



Fostering the **U**rban food **S**ystem transformation through **I**nnovative **L**iving **L**abs **I**mplementation

Deliverable 3.3: Urban Food Action Plan

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Author(s):	Anders EIKA and 12 FUSILLI Food Living Labs

¹ PU = Public

PP = Restricted to other programme participants (including the Commission Services)

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1. Background

Athens' food system provides for the daily needs of six hundred fifty thousand residents and tens of thousands of working people and visitors.

In this food system, a vibrant food culture that consists of local and international cuisines permeates the city, while economic and social activity around food flourishes. Food markets, retail enterprises, eating places and restaurants, food festivals, events and household meals contribute to Athens' everyday life and identity. In parallel, civil society and environmental organisations, foundations and local government play their part in improving the well-being of the residents and the impact on the environment through social food services, food surplus redistribution and food waste management.

Athens is also facing several significant food related challenges, starting with the lack of production in or around the city and thus, a minimal level of food self-sufficiency. At the consumption-level, food insecurity, malnutrition, obesity and food-related health issues affect a segment of the population; most residents are alienated from the food they consume, as their knowledge is limited with regard to food production and processing, the properties of food and the effects of the food they consume on the environment, society and their health. It is noteworthy that the majority of the population in Greece does not follow even a close version of the Mediterranean diet. Furthermore, the food market is characterized by a long food supply chain, a significant degree of structural oligopoly in the retail market, inflation in food prices and confined access to good food at affordable prices for all. Eventually, the dominant dietary model and food waste practices produce negative environmental, social and economic impacts.

Given the aforementioned conditions, a transition is necessary; a transition that (a) capitalises on the positive aspects that contribute to the sustainability of the food system and (b) offers long term solutions to the challenges at hand. The vision that follows aims to offer an inspiring and feasible depiction of the future state of the food system, that can be achieved through the implementation of a realistic and evolving action plan. As this action plan develops, it forms a working hypothesis to be tested and amended where necessary.

1.1. Vision

City of Athens Vision for the forthcoming decades is the transition to a sustainable, inclusive, participatory and resilient food system that can provide the best possible food-world for all residents, employees, entrepreneurs and visitors in the city, and for the connected peri-urban and rural areas.

Athens becomes a city where people establish a deep connection to their food and its producers, and opt for healthy and delicious diets using nutritious, quality and environmentally friendly food that is affordable to all; a place where all food cultures contribute to the metropolitan identity of the city and a participatory food system governance based on data, dialogue and knowledge supports decision making for the common interest. In parallel, Athens promotes a circular food system, especially with regard to food waste management, that produces positive environmental impacts and economic value. The food market advances fair trade practices resulting in widespread economic and social benefits. Food sufficiency, as well as the connection to food, are progressively established through urban food gardens and cooperation agreements with peri-urban and rural productive areas.

The mission of the City of Athens is to enable and/or implement those actions that transform the food system into a sustainable one at the stages of production, distribution, consumption, food waste management and in governance.

Presently, in the context of FUSILLI, the goal is to gradually shift the mentalities of involved stakeholders, including the municipality itself, into ones that motivate and facilitate such actions. To achieve this goal, awareness raising, information dissemination, knowledge production and actions at a practical level are being and shall be advanced.

1.2. Needs and Gaps

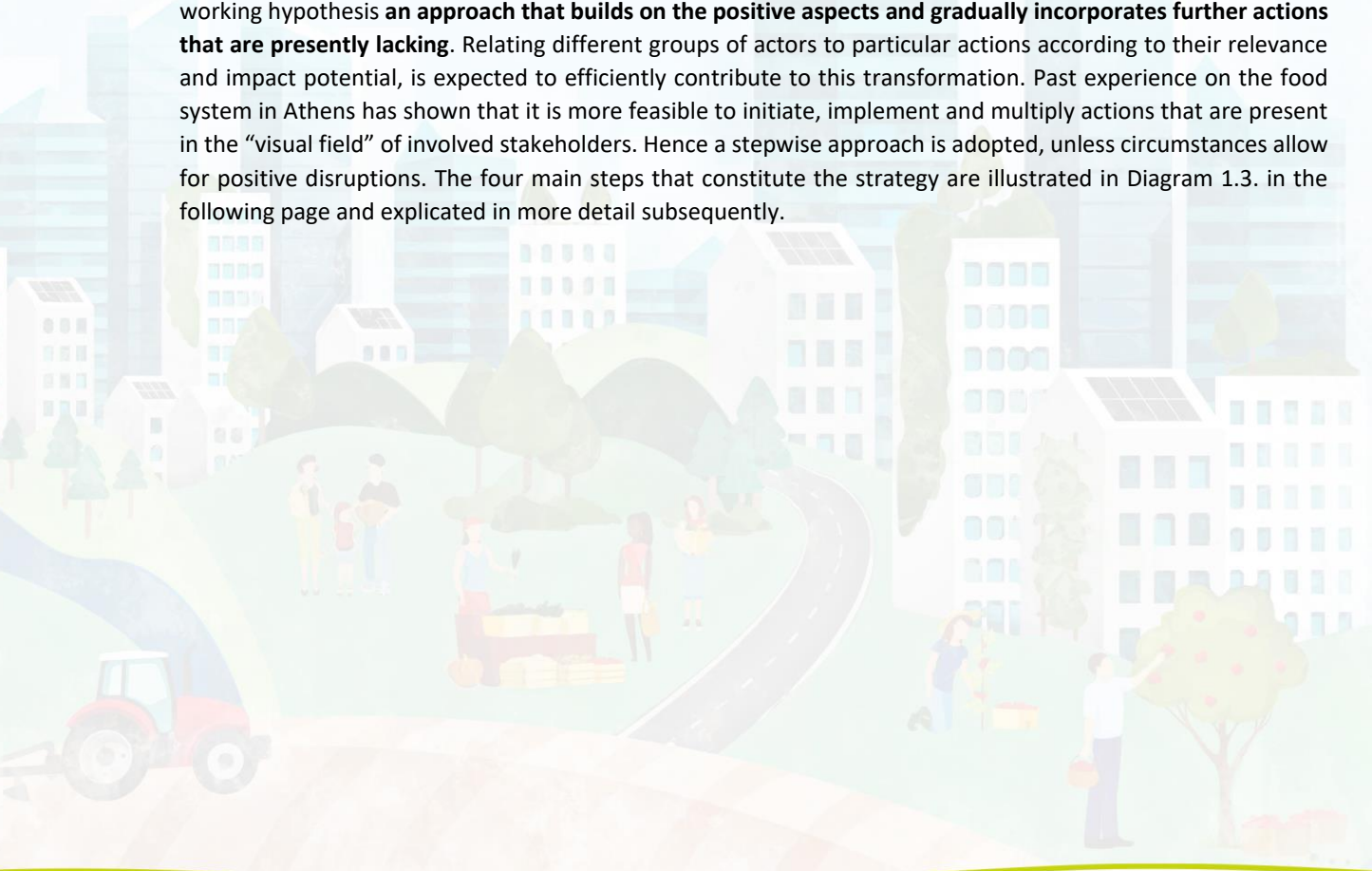
There exists a set of fundamental gaps in the food system of Athens and a corresponding set of actions that need to be implemented to treat the problems arising from this void. These are depicted in the following table, presenting the gaps first and the needs because of the former.

FOOD SYSTEM CONSTITUENTS	GAPS	NEEDS
Governance	A holistic, coordinated and consistent food systems policy is lacking. • There is no interdepartmental food systems sector in the municipality, both at political and administrative levels. • Data management – generation, analysis, publicity, use for policy is lacking. • Funding for sustainable food systems related activities is fragmentary. • Social Inclusion is mostly welfare based – active inclusion through skills and employment is still at infant level.	Need for a holistic food policy coordination. • Municipal Food Commission to set the stage for coordination. • Food Policy charter that offers a specific context. • Data management design and scheme. • Mechanism for consistent funding. • Facilitation of active inclusion policies. • Food Policy Council involving all interested stakeholders.
Production	Generic disconnection from agricultural production and processing of food. In particular: • There is no essential food production within the boundaries of Athens • Weak connection to food producing areas at all levels – political, economic, social and cultural. • Food self-sufficiency is close to zero. • Residents, public officials, entrepreneurs and other stakeholders have little or zero knowledge about food production.	The generic need concerns a reconnection to food production for all involved stakeholders. In particular there is a need for: • Urban vegetable gardens. • Interaction with farmers. • Raising awareness and education on food production. • Initiation and establishment of political and economic relations with peri-urban and rural productive municipalities.
Distribution	There is a significant gap in market options. In particular: • Short supply chains, like local or organic farmers' markets, do not operate. • Consumer or producer – consumer retail coops are very few in number. • Public procurement does not incorporate social and green clauses about food. Furthermore there is a gap in packaging alternatives in distribution practices, creating unnecessary waste.	Raise consumer awareness on market options and schemes. There is a need to advance and establish: • Direct markets such as organic farmers' markets and farmers' markets. • Links to producers. • A culture of cooperation among consumers and producers. • Knowledge about packaging alternatives.

Consumption	There is a sustainable consumption gap: • Food consumption models are not sustainable with respect to health, the environment and the economy, both in terms of diets and in terms of the food selected. • Data on consumption preferences with respect to different groups is lacking.	There is a need for: • Awareness raising, information dissemination and education on sustainable diets and cooking. • Data regarding dietary patterns and their relation to different population groups.
Waste	• Food waste collection infrastructure does not cover the entire city. • Consumers still lack awareness about household food waste management. • Food waste technologies focus on composting only. • Data on the impact of food waste collection and processing is inadequate. • The City of Athens is not actively participating in food surplus, rescue and redistribution initiatives.	There is a need for: • Expansion of food waste infrastructure. • Awareness raising of consumers and eating places for food waste management. • Municipal support of food rescue and redistribution initiatives. • Data processing to estimate the value and impact produced through food waste composting and reuse.

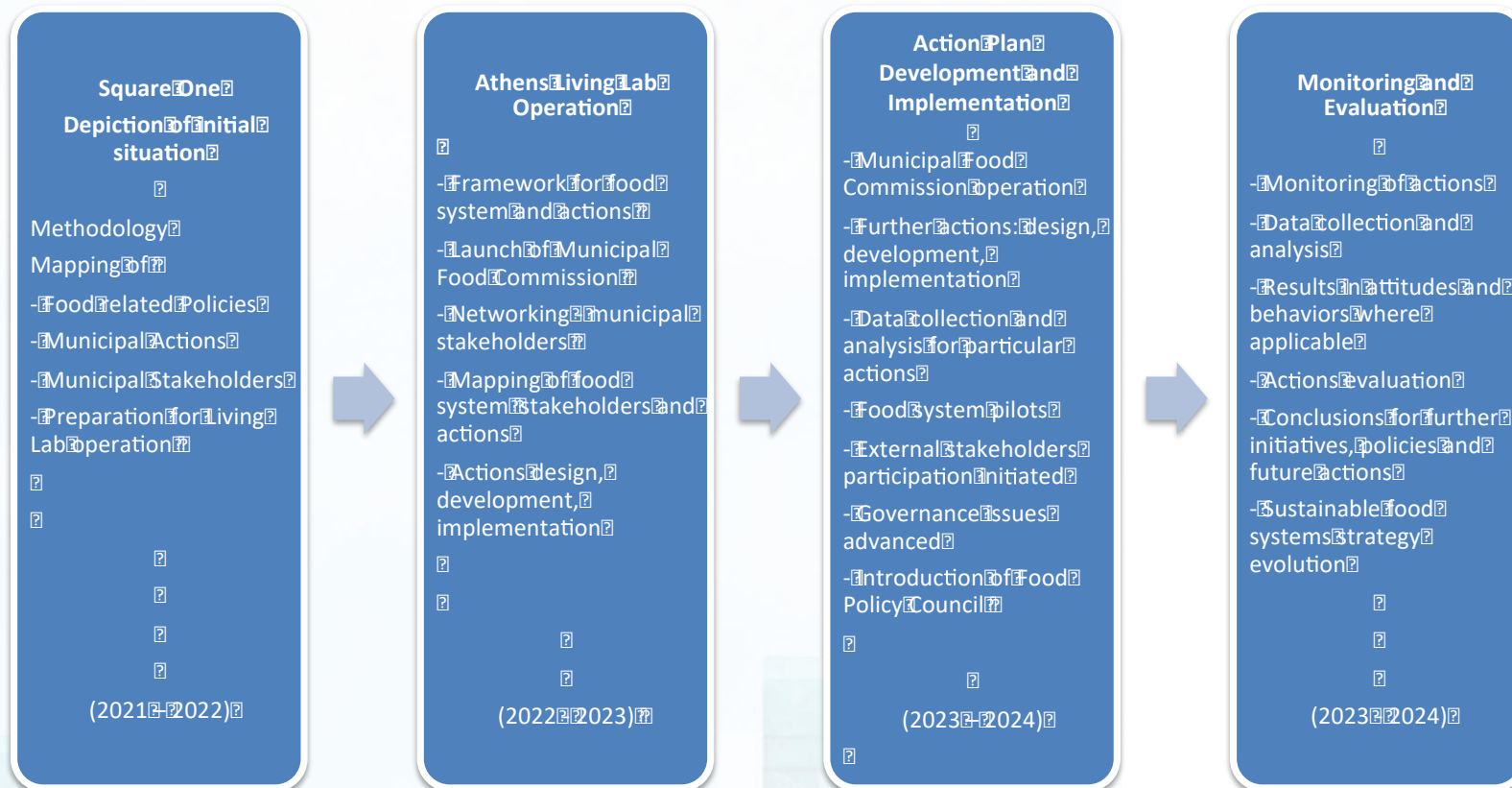
1.3. Roadmap

As described above, Athens is a city where the food system is characterised both by positive and negative features. The strategy for the overall vision and presently for the goal to transform mentalities, assumes as a working hypothesis **an approach that builds on the positive aspects and gradually incorporates further actions that are presently lacking**. Relating different groups of actors to particular actions according to their relevance and impact potential, is expected to efficiently contribute to this transformation. Past experience on the food system in Athens has shown that it is more feasible to initiate, implement and multiply actions that are present in the “visual field” of involved stakeholders. Hence a stepwise approach is adopted, unless circumstances allow for positive disruptions. The four main steps that constitute the strategy are illustrated in Diagram 1.3. in the following page and explicated in more detail subsequently.



D.3.3 – Annex1: Athens Urban Food Action Plan

Diagram 1.3. Roadmap Process



1. **Square One - Depiction of Initial Situation (2021 - 2022):** A sustainable food policy framework is present since 2015 based on the Action Plan “Good Food for All”, Athens participation in Milano Urban Food Policy Pact in 2016 and Athens Action Plan for Climate Change in 2022. Furthermore, Athens participates in city networks that have food working groups among other themes, such as Eurocities, C40 and 100 Resilient Cities. At a practical level, actions related to the sustainability of the food system are implemented by the Municipality of Athens internal organisations, directorates and departments and from stakeholders external to the municipality. At this stage, a mapping was performed concerning food related policies, the actions implemented by the municipality and the relevant municipal stakeholders. At the same time preparation was initiated for the launch of Athens as a Living Lab per FUSILLI framework.
2. **Athens Living Lab Operation (2022 – 2024):**

Athens Food Systems Commission – Frame of Reference: Following the FUSILLI approach, the frame of reference regarding the “sustainable food system” concept was introduced. The starting point is the municipality itself where the Directorate of Strategic Planning and the Department of Resilience and Sustainability, launched the Athens Food Systems Commission (GIA3) in December 2022. AFSC brings together responsible vice mayors and representatives from the municipal organisations, directorates and departments, to present their actions, discuss the problems and issues at hand, connect and establish synergies, explore future actions and prepare the ground for the participation of involved stakeholders.

Mapping of external stakeholders: In parallel, a mapping was executed regarding the actions that are actualised by civil society organisations (CSOs, NGOs) and citizen informal groups, social enterprises, businesses and their corporate social responsibility (CSR) programs, foundations, institutes, the academia, the central state, the region of Attica and, at times, through the cooperation among the aforementioned institutions. Furthermore, a depiction of food supply chains and the food market was carried out.

Actions ideation, design and implementation: the input on the existing situation, on present and past actions and on the challenges that affect the food system allowed for an ideation process on relevant actions and their implementation.
3. **Action Plan Development and Implementation (2023 – 2024):** In continuation of steps (1) and (2), the action plan was developed (details in 1.6) through the AFSC.

New Actions: Complementary and new actions are identified and designed. In parallel, data collection has commenced with regard to actions already in place. In this context, different thematic actions can become interconnected so we can observe the changes caused by particular interventions. As a starting point, municipal actions form the basis, while taking into account the actions implemented by all stakeholders, a holistic policy can emerge on particular themes in the future (e.g. inclusion of vulnerable groups in and through food systems). Opening to food system stakeholders is initiated and advanced, with the aim to establish synergies in a food system context and form a food policy council pilot.
4. **Monitoring and Evaluation (2023 – 2024):** Eventually the actions implemented shall be monitored and evaluated respectively to see what works, the difficulties and dysfunctions that arise, to draw useful conclusions that contribute to the subsequent development of the Action Plan and Athens Strategy towards its vision for a sustainable food system.

1.3.1. Mapping of Local, Regional and National Food Related Policies

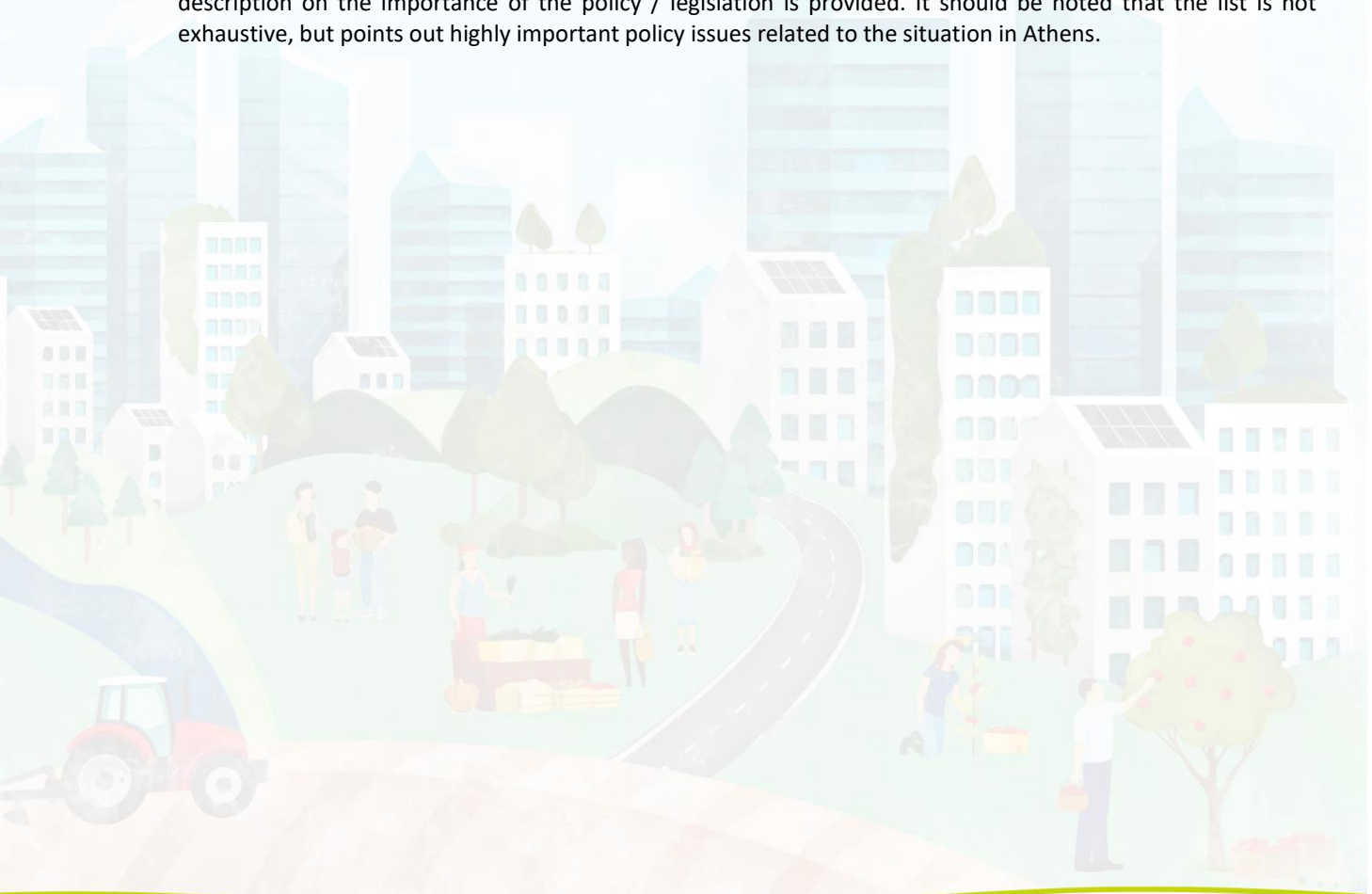
As an initial remark, it is important to note that, at the governance level, the Greek state and the Region of Attiki have not yet developed a food systems approach. Hence, some of the following policies and actions may be fragmented, or even contradicting, and thus pose challenges to the sustainability of the food system. As a consequence, at the governance level, the City of Athens proceeds in collaboration with other cities and their networks to develop and implement a holistic sustainable food systems policy.

In terms of production, it is important to note that creating school and nursery vegetable gardens is an action initiated since 2013, while policy for pocket parks with local flora has been introduced and implemented in 2021 - 2022. We could say with certainty that farming in the City of Athens is a policy that depends essentially on the municipality.

At the distribution and market levels, the options strongly depend on national legislation provisions. It should be noted that the legislation prohibits some market channels (e.g. consumer or consumer-producer coops open air food markets), while the organic farmers' markets it provides for are not operating within the boundaries of Athens. Such a predicament results in restricted consumer choice for sustainable food at affordable prices.

The stage of consumption is mostly related to the provision of meals and food packages to people in need, and there exist no market policies regarding sugar and salt intake or meat consumption, given a highly unsustainable dominant dietary model. Concerning food waste, the national legislation in force since 2021 advances a circular model for waste management, obligating municipalities to recycle and reuse the waste produced in their areas. As the City of Athens has initiated food waste composting since 2012, it has proven to be consistent and effective in ameliorating each year the logistics for food waste management and compost production and thus be in line with the legislation.

With regard to the specific policies related to food, table 1.3.1 on the following page lists the basic policies per food system FUSILLI theme, issuing authority and responsible institutions for their implementation, while a short description on the importance of the policy / legislation is provided. It should be noted that the list is not exhaustive, but points out highly important policy issues related to the situation in Athens.



D.3.3 – Annex1: Athens Urban Food Action Plan

Table 1.3.1 – Important Food related policies

Food Policy Theme	Policy type and title	Issuing authority	Responsible for implementation	Details	Link
Governance	Athens Sustainable Food Action Plan 2015	Municipal	Municipality - Interdepartmental		Athens Action Plan.pdf
	Athens Action plan for Climate Change Plan 2022 – relevant food section, ch. 6 and 3.	Municipal	Directorate of Strategic Planning, Resilience, Innovation and Documentation - Department of Resilience and Sustainability	A main set of prescribed actions is implemented by the municipality.	Athens Climate Change AP
Production	Athens Action plan for Climate Change Plan 2022 – relevant food section, ch. 6 and 3.	Municipal	Directorate of Nurseries	School gardens	Athens Climate Change AP
			Directorate of Green and Urban Fauna,	Pocket parks – they connect to food in the sense that local herbal flora is planted	
			Directorate of lifelong learning	Urban vegetable garden to be implemented	
	Codex Alimentarius	State	EFET – National Authority for food Security	Provides all the rules on food production – especially processing methods and composition, hygiene, labelling and consumer information. Relates to consumption as well.	Codex Alimentarius Greece
Distribution	Law 4849/2021 - Open Air markets legislation	National	Prefecture	With regard to food, L.4849 provides for mixed traders-producers markets: weekly open air markets, street food markets, thematic markets. It also bans no-middlemen consumers markets operated by social and solidarity economy organisations that were provided for by L.4497/2017	http://www.laikesagores.gr/uploads/nomoi/fek_207_05_11_2021.pdf
	Law 4235/2014, Farmers Markets CMD1978/157498/2019, Organic Farmers Markets specifications	National	Prefecture – Municipalities – Organic farmers' associations for operation and management	Provides for the establishment and operation of organic farmers markets in public spaces.	http://www.minagric.gr/images/stories/docs/agrotis/zoika_vp_oproionta/N4235_2014.pdf https://faolex.fao.org/docs/pdf/gre192726.pdf
	M.D. 16228/2017 on licensing of food enterprises M.D. 47829/2017 on hygiene obligations of food enterprises	National	Municipality, Prefecture, central State secondarily.	Both decisions provide the set of legislative conditions for the establishment and operation of food related enterprises such as retail, wholesale, restaurants, catering etc.	Licensing Hygiene

D.3.3 – Annex1: Athens Urban Food Action Plan

	e-Consumer: Price Observatory	National	Ministry of Development – General Secretariat of Commerce and Consumer Protection	Price observatory for household items, including food.	https://e-katanalotis.gov.gr/products/navbar
Consumption	L.4736/2020 on the prohibition of single use plastic	National – incorporation of European Directive	State	Prohibition of use of single plastic packaging for food items – among other things. Could also be in the waste or distribution section, but affects the end consumer essentially.	
	L.4455/2017, Art.12, “School Meals”	National – Ministry of labor and social solidarity	State, Prefectures	Provision of healthy school meals for students in low-income areas	SchoolMeals
	FEAD – Fund of European Aid for the most deprived	EU – National – Ministry of Labor and Social Solidarity	Municipalities	Provision of food packages to households at or below the poverty line	https://teba.opeka.gr/
Waste	City of Athens – Food Waste Management Local Action plan (2021)	Municipal	Department of Cleanliness and Recycling		Food Waste Mngt AP
	City of Athens – Food waste management regulation (2021)	Municipal	Department of Cleanliness and Recycling		Cleanliness Regulation
	Law 4819/2021 and amendments – Framework for Waste management according to EU Directives 2018/851, 2018/852	National	Department of Cleanliness and Recycling		https://elinyae.gr/sites/default/files/2021-08/129A_2021.pdf
	Athens Action plan for Climate Change Plan 2022 – relevant food section, ch. 6 and 3.	Municipal	Directorate of Strategic Planning, Resilience, Innovation and Documentation - Department of Resilience and Sustainability		Athens Climate Change AP

1.4. Actions for Urban Food Transition

Ten years have passed since the City of Athens commenced the design and implementation of actions supporting the sustainability of the food system. A number of important and innovative actions are also taking place at the level of civil society, economy and external stakeholders at large. However, the coordination of actions and the maximisation of potential benefit are fragmented.

The mentalities of relevant actors need to open up to the potential for change at many levels. As explicated, the present action plan advances a strategy of gradual implementation of actions that build on the positive aspects of current food policy, while disruptive actions are advanced when conditions permit.

It is estimated that the actions identified and designed in FUSILLI, shall form an important step towards the **overall goal** to shift mentalities and generate food system actors who are open to a transition towards a sustainable, fair and resilient food system.

Of the actions presented below, some are already being implemented, however most of them form a new strand that either builds on the existing ones or is totally new.

1.4.1. Governance

Goal: A consistent, committed and effective sustainable food systems governance, that provides the enabling conditions for the transformation of the political culture and practice towards one that promotes a SFS.

Short to Mid-term

GIA3 - Municipal Food Commission: Establish a solid intramunicipal platform that advances food systems policy in a consistent manner. A unit where dialogue and synergies among municipal stakeholders can emerge. It also lays the foundations for the Food Policy Council.

GIA2 - Food charter: the food charter shall be a document produced initially by the Municipal Food Commission, stating the vision and objectives of Athens for the food system. It offers the ground on which policy can be applied consistently, facilitates intramunicipal communication and eases the opening to external stakeholders.

GIA4 - Urban Planning and Zoning: Establish collaboration with relevant stakeholders (e.g. ministries, prefecture, civil society, private sector) to examine the potential use and repurposing of available land and spaces for actions related to food policies.

Mid-term

GIA7 - Health-food related policies: intramunicipal cooperation to facilitate the setting of specifications for a sustainable food procurement that advances a healthy nutrition both in the social food services and the meals for children at the nurseries.

GIA8 – Education-related policies: mapping of the education initiatives on food-related issues. Municipal cooperation with stakeholders to advance food-related educational and skills building programs. Facilitation of knowledge exchange among education stakeholders with regard to the food system.

Mid to Long-term

GIA1 - Food Policy Council: FPC aims to assemble stakeholders from diverse segments of the food system on a regular basis, and with a structured agenda. Stakeholders examine the state of the food system and cooperate to develop recommendations and proposals on how to improve it.

1.4.2. Production

Goal: The realization of a strong connection to food, production methods and its producers that allows residents of all ages and involved stakeholders to understand the importance of food production.

Short to Mid-term

PIA - School food gardens: Athens Municipal Nurseries organisation shall create school food gardens in the nurseries in the Municipality of Athens. The expansion to primary schools will be considered through cooperation with the Ministry of Education.

PIA5 - Rooftop gardening : Regenerate rooftop school gardens in eleven public schools, with herbs of the Attiki ecosystem. These can be used for educational purposes regarding Attiki and Athens herb flora. The specific terms on the use of and access to these gardens will be defined at each school depending on safety conditions.

PIA14 - Food quality training activities for producers / distributors / consumers: Create educational material to raise awareness on how to preserve, store and transport food, and extend shelf life of fresh and processed products. The educational material shall be accessible at the Food Portal, and virtual and physical workshops will be implemented.

Mid to Long-term

PIA9 - Urban garden allotments: Development of at least one communal urban vegetable garden with the primary aim to benefit members of socially vulnerable groups in terms of wellbeing, social interaction and potential production of food for self-consumption.

1.4.3. Distribution

Goal: Residents become aware of diverse distribution channels and the significance of short food supply chains.

Mid-term

DIA1 - Farmers' markets: Open air markets are a tradition in Greece and Athens and have a long history. Presently, open air markets operate both with farmers and traders participating at a 50/50 ratio, thus supplying a full range of food products that satisfy most of the nutritional needs of households. The present action provides the schedule and map of the markets in order to disseminate information about the open-air markets in Athens and highlight the sustainable practices implemented in their operation. Furthermore, the one farmers' market operating in Athens and the organic farmers' markets that operate in the metropolitan area of Athens and Attiki region will be communicated. The information will be disseminated through the Food Portal.

DIA3 - Optimization of food plastic packaging: Develop guidelines and provide ideas to restaurants, coffee shops and small businesses and educate citizens on how to avoid or minimize the use of plastic in food products. The identification of new alternatives will be communicated.

DIA6 - Food festivals: Build on food festivals and other festivals with a food sector, in order to promote sustainable food systems policies and actions, e.g. EU Farm to Fork strategy, EU FOOD 2030, MUFPP. Organise events such as mini stands, workshops, seminars etc. within festivals, to provide information on FUSILLI and sustainable food system actions and organisations in Athens.

DIA14 - Catalogue of city-region producers: A catalogue of Attiki producers, coops and associations will be developed in the Food Portal as a promotion activity.

1.4.4. Consumption

Goal: A mind shift in consumers attitudes and thereof behaviours, towards healthy and environmentally friendly food consumption models and diets.

Short to Mid-term

CIA7 - Food card / Social food service: The present action with regard to social food services shall raise awareness on the relevant actions through targeted communication to members of vulnerable groups and eligible residents in Athens, with the aim of improving the results of food aid actions.

CIA1 - Education of children for production and consumption of healthy food: SEED TO FORK action is implemented in the nursery schools, in direct relation to the vegetable gardens being developed under PIA1 –

School Food Gardens. Experiential and active learning is involved, such as cultivating the plants and cooking the vegetables, so that children aged 2 to 5 years old get acquainted with food from production to consumption. Furthermore, children's families and nurseries staff receive the benefits of the process through these experiential events.

Mid-term

CIA4 - Local Community Food Watch (for Public Health and Well-being): Local Community Food Watch is a pilot action that collects and analyses data derived from Nutrition and Health which is implemented in municipal clinics. Through data analysis, it monitors the progress of the citizens and provides reports on the results.

CIA5 - Food Living Labs: A virtual living lab implemented through the creation and development of the Food Portal as a digital tool to show, disseminate and enable all FUSILLI actions in the city of Athens and raise citizen awareness on sustainable food systems. The virtual living lab may support the foundations for the Municipal Food Commission and the Food Policy Council.

CIA8 - Promote sustainable consumption among citizens: FUSILLI actions concern awareness campaigns and activities, through brochures, the Food Portal and participation in, or implementation of relevant events, with the aim to increase awareness of citizens in order to adopt healthy nutrition patterns and sustainable consumption food habits.

CIA10 - Educational workshops with local chefs to develop recipes with local food: Involve chefs, cooks and homecooks in workshops during food festivals or cooking events to develop local food recipes. Focus on socially vulnerable groups members to support their well-being and empowerment.

CIA11 - Educational tool to support children and their families: Section of the Food Portal dedicated to children and family education on health and food cycle.

1.4.5. Waste

Goal: Raise consumer awareness on food surplus and waste management and achieve practical results in social and environmental terms.

Short to Mid-term

WIA4 - Organic waste collection and de-centralized green bin composting: Develop awareness materials and implement workshops on managing organic waste and composting. In the context of the action, city authorities may explore the potential of using composting bins in the city at a household level.

WIA5 – Green waste logistics: Increase the number of organic waste bins in nurseries and neighbourhoods. At the city-level, disseminate information through the Food Portal on the locations of brown bins and the development of the project.

WIA1 - Reduce Food Waste / Food Rescue: Map and identify the organizations involved (NGOs, volunteers list registry) and advance collaboration among stakeholders to disseminate information and raise awareness about food waste reduction and food rescue good practices. Use of the Food Portal for informational material.

Mid-term

WIA2 - Waste management in canteens: Education on proper food waste management to employees in canteens, school canteens and students. Information material on recycling and organic waste composting shall be distributed.

1.5. Stakeholders Involved

Currently, the governance model for food policy planning in Athens is based on a core of municipal stakeholders. This approach allows for the establishment of a common language for effective communication and intramunicipal coordination through Athens Food Systems Commission. Hence, we may postulate that the City

of Athens follows, to a large degree, a triple helix model of innovation, until now (2021 - mid 2023). As coordination among municipal actors evolves, the Food Charter is developed and thus a common ground for dialogue is established, which allows for a progressive opening to food system that external (i.e. non-municipal) stakeholders can follow. Some type of prioritisation shall be applied, starting with actors that already cooperate with the Municipality or that have substantial experience in food related themes, and gradually proceed with the involvement of more stakeholders. In this manner, the potential to move towards a quadruple helix model can be realised, contributing to a solid basis for the initiation of the Food Policy Council.

The description above suggests that the models for innovation concerning the involvement of stakeholders corresponds also to the timing of stakeholder participation – a triple helix model at the beginning with municipal actors, and a quadruple helix model after mid-2023 with the gradual participation of non-municipal actors. It has to be noted however, that (a) the aforementioned correspondence is a matter of degree, (b) there are synergies between municipal and external stakeholders in place, but rather on an ad hoc level rather than in the context of urban food policy planning.

The stakeholders are presented in the two tables that follow, the first listing the municipal stakeholders and the second the non-municipal ones.

Table 1.5.1. Municipal Stakeholders

Municipal Stakeholders	Food System theme
Directorate of Strategic Planning, Resilience, Innovation and Documentation - Department of Resilience and Sustainability, that coordinates, initiates and supports activities related to the planning and implementation of the sustainable food policies in Athens. It moderates inter and intra municipal cooperation relations and coordinates the Municipality's relations with other public bodies.	G
Vice Mayorship for Social Solidarity and Civil Society – Synathina: SynAthina is the hub which brings together, supports and facilitates citizens' groups engaged in improving the quality of life in the city and could be helpful in the transition to the quadruple helix model.	G,C
DAEM, that offers IT support in the development of the Portal as a living lab.	P,D,C
Athens Municipal Nursery, that designs and implements actions related to school food gardens in nurseries and educational activities.	P,C
Directorate of Green and Urban Fauna, providing the guidance and means to establish and develop school food gardens and potentially urban food gardens.	P
KYADA (Reception and Solidarity Center of the Municipality of Athens), whose role is mainly in the distribution and consumption areas, as they provide homeless people and other vulnerable social groups with meals and food baskets on a regular basis.	D,C
Directorate of Social Solidarity which is responsible for a wide range of social services, including food provision through FEAD (European Fund for European Aid to the most Deprived) program for food aid.	D,C
Directorate of Municipal Clinics and Public Health and Municipal Clinics that implement the program "Nutrition and Health."	C

Athens Development and Destination Management Agency, that leads initiatives and programs on gastronomic tourism through ThisIsAthens initiative, and social inclusion through food provision activities.	C
Technopolis City of Athens that is a hub of cultural events, upgrading a historic area of the capital and creating another focal point in the cultural identity of Athens.	D,C
Directorate of Cleanliness and Recycling. They lead all activities related to food waste management and composting.	W

Moving to a quadruple helix model shall involve stakeholders from civil society, social economy, economy, academia, foundations and potentially the central state. Regarding the actions in FUSILLI, a set of stakeholders in or around Athens has been identified following the mapping of food system actions and actors.

Table 1.5.2. Non-municipal Food System Stakeholders

Food System Stakeholders	Food System theme
State authorities and Prefecture of Attica	G
Organisations or enterprises implementing urban farming activities: Organisation Earth, Open Farm, WWF, Ministry of Education – Department of Environmental Education, Peliti Seed Saving CSO, Avli seed saving CSO	P
Open Air Markets Federation, Attiki Organic Farmers' Markets Association, European Village – Bostani farmers market Initiative, Super Markets, Organic Retail Stores, Central Athens Food Market – Varvakeios, Wise Greece, Consumer cooperative retail stores	D
Food On, Equal Society, Khora, The Other human, Church CSOs, Caritas Catholic Church Services, Food Festivals – e.g. Vegan Life Festival, Biofestival, Coffee Festival, Meet Market (has a food section), Social Enterprises that operate as restaurants (could also be in the production theme, depending on the action), Research Institute for Mothers' and Children Health and Precision Medicine	C
Boroume CSO, Food Bank Foundation, Alliance for the Reduction of Food Waste (Coordination Body)	W

1.6. About this Food Action Plan

The present Action Plan has been developed in collaboration with food system stakeholders, and especially municipal stakeholders, during two assemblies of Athens Food Systems Commission and through one-on-one communication for specifics on particular themes and actions. In addition, dialogue with external stakeholders, experts and partner cities have contributed to the evolution and clarification of aspects of the plan. It is expected that further interaction with external stakeholders will provide more input and contribute to the long-term evolution of the action plan and its execution. For a number of actions that are already implemented by relevant stakeholders, the role of the actions prescribed here is complementary, while other actions are new, but rest on the existing foundations.



2. Activity List

The Activities that follow are presented in the following table with regard to their focus on the main food system themes and their corresponding goals as set in section 1.4. Certain activities correspond to more than one action, and in some cases to more than one thematic goal as well. Whenever this is the case, it is so noted.

THEMES	ACTIVITIES
GOVERNANCE	Activity 1: Athens Food Systems Commission (AFSC)
	Activity 2: Thematic policies and programs mapping
	Activity 3: Thematic policies development
	Activity 4: Food Policy Charter
	Activity 5: Athens Food Policy Council Pilot
	Activity 6: Virtual Food Lab
PRODUCTION	Activity 7: Seed to fork program – Vegetable gardens creation at Municipal Nurseries
	Activity 8: Primary and secondary school food gardens
	Activity 9: Roof top gardening
	Activity 10: Edible gardens
	Activity 11: Save Eat
DISTRIBUTION	Activity 12: In the market
	Activity 13: Plastic free
	Activity 14: Sustainable Food Info days
	Activity 15: Catalogue of city-region producers
CONSUMPTION	Activity 16: Information dissemination on social food services
	Activity 17: Healthy and sustainable diets promotion
	Activity 18: Nutrition and Health Program Monitoring
	Activity 19: Let's Cook
	Activity 20: Seed to Fork Program - Education of children for production and consumption of healthy food
	Activity 21: Educational digital tool for children and families
WASTE	Activity 22: Expand the use of organic waste bins
	Activity 23: Organic waste management information material for residents
	Activity 24: There is no waste- food rescue facilitation
	Activity 25: Organic waste management information material for canteens

Governance Focused Activities

Activity 1: Athens Food Systems Commission (AFSC)

2.1.1. Action

GIA3 – Municipal Food Commission, KPIs – 1,5

2.1.2. Description

Establish an intramunicipal platform that advances food systems policy in a consistent manner. A unit that facilitates dialogue, synergies and planning among municipal stakeholders through regular and ad hoc meetings. AFSC also forms a pilot knowledge hub where data generation, analysis and presentation is executed. AFSC operates on thematic areas.

2.1.3. Schedule

Prepare – beginning of 2022. Organize mid 2022. Launch December 2022. Pilot operation and formation 2023 – 2024.

2.1.4. Stakeholders

Municipal directorates, departments and organisations participate - Public Health, Social Solidarity, Nurseries, Waste Management, Green and Fauna, Athens Development Agency, Strategic Planning, Resilience and Sustainability Directorate, Department of Resilience and Sustainability, KYADA, DAEM, ADDMA.

2.2. Activity 2: Thematic policies and programs mapping

2.2.1. Action

GIA4: Urban Planning and Zoning – KPIs: 33,34,35, 64 GIA7: Health food-related Policies – KPIs: 14,15,28,51, GIA8: Education-related Policies – KPIs: 17,29. GIA2: Food Charter, KPI 4.

Secondarily related to PIA9: Urban garden allotments, CIA8: Promote sustainable food consumption among citizens, CIA1: Education of children for production and consumption of healthy food.

2.2.2. Description

A mapping of the policies and programs in food system thematic areas and particularly with regard to Health, Education and Urban land use. Information provided to ASFC participants.

2.2.3. Schedule

End of 2022, beginning 2023 until mid 2024.

2.2.4. Stakeholders

Municipality – Directorates of Public Health and Municipal Clinics, Life-long learning, Municipal Nurseries, Social Solidarity, DAEM, KYADA, ADDMA, Ministry of Education, Ministry of Environment.

2.3. Activity 3: Thematic policies development

2.3.1. Actions

GIA4: Urban Planning and Zoning – KPIs: 33,34,35, GIA7: Health food-related Policies – KPIs: 14,15,28,51, GIA8: Education-related Policies – KPIs: 17,29, GIA2: Food Charter – KPI4.

Secondarily related to PIA9: Urban garden allotments, CIA8: Promote Sustainable food consumption among citizens, CIA1: Education of children for production and consumption of healthy food, CIA7: Social Food Services.

2.3.2. Description

Based on the mapping and diagnosis of Activity 2, ASFC supports the operation of thematic food policy labs to propose, ameliorate, develop and implement food related policies and programs with regard to urban land use, health and education.

2.3.3. Schedule

Beginning of 2023: stakeholders mapping, November 2023 – September 2024 policy labs for proposal and development of policies.

2.3.4. Stakeholders

Municipality of Athens Directorates: Public Health and Municipal Clinics, Life-long learning, Municipal Nurseries, Social Solidarity, KYADA, ADDMA, DAEM, Ministry of Education, Ministry of Environment, NGOs.

2.4. Activity 4: Food Policy Charter

2.4.1. Action

GIA2: Food Charter, KPIs: 3,4,46.

2.4.2. Description

The food charter shall be produced initially by the AFSC, providing the framework for Athens sustainable food policy as a working hypothesis. On this basis, a participatory sustainable food policy charter shall be developed elaborating on the provisional vision for Athens food system, and the relevant thematic areas.

2.4.3. Schedule

October 2023 – Introduce and communicate food charter, December 2023 – receive and process feedback, beginning 2024 – incorporate amendments, May 2024 – final document.

2.4.4. Stakeholders

Municipal and extramunicipal stakeholders (NGOs, CSOs, food related enterprises, academia, foundations).

2.5. Activity 5: Athens Food Policy Council Pilot

2.5.1. Action

GIA1: Food Policy Council, KPIs: 2,62,64. Secondly related to GIA2: Food policy charter KPIs 3,4,46 and GIA3: KPIs 1,5.

2.5.2. Description

This activity aims to operate a Food Policy Council Pilot, based on a mapping of related stakeholders, a shared code of communication through the food policy charter and a participatory politics methodology regarding FPC role as an advisory body.

2.5.3. Schedule

Early 2023 – stakeholders mapping, October 2023 – stakeholders communication and invitation to engage, Beginning 2024 pilot operation with 3 foundational meetings on Food Policy Council Role and two practical themes.

2.5.4. Stakeholders

Food systems actors: NGOs, CSOs, Enterprises, social economy organisations, academia, foundations, Municipality through ASFC and relevant directorates, departments and organisations.

2.6. Activity 6: Virtual Food Lab

2.6.1. Action

CIA5: Food Living Labs, KPIs 12,13,27, GIA2: Food Charter, KPIs: 3,4,46, GIA3: Municipal Food Commission KPI 5, GIA1: Food Policy Council, KPI2.

2.6.2. Description

A virtual living lab implemented through the creation and development of the Food Portal as a digital tool to show, disseminate and enable all FUSILLI actions in the city of Athens and engage interested parties. The virtual living lab also supports the foundations for the Municipal Food commission and the Food Policy Council.

2.6.3. Schedule

2023 – Design and development, end of 2023 beginning of 2024 – launch and operation of portal.

2.6.4. Stakeholders

DAEM as main stakeholder, municipal actors, food system actors, citizens.

Production Focus Activities

2.7. Activity 7: Seed to fork program – Vegetable gardens creation at Municipal Nurseries

2.7.1. Action

PIA1: School food gardens, KPI 27. A condition for the implementation of CIA1 –Education of children for production and consumption of healthy food.

2.7.2. Description

Athens Municipal Nurseries creation of school food gardens in the nurseries in the Municipality of Athens.

2.7.3. Schedule

March 2022 - Design and elaboration, September 2022 – beginning of creation of vegetable gardens in nurseries, continued to June 2024.

2.7.4. Stakeholders

Athens Municipal Nurseries, Directorate of Green and Urban Fauna, Enterprises CSR for donations.

2.7.5. Resources

Municipal and CSR.

2.8. Activity 8: Primary and secondary school food gardens

2.8.1. Action

PIA1: School food gardens, KPI 27

2.8.2. Description

Mapping of existing primary and secondary school food gardens. Explore the possibilities for the creation of new school food gardens through cooperation with the Ministry of Education – Department of Environment, Athens Department of Green and relevant NGOs.

2.8.3. Schedule

Mid 2023 – mapping of primary and secondary school food gardens, Fall and winter 2023 – initiate and facilitate meetings to explore the possibilities for a consistent policy on school food gardens creation. 2024 - Keep track of and evaluate results of facilitation.

2.8.4. Stakeholders

Department of Resilience and Sustainability, Department of Green, Ministry of Education – Environmental Education Directorate, NGOs.

2.9. Activity 9: Roof top gardening

2.9.1. Action

PIA5: Roof Top Gardening, KPIs 12,13, 27.

2.9.2. Description

Regeneration of roof-top school gardens in eleven public schools, with herbs of the Attiki ecosystem. These can be used for educational purposes regarding Attiki and Athens herb flora.

2.9.3. Schedule

The action was implemented from October 2021 to beginning 2022. Presently its results and potential are being evaluated.

2.9.4. Stakeholders

Directorate of Green and Urban Fauna, Ministry of Education - Environmental Education.

2.9.5. Resources

Municipal funding.

2.10. Activity 10: Edible gardens

2.10.1. Action

PIA9 – Urban Garden Allotments / Community Gardens, KPIs 27,32,40. Secondly related to GIA4, KPIs 33,34,35.

2.10.2. Description

Design and stepwise creation of urban vegetable garden through the department of lifelong learning. Monitoring of steps throughout the process.

2.10.3. Schedule

Beginning 2023 – design. Ongoing process until June 2024.

2.10.4. Stakeholders

Directorate of infant age, education and lifelong learning – department of lifelong learning.

2.10.5. Resources

Municipal Funds.

2.11. Activity 11: Save Eat

2.11.1. Action

PIA14 - Food quality training activities for producers / distributors / consumers, KPIs 12,13,16,29. Secondly related to WIA1, WIA2 - KPI 61.

2.11.2. Description

Publication of information and educational material to raise awareness on how to transport, store and preserve food in order extend shelf life of fresh and processed products. The information material shall be accessible at the Food Portal. Virtual or physical workshops may be implemented.

2.11.3. Schedule

2023 – Design and content – collection of existing material (e.g. apps, initiatives, good practices), creation of content. Beginning 2024 Launch of material at Food Portal.

2.11.4. Stakeholders

Directorate of Public Health, Directorate of Cleaning and Recycling, DAEM, NGOs and initiatives working on food rescue.

Distribution Focus Activities

2.12. Activity 12: In the market

2.12.1. Action

DIA1: Farmers' Markets, KPIs 12,13, 38,43,48. Secondly related to WIA1 - KPI 63.

2.12.2. Description

Mapping of open air food markets, farmers' market and organic farmers' markets around Athens. Information dissemination and raising awareness of consumers through the Food Portal. Also, data collection on participant producers and sustainable practices at markets (related to WIA1).

2.12.3. Schedule

End of 2022 mapping of markets, 2023 Collection of data and sustainable food practices, publication in the Food Portal.

2.12.4. Stakeholders

Prefecture of Attika – Directorate of Open-Air Markets, Attiki Federation of Open-Air Markets, Attiki Association of Organic Farmers' Markets, Local Initiatives for farmers' markets, Ministry of Agriculture, Ministry of Development – General Secretariat for Commerce.

2.13. Activity 13: Plastic free

2.13.1. Action

DIA3: Optimization of food plastic packaging, KPIs 12,13,54,55.

2.13.2. Description

Develop guidelines and provide ideas to restaurants, coffee shops and small businesses and educate citizens on how to avoid or minimize the use of plastic in food products. The identification of new alternatives will be communicated.

2.13.3. Schedule

Mid 2023 – mapping of good practices and solutions, end 2023 – create informational material and publish in the Food Portal.

2.13.4. Stakeholders

DAEM, food enterprises, consumers.

2.14. Activity 14: Sustainable Food Info days

2.14.1. Action

DIA6: Food Festivals, focus on KPIs 12,13. Also, related to CIA8 – KPIS 12,13, 16, 31 to collect data on consumers attitudes.

2.14.2. Description

Organise events such as mini stands, workshops, seminars etc. within festivals, to provide information on sustainable food systems and their importance, on existing actions and organisations in Athens region and on FUSILLI program.

2.14.3. Schedule

March 2023 – June 2024. Contact festivals organisers, design events, implement dissemination of information and questionnaires.

2.14.4. Stakeholders

Festivals – festival organizers, food system stakeholders. Biofestival, Vegan Life Festival, Coffee Festival, Athens Street food Festival, Meet Market, visitors, consumers.

2.15. Activity 15: Catalogue of city-region producers

2.15.1. Action

DIA14: Catalogue of city-region producers - KPIs 12,13, 38,43,48, Also related to DIA1: Farmers' Markets.

2.15.2. Description

A catalogue of Attiki producers, coops and associations will be developed in the Food Portal as a promotion activity.

2.15.3. Schedule

2022 – Mapping and data collection. Beginning to September 2023 –strategy, communication with stakeholders. End of 2023 – Catalogue in Portal.

2.15.4. Stakeholders

Producers' associations and producers individually, Attiki Federation of Open Air Markets, Attiki Association of Organic Farmers' Markets, Attiki Union of Wine Producers, ThisIsAthens – ADDMA, Prefecture of Attica.

Consumption Focus Activities

2.16. Activity 16: Information dissemination on social food services

2.16.1. Action

CIA7: Food Card / Social Food Services – KPIs 12,13,20,21. Also related to WIA1: Reduce Food Waste / Food Rescue – KPI 61,63 with regard to food rescue element, potentially to CIA8: Promote sustainable consumption among citizens - KPI16.

2.16.2. Description

Raise awareness on social food service actions through targeted communication to members of vulnerable groups and eligible residents in Athens, with the aim of improving the results of food aid actions.

2.16.3. Schedule

End of 2022 – mid 2023: mapping of actions and organisations providing social food services, define mediums of communication for different vulnerable groups, end 2023 – 2024 – information campaign.

2.16.4. Stakeholders

KYADA, Vice mayor and Directorate of Social Solidarity, DAEM,

2.17. Activity 17: Healthy and sustainable diets promotion

2.17.1. Action

CIA8: Promote sustainable consumption among citizens, KPIs 12,13, 16,31. Also can be related to DIA6 and CIA7, (KPIs 12,13).

2.17.2. Description

FUSILLI activity concerns awareness campaigns through brochures, the Food Portal and events to promote sustainable and healthy food consumption. Main cooperation with Nutrition and Health program.

2.17.3. Schedule

Beginning 2023 – June 2024.

2.17.4. Stakeholders

Directorate of municipal clinics and public health and municipal clinics per se for Nutrition and Health Program, KYADA, DAEM, ADDMA “right to Quality”, Festivals, NGOs.

2.18. Activity 18: Nutrition and Health Program Monitoring

2.18.1. Action

CIA4: Local Community Food Watch – KPIs 12,13. Related to CIA8: Promote sustainable consumption – KPI 16.

2.18.2. Description

This activity concerns the monitoring and analysis of data derived from Nutrition and Health program which is implemented in municipal clinics (see also Activity 16). Data collection, organisation and analysis. Report on the results of the NH program.

2.18.3. Schedule

Beginning of 2023 – establish connection with municipal clinics and responsible officials for NH program. Mid 2023 explore the ways for data management and agree on methodology and modus operandi. October 2023 commence data analysis. 2024 – Report.

2.18.4. Stakeholders

Directorate of municipal clinics and public health, municipal clinics per se, Research Institute for Mothers' and Children Health and Precision Medicine, DAEM, Department of Resilience and Sustainability.

2.19. Activity 19: Let's Cook

2.19.1. Action

CIA10: Educational workshops with local chefs to develop recipes with local food - KPIs 12,13,57

2.19.2. Description

Involve chefs, cooks and homecooks in workshops during food festivals or cooking events to develop local food recipes. Focus on socially vulnerable groups members to support their well-being and empowerment.

2.19.3. Schedule

2023 – June 2024.

2.19.4. Stakeholders

Department of Resilience and Sustainability for coordination, Municipal Clinics, KYADA, Chefs - Cooks, NGOs, Festival organisers.

2.20. Activity 20: Seed to Fork - Education of children for production and consumption of healthy food

2.20.1. Action

CIA1: Education of children for production and consumption of healthy food – KPIs 12,13,16

Related to PIA1: School Food Gardens as it provides the infrastructure for educational activities. Potentially to CIA10: Educational workshops with local chefs to develop recipes with local food (KPIs 12,13, potentially 57) and CIA11: Educational tool to support children and their families (KPIs 12,13, potentially 16).

2.20.2. Description

SEED TO FORK action is implemented in the nursery schools, in direct relation to the vegetable gardens being developed under PIA1 – School Food Gardens. Experiential and active learning is involved, such as cultivating the plants and cooking the vegetables, so that children aged 2 to 5 years old get acquainted with food from production to consumption. Furthermore, children's families and nursery staff receive the benefits of the process through these experiential events.

2.20.3. Schedule

September 2022 – beginning of experiential education and active learning mainly at production level and occasionally at cooking level.

2.20.4. Stakeholders

Municipal Nurseries – vice mayor, directors, staff, educators, children, parents, chefs, NGOs.

2.20.5. Resources

Municipal Budget, CSR from cooking schools.

2.21. Activity 21: Educational digital tool

2.21.1. Action

CIA11: Educational tool to support children and their families – KPIs 12,13,16.

2.21.2. Description

Digital application for children and families education on for a better understanding of health in relation to food. The application will be available at the Food Portal.

2.21.3. Schedule

2023 – design and development, early 2024 online.

2.21.4. Stakeholders

WINGS

Waste Focus Activities.

2.22. Activity 22: Expand the use of organic waste bins

2.22.1. Action

WIA5: Green waste logistics - KPIs 60,61.

2.22.2. Description

Increase the number of organic waste bins (brown bins) in nurseries and neighbourhoods. At the city-level, disseminate information through the Food Portal on the locations of brown bins.

2.22.3. Schedule

Beginning in Spring 2022 plan for expansion of brown bins. Autumn to winter 2022 – intramunicipal networking, Beginning 2023 onwards - brown bins placed at nurseries, continuous expansion in neighbourhoods.

2.22.4. Stakeholders

Directorate of Cleaning and Recycling, Municipal Nurseries, residents.

2.22.5. Resources

Municipal through EU and National funds.

2.23. Activity 23: Organic waste management information material for residents

2.23.1. Action

WIA4: Organic waste collection and de-centralized green bin composting – KPI 61.

2.23.2. Description

Develop awareness material and implement workshops on managing organic waste and composting. Explore the potential of using composting bins in the city at household level.

2.23.3. Schedule

2021 – June 2024. Continuous implementation of raising awareness. 2023 – Explore household composting potential.

2.23.4. Stakeholders

Directorate of Cleaning and Recycling, residents, institutions.

2.23.5. Resources

Municipal Funding.

2.24. Activity 24: NoW (No waste)

2.24.1. Action

WIA1: Reduce Food Waste / Food Rescue - KPIs, 61,63.

2.24.2. Description

Focus on food rescue. Map and identify the organizations involved (NGOs, volunteers list registry). If and where necessary, facilitate collaboration among stakeholders to disseminate information and raise awareness about food waste reduction and food rescue good practices. Use of the Food Portal for information material.

2.24.3. Schedule

End of 2022 – June 2024.

2.24.4. Stakeholders

NGOs, Municipality of Athens.

2.25. Activity 25: Organic waste management information material for canteens

2.25.1. Action

WIA2: Waste Management in Canteens- KPIs 61, related to DIA3 – Optimisation of food plastic packaging.

2.25.2. Description

Education on proper food waste management to employees in school canteens and students. Information material on recycling and organic waste composting shall be distributed.

2.25.3. Schedule

2023 – June 2024

2.25.4. Stakeholders

Directorate of Cleaning and Recycling, Schools, Canteens.

3. Food Action Master Plan

3.1. Food action GANTT chart

		Started before 01.07.2023	2023						2024												Beyond 2024
			Jul	Aug	Sep	Okt	Nov	Des	Jan	Feb	Mar	Apr	Mai	Jun	Jul	Aug	Sep	Okt	Nov	Des	
1 AFSC	GIA3 –KPIs: 1,5	Prepared during 2022, launched on December 2022.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	May operate continuously
2 MP	GIA4– KPIs: 33,34,35, 64, GIA7– KPIs 14,15,28,51, GIA8– KPIs: 17,29. GIA2 - KPI 4.	December 2022 – GIA4 before 2021	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Updating of policies and actions to be continued
3 DP	GIA4– KPIs: 33,34,35, 64, GIA7– KPIs 14,15,28,51, GIA8– KPIs: 17,29. GIA2 - KPI 4.	February 2023	x	x	x	x	x	x	x	x	x	x	x	x							
4 FCh	GIA2 - KPIs: 3,4,46				x	x	x	x	x	x	x	x	x	x							
5 Pilot FPC	GIA1 – KPIs, 2,62,64. Secondly related to GIA2 - KPIs 3,4,46 GIA3: KPIs 1,5.	February 2023	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	May need to extend beyond June 2024, to implement pilot
6 Portal	CIA5 - KPIs 12,13,27, GIA2 - KPIs: 3,4,46 GIA3 - KPI 5, GIA1 - KPI2.	December 2022	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	

D.3.3 – Annex1: Athens Urban Food Action Plan

		Started before 01.07.2023	2023						2024												Beyond 2024
			Jul	Aug	Sep	Okt	Nov	Des	Jan	Feb	Mar	Apr	Mai	Jun	Jul	Aug	Sep	Okt	Nov	Des	
7 NFG	PIA1 – KPI 27	Before 2021	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Continuous
8 SFG	PIA1 – KPI 27	Before 2021	x	x	x	x	x	x	x	x	x	x	x	x	x						If the activity leads to practica results
9 RTG	PIA5 - KPIs 12,13, 27	Before 2021	x	x	x	x	x	x	x	x	x										Efficacy to be evaluated
10 Edible G.	PIA9 – KPIs 27,32,40 GIA4 - KPIs 33,34,35	Planning in 2022	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Continued if implemented
11 Save Eat	PIA14 - KPIs 12,13,16,29 WIA1, WIA2 - KPI 61	Early 2023	x	x	x	x	x	x	x	x	x	x	x	x	x						Continued in portal
12 OAM	DIA1 - KPIs 12,13, 38,43,48 WIA1 - KPI 63.	End 2022	x	x	x	x	x	x	x	x	x	x	x	x	x						Continued in portal
13 PFree	DIA3 – KPIs 12,13,54,55	March 2023	x	x	x	x	x	x	x	x	x	x	x	x	x						Continued in portal
14 SFDays	DIA6 - focus on KPIs 12,13.	March 2023			x	x		x				x	x	x							
15 CTLG	DIA14 – KPIs 12,13, 38,43,48 DIA1	February 2022	x	x	x	x	x	x	x	x	x	x	x	x	x						Continued in portal
16 INFO- SocFS	CIA7- KPI 12,13,20,21 WIA1 - KPI 61,63 CIA8 - KPI16.	December 2022	x	x	x	x	x	x	x	x	x	x	x	x	x						Potentially continued in portal

D.3.3 – Annex1: Athens Urban Food Action Plan

		Started before 01.07.2023	2023						2024												Beyond 2024
			Jul	Aug	Sep	Okt	Nov	Des	Jan	Feb	Mar	Apr	Mai	Jun	Jul	Aug	Sep	Okt	Nov	Des	
17 H&S Diets	CIA8 - KPIs 12,13, 16,31. DIA6 and CIA7 - KPIs 12,13.	December 20022	X	X	X	X	X	X	X	X	X	X	X	X							Potentially continued in portal
18 NH MON	CIA4 – KPI 16.	Early 2023	X	X	X	X	X	X	X	X	X	X	X	X							
19 COOK	CIA10 - KPIs 12,13,57	December 20022	X	X	X	X	X	X	X	X	X	X	X	X							
20 SFEdu	CIA1 – KPIs 12,13,16	April 2022	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	Continuous
21 DIGT	CIA11 – KPIs 12,13,16	March 2023	X	X	X	X	X	X	X	X	X	X	X	X							
22 OWBin	WIA5 - KPIs 60,61	Before 2021	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	Continuous
23 OWInfo	WIA4 – KPI 61	Before 2021	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	Continuous
24 NoW	WIA1 - KPIs, 61,63	December 2022	X	X	X	X	X	X	X	X	X	X	X	X							Potentially continued in portal
25 CANTN	WIA2 - KPI 61 DIA3	March 2023	X	X	X	X	X	X	X	X	X	X	X	X							Potentially continued in portal

3.2. Food Activity Efficiency Map

To evaluate the efficiency of the activities in terms of their importance and difficulty requires some standard on which each evaluation relies on.

With regard to “*importance*”, our point of reference is the contribution of each activity to the achievement of the goal set per food system theme with its corresponding actions and activities. In short, the activities that contribute more to achieving the intended goals are more important than those that do less - this however does not render the latter activities unimportant.

With regard to “*difficulty*” the main parameters concern (a) whether the actions-activities are already implemented, or (b) have been implemented providing thus for know-how, (c) the stakeholders implementing them as the extramunicipal ones can act at a faster pace in many cases, and (d) the theme and the circumstances for the development of an activity - for example urban farming in Athens faces some objective difficulties due to land use.

In order to facilitate the reading of the efficiency map, we outline the goals as presented in 1.4.

Action Plan Goals

Overall Goal: gradually shift the mentalities of involved stakeholders, including the municipality itself, into ones that motivate and facilitate actions leading to a sustainable food system.

Governance Goal: A consistent, committed and effective sustainable food systems governance, that provides the enabling conditions for the transformation of the political culture and practice towards one that promotes a SFS.

Production Goal: The realization of a strong connection to food, production methods and its producers that allows residents of all ages and involved stakeholders to understand the importance of food production.

Distribution Goal: Residents become aware of diverse distribution channels and the significance of short food supply chains.

Consumption Goal: A mind shift in consumers attitudes and thereof behaviors, towards healthy and environment- friendly food consumption models and diets.

Waste management Goal: Raise consumer awareness on food surplus and waste management and achieve practical results in social and environmental terms.

Taking into account the above factors, we can say as a general remark that over time, certain important actions have proven to be difficult in terms of goal contribution. These concern (a) governance with regard to a consistent and continuous food system policy, (b) production with respect to urban vegetable garden allotments and (c) the diversification of distribution channels. On the other hand, (a) consumption with regard to nutrition and health, (b) social food services, (c) food rescue and (d) food waste management have proven easier to implement, either due to the long-term commitment of stakeholders (especially concerning municipal stakeholders), or the fact that civil society and other stakeholders have the opportunity to act without complicated or time-consuming decision-making processes. The above remarks are depicted analytically in the efficiency map that follows.

Dx.x – Replace with full name of deliverable

