company level and introduction of production methods that can allow to produce better quality food at a reasonable price, affordable for a larger part of the population.”*

# Healthy and Creative Food Partnership in Action in Ireland

## Main stakeholders and why they were selected

The Irish partnership has been facilitated by the strategic regional economy project- the Upper Shannon Erne Future Economy project – USEFE, a joint initiative between businesses, the Local Authorities of Cavan, Leitrim, Longford and Roscommon, Bord Na Mona and ESB. It enables businesses to proactively influence and assist with the broader economic development of the region and identify opportunities for synergies across sectors and between various scales of business. Food is a priority focus in the region and Nourish EU is assisting USEFE to transform the area into an innovative, healthy and creative food region. USEFE operates on the basis of a joint initiative between municipalities and businesses of varying sizes within key sectors for the region. This results in identifying an opportunity for shared learning and development of the region as a healthy food stronghold.

## Approach used to start the partnership

The creation of the Nourish EU partnership in Ireland started with bilateral meetings with key food support bodies with the idea to have their understanding and support as the basic step in creation of the partnership. This included Leitrim County Council, a large dairy co-operative, VET providers, SMEs and companies. We then presented the project to the USEFE food group with a view of augmenting and adding new value to their work. This was welcomed and co-working was advanced through a series of meetings culminating in a well attended and highly regarded Multiplier Event in October 2015 . The decision to join an existing partnership has proven to be a wise one; it has avoided replication and has given the Nourish EU project fast track access to the key policy makers and influencers in the region. The benefits work both ways – USEFE benefits from the broader EU perspective on a specialist niche in the food sector and has the opportunity to look at wider regional food opportunities.



## Quotes from the stakeholders

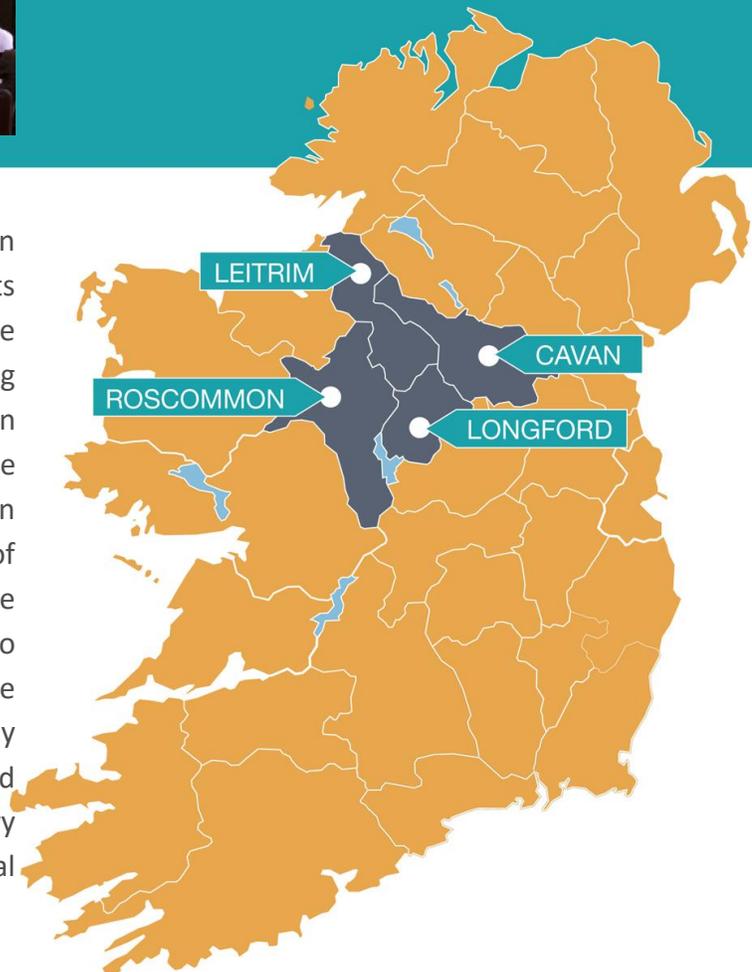
*"We are only beginning to see the potential of healthy foods. Do not forget, we are an agri based economy and are not as innovative as we should be. I have been made aware of market trends, cost saving measures and routes to market as a result of my involvement in the partnership – for me, it has been an invaluable learning experience."*

*"Nourish EU has allowed us to put a sharp focus on the opportunities available for industry through healthy food initiatives. The collaboration with USEFE has been important in building a regional food ecosystem with ambitious plans."*



# nourish eu

## Strategic Partnership (Ireland)



In particular The Food Hub's work on orchestrating industry learning placements has been very popular with SMEs and the opportunity to avail of free industry training is a real 'draw' for the project. A main feature of the Partnership is the knowledge sharing ethos where smaller companies can learn from the innovative approaches of regional food champions. The role of the region's leading dairy co-operatives Aurivo and Lakeland Dairies must be acknowledged – they have been proactively open to sharing their experiences and practical knowledge and contacts in a very progressive manner. Their Corporate Social Responsibility must be commended.



# Healthy and Creative Food Partnership in Action in Hungary

## Main stakeholders and why they were selected

In Hungary the main stakeholders were selected based on the educational approach of healthy food. The partnership focused on VET institutes, higher educational and research institutes and those companies in the central region what are involved into vocational education as company workplaces of the students. Its scope is very impressive reaching 61 VET schools in the country, 4 higher educational and research organization and 40 enterprises in the region. They used major gathering events to promote Nourish EU and bring the partners together on numerous occasions.

Educational background in food processing is very strong in Hungary, as the food sector plays also a huge role in the country's economy. However during the set up of the Nourish EU Partnership our partner VM Kazek faced with the situation that in academia, technological, chemical, biological objectives were very well represented, however the economics of the food sector are hardly mentioned at all.

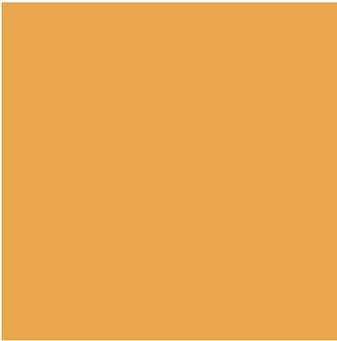
This partnership championed the approach of how innovating through healthy food can be the key to a successful business strategy. During the partnership meetings the discussion showed that the stakeholders had not determined this issue as a tool/key to success, they determined providing technical healthy food as the mission of their activity. The most important feedback from the partners/ stakeholders were that it is going to be more and more important to educate people why to accept healthy food instead of cheap junk food, but the stakeholders need support to fulfill this.

The VET partners are not able to implement the whole learning concept into their curriculum because there is only a little free space in the curriculum, but they can build into their classroom work the knowledge and the good practices.

## Quotes from the stakeholders

*„It is good that someone collects all the aspects of healthy food issue.”*

*„Learning from each other is very useful and we can contact our colleagues now directly.”*



## 5: Healthy Food Partnership Conclusions

A robust and high impact Healthy and Creative Food Region Partnership can have many characteristics and requires tailored solutions for the different regions and scopes. The partnership approach can be very effective if partners:

- share the same values and interests
- reach agreement on partnership goals
- appoint a lead organisation to drive the process
- see mutual benefits

Through our work on the Erasmus + Nourish EU project we have successfully established four Strategic Partnerships on regional and national levels that are working hard to encourage food SMEs to innovate / orchestrate change in the development, production and marketing of 'healthier food'. This responds to market opportunities arising from two closely-related challenges facing the EU - obesity and food poverty. Our specifically designed training course is a key resource that can assist partnerships all over Europe in upskilling food SMEs and policy makers in these key areas.

Healthy and Creative Food Region Partnerships are a winning approach to achieve joined up strategic approaches to :-

- Make significant contribution to building a regional food ecosystem with ambitious plans
- Spread the knowledge about the opportunities available for industry through healthy food initiatives
- Incorporate many small changes implemented over a long time period by many stakeholders
- Bring together all the aspects of innovating through healthy food approaches into one resource – [www.nourisheu.com](http://www.nourisheu.com)
- Share resources among VET organisations on common problem – provide training to small companies through short and practical learning placements with a healthy food and innovation theme

# 6: Resources to help you ...

## Appendix 1 - Table: An Assessment of Key Stakeholders

Stakeholder	Policy Development Role	Policy Informant	Programme Development Role	Programme Implementation Role	Reach (International, National, Regional, Sub Regional)	Impact on Healthy Food introduction (High, Medium, Low)
Policy Makers						
Representatives of the food sector						
Representatives of VET						
Representatives of business enterprises						
NGOs						

# Appendix 2 - Table: Secondary Sources

Type of source	Name of reports/publications
Partner resources	
Case studies of best practice	
Relevant reports on health, food poverty, obesity, food innovative including Government / policy resources	
Other key stakeholders	
Local directory	
Electronic resources	
Practitioner reports	
Research reports	
Academic papers	

# Appendix 3 - Pledge

## helping to make our region a healthy & creative food region

Committed to "safe, healthy, affordable and sustainable food" accessible to all. We are working to create Healthy Food Regions by encouraging food SMEs to innovate/ orchestrate change in the entrepreneurship, development, production & marketing of "healthier food". We have set three big aims.



### Partnership

Contribute to the establishment and participate in a Healthy Food Partnership which will aim to create a healthy food region.

### Education

Work with higher and vocational education providers to train owners and employees how to implement greater innovation and creativity for production and distribution of healthy food.

### Employability

Increase the chance of unemployed people to start their own food business or gain employment as a result of the industry based training they receive within a food SME.

Help to make our Region a Healthy & Creative Food Region.  
[www.nourisheu.com](http://www.nourisheu.com)

TURN OVER

## Company/organisation/individual pledge

By 2016 we commit to:

Creating Healthy Food Partnership.....

Adapting online education to courses in creative ways to produce, market and distribute healthy food.....

Providing industry based employability training placements for young unemployed people.....

Your Name: \_\_\_\_\_ Date: \_\_\_\_\_

Company/Organisation: \_\_\_\_\_

E-mail address: \_\_\_\_\_

NourishEU is Erasmus+ funded project to support Healthy & Creative Food Regions.  
 For more information, please visit: [www.nourisheu.com](http://www.nourisheu.com)



This programme has been funded with support from the European Commission.

# Appendix 4 - Meeting invitation

Letter Only	
<p>&lt; Insert participant's address&gt;</p> <p>Dear &lt;insert participant's title and name&gt;</p> <p>I would like to invite you to a meeting/teleconference &lt;delete as appropriate&gt; to discuss &lt;describe purpose of meeting&gt;.</p>	<p>If the invite is being sent by email, write the meeting's name in the subject title.</p> <p>The first paragraph states the main purpose of the meeting. Give the time and date of the meeting.</p>
For a face-to-face meeting	
<p>The meeting will take place on &lt;insert date&gt;, starting at &lt;insert time&gt; and finishing at &lt;insert time&gt;. It will be held at &lt;insert location and address&gt;. Please can you confirm whether you will be able to attend the meeting by &lt;insert date&gt;.</p>	<p>If it's a face-toface meeting, include the location, providing directions and a map if necessary.</p>
For a teleconference	
<p>The teleconference will take place on &lt;insert date&gt;, starting at &lt;insert time&gt; and finishing at &lt;insert time&gt;. Please dial &lt;insert number and dial in details&gt; to join the call. It would be very helpful if you could confirm whether you are able to participate in the teleconference by &lt;insert date&gt;.</p>	<p>For a teleconference, you need to provide the telephone number to phone, and any dial in details. If participants are joining from different countries, give the time local to their country.</p>

# Appendix 5 - Agenda template



**<Insert meeting name>** .....

**<Insert date and time of meeting>** .....

**Purpose of meeting** .....

*<Insert purpose and main objectives of meeting>*

Number	Item/Topic	Speaker	Duration



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This Toolkit has been developed as Intellectual Output 1 of Erasmus + KA2 – Cooperation and Innovation for Good Practices.

Project Agreement Number

2014-1-UK01-KA200-000012

Project Title

Developing Educational Tools for Healthy & Creative Food Regions

Our other project outputs including our FREE online course is available on [www.nourisheu.com](http://www.nourisheu.com)

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