

HEALTHY AND SUSTAINABLE GASTRONOMY INITIATIVES IN ACTION

Case
studies

A deep dive into five successful
gastronomy initiatives



FIRST COLLECTION

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INTRODUCTION

Sustainable, inclusive and healthy gastronomy is emerging as a potent driver of food system change. Gastronomy refers to the art of cooking and enjoying food. It taps into the less rational, more creative, emotional and inspirational dimensions of food, to bring about changes in production and consumption patterns.

Gastronomy initiatives around the world are multiplying in many forms and shapes. Change-makers that are often overlooked in the food system, such as women and the informal food sector are often at the forefront of these initiatives.

Five inspiring sustainable gastronomy initiatives have been selected and analysed in-depth in this brief. The inner workings of these initiatives have been described to show the different forms these initiatives can take and what kind of results they can – and already have– achieved.

The cases originate in four different continents and operate at different levels, from initiatives championed by civil society in Bolivia, South Africa and Indonesia, to others where there's more public sector involvement, such as the National Plan for Healthy and Sustainable Gastronomy in Costa Rica and the New Nordic Food Programme.

INTERACTIVE MAP

Get inspired by the numerous other initiatives captured by the global mapping of sustainable, inclusive and healthy gastronomy initiatives conducted by Hivos, the Humanist Organisation for International Development and the Nordic Food Policy Lab of the Nordic Council of Ministers.

For an online version of these detailed case studies with a brief on the mapping, please go to <https://sustainablediets4all.org/publications/>. Here you can find the interactive map with over 100+ sustainable gastronomy initiatives worldwide: <https://tinyurl.com/y3szl4n8>.

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New Generation of Indonesian Cooking

Case Study

Connecting the Dots towards Healthy and Sustainable Cooking and Diets

THE PROBLEM

Indonesia is facing a 'double burden' when it comes to its nutritional status. Undernutrition, specifically among children, is highly prevalent, while cases of overweight and obesity are also increasing. Diets are changing and currently include too many calories, additives, and antibiotic contaminants. Less fruits and vegetables are consumed, despite the country's abundance in fruits, vegetables, tubers and spices. At the same time, demand for processed and fast-food is increasing due to changing lifestyles and cooking practices such as deep-frying. Food safety issues, in particular due to chemical contaminants, constitute an increasing challenge. The current food system also contributes to climate change, depletion of soil, water and other natural resources, loss of biodiversity, pollution of soil, water and air, and waste. Lastly, food production is under threat with farmers increasingly selling their land and finding other jobs outside the farming sector due to the social and economic challenges they face.

STRATEGY

With the ambition to address the most pressing challenges in Indonesia's food systems, a new gastronomic movement, the "New Generation of Indonesian Cooking (NGIC)" or "Generasi Baru Dapur Indonesia" was created, with Hivos' support. Based on the experiences of other countries in which 'gastronomy' is being used as an effective vehicle to change food consumption behavior, this innovative idea was seen as having the potential to increase the domestic demand for healthier and more sustainable food. The movement promotes Indonesia's (regional) culinary heritage with a modern twist. It brings advantages to local chefs through increased capacity, to foodservice companies through the creation of a wider market, to consumers as healthy and sustainable foods are made available, and to farmers due to the potential market access. This umbrella movement also "connects the dots" of the food system by linking existing initiatives to create a wider movement and increase impact. It is currently widely supported and internationally embedded, as it is connected to international food-related platforms.

NGIC aims to contribute to a transition of current food consumption patterns while boosting local economic development. NGIC's approach is based on the following assumptions and corresponding strategies:

- Traditional approaches to educate consumers about health and sustainability aspects of food have not successfully changed consumer behavior. Instead, targeting *unconscious* behavior is expected to be more effective, whereby NGIC primarily *seduces* consumers with tasty food.
- Chefs are important *change agents* to direct consumer groups into the desired transition. They are an influential source of inspiration for the use of healthy traditional ingredients and cooking practices.
- The urban middle class is the *driver for* change as they, especially women who are the main decision-makers on food consumption, are more 'open' to adjust their consumption behavior. Lifestyles of urban middle class are aspired by lower (urban) income groups. Once NGIC is adopted by the middle class, the concept will trickle down to other urban groups.

- Sustainable gastronomy can increase opportunities for market diversification and differentiation for food suppliers, chefs, retailers, and the food service sector, including food vendors, triggering innovation and new economic dynamics.
- Sustainably produced local ingredients, especially nutritious fruits and vegetables are key. Alongside working to improve food safety, traceability and affordability will bring about benefits for the Indonesian population.
- Sustainable gastronomy can become the vehicle for sustainable and healthy cooking and eating practices, and for food loss and waste prevention.

RESULTS

PULL

- More public awareness. NGIC is a movement comprised of multiple stakeholder groups. Each stakeholder group participates with a representative, who brings back the messages and new knowledge to their group. A campaign for the promotion of healthy and sustainable food consumption will raise awareness in the general public, going beyond the already involved stakeholder groups, who will act as multipliers, echoing the campaign's messages.
- More chefs are interested in healthy and sustainable food. The Indonesian Chef Association (ICA) did not have "Healthy-Sustainable Food" on their agenda before. Now, they have started to learn and collaborate closely with NGIC. This year, NGIC and ICA will jointly publish a "Chef's Handbook on Healthy and Sustainable Food and Cooking".
- More movements have been born and encouraged to join, most of them initiated by members of NGIC working groups. Soon, an initiative on reducing food waste will be developed by some members of NGIC.

POLICIES AND PLATFORMS

- More involvement of government. At the beginning of the movement, only the Ministry of Health was involved. Now, many government institutions join the working groups of NGIC and actively participate in the activities, including the provincial governments (Department of Health, Department of Environment, Department of Food and Agriculture, Department of Education), the Provincial Agency for Drugs and Food Control, and the Ministry of Tourism.
- Potential to be integrated in policies. As many government institutions now actively participate in NGIC, there are more opportunities for policy input on healthy and sustainable food.
- Scale up from urban policy level to regional policy level. Starting in Bandung City, NGIC can be scaled-up by the national government partners of NGIC, such as the Ministry of Health and the Ministry of Tourism.

PUSH

- More healthy, sustainable food is available on the market. The food service sectors have been active participants since the beginning of NGIC. Before, it was difficult to find healthy and sustainable food outlets in Bandung as existing healthy food campaigns were not very effective. Slowly but steadily, more healthy and sustainable food is becoming available. The approach to increase the offer of healthy and sustainable food has been to start with food outlets (restaurants, catering, street food vendors, school canteens) including healthy and sustainable food in their menus.

LESSONS LEARNED

- Establishing a multi-stakeholder platform is not easy and takes time and continuous dialogue. It is important that all stakeholders understand and agree on a common mission and get the benefits they expect from the platform. Dialogue, in formal and informal settings, is crucial to understand the expectations, interests and concerns of the stakeholders. No concern should be neglected, but agreement should be reached on the priorities to be addressed.
- The challenge is to maintain the interest and motivation of the stakeholders throughout time. To do this, communication among stakeholders is key. A WhatsApp group proved to be a useful tool, not only for formal discussions, but for other useful, more light-handed communication. Activities such as a menu creation challenge were also useful.
- Roles of each stakeholder should be clear and known by others.
- Presence of Champion and Opinion Leaders is essential. An active role of a Chairman of Associations and someone who is knowledgeable and respected by others was effective to activate the stakeholders and keep them engaged.
- Government participation is often hampered by bureaucracy. NGIC involved relevant government institutions since the beginning, and always included the role of government in its activities. Since some stakeholders can doubt the role of the government from previous experiences, NGIC selected government officials at the right level to be involved in the Working Group to represent the government properly and to give input for policy-making.

DETAILED BACKGROUND

The nutritional status of Indonesians is deteriorating at a fast pace. A World Bank study revealed that Indonesia faces a substantial 'double burden' malnutrition problem and needs to take urgent steps to prevent this situation and to mitigate its effects. Specifically, 37% of children (8,4 million) under 5 years old are stunted, 10% of infants have a low birth weight (LBW), which is less than 2,500 grams, and 20% of babies are born with a short body length (<48 cm). Malnutrition is prevalent across all the provinces of Indonesia. The prevalence of malnutrition and lack of nutrition supply of children under five years increased from 2010 to 2013. In 2013, about 5.7% of children under five years suffered from malnutrition and 13.9% lacked an adequate nutrition supply (Basic Health Survey of Ministry of Health, Indonesia, 2013). On the other hand, the overweight population of adults aged 18 and above reached 13.6% in 2018, from 11.5% in 2013. This means that 35.4% of the roughly 260 million population, or about one out of every three adults, have overweight problems (Basic Health Survey of Ministry of Health, Indonesia, 2018).

Food consumption of Indonesia's population is still not diverse, nutritious, balanced and safe. The dietary diversity score remains below its ideal value of 100.5, having increased from 75.7 in 2009 to 81.4 in 2013. Basic Health Survey 2018 shows that 95.5% of above 5-year-old Indonesians consume less than 5 portions of fruits and vegetables per day. This is despite the fact that Indonesia produces a wide range of foods, including 400 fruit species, 370 vegetable species, and 70 tuber species (Food Security and Vulnerability Atlas of Indonesia 2015, World Food Programme).

Food safety is also still a major issue due to chemical contaminants (e.g. bacteria, mycotoxins, residues of crop protection agents and medicines/hormones, heavy metals and PACs). Finally, the Indonesian diet often contains too much salt, sugar, additives and saturated fats (especially in 'modern' fast-food).

At the same time, Indonesian food production is facing several challenges. Low and fluctuating incomes, unfavorable working and living conditions and a low social status make around 0.5

million farmers stop farming every year. Uncontrolled use of agrochemicals, overexploitation of natural resources and other unsustainable practices have a major impact on terrestrial and marine environments.

It is in this context that in 2015 the Dutch government initiated the study '*Development of a Strategy for New Business Opportunities and Healthier and More Sustainable Food Consumption in Indonesia*', which was strengthened by the study "*Sustainable Diets for All in Indonesia*" conducted by HIVOS with support of AMC. Based on these studies the idea to initiate a new gastronomic movement, the "*New Generation of Indonesian Cooking (NGIC)*" or "*Generasi Baru Dapur Indonesia*" emerged. This idea was considered innovative and a potentially effective way to stimulate healthier and more sustainable food consumption in Indonesia. A wide range of stakeholders supported it during an Expert Conference in the Erasmus House in Jakarta in February 2016. A year later, NGIC started with a discussion forum series supported by Hivos, which included a NGIC launch in Jakarta and Bandung, stakeholder workshops, and Talk and Share sessions on various topics. This year the implementation of the NGIC activity plan, which includes the development of a handbook, trainings, and campaigns, started with Hivos' support under the program of EU funded-Switch Asia.

Although many initiatives with similar goals have been implemented, many are scattered and not connected. This includes initiatives and programs of the government, the private sector, communities and even individuals and development projects. The ultimate goals of such initiatives are to increase sustainable and healthy food consumption, achieving the sustainable development goals. Each initiative has its own focus but many are overlapping, in terms of target groups, stakeholders, time frame and activities. By 'connecting the dots', the gastronomy wave will be bigger, faster and wider, which is the aim of NGIC.

DRIVERS OF CHANGE

Chefs as Change Agents

Chefs have changed from solitary and often anonymous people who spent long working days at the back of their restaurants to what some people call the 'new gastronomy heroes'. Showing their skills on TV in competitions, from master chefs in cooking shows to explorers of the wild edible plants and animals. The influence of these "new chefs" on food behavior and the way people think about how or what to cook and how to feed themselves is positive, making them a very valuable "vehicle" to promote changes in people's food behavior

NGIC encourages collaborative action and multi-stakeholder efforts. However, there must be a front runner to lead the race and keep the team motivated. Since NGIC entry point is gastronomy, chefs have been chosen as the "champions". The next step is to encourage the food service sector to play a more active role in providing healthy and sustainable food. Other stakeholders have been activated through the NGIC Working Groups. These include knowledge institutes, various governmental institutions, farming communities, street food, hotel, restaurant and caterer associations, NGOs, media, and artists.

Written by: Christine Effendy (New Generation of Indonesian Cooking)

Slow Food Vhembe Food Community

Case Study

Cleaning the environment for sustainable food production

THE PROBLEM

Vhembe District Municipality is one of the districts in Limpopo province in South Africa with a high prevalence of malnutrition, caused mainly by poor feeding practices, in particular in children under the age of five. Malnutrition starts in the backyards and gardens of South African communities who are unable to grow different types of nutritious fruits and vegetables in an agro-ecological way.

In addition to this, in the Vhembe and Mopani districts of Limpopo, most restaurants and multinational fast-food restaurants are regarded as trendy and of a high standard by the local people. Eating at these restaurants is considered as a sign of a higher social class, and this cultural and social shift is threatening the historically nutritious and indigenous food diets. This negative trend puts the health of people at risk, since the food that is served in fast-food restaurants is less nutritious, processed and high in sugar and fats. The fast-food supply chain does not incorporate local food producers as a result of the top-down global supply chain system. These factors have dramatically altered diets, food systems and in particular the sustainability of local gastronomy.

In 2017, the Vhembe Food Community set out to address these negative emerging trends through bottom-up change in small-scale production. The objective was to provide families and communities access to healthy, clean and accessible food. Healthy local fresh food, grown in an agro-ecological way, is the starting point to get people interested and involved in local gastronomy and to revalue their food history. This bottom-up work was done by women who used to collect garbage voluntarily to help clean the rivers and community streets under the banner of the 'Adopt a River' programme. This initiative is part of Slow Food's broader work on food systems in Sub-Saharan Africa. Slow Food supports local communities to adopt sustainable consumption and production patterns through mechanisms such as informative, narrative labels, leveraging chefs and cooks, and other innovative approaches. The network of women is now part of the Slow Food 10,000 gardens project, which is aimed at protecting the local indigenous food system and has been key in achieving goals of sustainable food production.

STRATEGY

Gastronomy can act as a powerful entry-point through which positive outcomes for food systems can be achieved. The impact of investments in this sector, however, depends significantly on the kind of interventions carried out and on the type of food system that is promoted. Slow Food International works to enable a community-driven food system that provides the best possible outcomes for local producers and consumers. This model is characterized by connecting consumers and producers through short, transparent, and direct value chains. This has a double impact on the incomes of these communities' inhabitants. Producers have an incentive to produce native, diverse, nutritious food in an agro-ecological way, as they are then rewarded willingly, through a price premium, by consumers. Conversely, consumers can access culturally adequate, safe, and nutritious food at affordable prices. It is essential to provide consumers clear and concise

information regarding the effects and consequences of their consumption patterns for them to be able to shape food systems through their food choices.

Slow Food works directly with the community, engaging primarily women, helping them to design food gardens that are set up in an agro-ecological way. The Slow Food team also trains the farmers on sourcing seeds, soil management, crop rotation, natural control of pests and diseases, and using manure instead of chemical fertilizers. Trainings are also given on dietary diversification and sustainable consumption. This enables the community to grow their food, diversify their meals, eat more nutritious and varied food, and to improve their health.

RESULTS

PULL

- Increased community awareness on the benefits of diversified diets on health and nutrition.
- Increased public awareness on issues linked to biodiversity, ecosystem services, sustainable diets and dietary diversity, resulting from the many events, festivals and informative sessions held.
- Slow Food aims to establish a local food archive to document all kinds of foods locally produced and consumed. The food archive will serve as an educational and awareness raising tool, and will also help create tourism and job opportunities for local people in the following ways:
 - The Food Archive will help generate awareness raising in an innovative powerful way. It will be located along the road towards Kruger National Park, which is a strategic place to attract more people who will be visiting the National Park.
 - Travelers can participate in production activities or eat or sleep in farmsteads, which provides a needed cash injection to household incomes, diversifying income streams.
 - By spending time with the producers, by interacting with them and by helping them with their productive practices, consumers can understand what differentiates these local agro-ecological production systems from more industrial ones and be more willing to pay a price premium. Responsible consumers will also act as independent agents of change and will generate awareness amongst their families, friends and colleagues.

POLICIES AND PLATFORMS

- Women are more empowered and visible to policy-makers. In some cases, they also managed to receive support from the government via the rural development programme.
- Increased interconnections between communities and local government decision-makers, facilitating the promotion of legislative and normative reforms and enabling policy environments.
- Regular meetings and discussion tables organized with the participation of local and regional key decision-makers to promote an enabling legislative and normative environment that supports the sustainable production and consumption of healthy, clean and affordable food.

PUSH

- Increased market connections and set up of physical markets (Earth Markets). Earth Markets are farmers' markets established according to the Slow Food's philosophy guidelines.
- Support to chefs to act as ambassadors (Chefs' Alliance) and facilitate informed consumption choices through innovative and informative labelling tools (narrative label). Chefs' Alliance is a network of chefs defending food biodiversity across the world. A network was established in South Africa, mostly in the biggest cities, gathering all the chefs in Vhembe, mostly informal. Chefs are encouraged to act together and to choose local suppliers, especially the ones selected for the Earth Market.

LESSONS LEARNED

- Convincing people to practice agriculture in a water-scarce district for the purpose of self-consumption was challenging and community members were sceptic about it. Agro-ecological and less water intensive production models were promoted in order to limit the amount of water needed.
- Slow Food Foundation for Biodiversity and 'Adopt a River' project played an important role in increasing and diversifying food production. The philosophy of "good, clean and fair" stemming from the 'Adopt a River' project mobilized the community. The Slow Food Vhembe Food Community was formed in order to participate in the Slow Food 10,000 gardens project.
- When people come together and create strong constituencies, it is easier for the government to support with government programmes. In this case, the Department of Rural Development and Land Reform donated resources to some gardens. The local government has also been an active player when needed by the network.
- Innovation and creativity is important to foster sustainable food systems. Traditional value chain approaches are not enough to achieve impact, and novel approaches such as leveraging chefs, promoting sustainable tourism linked to production systems and other non-traditional marketing techniques are crucial.

DETAILED BACKGROUND

South Africa is one of the fast-developing countries in the Global South. Changes in food consumption in the country follow the global trends. Limpopo was once called Africa's Eden because of its abundance of food production. Over time, this has changed with more and more supermarkets and fast-food restaurants being introduced, threatening the traditional food system of local people.

Though informal food traders are also mushrooming, this is not bringing about much change as they are adapting to and thus supporting the commercial food system of multinational fast-food restaurants and supermarkets. Despite this, informal food traders can be commended for always incorporating traditional dishes in their menus, which mainly consist of indigenous vegetables and ingredients. One thing that surely needs to be addressed is the relationship between local producers and local informal food traders. Creating a direct link between smallholder producers and consumers is sometimes politically sensitive as many of the intermediary stakeholders in the value chain see this as a threat to their own livelihoods.

DRIVERS OF CHANGE

Women are key change agents in the Slow Food Vhembe Food Community. They are encouraged to develop gardens with specific indigenous crops to preserve local food culture. The positive impact of these food gardens is evident. Women receive community support, with neighbours buying their vegetables and food produce.

Farmers' markets created by the Slow Food 10,000 gardens project, selling only food produced by local farmers with the aim of promoting local food production and creating a relationship between producers and consumers, were a key driver for change. The network is growing stronger day by day, and farmers are using traditional ways of food preservation combined with modern techniques to develop new marketable food products.

Creating spaces where producers and consumers can meet, interact and share experiences makes them feel included, part of a broader food system. We often hear farmers state they often feel as if they were fighting a lost battle against large powerful forces in the food chain. This often makes many farmers abandon their farms or traditional techniques in favour of input intensive, monoculture-based forms of production, or leave farming activities and move to the city. The sense of belonging and inclusion is key for food system transformation.

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Costa Rican Gastronomy Foundation

Case Study

Healthy and Sustainable Gastronomy for Food System Change

THE PROBLEM

In many places across the globe, and Costa Rica is no exception, the globalization of the food market has entailed a homogenization of diets and tastes. The reduction in the array of flavors enjoyed across an entire country indicates several food system challenges. It shows that diets are shifting away from diverse, nutritious indigenous foods and traditional meals, to more industrialized, processed and less diverse ones. This trend is driven in particular by convenience, changes in lifestyles, misinformation and lack of knowledge concerning the nutritional value and sustainability of food products. As a result, the number of obese people has quadrupled in the last four decades in Costa Rica, increasing the number of related health diseases among the population, imposing a heavy public health and financial burden in the country. Unhealthy diets are not only a major driver of health problems, they are also responsible for environmental degradation and agrobiodiversity loss.

STRATEGY

To reverse this trend, the "National Plan on Healthy and Sustainable Costa Rican Gastronomy" was launched in 2011. It was an initiative started by civil society, namely three frontrunners from the gastronomy sector who believed there was a need at national level to define a clear strategy to revive Costa Rican traditional cuisine with its diversity of ingredients and diets. As a result, the Costa Rican Gastronomy Foundation (FUCOGA), a multi-stakeholder initiative with participation from the public and private sector was born. The strategy focused on promoting "Healthy and Sustainable Gastronomy" as a key driver for sustainable food systems. The approach was to start from the nutritional situation of the population and the quality of the foods consumed, whether these were prepared at home or offered in gastronomic establishments, and use the gastronomic sector to promote healthier, more diverse diets and the recovery of indigenous and traditional crops and meals. This simple but innovative paradigm was perceived as having the potential to change current negative trends in food systems. The approach took into account the improvement of social, environmental and economic outcomes, from production to consumption.

The First Working Committee was set up by Randall García, Director of INBio, Alfredo Echeverría, Director of Epicureous Gastronomy Club, and Alejandro Madrigal, Director of CACORE. They emphasized that to be successful, a national strategy for the transformation of food systems had to be multi-sectoral and multidisciplinary. More than 100 stakeholders, representing private sector, civil society and governmental institutions were invited to participate in a workshop aimed at developing a joint strategy and work plan.

One important outcome of the First Working Committee was the consensus that a gastronomic dimension was as a key component that was missing in the Costa Rican sustainability policy mix. This presented a unique opportunity to add value to the country's brand and image by developing a national gastronomy trademark.

A key catalyser was the publication entitled "Edible Plants of Central America" (published by INBio and other botanical, scientific and research institutions), presented during this workshop. It was a key educational scientific tool to create awareness and served as the scientific foundation and inspiration to build the new healthy and sustainable gastronomic vision for Costa Rica. This publication helped to establish the value of traditional Costa Rican cuisine and endemic edible

plants, and thus reinforced the importance of FUCOGA's mission and the National Plan on Healthy and Sustainable Costa Rican Gastronomy. This resource also became an educational tool for capacity building and information sharing, one of the cornerstones of the plan and its philosophy.

RESULTS

POLICIES AND PLATFORMS

- The National Plan for Healthy and Sustainable Gastronomy ignited an "awakening" in the gastronomy-related sectors and ministries in Costa Rica. As a result, there is currently an ongoing mapping and revision of gastronomy related policies and initiatives in the country, led by the Ministry of Culture. The final aim is to organize and improve the governance of food and gastronomic matters in the country. Additionally, the gastronomic sector is currently recognized by all food system actors as an important sector to include in multi-stakeholder initiatives related to food, and its potential to drive the desired changes in food systems is widely acknowledged.
- The National Plan for Healthy and Sustainable Gastronomy was declared of national interest by the Presidency of Costa Rica in March 2015.
- The integration of key local stakeholders from the government at early stages of the plan, starting with the Ministry of Agriculture and Livestock and the Ministry of Tourism, was key to achieve the desired results. The Ministry of Agriculture provided crucial scientific and botanical information and the Ministry of Tourism helped to promote and integrate the philosophy of the Plan in Costa Rica's "branding" at national and international level.
- The National Plan on Healthy and Sustainable Gastronomy has revitalized the gastronomic sector at all levels by reinvigorating and stimulating the whole professional, academic, social and governmental spectrum. It fostered civil society, private sector and governmental integration and collaboration.

PUSH

- The Plan also motivated the introduction of local biodiversity in the restaurant sector, by promoting the use of local edible plants. The "culinary labs" project was led by FUCOGA to position the Plan and ensure its uptake by the gastronomic mainstream actors. The labs reached more than 100,000 customers in more than 100 participating restaurants that served different native plants prepared in creative and attractive ways. Local chefs developed healthy and sustainable menus using native plants and local products. These menus were jointly revised by a multi-stakeholder expert commission including the Ministry of Agriculture and the Nutritional Department of the University of Costa Rica.

LESSONS LEARNED

- Communication is the cornerstone of the initiative, given the multisectoral nature of the topic. It is a key element for success to be able to reach all stakeholders, take the time to explain their specific role and the real value of their contribution from their respective fields, and also listen and take into account their needs and expectations. This is crucial to convene and facilitate dialogue and agreements between the different key stakeholders and to keep the momentum alive. The messages and language have to be simple and understandable for all.
- Having a non-political neutral organization like FUCOGA leading the initiative is crucial.
- It is difficult for an initiative initiated by civil society, with the ambition to be a national plan, to be recognized by authorities and other stakeholders and scaled-up. In this case, despite the fact that the Plan was recognized by the Presidency of Costa Rica as a plan of national interest, there was some resistance from a few government institutions to recognize this initiative as a “national plan”, given the fact that it was not initially formulated by a public institution.
- Besides food-related ministries and organizations, public education institutions should be included from the beginning of the process. Primary and high school systems should be targeted as a key medium- and long-term breeding grounds for success. Same goes for national chef associations and local gastronomic professional schools.
- The public sector has a crucial role to play in scaling up such initiatives and create a level-playing field and enabling environment, therefore it is of utmost importance to integrate key government players at the very beginning of process.

DETAILED BACKGROUND

Costa Rica’s reality regarding food-related health and environmental problems is similar to what we see all over the world. In particular, Costa Rica has unacceptably high levels of overweight, obesity, and related diseases. This issue is of utmost importance and needs the urgent attention, not only of the government, but also of all other food system stakeholders. Food consumption in Costa Rica is still not as diverse, nutritious, balanced and safe as it should be. High levels of food waste continue to persist. On the other hand, there is also a potential to improve environmental sustainability and foster economic development of territories and regions by promoting diversified agro-ecological systems that include native crops and vibrant, inclusive and healthy markets and food environments.

Costa Rica has also experienced dramatic changes in its gastronomy sector over the past 25 years. This change is not limited to the proliferation of international franchises and ethnic restaurants from various countries. It is also reflected in the opening of culinary arts training courses, the flourishing of high-end food product suppliers, the increasing marketing of imported wines and liquors, and the proliferation of supermarkets with increasingly sophisticated food choices on the shelves. This trend is also visible in the opening of micro-breweries, gastronomic centers, organic and gourmet fairs and community-led activities around gastronomy.

Other countries, such as Peru, Mexico, and Thailand, have integrated gastronomy in their country’s branding in recent years by building on their own gastronomic cultural heritage. This branding has supported the country’s development and has been important in attracting visitors from abroad. Costa Rica is well known for being a sustainability world leader. The gastronomy sector in Costa Rica could provide new opportunities to reinforce this leadership, with a gastronomy sector that promotes sustainable and healthy diets that protect the environment and foster responsible and healthy food consumption.

DRIVERS OF CHANGE

The National Plan on Healthy and Sustainable Gastronomy was created in 2011 by four entities: The Costa Rican Institute of Tourism (ICT), the Costa Rican Chamber of Restaurants (CACORE), the Epicurean Gastronomy Club and the National Institute of Biodiversity (INBio). Subsequently, the Ministry of Agriculture and Livestock (MAG), the National Apprenticeship Institute (INA), and the Ministry of Public Health (MINSA) joined. Today more than 33 institutions have joined the Plan, including civil society, private sector, international organizations and government institutions.

The Plan has many components aiming to target key actors and sectors. It targets chefs to stimulate the development of new authentic Costa Rican dishes based on native and endemic ingredients. It also targets restaurants to motivate and build capacity for them to comply with sustainable guidelines. On the production side, the Plan aims to develop self-sufficient and replicable farms to provide the local ingredients to local restaurants. The production of local ingredients could also provide job opportunities. The tourism sector also has a key role to play through the development of attractive gastronomic areas. Finally, consumers are important drivers and will be better informed and motivated to create the demand for more sustainable, culturally adapted and healthy food. The National Plan on Healthy and Sustainable Gastronomy is a disruptive and ambitious plan aiming to step up the Costa Rican gastronomy sector to foster more sustainable, inclusive and healthy food systems and improve the quality of life in the country.

Written by: Alfredo Echeverría (Costa Rica Gastronomic Foundation)

Gastronomy Integration Movement (MIGA)



Case Study

Regional Food Heritage and Popular Food in Bolivia

THE PROBLEM

Bolivia is facing several challenges regarding its traditional food heritage. The loss of cultural features and culinary heritage can have serious repercussions for people's wellbeing and for the environment. Biodiversity rapidly decreasing, diversity in traditional dishes is reduced, and people are exposed to a mono-diet and more unhealthy consumption patterns.

The progressive loss of food heritage in Bolivia has the following characteristics:

- Low national interest in Bolivian gastronomy: most high-end restaurants mainly serve European style food with imported ingredients and no traits of Bolivian identity. There are some restaurants serving Bolivian traditional food, but they are a minority compared to the huge offer of international food.
- The most coveted dishes in Bolivia are international fast-foods with poor health and cultural value. The economic boom brought significant growth in the offer of processed foods and fast-food vendors all over the country.
- Most food schools do not teach Bolivian cuisine and culture. Instead they teach French, Peruvian, Mexican and Asian recipes, arguing that these dishes "sell better".
- Mostly because of lack of information and good health and nutrition education, unhealthy and unsustainable eating habits especially concern the low and middle-income population.
- There are weak links between producers, chefs, restaurateurs and customers. This results in different and sometimes contradictory priorities across the food system.

In sum, Bolivia is undervaluing and losing its food heritage. MIGA, a local gastronomic initiative, aims to address this issue by promoting the diversity of Bolivia's traditional food.

STRATEGY

MIGA was born in 2012 with the support of the Danish government cooperation and Melting Pot Foundation. At the beginning, it had a constituency of 20 partners comprising international and national NGOs and chefs' associations. After 6 years of successful operations, MIGA now mainly implements gastronomy related projects and facilitates multi-stakeholder related processes.

MIGA aims to revalue, revive and socialize the Bolivian regional food heritage by:

- Being an active broker convening all sectors and actors of the food system, including food producers, processors, agro-industry, and local cooks. The role of MIGA is to facilitate the discussions and the articulation of the initiatives and processes of the food system actors, so that they reconnect and strengthen their joint efforts towards social, economic, environmental and cultural development.
- Promoting and broadcasting the benefits of a healthy, inclusive, tasty and sustainable gastronomy through strategies like lobby and advocacy with all government levels, working with media, food festivals, forums, and gastronomic routes.
- Promoting food as a source of national pride by making Bolivia an international food destination. For this, MIGA's Regional Food Heritage approach studies, revalues, and reinforces the identity, food products and culinary techniques of the territorial kitchen.



RESULTS

MIGA IS “THE PULL AND PUSH CATALYST” OF THE BOLIVIAN GASTRONOMY MOVEMENT

MIGA developed in a participatory way, a Manifesto that motivates the actors of the food system and guides their actions to recognize the cultural and natural value of Bolivia’s land and people. Through communication campaigns, meetings and by providing spaces for dialogue, MIGA has created awareness among restaurants, associations of chefs, young entrepreneurs, NGOs and others and inspired them to re-value and incorporate Bolivia’s food heritage in their gastronomic offer. As a result, there is:

- More demand for local restaurants with national identity. Customers are increasingly interested in new creative Bolivian cuisine restaurants.
- Increased interest of the public in traditional, local and healthy food. This seems to be a positive worldwide trend, also reaching Bolivian youth. MIGA contributed to reinforcing this trend by promoting food festivals and working with youth movements, for instance in El Alto, the second largest city in Bolivia.

POLICIES AND PLATFORMS

MIGA’s role and importance as a food system stakeholder is recognized by many policymakers and the organization is often involved in food-related policy discussions. In this regard, TAMBO, a festival and symposium organized by MIGA, has been key for networking and engagement with policy-makers. MIGA is contributing to the gradual implementation of the following policies, programs and projects that focus on the valorization of the country’s food heritage:

- Law of Mother Earth
- Healthy Nutrition Promotion Law
- CONAN (National Council for Food and Nutrition)
- Complementary School Feeding Law
- Prenatal subsidy with local product

PUSH

The valorization of the food culture of different regions of Bolivia encourages the consumption of local products, giving an opportunity to generate additional income and employment to all the actors of the gastronomic food chain, from producers to chefs and entrepreneurs. This revalorization movement has achieved the international recognition of successful gourmet restaurants using mainly Bolivian ingredients, including Manqa, Gustu, Alipacha, Popular, Sabor Clandestino and Lo Nuestro. These pioneers are a lighthouse for others to follow.

Another important result is the increase in tourism with tourists coming to the country not only for its landscapes and culture, but also for its food and gastronomic offer.



LESSONS LEARNED

- Changes in current food systems take time and entail a process where patient and persistent work is required.
- These desired changes also require coordinated collaboration between all the sectors and actors of the food system. Convening, dialogue and coordinating agendas between all food system actors is extremely challenging. Buy-in, long-term resources and commitment to the process are necessary.
- It is easier to create a joint movement and collaborative action if all participants meet regularly and facilitation methodologies are used to get them to agree on common goals. By conducting regular workshops with these actors, MIGA helps them to find common objectives and reach agreements and trade-offs.
- Identification of pioneers is important to have “champions” sustaining momentum and encouraging engagement in the process.
- The support of local and national governments is essential. A successful example of political uptake is the food fair “Tambo Tarija”, which started with no local resources and is now 100% sponsored by the municipal government of the City of Tarija.

DETAILED BACKGROUND

In the last 10 years, Bolivia has experienced rapid economic growth, in particular in the gastronomic sector. The Ministry of Economy and Public Finance monitors the income generated by the restaurant and supermarket sector. In 2006, the restaurant sector had a turnover of 106 million dollars. Ten years later, in 2016, this drastically increased to a turnover of 709 million dollars. This increase in restaurants and supermarkets sales is indicative of higher incomes of the population. The gastronomic food sector represents 11% of GDP, generates more than 36,000 direct formal jobs, 750 million dollars in the tourism sector, and more than 800,000 small-scale producers.

Bolivia is a multicultural country with a longstanding history of traditional cuisines. There are 36 different original indigenous peoples and communities recognized by the Political Constitution. Each one of them has its own traditions, its unique approach to cooking and its different recipes and meals.

Bolivia is home to an incredibly rich biodiversity combined with wild, high quality, natural and unique food products. It is one of the eight richest countries in the world in terms of biological diversity. Its territory includes 7 biomes, 36 ecological regions and 205 ecosystems.

The population in Bolivian cities has been increasing at alarming rates, as more and more people move from the countryside. This results in changes in eating patterns. In particular, homemade food cooked with local ingredients tends to be replaced by fast food, as urban consumers and youth in particular tend to eat more outside their homes. This phenomenon has several negative consequences, in particular increasing malnutrition, overweight and obesity. MIGA wants to reverse these negative trends by reviving and promoting native nutritious and tasty food produced locally by family farming.

To achieve these goals, MIGA developed a Manifesto with 11 principles that guide the actors to implement initiatives to promote healthy, sustainable and tasty food. This Manifesto aims to be



an innovative strategy to articulate initiatives and processes around food heritage promotion. From a platform of 14 organizations in 2012, MIGA is now a network of more than 160 Bolivian food system actors. From 2012 to 2018 there have been seven versions of TAMBO, a gastronomic encounter to share experiences and debate on gastronomic issues; four in the city of La Paz and three in the city of Tarija. Participants included more than 140,000 people, 600 small business, 380 producers, 45 public and private institutions, 120 international exhibitors, 1500 gastronomy and tourism students, researchers, consultants, etc. MIGA is a recognized national focal point in three areas: articulation of food value chains, gastronomic tourism with identity, and sustainable food. MIGA is also a member of the Sustainable Food System platform globally.

DRIVERS OF CHANGE

- Chefs and restaurants like: Manqa, Gustu, Alipacha, Popular, Sabor Clandestino and Lo Nuestro
- Traditional street food vendors, linking consumers and producers of local food.
- Food fairs and symposiums, like TAMBO. TAMBO is a meeting space for Bolivian food system actors to revalue local food heritage, strengthen identities and voices and promote spaces for reflection, debate and generation of proposals for economic, social, cultural and environmental development from the gastronomic sector.
- Food producers who are producing more local foods in an agro-ecological way and acknowledge Bolivian food culture with pride.
- Consumers who are more interested in food with Bolivian identity and local, healthier and diverse dishes.
- NGOs, associations and other food movements promoting healthy, inclusive and sustainable gastronomy.
- The tourism sector that shows Bolivia as a gastronomic destination.

Written by: Angel Ramos and Mauricio López (MIGA).

New Nordic Food Programme

Case Study

Healthy, Inclusive and Sustainable Gastronomy

THE PROBLEM

Prior to the New Nordic Food Movement, there was no common concept of Nordic food. In 2004, the Movement proposed a unique opportunity to bring together diverse stakeholders to create a new, contemporary food culture from scratch. The Movement was a gastronomic response to increased globalization, industrialization, and standardization of national food systems and culinary traditions in the Nordic region.

STRATEGY

The New Nordic Food Programme takes a holistic approach to promoting the emergence of a new food culture in the Nordic region. This is done through support for several sub-initiatives:

- *EMBLA Nordic Food Award* – created to raise awareness of quality and diversity in Nordic food culture and the people behind it, from farmers to artisans to communicators
- *Nordic Food Diplomacy* – a tool for communicating and promoting Nordic values (innovation, sustainability, openness, equality and trust) through Nordic food and food design that can be used in the planning process of political gatherings, official dinners, export drives, concerts, art exhibitions, lectures and other cultural events
- *Freja Symposium* – an annual symposium that aims to improve gender equality in the hospitality industry of the Nordic countries
- *Open calls* – thematic open calls for funding help to spur product development and innovation, long-term thinking and new partnerships that are needed to keep the New Nordic Food Movement robust and future-relevant
- *Nordic Food in the Public Sector* – this initiative developed a Nordic model for meals in the public sector and encouraged changes in welfare through multi-stakeholder collaboration and dialogue
- *Nordic Children's Kitchen Manifesto* – this initiative states that every Nordic child has the right to learn how to cook good, healthy food

Social inequality, non-communicable diseases and unhealthy lifestyles are addressed through improving the quality and sustainability of publicly served meals as well as enhancing food literacy in different segments of the population.

Environmental, social and economic sustainability are promoted through support for local, seasonal and/or regional food while at the same time investing venture capital in new knowledge/know-how to ensure that this a worthwhile investment for stakeholders in the food service sector. New and more diversified jobs have been created across the rural-urban spectrum as a result.

RESULTS

PULL

- A stronger ecosystem for food entrepreneurs (including accelerators/incubators, education/training, mentorship, networks, venture capital, etc). Support networks have grown throughout the Nordic region, which has led to an increase in the professionalism and quality of food products made by small- and medium-scale producers.
- Consumer-driven diversity in supermarkets/retail. Consumers are demanding diverse, climate-friendly, innovative, delicious, ethical, local, organic and/or seasonal products. The market is responding to these demands (see above).
- Increased consumer awareness of sustainable diets and issues such as food waste. An estimated one third of Nordic Millennials are either flexitarian, vegetarian or vegan. A strong movement against food waste has corresponded to a strong market and consumer response to reducing food waste.

POLICIES AND PLATFORMS

- More integrated and inclusive policymaking and processes. The New Nordic Food Movement and Programme have taken a holistic view of food culture, supporting initiatives that further the impact of public meals, food tourism, sustainable diets and gastronomic diplomacy.
- Evolution of food policy and a tendency towards 'soft policies' that influence cultural shifts and a movement towards sustainable food.
- Regional knowledge sharing. The New Nordic Food Programme promotes the sharing of best practices across the five countries (Finland, Denmark, Sweden, Iceland and Norway) and three autonomous regions (Åland Islands, Faroe Islands and Greenland) that constitute the Nordic region.
- Scaling up with other stakeholders, municipalities, from local to national government. Successful solutions are often scaled up in order to extend their reach. For example, the transition to 90% organic public meals in the Municipality of Copenhagen has been an inspiration to many other municipalities across the Nordic region.

PUSH

- Increased domestic and international gastronomic travel in the region both in urban and rural areas. National Tourism Boards have witnessed an exponential increase in food-related tourism as a result of a strong regional branding.
- Creation of new job opportunities not only in the food service sector, but also in other areas like tourism as well as an increase in food entrepreneurship led by newcomers to the Region (including immigrants and refugees).
- More nutritious and sustainable meals provided in public institutions. Accessibility to high quality, healthy and local/seasonal food has increased as a result of a change in public procurement strategies.

LESSONS LEARNED

The New Nordic Food Movement has sought to diversify palates by reintroducing dishes made from regionally caught, fished, harvested, foraged and hunted ingredients. Since its inception over 15 years ago, New Nordic Food has become the new normal in the Nordic region.

Vast numbers of stakeholders have come to agree that the values imbedded within the New Nordic Kitchen manifesto are not just some trend. The overall understanding of food culture and its impact on us and the coming generations has simply risen to a new level where better decisions can be taken. In 2004, the Manifesto looked like a proclamation for the gastronomical elite. But very quickly, it has become a symbol of a new level of consciousness for a broad range of food system stakeholders.

Since this movement took off in a food environment lacking a strong food culture, the results cannot be expected to be directly transferable to other parts of the world. However, movements around the world have gained inspiration from this Nordic journey; most notably in Bolivia, India and the North-eastern parts of North America.

DETAILED BACKGROUND

Never has such a substantial dietary transformation been required on a global level. And considering the amount of vested interests that are biased against change, the shift to healthier and more sustainable diets can appear near impossible. New policies and paradigms are in high demand. Good examples that highlight the most promising levers of social, economic and environmental change can inspire civil society, businesses and policymakers alike. The Nordic countries have had some notable successes in implementing policies that target food consumption. By replacing old patterns with new ones, we have witnessed substantial changes in the way in which food is produced and consumed in the Nordic region. This includes the rise of farms producing organically, the demand for local and seasonal foods, and the number of new food start-ups and entrepreneurs creating innovative products that address an emerging consumer trend.

This major change felt across the Nordic food system is due, in part, to a particular bottom-up movement – the New Nordic Food Movement. The Movement itself began after the launch of the New Nordic Kitchen Manifesto in 2003. The Manifesto was an important catalyst in igniting new discussions about environmental sustainability in food, agriculture and fisheries systems in the Nordic region. The document was developed and signed by 12 Nordic chefs that outlined 10 valued-based principles inspiring a sustainable and innovative approach for creating a stronger and more sustainable regional food culture. The principles laid out in the New Nordic Kitchen Manifesto were not intended to be hard and fast rules, but rather a source of inspiration for all members of the food community and anyone who was curious about making changes to their food system. As Claus Meyer, father of the movement, noted in 2015, "There might well be ten thousand different ways of implementing the New Nordic Cuisine. The movement and the ideology do not say anything about how to cook the food. There is definitely no telling what the food has to look like, whether it's complex or simple on the plate. Also, the Manifesto does not define when something is New Nordic Cuisine and when it is not. That's not what we wanted to do".

From the beginning, The Nordic Council of Ministers, an intergovernmental agency promoting cooperation in the Nordic Region, has supported the Manifesto through its New Nordic Food Programme, seeing major potential in promoting local, national and regional foodscapes. Over the years, this political backing has led to even more policy-related initiatives that promote sustainable gastronomy including tourism strategies, meals served in public institutions, support for small- and medium-scale enterprises and training academies for chefs and food service staff.

The New Nordic Food Programme has demonstrated the power of sustainable gastronomy to address the multiple and interconnected challenges that are faced by the Nordic population.

DRIVERS OF CHANGE

- Chefs (the New Nordic Kitchen Manifesto was developed by chefs)
- Consumer movements concerning food waste, local food, etc.
- Municipal strategies by public authorities and platforms to local, plant-based and/or organic food
- Journalists and communicators
- Tourism sector and national tourism agencies
- Private sector (Innovative food SMEs in processing, marketing and/or retail)
- Street food markets
- Short value chains between farmers and consumers, local markets and community supported agriculture
- Government policies in relation to food based dietary guidelines at the regional and national level
- Research institutions conducting studies on the contribution of New Nordic Food to health and sustainability
- Government policies in relation to public catering services (schools, hospitals, etc.)
- Schools and public childcare centres: curriculum on healthy and sustainable diets, school meals, school gardens, etc
- Start-ups and entrepreneurs

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