



 EMPOWERING RURAL & URBAN FOOD CONNECTIONS
WITHIN EUROPEAN REGIONS

INTEGRATED ACTION PLAN 2022-2030

Gorenjska Region, Slovenia

June 2022

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THE IAP IN A NUTSHELL

Vision for 2030

Gorenjska region will be known for its high-quality local food and hospitality services. It will be place of local healthy and affordable food, accessible in the restaurants and local markets. Cultural events will be well connected with the food products. New food-related products and services will be in harmony with unique Alpine nature of Gorenjska region including preserved natural environment and biodiversity.

9 Actions	1.060.000 €	3 Strategic goals

PART I

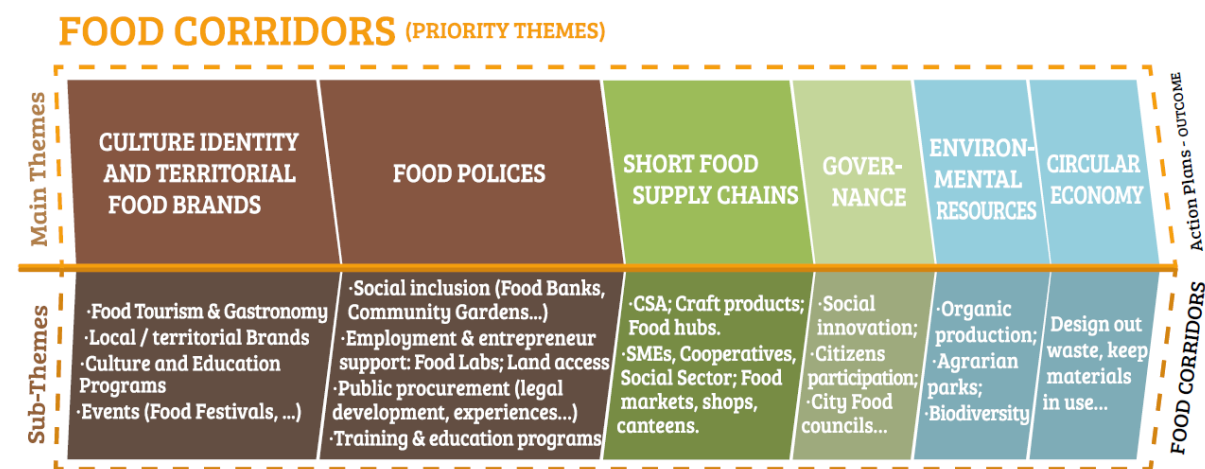
1 PRESENTATION OF CONTEXT AND PROCESS

1.1 FOOD CORRIDORS

FOOD CORRIDORS is a network of European cities committed to designing food plans that extend from the urban and peri-urban areas through a corridor that facilitates an urban-rural re-connection. This approach enhances production and consumption environments based on a base of economic, social, and environmental sustainability integrated into development policies.

The network seeks solutions to unemployment, the adverse impact on the environment of economic activity, adequate health and education for their inhabitants, the loss of identity, the need to offer the quality of life to citizens, and the decline of nearby rural areas. Food appears to be a common link related to every one of these sectoral policies.

This Integrated Action Plan developed within the framework of the FOOD CORRIDORS network comes at a critical moment of change for the EU, launching a new Common Agricultural Policy and an ambitious proposal such as the European Farm to Fork Strategy all within the scope of the European Green Deal.



A total of **six priority themes**, developed in fifteen specific sub-themes, form the backbone around which each partner of the network has structured a set of actions in

the context of an Integrated Action Plan that seeks to respond to a problem linked to the territorial/local food system.

Priority topics of FOOD CORRIDORS:

- culture identity and territorial food brands
- food policies
- short food supply chains
- governance
- environmental resources
- circular economy

1.2 REGIONAL CONTEXT AND DEFINITION OF THE INITIAL PROBLEM/POLICY CHANGE

1.2.1 EU STRATEGIC FRAMEWORK

For proper understanding of the regional food related needs and further for development of project ideas, it is important to understand EU and regional policy context. The Integration action plan developed under the Food corridors project builds upon the following EU, national and regional strategic documents.

1.2.1.1 THE EUROPEAN GREEN DEAL

The European Green Deal is part of the EU's largest policy initiative ever - "our lifeline out of the COVID-19 pandemic" - shaping one third of the 1.8 trillion euro investments from the NextGenerationEU Recovery Plan and the EU's seven-year budget. The overarching aim is to transform the EU into a modern, resource-efficient and competitive economy, ensuring:

- no net emissions of greenhouse gases by 2050
- economic growth decoupled from resource use
- no person and no place left behind

The Green Deal is also important because it represents a major policy shift in the direction of a vision for European well-being more closely aligned with that of FOOD

CORRIDORS. As the benefits listed for “improving the well-being and health of citizens and future generations”, the Green Deal promises to provide, among others:

- fresh air, clean water, healthy soil and biodiversity
- healthy and affordable food
- future-proof jobs and skills training for the transition
- globally competitive and resilient industry

1.2.1.2 THE FARM TO FORK STRATEGY

One of the cornerstones of the European Green Deal is the Farm to Fork strategy - “for a fair, healthy and environmentally-friendly food system”. The following text from the Commission website highlights its relevance to the food industry.

The Farm to Fork Strategy aims to accelerate our transition to a sustainable food system that should:

- *have a neutral or positive environmental impact*
- *help to mitigate climate change and adapt to its impacts*
- *reverse the loss of biodiversity*
- *ensure food security, nutrition and public health, making sure that everyone has access to sufficient, safe, nutritious, sustainable food*
- *preserve affordability of food while generating fairer economic returns, fostering competitiveness of the EU supply sector and promoting fair trade.*



Figure 1 Components of the Farm to Fork strategy.

1.2.1.3 THE CIRCULAR ECONOMY ACTION PLAN

While the first Circular Economy Action Plan (CEAP) was issued in 2015 - pre-COVID-19 and pre-Green Deal - is considered as one of the main building blocks of the European Green Deal. With an estimated 88 million tons of food waste generated annually in the EU, the agri-food sector is clearly in the spotlight.

The specific measures to be supported by CAP are:

- make **sustainable products the norm** in the EU
- empower consumers and **public buyers**
- focus on the sectors that use most resources and where the potential for circularity is high such as: electronics and ICT, batteries and vehicles, **packaging**, plastics, textiles, construction and buildings, **food, water and nutrients**
- ensure less **waste**
- make **circularity** work for people, regions and cities
- lead global efforts on **circular economy**

1.2.1.4 THE EU'S COMMON AGRICULTURAL POLICY (CAP)

The CAP is highly relevant for the food industry, as it provides income support to farmers, regulates markets and organizations, and promotes rural development. The CAP has always been a somewhat controversial policy, as well as a negotiating target in international trade talks, and has recently undergone a significant reform based on a Commission proposal in 2018 finally approved in June 2021. The ten key objectives of the new CAP are shown in the schema below.

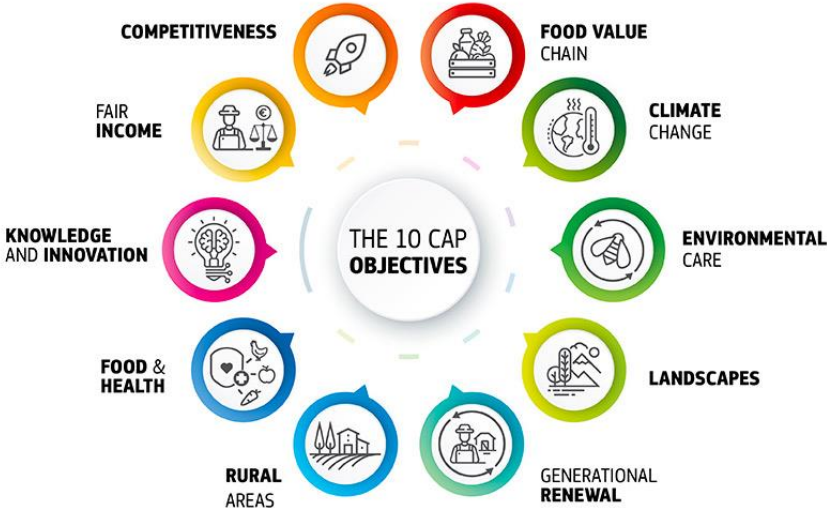


Figure 2 The ten key objectives of the CAP reform.

The main areas covered by the reform are as follows:

- **“A fair deal for farmers”** Redistribution of support, internal and external convergence, new definition of an active farmer, social dimension, young farmers, and improving the gender balance.
- **“A greener policy”** New green architecture, increased ambition, stronger requirements, eco-schemes, rural development, higher green ambitions in some sector specific interventions, and climate tracking.
- **“Making agriculture competitive and rewarding”** Strengthening the position of farmers, market orientation, new rules for the wine sector, and new rules for geographical indications.

At the operational level, the reform foresees that each member state produces a national CAP strategic plan, in a similar fashion to the ERDF’s Operational Plans,

requiring the introduction of a transitional regulation for the 2021-2022 period to give them time to comply.

1.2.1.5 EUROPEAN AGRICULTURAL FUND FOR RURAL DEVELOPMENT

Activities are funded through the European Agricultural Fund for Rural Development (EARDF) and implemented through national and/or regional Rural Development Programmes (RDPs). Each RDP must contribute to at least four of the six EARDF priorities:

- Fostering knowledge transfer and innovation in agriculture, forestry and rural areas;
- Enhancing the viability and competitiveness of all types of agriculture, and promoting innovative farm technologies and sustainable forest management;
- Promoting food chain organization, animal welfare and risk management in agriculture;
- Promoting resource efficiency and supporting the shift toward a low-carbon and climate resilient economy in the agriculture, food and forestry sectors;
- Restoring, preserving and enhancing ecosystems related to agriculture and forestry;
- Promoting social inclusion, poverty reduction and economic development in rural areas.

1.2.1.6 THE RURAL PACT AND ACTION PLAN

In June of 2021, the European Commission issued a long-term vision for the EU's rural areas, proposing a Rural Pact and a Rural Action Plan. The vision identifies four areas of action "embodying a long-term vision from, by and for stronger, connected, resilient and prosperous rural areas by 2040":

- Stronger rural areas - vibrant and inclusive local communities empowered by the provision of services and digital tools

- Connected rural areas - improving access between rural and with peri-urban and urban areas by improving public transport and deepening digital infrastructures.
- More resilient rural areas that foster well-being - preservation and restoration of natural, landscape and cultural resources with the greening of farming and shortened supply chains.
- Prosperous rural areas - diversifying economic activities and improving the value-added of farming and agrifood, increasing attractiveness and extending digital literacy.
- The Rural Pact is a multi-stakeholder cooperation process aiming to promote communication and knowledge sharing to achieve shared goals and increase benefits and impacts. The EU Rural Action Plan groups a set of flagship initiatives according to the vision's four main goals:
 - Creating an innovation ecosystem: Rural revitalisation platform and Research and innovation for rural communities.
 - Boosting sustainable transport links and digitisation: Sustainable multimodal mobility best practices for rural areas and Rural digital futures
 - Increasing environmental, climatic and social resilience: Energy transition and fighting climate change, Building up carbon sinks, the EU mission on soil health and food, inclusion of women and vulnerable groups in rural areas.
 - Supporting economic diversification: Entrepreneurship and social economy in rural areas.

1.2.1.7 THE SMART SPECIALISATION PLATFORM FOR AGRICULTURE

The Smart Specialisation Platform for Agri-Food (S3P Agri-Food) is part of the Smart Specialisation initiative at the EU level, which aims to provide support to collaboration between regions sharing the same or similar priorities in their individual Smart Specialisation strategies (see the next section). In this context, it is notable that Agri-Food is one of the three platforms set up in addition to Energy and Industrial Modernisation.

To date, the platform has encoded 270+ priorities of 59 national and subnational entities from 23 countries (19 EU countries and 4 non-EU). The active Mediterranean

regions include 11 from Italy, 8 from Spain, 4 from France, and 1 from Greece. Inter-regional partnerships have been formed on five topics:

- Consumer involvement,
- High tech farming,
- Nutritional ingredients,
- Smart sensors 4 agrifood, and
- Traceability & big data.

1.2.2 NATIONAL AND REGIONAL STRATEGIC FRAMEWORK

1.2.2.1 SLOVENIAN SMART SPECIALIZATION STRATEGY

One of Slovenian Smart Specialization strategy priorities is focused on Sustainable food production.

The Strategy prioritizes following food-related actions:

- Establishment and optimization of innovative short ("Zero km") supply chains for locally and organically produced foods with guaranteed and recognized traceability from the field to the table;
- long-term sustainable conditions for the development of the varieties and farming practices adapted to Slovenian territory;
- activities for resilience and adaptation to the progressive climate change conditions.

SRIP Food

SRIP Food is a long-term Strategic Research and Innovation partnership for Sustainable Food Production. It has developed into a dynamic community of agriculture holdings, companies, cooperatives, research institutions, investors and other interested parties, whose main interests are focused on improvement of research and development activities in the companies for the purpose of agri-food sector development.

SRIP Food aims to arise developmental orientation of all potential production and processing food value chains. Furthermore, it aims to form modern and sustainable operations of chains, which will ensure uninterrupted supply of high-quality food products on the domestic market as well as a developmental breakthrough on the global market. A primary interest of SRIP Food is progress /growth /evolution /development of those in the agricultural chain who exploit the natural and structural features while ensuring the supply of products to their population.

SRIP Food has the following priorities:

- Digitalization
- Internationalization
- Development of employee's skills
- Sectoral value chains (diary, meat, wheat, fruit, beer)
- New technologies and materials
- Sensors and analyses

1.2.2.2 GASTRONOMICAL STRATEGY OF SLOVENIA (2006)

Currently a bit outdated strategy from 2006 describes different types of gastronomical offer typical for different parts of Slovenia. The document emphasizes the need for improved marketing of Slovenian food, better cooperation between stakeholders, price differentiation, and better promotion.

1.2.2.3 GASTRONOMICAL STRATEGY OF GORENJSKA (2013)

The document focuses mainly on the analysis of different type of food, and culinary products typical for different municipalities. Further it describes types of buyers and markets interested for producers. The document proposes several actions, for example culinary routes, culinary map, connections with other traditional crafts (pottery, iron-work) and support of regional culinary events.

1.2.2.4 SLOVENIAN DEVELOPMENT STRATEGY 2030

Slovenian Development Strategy 2030 was approved in 2017 by the Government. Strategy represents the state's new core development framework with the primary objective is to improve quality of life for all citizens. The document emphasizes importance of sustainable development, especially sustainable management of ecosystem services including safeguarding the soil, sustainable agriculture, food self-sufficiency and ecological production of food. One of the aims is to increase the use of agricultural land and decrease of ecological footprint. Natural environment should be seen as balanced development of water-food-energy-ecosystem sectors. Youth not interested in agriculture and food production is seen as one of threats for decrease of food production and increase of natural landscape reforestation. Climate change pose also threat to development therefore agriculture should be adapted to the impact of weather extremes.

Slovenian Common Agricultural Policy (CAP) Strategic Plan 2023-2027 (CAP)

The CAP represents the most important developmental document for Slovenia regarding agricultural sector. In the forefront of the Strategic Plan, is the strengthening of a resilient and sustainable food system.

The document identifies the following specific objectives:

- Support for sustainable farm incomes and resilience across to increase food security;
- Strengthen market orientation and increase competitiveness, including greater emphasis on research, technology and digitalization
- Improving the position of farmers in the value chain
- Contribution to climate change mitigation and adaptation to sustainable energy
- Promoting sustainable development and efficient management of natural resources such as water, soil and air
- Protection of biodiversity, strengthening ecosystem services and conserving habitats and landscapes
- Attracting young farmers and promoting rural development
- Promoting employment, growth, social inclusion and local development in rural areas, including the bioeconomy and sustainable forestry.

Improving the response of EU agriculture to society's food and health needs, including healthy, nutritious and sustainable food, and animal welfare

Regional Development Programme of Gorenjska Region 2021-2027 (RDP)

Regional Development Programme harmonizes the development goals Gorenjska Region with focus on social, educational, public health, spatial and environmental and cultural aspects.

1.3 REGIONAL PROFILE AND FOCUS

1.3.1 DESCRIPTION OF THE GORENJSKA REGION CHARACTERISTICS

Gorenjska lies on NW part of Slovenia, bordering on N with Austria, on W with Italy, while in Slovenia is bordering toward W Goriška, E with Savinjska, towards SE Central Slovenia.

Gorenjska is alpine region with high mountaints (Julian Alps, Karavanke, Kamniško Savinjske Alps, hills of Škofjeloško area). Settlements are in low land – in valleys.

The area of the Gorenjska region includes 18 municipalities, namely: Bled, Bohinj, Cerklje na Gorenjskem, Gorenja vas - Poljane, Gorje, Jesenice, Jezersko, Kranj, Kranjska Gora, Naklo, Preddvor, Radovljica, Šenčur, Škofja Loka, Tržič, Železniki, Žiri and Žirovnica.

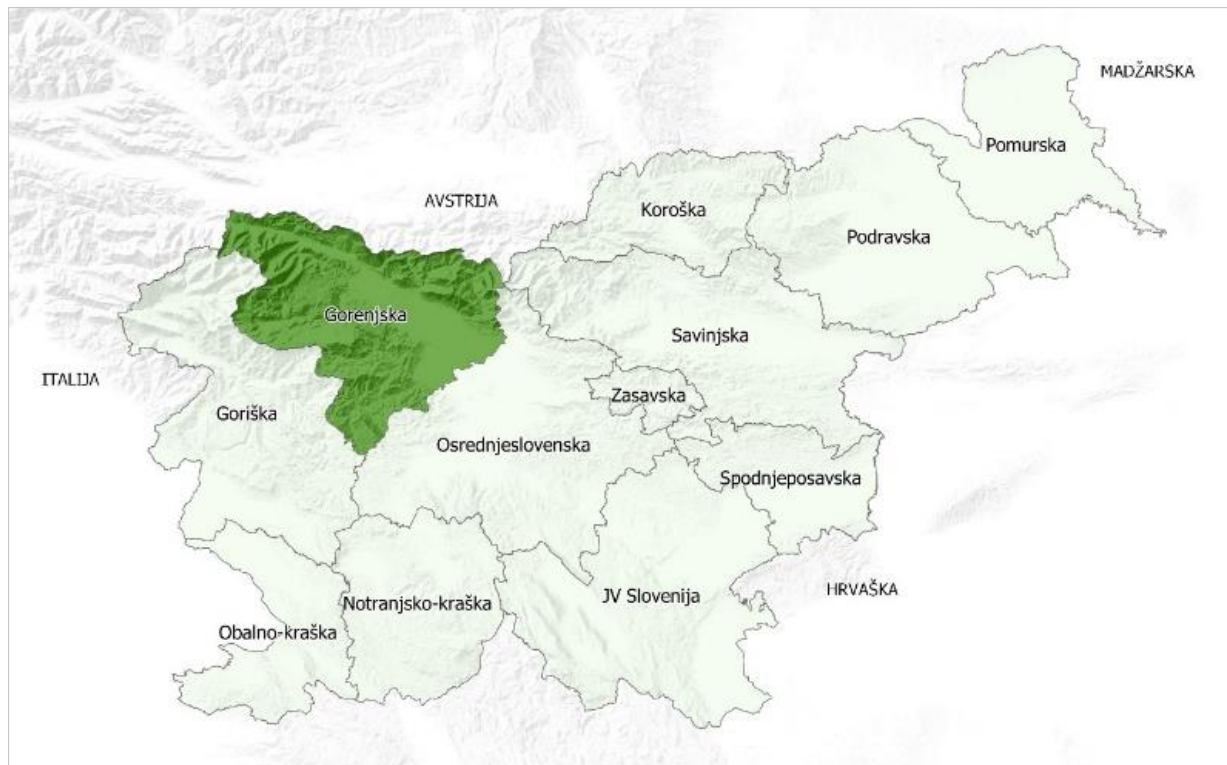


Figure 3 Gorenjska in Slovenia¹

With 2.137 km² 10,5 % surface of the state Slovenia is the sixth biggest slovenian statistical region with 204.670 inhabitants (SURS, 2019) (fourth in number of inhabitants). Gorenjska region has 18 local communities with its economic and cultural centre in City community Kranj (forth biggest city in Slovenia (SURS, 2019)).

Table 1 Development and statistical data

GDP/inhabitant	18.507 EUR
GDP in mio EUR	3.769
number of inhabitants	204.670
Index of aging	125,40
Number of inhabitants/km2	95,77
Number of active inhabitants (working)	77.543

¹ Source: GURS

%of inhabitants over 15 years old with higher and high degree of education	23,91
Number of sole proprietors	10.213
Number of companies and associations	5987
Number of new companies	1.810
% of unemployment	5.4 (in November 2021 8,7%)
Number of overnight stay – tourists	3.413.905
Expected life upon birth men	79,03
Expected life upon birth women	83,77
Natura 2000 areas in km2	946,61

Source: UMAR, SURS, ZRSZ, ARSO

Gorenjska is region with typical mountain landscape. 70 % of Gorenjska are mountains, only 30 % represents valleys with better quality of fertile land. Over 40 % of the region lies above 1.000 m² above the sea, 68 % of Gorenjska are forests, 20 % are farming areas, 4,5 % are build up areas -settlements (Source Ministry for agriculture and forestry 2017).

Almost 50 % of the region are protected areas of nature, which include areas of Natura 2000 (94.661 ha), protected areas of nature, areas of natural values and ecologically important areas.

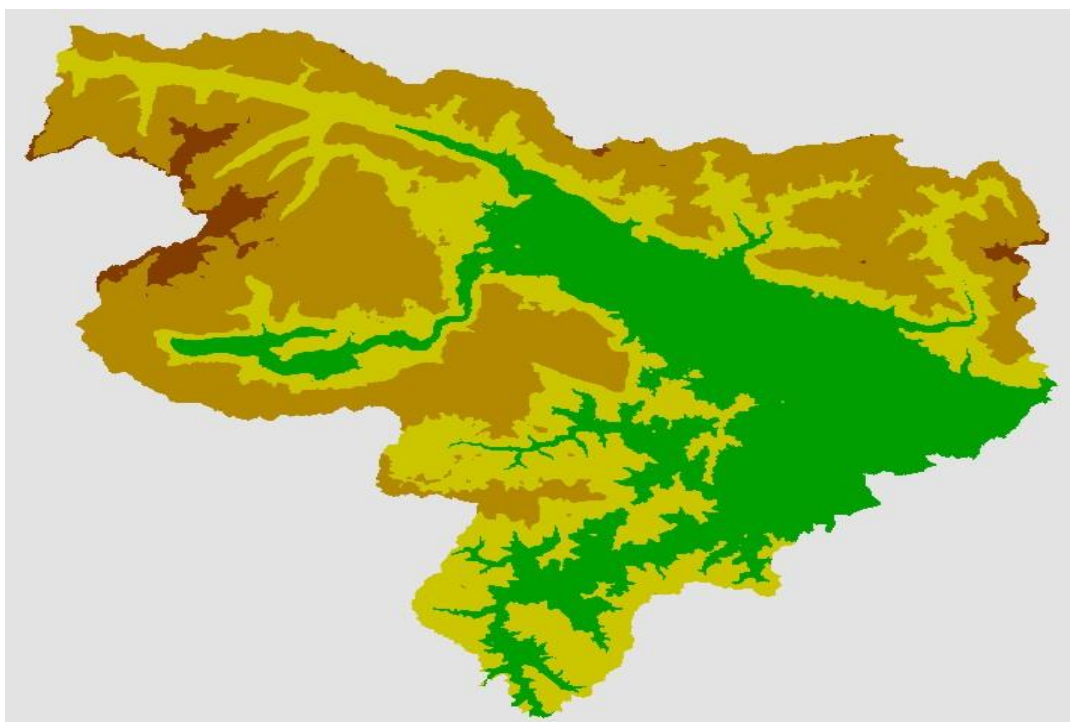


Figure 4 Height passages in the region

(below 600 m, up to 1.000 m, up to 2.000 m, above 2.000 m)

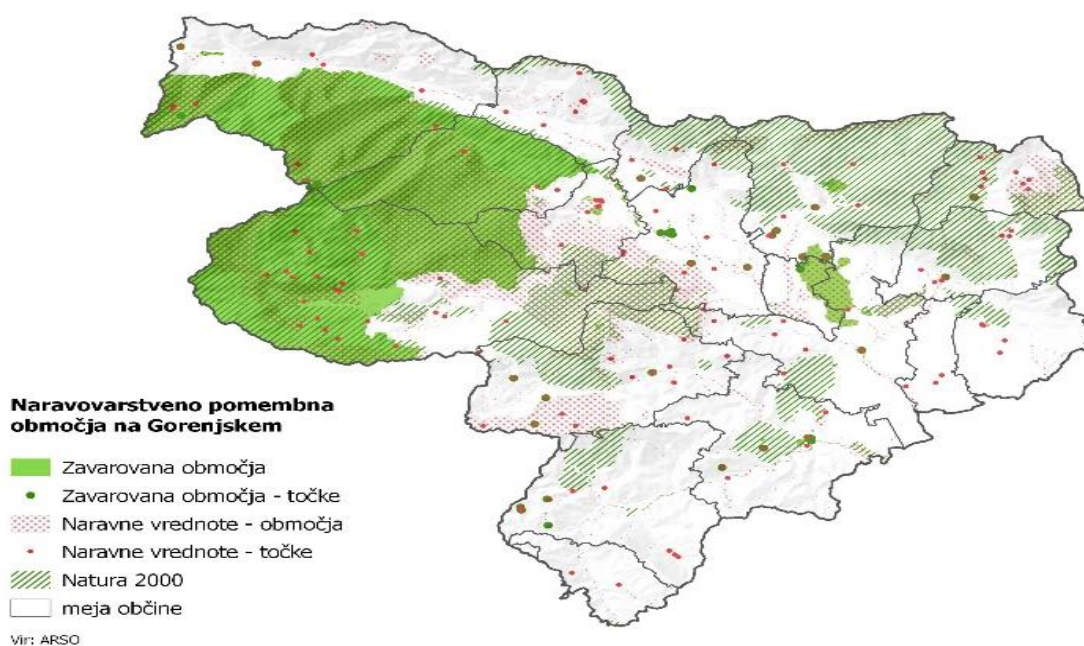


Figure 5 Protected areas of Nature in the region

Most of the employees by data were in 2018 in services 56,7 %, in farming 6,1 %, industry 37,2 %.

In 2018 in the region were 10.213 sole proprietors, 5.945 companies, out of it 85,2 % micro, 12,6 % small, 1,5 % middle and 0,7 % big companies. In companies in 2018 there were 45.873 employees (9,1 % of all in Slovenia), which created over 7,2 mio income (7,2 % of all incomes in Slovenia) and 6,8 mio outcomes (7,1 % of all in Slovenia). In the same year companies in the region had 323.663.000 EUR of profit. Net added value/employee was 42,800 EUR.

The most important branches are in alteration, in 2018 it employed 22.579 workers and produced 3.485 mio EUR income (48,3%). Most of the companies worked in trade, services, while in industry prevail automotive industry, ICT, wood industry,....

Agriculture and supplementary activities on farms are keeping the Gorenjska countryside active and alive. By data from 2016 farm land represents 83.813 ha of land, out of it 60 % forest (50.558 ha), 38 % farm land (32.145 ha, out of it 1.666 ha not arable land, 1,3 % land that cannot be used for farming (1.100 ha). In 2016 there were 4.398 farms, which owned 31.391 ha of farmland and 49.631 cattle. Most of the farming land 72,5 % are pastures, 23,8 % arable land 1,3 % orchards. On arable land the were mostly wheat and potato. Farm animals were mainly cattle (49.631), 2.450 pigs, 1.605 horses and 14.009 goats and sheep, chicken and hens 92.739. 135 farmers were producing vegetable, herbs.

2.343 farms in the region in 2016 had less than 5 ha of land in ownership, 1.113 farms were bigger than 10 ha, only 18 were bigger than 50 ha, 7,3 % or 171 were farms with ecological farming , which represents 9,2 % of all in Slovenia (SURS, 2019).

The food industry is mainly not located in the region with products from meat, while mostly we have smaller producers of food – small and micro companies and supplementary activities on farms (producing products from meat, cheese, wheat, fruit, vegetable)

The specific situation in the region in connection with FOOD CORRIDORS:

1. older owners of farms, young not so much interested in producing food (education and work in other professions/losing the knowledge and expertise/weaknesses in existing accessibility to trainings for young interested in production of food)
2. bigger productions – question of availability of local sources (cattle, milk – available, other quantities too small) (accessibility to national/foreign markets)
3. small production – question of entering and staying in value chains (question of different ways of selling/quality/knowledge)
4. consumers still very much prefer price of the food/not quality of local food
5. challenges of value chains – trade especially bigger supermarket chains have big negotiation power, farmers get the low price for quality food
6. inhabitants of the cities usually buy in supermarket – have less access to quality food (especially in the case of lower income)
7. rural settlements- tradition of home-produced food
8. circular economy – mostly understood and partly used in bigger production systems, while in smaller productions and in farms not yet (weak especially from the point of view of producing new services/products in value chains)
9. sporadic and not sustainable empowerment actions for the promotion of local food/its connection to health.
10. big uncertainty regarding the climate change – lack of rain, snow, heat waves, weather catastrophes, needed change in crops, needed differences in agriculture practices

1.3.2 UNIQUE CHARACTERISTICS OF GORENJSKA REGION GASTRONOMY

In the Gorenjska region, people prepare certain special dishes, such as ajdovi krapci (buckwheat flour pastry pockets filled with cottage cheese or dried fruit filling) or

masounik (larddeddish made from sour and sweet cream and flour). Buckwheat mush with beans or mushrooms (ajdova kaša) is also delicious. The most notable dish is called ajdovi žganci (buckwheat mush) with sauerkraut or turnips, while the Primorje region is more known for various other flour-based dishes and pasta (e.g. gnocchi). Bled takes pride in its Bled cream slice, called "kremšnita". Freshwater fish lovers will enjoy the premium delicacies that are the American brook trout and the Bohinj lake trout, which can be prepared in several ways, including frying them in buckwheat or corn flour.

Internationally, individual top Slovenian chefs are becoming increasingly well-known. Especially lately Michelin awarded restaurants become popular among Slovenian residents and internationally. In Gorenjska region there is Vila Podvin with Michelin one-star award, and 5 restaurants awarded with Michelin plates. Within Slovenian presidency to EU, Gorenjska chefs, became known as providers of meals for high level policy events.

Although still relatively unknown internationally, Gorenjska cuisine is one of the most intriguing gastronomic environments in Europe. This is especially attested by the abundant range of high-quality regional items in the most typical food service establishments called "Gostilna". Another special features in Gorenjska are farm tourism establishments and mountain huts offering traditional Gorenjska dishes.

In Gorenjska, the potato is featured prominently, while buckwheat is a very popular grain and is used in numerous savoury and sweet dishes. Milk and dairy products are of superior quality because the farm animals graze in a healthy mountainous natural environment, which provides them with natural fodder. No less exceptional is the quality of various types of meat, including game, which is reflected in the broad range of cured meat products.

Within the European Union Slovenia has protected several agricultural products and foods with protected designation of origin, protected geographical indication and

traditional specialty guaranteed labels. Since the late 18th century, the distinct culinary brands of Gorenjska include the kranjska klobasa (Carniolan sausage), which is one of the foods labelled with a protected designation of origin. The protected designation of origin was granted type of special spicy cheese from Bohinj called mohant.

Local and regional brand of Gorenjska region

“Bohinjsko” brand is promoting high quality products from Bohinj municipality focusing on cheeses and other dairy products, cured meats, non-alcoholic and alcoholic drinks, mountain teas, etc. The brand also includes a range of local and regional dishes in food service establishments in the Bohinj area, as well as various handicraft products in the souvenir range.

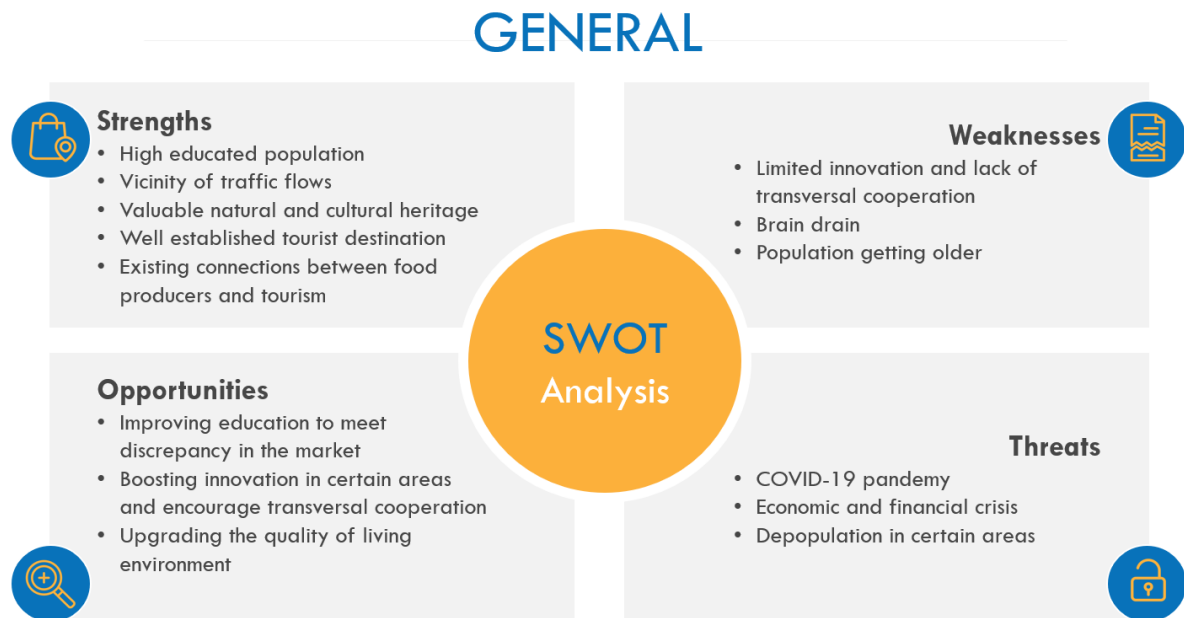
In Gorenjska region following gastronomy related festivals take place all over the year:

- Prešeren fair (February), Kranj
- Chocolate festival (April), Radovljica
- Shepherd’s Ball (August), Jezersko
- Cows Ball Cheese fest (August), Bohinj
- Tržič Bržola Festival (September), Tržič
- Day of Honey in Cuisine (September), Radovljica
- Original Bled Cream Cake Festival (October), Bled
- Taste Radol’ca (October), Radovljica
- Potica day (December), Bled

Gorenjska region is also famous for traditional production of honey and its protected native Carniolan honeybee. Anton Janša (1734–1773) was among the most highly respected European beekeeping teachers and innovators. The diverse range of honey products includes an ancient Slovenian alcoholic drink, a honey wine called Kranjska medica.

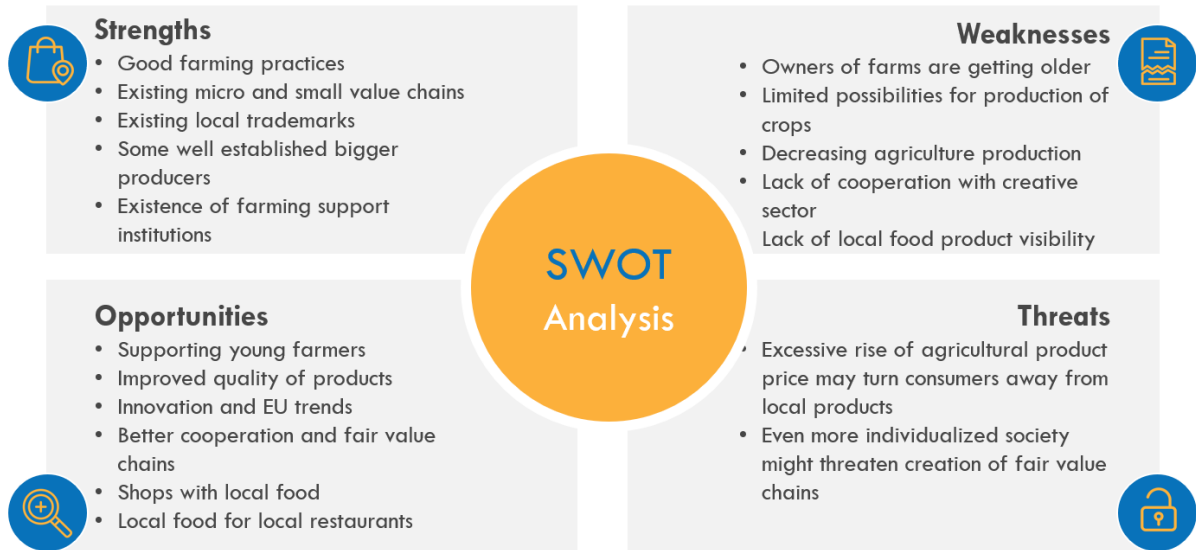
1.3.3 SWOT ANALYSIS

SWOT analysis has been performed according to the FOOD corridors priority topics. Due to optimization Food Policies and Governance as well as circular economy and short supply chains has been merged into one table. Additional SWOT was performed for general and agriculture priorities.



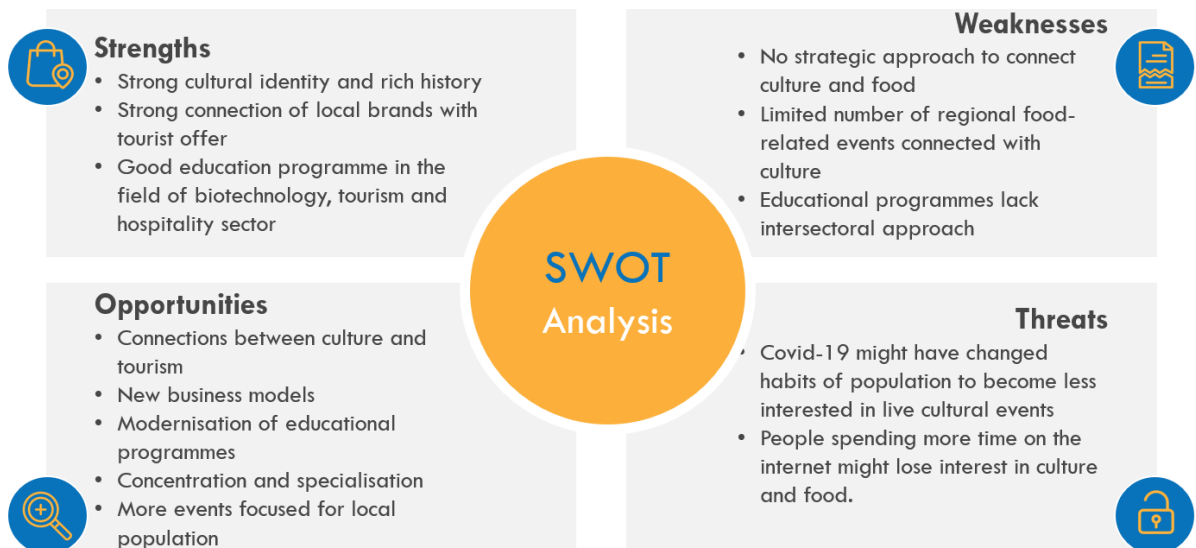
Gorenjska region is one of the most developed Slovenian regions with relatively high educated population and on the important crossroads. It is mountainous region with well-preserved nature and one of the most popular Slovenian tourist destinations. However cross-sectoral cooperation is rather limited, population tends to move towards main city and in remote villages stays mainly elderly people. General opportunities are deriving from improved education, innovation and quality of living. Threats are continuation of pandemic and economic crisis as consequence of inflation or Ukraine war.

AGRICULTURE AND VALUE CHAINS



Gorenjska region have some good farming practices and some agricultural value chains. Weakness is low flexibility of older farmers, physical limitation of arable space and lack of local food visibility. Opportunities are in innovative approaches, improved quality and more local products in restaurants and shops. Threats are rising prices and individualized society.

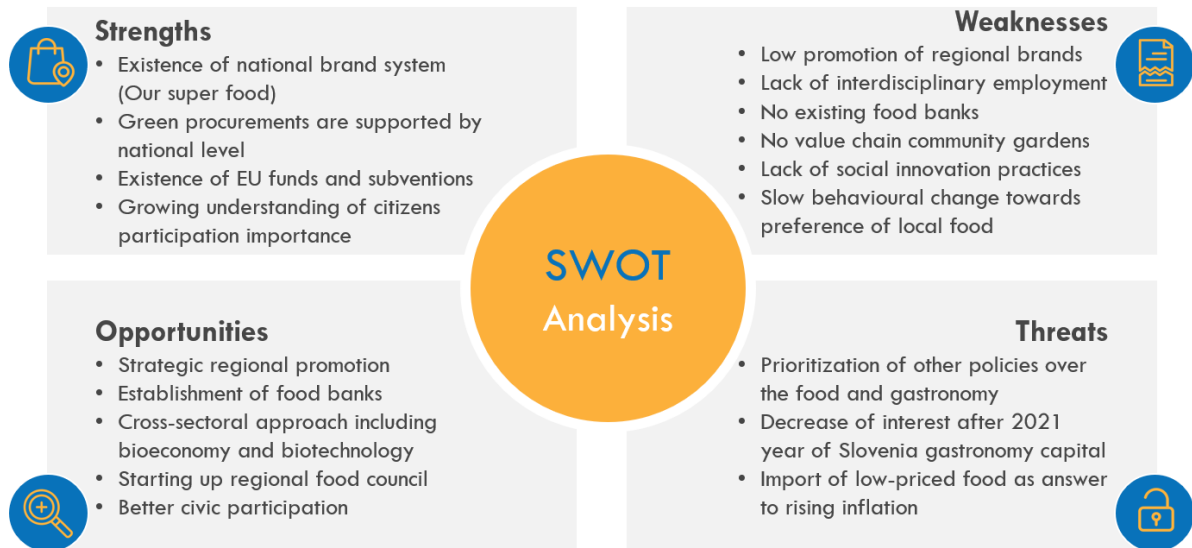
CULTURE IDENTITY AND LOCAL BRANDS



Culture has rich history in Gorenjska region and strong connection with tourism. However, there is lack of strategic approach to culture and limited connection in food-culture field. Opportunities are in tourism, new business models, specialization and

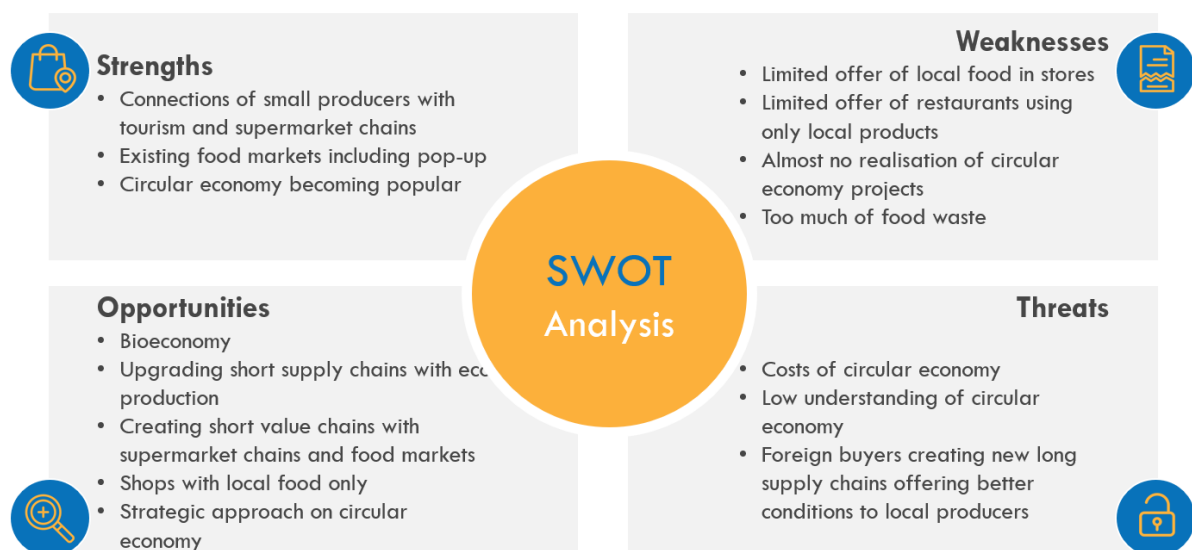
local buyers. Threats are continuation of pandemic and related change of consumers habits.

FOOD POLICIES AND GOVERNANCE



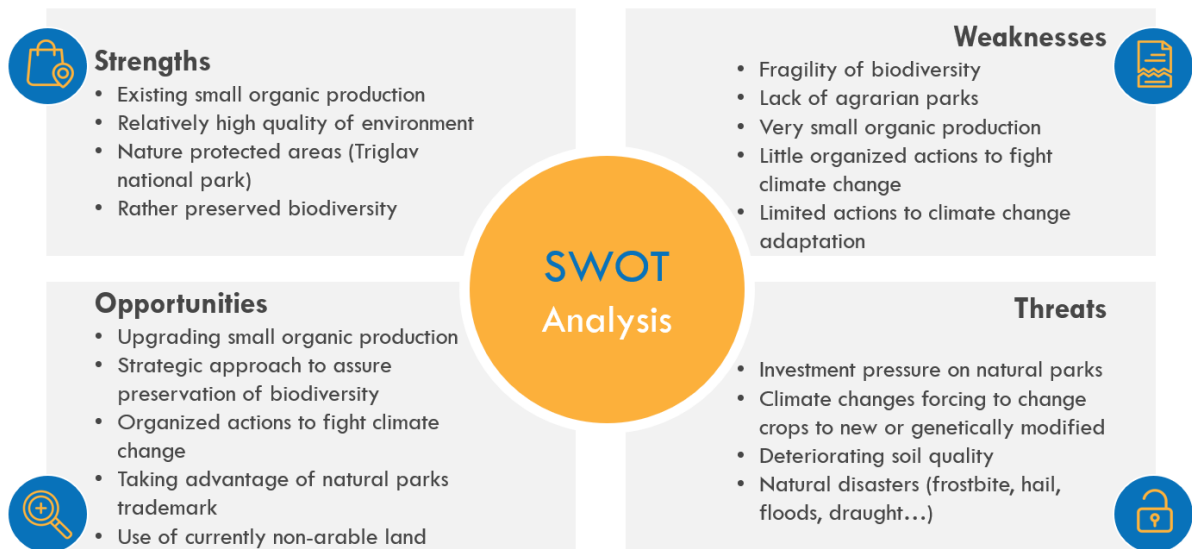
Positive aspect is national food label, green food public procurements and EU funds. However regional brands are weakly promoted, there are no food banks and modest social innovation practices. Opportunities are in cross-sectoral approach. Threats are in prioritization of other policies, less high-level public events and import of low-quality food.

CIRCULAR ECONOMY & SHORT SUPPLY CHAINS



Strengths are rising popularity of circular economy and existing small markets. Weakness is limited offer of local food in shops and restaurants and increasing food waste. Opportunities are in bioeconomy, better supply chains and specialized shops. Threats are costs, low understanding of circular economy and foreign buyers with dumping prices.

ENVIRONMENTAL RESOURCES



Gorenjska region has the biggest Slovenian national park with well preserve alpine nature. But there are not enough climate adaptation and mitigation measures and lack of agrarian parks. Opportunities are in enhanced organic agriculture and using advantage of mountainous natural park. Threats are climate change consequences, deterioration of soil an investment pressures to build in natural environment.

1.3.4 INFLUENCE OF COVID-19 PANDEMY ON FOOD SECTOR AND PEST ANALYSIS

Covid-19 has truly shaken the Slovenian economy amidst the longest expansion recorded in modern history. Despite this, most developed countries' available policy tools at the outset of the ensuing recession have in many ways been limited by the specific economic situation prior to the pandemic.

Closure of hospitality sector including restaurants resulted in financial difficulties, increasing unemployment and closure of number of restaurants. Additional

employment problem occurred after re-opening, because of skilled labour force found other and is not willing to work in gastro-food sector anymore. Currently there are unmet needs for skilled workers in food sector, especially for chefs, waiters, and unskilled food industry labour.

PEST analysis ("political, economic, socio-cultural and technological") describes a framework of macro-environmental factors used in the environmental scanning component of strategic management. It is part of an external analysis when conducting a strategic analysis or doing market research and gives an overview of the different macro-environmental factors to be taken into consideration. It is a strategic tool for understanding market growth or decline, business position, potential and direction for operations.

Coronavirus Pandemic PEST Analysis: External factors which impact food and hospitality sector

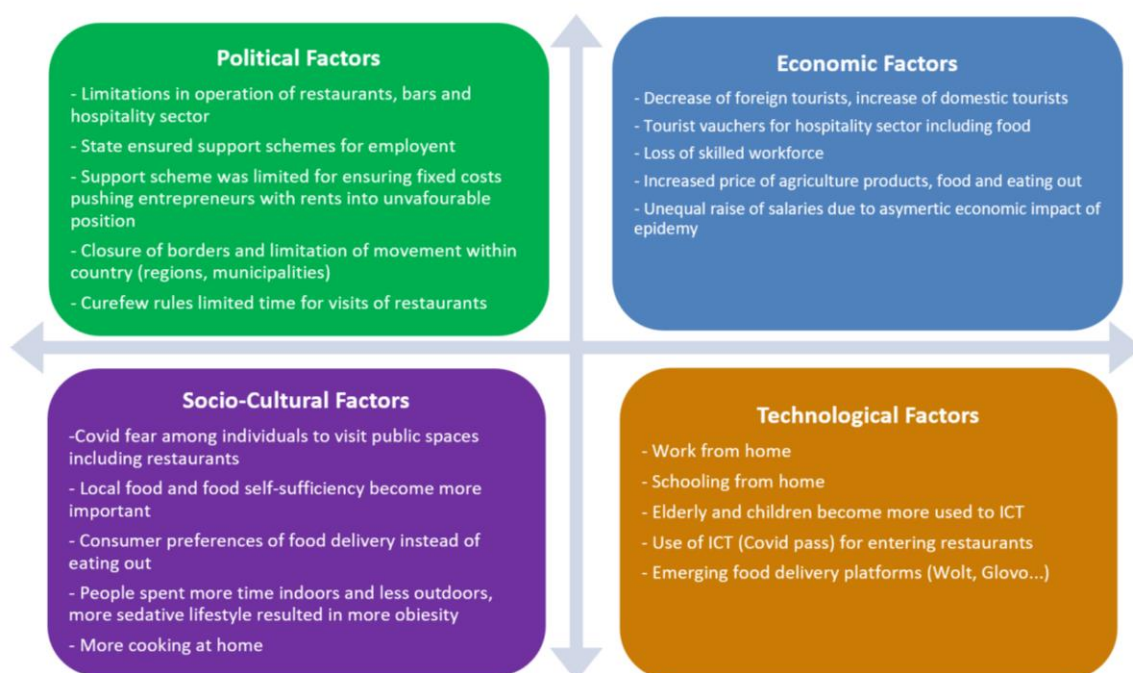


Figure 6: PEST analysis of covid 19 influence on food sector

1.3.5 PROBLEMS AND OPPORTUNITIES

Based on EU, national and regional policies, SWOT and PEST analysis following problems and opportunities have been identified.

Main regional food related problems are weak short supply chains, especially between food producers, restaurants, hotels and local shops specialized in selling of local products. There is lack of cross-sector cooperation, added-value of food products is low regional food related trademarks are weak. Although region has one of the most developed tourist destinations, there are moderate connections between culture and food sector. Tourism is big advantage, but also food-related needs of the local population should be taken into consideration. One of important characteristic of region is its alpine character, well preserved nature and hiking potential including mountain huts with traditional food - but these regional benefits are not enough used for food promotion actions and for development of innovative products. Innovation

potential is high, but EU trends are coming very slowly to the implementation level. For example, bioeconomy stays very underrepresented, as well as circular economy of the region is lagging comparing to less developed, eastern Slovenian regions. Well preserved nature is benefit on one side, but on the other side, also important obligation for agriculture, to have environmental neutral impact and to decrease greenhouse gas emissions. Climate change pose threat to traditional crops as well as biodiversity and should be taken seriously when planning future actions. Covid-19 pandemic and increasing inflation pose a big threat to fair deal for farmers and could change habits of local population and tourists towards less agriculture and leisure favourable. Innovation and technology are big opportunity for food and agriculture but are rather underexplored. Action plan builds on the existing strengths and focus on the opportunities to bring Gorenjska region food policy forward.

Biggest opportunities are in better integration of local food with unique cultural and regional characteristics, improving cross-sector integration of local supply chains and integration of environmental aspects into food policies.

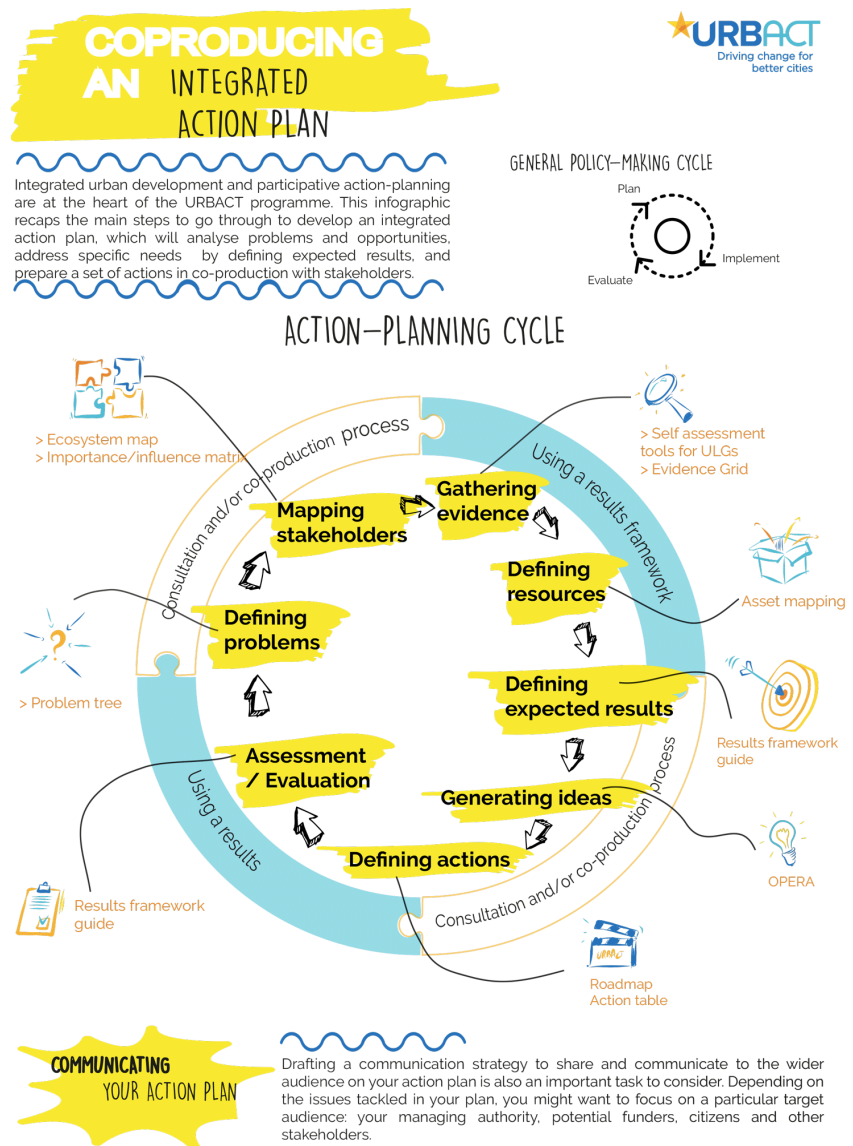
1.4 PROCESS OF BUILDING THE IAP AND LOCAL SUPPORT GROUP

An IAP, within the frame proposed by the URBACT Programme, is a concise document defining actions to be implemented, covering the planned timings, implementation responsibilities, costings, funding sources, monitoring indicators, and risk assessment of the actions.

Inspired by the URBACT methodology, based on the development of two consecutive Phases, the second one containing three differentiated stages, we have followed this route to build the IAP:

1. Activation (May-December 2020)
2. Planning Actions (January-December 2021)
3. Planning implementation & IAP Final (January-August 2022)

Under the guidance of an Ad Hoc Expert and the support of the Lead Expert of the network, an ongoing capacity-building process has taken place, according to the URBACT general outline for the co-production of the IAP.

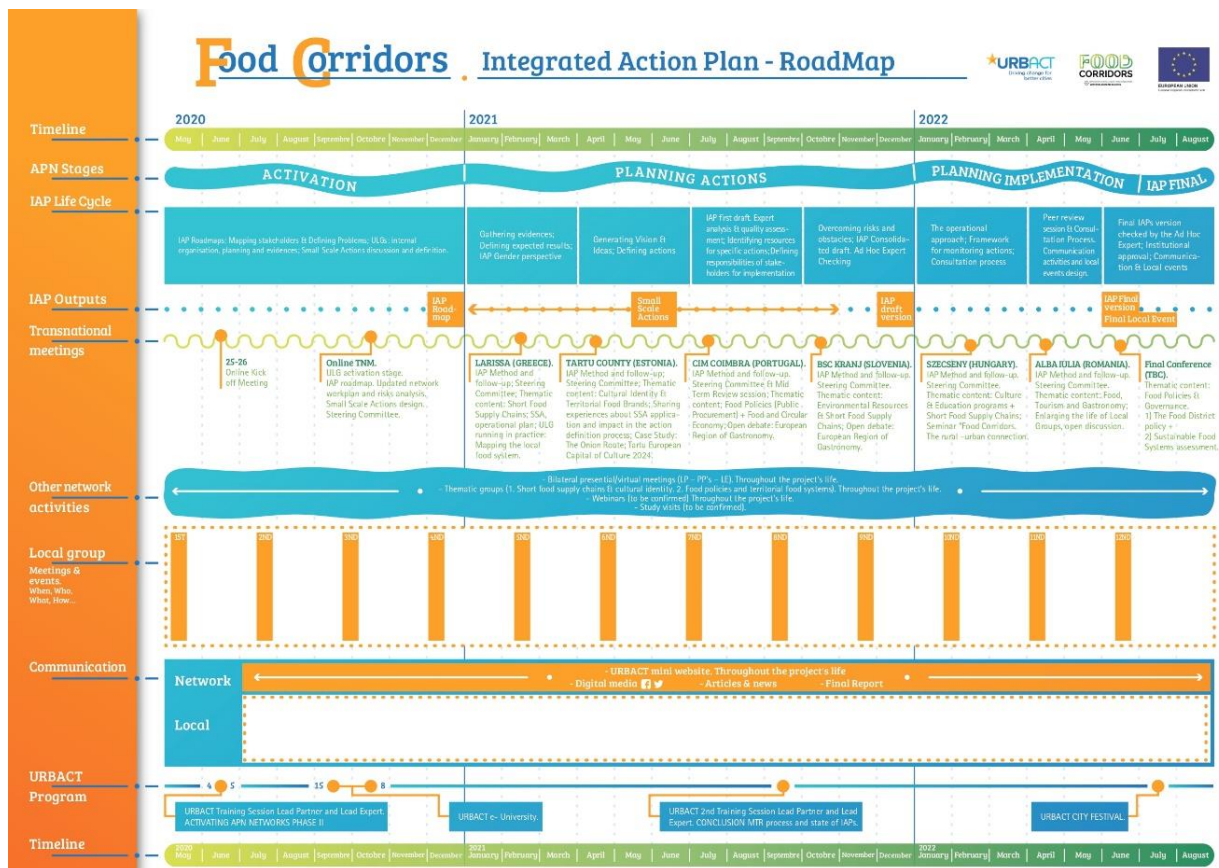


Throughout 2021, different training sessions organised within the various transnational meetings have developed the following content:

- Session 1 - TNM in March: Define Vision and Themes for the city
- Session 2 – TNM in May: Step 1 of the Idea Generation Process (Brainstorming) for each of the themes
- Session 3 - TNM in May: Step 2 of the Idea Generation Process (Impact vs. Challenges) for each of the themes
- Session 4 - TNM in June: Step 3 of the Idea Generation Process (Prioritization) for each of the themes -> from ideas to actions + presentation IAP Format & main components (URBACT GUIDANCE template)
- Session 5 - TNM in September: Defining Objectives/Intend Result/Resources & Assets/Lead Organization/Key Partners/Timeframe.
- Session 6 - TNM in November: Draft and review IAP.

Similarly, during the e-University organised by URBACT in February 2022, knowledge has been shared regarding essential aspects of the IAP production process, such as risk analysis, financing, monitoring, and evaluation of results. In a complementary way, these and other contents have been expanded throughout the transnational meetings organised by the project in 2022 until the final version of the IAP.

In parallel, through different meetings, this learning and availability of resources have been put at the service of the Local Group that has collaborated in the definition of the IAP itself.



Mainly due to the outbreak of the Covid-19 pandemic, the Work Plan of the network and the work of each partner has had to be readapted flexibly throughout the entire development of Phase II (May 2020 - August 2022).

Following the URBACT Programme proposal, the transnational learning and exchange activity is combined with a participatory process, giving shape to a Local Group that accompanies the process throughout the project, culminating in the production of the Integrated Action Plan. Once again, it is worth mentioning the significant impact that the Covid-19 pandemic has had on the development of this participatory process. This has made frequent contact and interaction, as initially designed, problematic. However, the Local Group has been present throughout the project.

In Gorenjska region actors connected to food production were activated in the period May – December 2020. The co-creation was implemented via regular meetings (joint – before and in between COVID 19) and online in the period of Covid-19. Since group

meetings and workshops were impossible to organize during pandemic, majority of inputs were gathered with individual meetings. Inputs from specific experts were gathered through structural interviews asking questions to perform SWOT and PEST analysis. Actions were also created in co-creation approach, asking individual experts to provide project ideas, possible actions, preparing the pilot and working on planning of action plan.

ULG meetings took place and following topics were addressed:

- presentation of the project, defining the vision
- presentation of topics and possible challenges
- work on topics and possible changes
- work on topics and possible ideas for actions
 - work on ideas for actions, who will contribute, content, time frame
- draft of the Action plan

The URBACT Local Group (ULG)

ULG was built on an existing group, namely the existing Action Local Groups for development of countryside. They are coming from public, private and NGO sector.

The list of ULG members is the following:

- 2 local development agencies (RAGOR and SORA)
- Chamber of Agriculture
- Office for Protection of Nature
- Triglav National Park management team
- Association of Farmers
- Local Communities: Tržič, Bled
- NGO - Association of women
- NGO - Association of Producers of the Traditional Local Food
- Local Tourism Board Bohinj
- Local Tourism Board Škofja Loka

PART II

2 ACTION PLAN

2.1 OBJECTIVES AND VISION

Even though FOOD CORRIDORS identified six priority teams and we have analysed regional context according to those themes, stakeholder group decided to focus on limited number of strategic goals to three. The reason is similar as it is for designing Smart Specialisation Strategies - having too many objectives would weaken the focus as well as decrease possibilities for targeted funding. For the same reason we decided to limit number of project activities to maximum 3 for each strategic goal. Even though the projects are not just actions – they are more elaborated and could be submitted to different calls including transnational cooperation calls.

2.1.1 STRATEGIC GOALS

2.1.1.1 STRATEGIC GOAL 1: BETTER INTEGRATION OF LOCAL FOOD WITH CULTURE AND REGIONAL UNIQUE CHARACTERISTICS

First strategic goal would like to improve cultural identity of regional food and strengthen regional food brand(s). It is connected to well developed tourism but also to underexplored cultural and historical opportunities. It should take advantage of unique characteristics of Gorenjska region – this is Alpine area, alpine food and rich history of dairy and meat based local gastronomy, as well as beginning of Slovenian beekeeping practice.

2.1.1.2 STRATEGIC GOAL 2: WELL ESTABLISHED SHORT SUPPLY CHAINS BETWEEN FOOD PRODUCERS, TOURISM SECTOR AND LOCAL MARKETS

Second strategic goal is focused on main weaknesses of the food sector in Gorenjska – weak connectiveness and weak intersectoral cooperation. Traditionally people of Gorenjska are less prone to cooperate and are less festive as others. Cooperation and creation of short supply chains therefore represent important opportunity for local

food development. Improvements could be done by establishing short supply chains to cover the needs of local population, tourists and to preserve traditional crops.

2.1.1.3 STRATEGIC GOAL 3: INTEGRATION OF ENVIRONMENTAL ASPECTS TO THE FOOD POLICIES INCLUDING CIRCULAR ECONOMY AND BIOECONOMY

Environmental aspects are becoming more and more important, especially with new European policy focusing on green and digital future. Food sector should not stay behind the developments of circular and bioeconomy and should contribute to reduction of greenhouse emissions. Environmental friendly food production is not only healthier but also only possible future, if human kind would like to live in preserved and healthy natural environment.

Vision for 2030

Gorenjska region will be known for its unique local food and hospitality sector, well connected with the cultural and regional characteristics. Local food production will be well connected to local tourism sector using short food supply chains. It will be place of local healthy and affordable food accessible in restaurants and markets. Cultural events will be well connected with food products and consumers strongly involved in the governance process. Gorenjska food related products and services will be innovative, focusing on circular economy and bioeconomy sector and will produce high added value enabling fair economic returns across the value chain. New products and services will be distinctive and connected with unique Alpine nature of Gorenjska region including preserved natural environment and biodiversity.

There could be other strategic goals, connected to digitalisation, governance and social innovation, but within the current documents they are kept as horizontal principles.

2.2 ACTIONS TABLES

Integrated action plan (IAP) is the tool that puts in the practice strategic goals and food vision 2030 for Gorenjska region. Action plan was designed based on SWOT analysis, PEST analysis, unique characteristics of the region, EU, national and regional trends, and with close cooperation with regional stakeholders. IAP shares the principles of Smart Specialisation Strategy by focusing on limited number of priorities and limited number of actions - projects. However, the projects are comprehensive and could be quickly developed into bigger transnational projects.

Strategic goal 1: Better integration of local food with culture and regional unique characteristics

Action 1.	Festival of Carnolian bee
Main Objective	To promote different honey-based products of the local type of bees
Owner	BSC KRANJ
Short Description	Gorenjska region is home of the only Slovenian native bee species – Carnolian honeybee (Kranjska čebela). Gorenjska has rich history of beekeeping including local museums as well as important local producers of honey. Having Carnolian bee honey festival would connect local honey producers with rich history of honey production as well as with its known bee species. Festival will on one side create short supply chains, promote local products, enhance development of innovative honey products and on the side protect the

	<p>environment and sensitize local population about importance of bee protection.</p> <p>Festival will connect honeybee associations, museums, honey producers and Gorenjska development and education centre for beekeeping in Radovljica. Festival could be connected with Radovljica Chocolate festival merging together both sweet delicacies of Gorenjska region.</p>		
Link to other city Strategy	<ul style="list-style-type: none"> Regional development program of Gorenjska region 		
Stakeholders to involve	BSC Kranj, Beekeepers, Honey producers, Honeybee producer association, The Beekeeper Education Centre of Gorenjska, local Chocolate producers.		
Action Readiness Level	Low	Medium	High
Risks	Availability of funds, COVID 19 restrictions		
Finance & Resources	<p>Finance: cca 30.000 EUR / yearly</p> <p>Venue and event related costs: 15.000, Personnel: 10.000€, promotion 5.000 €</p> <p>Resources: LEADER funds (80%), private funds of producers and sellers (20%).</p>		
Timeframe	May 2023 (repeatedly every year) May 20 th is world bee day		

Action 2.	Development of Alpine Food experience
Main Objective	To develop new services of Alpine Food connecting mountains, alpine huts, hiking experiences, nature protection and personal growth
Owner	BSC KRANJ
Short Description	Alpine huts with traditional local food are well known among local hikers. They are well established and have long history of

	<p>hospitality. Within the project mountain hiking experience will be upgraded with additional innovative services for example:</p> <ul style="list-style-type: none"> - Week of personal growth including healthy food, hiking in nature, knowledge of local flora and fauna and psychological workshops (e.g. transformation game) for setting personal goals - Open innovation workshops in mountain environment to solve different innovative business challenges accompanied with light healthy local food. - Team building workshops including alpine food competition contests - Logout workshops to for ICT detoxication (one week vacation in mountains without internet) including mountain food, hiking, and thematic workshops about ICT addiction (for children and elderly) 		
Link to other city Strategy	Regional development program of Gorenjska region		
Stakeholders to involve	BSC Kranj, Mountain huts, Mountaineers associations, Alpine municipalities, education institutions.		
Action Readiness Level	Low	Medium	High
Risks	Availability of funds, COVID 19 restrictions		
Finance & Resources	<p>Finance: 40.000 EUR</p> <p>Personnel: 25.000€, external costs 10.000€, promotion 5.000 €</p> <p>Resources: Interreg ERDF or LEADER funds (75%), Municipalities and private sources (25%)</p>		
Timeframe	Jan. 2023 – Dec. 2023		

Action 3.		Common Gorenjska Food Trade Mark		
Main Objective	To develop common food trademark distinctive to Gorenjska region			
Owner	BSC KRANJ			
Short Description	<p>Currently there are several local trademarks (From Bohinj, From Bled...) but they are not connected on the regional level and thus not strong enough to be recognized in Slovenia or abroad.</p> <p>The project will analyse current food trademark initiatives, connect them into regional trademark, create common vision, prepare common visual identity including promotional material and web site and start national promotion campaign.</p>			
Link to other city Strategy	<ul style="list-style-type: none"> Regional development program of Gorenjska region 			
Stakeholders to involve	BSC Kranj, food producers, food distributors, farmers, tourist agencies, development stakeholders, media			
Action Readiness Level	Low	Medium	High	
Risks	Individualism, lack of funds			
Finance & Resources	<p>Finance: 175.000 EUR</p> <p>Personnel: 75.000€, external costs 50.000€, promotion 50.000 €</p> <p>Resources: ERDF, LEADER funds, Common Agriculture Policy Funds (80%), Other public sources (10%), private sources (10%)</p>			
Timeframe	Jan. 2023 – Dec. 2024			

Strategic goal 2: Well established short supply chains between food producers, tourism sector and local markets

Action 1	Local value chains between food sector and tourism
Main Objective	To foster and promote the production of food in connection with offer for tourism (gastronomy, other aspects), including cooperation with research/education
Owner	BSC KRANJ, together with the stakeholders in local communities
Short Description	<p>Evaluate and develop opportunities for short value chains food production – tourism (gastronomy, identity, special products, visits to production, culture,...) Support producers of local food to produce quality food/products/services -and develop quality cooperation with gastronomy, other offer for tourism (networking, knowledge, branding, support for development of innovative products,...).</p> <p>Project will develop several food value chains between local producers and tourist capacities (hotels, other accommodation types, restaurants). Food chains will be developed and managed by food-chain manager. The following food chains will be developed:</p> <ul style="list-style-type: none"> - Dairy food chain (local cheese, milk, yoghurt...) - Fish food chain (local trout fish) - Meat food chain (local meat, sausages, and meat-products) - Bread food chain (bread and bread-type products) - Pastry food chain (typical Gorenjska potica, Bled cream cake...) <p>Food chain manager will be responsible for contacting producers and buyers and connect them with short distribution lines. In the beginning the manager would be funded from public funds but later it could be funded from the selling fees.</p>

Link to other city Strategy	<ul style="list-style-type: none"> regional development program of Gorenjska region 		
Stakeholders to involve	BSC Kranj, local food producers, farmers, hotels, restaurants		
Action Readiness Level	Low	Medium	High
Risks	Cooperation interests, individualism		
Finance & Resources	<p>Finance: minimum 90.000 EUR</p> <p>Personnel: 70.000€, external costs 15.000€, promotion 5.000 €</p> <p>Resources: ESIF funds (60%), municipal funds (20%), private funds (10%), funds from Agricultural chambers (10%)</p>		
Timeframe	Jan. 2023 — Dec. 2024		

Action 2	Revitalisation of local market network including pop-up marketplaces
Main Objective	To revitalize local markets in smaller towns, open local food shops and establish pop-up food markets
Owner	BSC KRANJ, together with the stakeholders in local communities
Short Description	Analysis of local product offer focused on local population, promotional activities (newspaper articles, web site, social media) for sensibilisation of local population about the benefits of local food. Preparation of feasibility studies for local markets, local shops and pop-up markets with local food. Ensuring proper regional, municipal, and private funds and establishment of local food markets in smaller areas, preferably with pop-up characters limiting the operation to one day per week.

Link to other city Strategy	<ul style="list-style-type: none"> regional development program of Gorenjska region, LEADER, Common Agriculture Policy Programme 		
Stakeholders to involve	BSC Kranj, local food producers, farmers, municipalities, small shop owner		
Action Readiness Level	Low	Medium	High
Risks	Cooperation interests, individualism, lack of interest by municipalities, local population preferring food from shopping centres		
Finance & Resources	Finance: 110.000 EUR Personnel: 30.000€, rent costs for markets 35.000€, External experts 40.000€ promotion 5.000 € Resources: ESIF/LEADER/CAP (70%), municipal funds (15%), private funds (15%)		
Timeframe	Jan. 2023 - June 2023		

Action 3	Local seeds for local food
Main Objective	to foster and promote the production of local seeds and its usage in the production of food (for economic and identity purposes)
Owner	BSC KRANJ, together with the stakeholders in local communities
Short Description	Evaluate and develop opportunities for upgrading the practices in the field of local seeds (cooperation with education, research). Local seed bank will be established by collecting local seeds of traditional crops. The seeds will be grown on the experimental fields to be packed and distributed to local farmers. Supply chain of local seeds will be prepared and

	farmers will be able to access traditional seeds to produce traditional crops.		
Link to other city Strategy	<ul style="list-style-type: none"> regional development program of Gorenjska region 		
Stakeholders to involve	BSC Kranj, ULG members, public and private organisations, individuals, NGO-s,		
Action Readiness Level	Low	Medium	High
Risks	Availability of funds, COVID 19 restrictions		
Finance & Resources	Finance: minimum 60.000 EUR Personnel: 30.000€, external experts 25.000€, promotion 5.000 € Resources: LEADER + Common Agriculture Policy (80%), private funds (20%)		
Timeframe	Jan. 2024 – Dec. 2025		

Strategic goal 3: Integration of environmental aspects to the food policies including circular economy and bioeconomy

Action 1	Circular community gardens
Main Objective	To use urban circular economy approach for development of urban gardens using close loop of local resources
Owner	BSC KRANJ, Municipality of Kranj, Kranj Waste Management company, citizens
Short Description	Using urban waste to produce urban compost that will be delivered to the urban gardens, where local population will be able to produce urban food. This will close the circular loop and increase local food self-sufficiency on one side and reduce urban environmental pressure on the other side.

	Waste management company will oblige produce urban compost from urban waste. Municipality of Kranj will arrange additional urban gardens and arrange them for the use. Citizens will apply for management of urban gardens under the innovative management plan. Payment for urban gardens will be alternatively available in the share of the food, that will be donated to the social kitchen. This will close the loop of waste-soil-gardens-crops-social circle and at the same time support social innovation in the region.		
Link to other city Strategy	<ul style="list-style-type: none"> regional development program of Gorenjska region 		
Stakeholders to involve	BSC Kranj, Komunala Kranj, City of Kranj, ULG members, public and private organisations, individuals, NGO-s,		
Action Readiness Level	Low	Medium	High
Risks	Availability of funds, COVID 19 restrictions		
Finance & Resources	Finance: minimum 200.000 EUR Personnel 20.000€, Investment 175.000€, promotion 5.000 € Resources: LEADER (80%), municipality public funds (20%)		
Timeframe	Jan. 2024 – Dec. 2025		

Action 2	Circular food waste from hotels
Main Objective	Minimizing food waste from hotel and hospitality sector and establishment of circular food waste streams
Owner	BSC KRANJ, Municipality of Kranj, Kranj Waste Management company, citizens

Short Description	<p>Gorenjska region is well known for its tourism and hospitality with its most attractive tourist destinations of Bled and Bohinj. However circular economy in Gorenjska region is lagging behind other regions. Food waste from hospitality sector could be better managed and minimized.</p> <p>Project will design circular economy in the field of waste food from hospitality centres, on one side minimizing food waste at the source and on the other side establish circular food waste chain. Measures as food donation, date marketing, waste for energy and awareness campaigns will be applied.</p>		
Link to other city Strategy	<ul style="list-style-type: none"> regional development program of Gorenjska region 		
Stakeholders to involve	BSC Kranj, Komunala Kranj, hotels, pensions, restaurants, tourist offices		
Action Readiness Level	Low	Medium	High
Risks	Old habits, luxury tourists		
Finance & Resources	<p>Finance: 175.000 EUR</p> <p>Personnel 100.000€, Travel and administration 30.000 €, promotion 15.000 €, external experts: 30.000 €</p> <p>Resources: Interreg Alpine Space (75%), BSC Kranj (25%)</p>		
Timeframe	Jan. 2023 – Dec. 2025		

Action 3	Carbon Farming
Main Objective	To introduce and promote carbon farming techniques among local farmers
Owner	BSC KRANJ, Municipality of Kranj, Kranj Waste Management company, citizens

Short Description	<p>Farmers can at the same time store CO2 in the ground and improve quality of soil with different techniques, called carbon farming.</p> <p>Project will introduce carbon farming techniques to local farmers in to reduce greenhouse effect and improve quality of soil. First promotional material will be prepared with different carbon farming methods and distributes to farmers along with series of workshops. Second the project will create innovative business models combining carbon farming food producers with environmentally aware public and private buyers. Project will end with best practice examples and capitalisation of results to other food producers.</p>		
Link to other city Strategy	<ul style="list-style-type: none"> regional development program of Gorenjska region 		
Stakeholders to involve	BSC Kranj, farmers, public sector, citizens, SMEs		
Action Readiness Level	Low	Medium	High
Risks	Funding, citizens environmental awareness		
Finance & Resources	<p>Finance: minimum 180.000 EUR</p> <p>Personnel 110.000€, Travel and administration 33.000 €, promotion 7.000 €, external experts: 30.000 €</p> <p>Resources: Interreg Alpine Space (75%), BSC Kranj (25%)</p>		
Timeframe	Jan 2024 – Dec. 2026		

2.3 SMALL SCALE ACTION

BSC Kranj in cooperation with development agency Sora organized Day of homemade delicacies during Slovenian presidency to the EU in Brdo national protocol centre.

In second half of 2021 Slovenia took over the presidency of EU and is as well as gastronomical destination. Brdo pri Kranju is national protocol place, where high policy makers meet and where major events of Slovenian presidency took place.

In the same location a festival of home-made delicacies was organized by Business Support Centre Kranj on August 29th 2021 from 10:00 until 16:00 to promote local products in the stands, taste local gourmet food, perform traditional cultural folklore and include local population in different food-related workshops. Around 40 different producers were presented as well as two gourmet chefs with awarded Michelin stars. Visitors could buy products as well as food prepared by Michelin star chefs, all for affordable prices.

Detailed activities:

- The largest market of organic and other local products
- Free round trip around the park
- Mountain culinary offer on duck Island
- Presentation and sale of products "Tastes of Brda"



- Carriage ride through Brdo Park,
- Making products from wool with Milena Jenko,
- Production of a mixture for resistance with Šlebir Beekeeping,
- Fruit crumbs with the Matijovc Farm,
- Production of clay vessels and display on the spindle under the direction of Barba Š. Zupan
- Presentation of the production of Podbreška potica by certified masters from Podbrezija,
- Performance of the folklore group Iskraemeco,
- Demonstration of milking on a wooden cow with the Podjed Farm,
- Demonstration of grinding with a hand mill with the Pr'Črnet Farm.



2.4 RESOURCING

For the financial period 2021-2027 there will be number of opportunities for funding food related projects. European Structural and Investment Funds (ESIF) will be one of the most promising financial sources, distributed according to Regional Development Programme. Another equally important source will be Common Agricultural Policy instrument managed by Slovenian Ministry of Agriculture. Third source is LEADER/CLLD Programme focused on Rural development. Fourth source are international INTERREG funds, where Gorenjska can participate in 5 transnational and 2 cross-border programs.

For the period 2013 – 2020 about 5,1 million € were allocated to Gorenjska region for LEADER/CLLD programs according to 4 priorities: new employments, quality of life,

preserved environment and social integration. For the period 2021-2027 similar amount could be available for different developmental regional projects focusing also on food related topics.

ESIF funds, supported by Smart Specialization Strategy could be important source for creation of short supply chains as well as environmental projects. At the moment it is not clear how much funds could be allocated to the food topic, but since one of the priority will stay Sustainable Production of Food under SRIP Food we can assume there will be substantial funds (up to 100 mio € on national level) available for agrofood sector, especially for industry and hospitality.

Common Agricultural Policy document is in final phase and has allocated about 1,7 billion € for Slovenian agricultural sector. Priorities listed in the document are also short supply chains, climate change mitigation actions, improved competitiveness and healthy food production.

More innovative projects could be financed also using transnational funds (Interreg) or research funds (Horizon Europe). In the past number of food-related projects has been financed for development and promotion of Alpine and Mediterranean food, as well as for development of circular economy.

For implementation of initial 9 actions identified in the IAP approximately 1.060.000 € would be needed. For maintenance of the activities additional approximately 300.000 € per year would be enough to ensure sustainability of the projects. Based on availability of different funds it is realistically to expect that above mentioned projects will receive funding in the ESIF financial period 2021-2027 and will be implemented accordingly. Maintenance costs would be more difficult to cover, since ESIF usually do not fund continuous operation and will therefore depend on the municipal and private funds.

PART III

3 WHAT IS NEXT

3.1 COMMUNICATION STRATEGY AND PUBLIC CONSULTATION

Communication about the actions will be important during all phases of project cycle. In the first phase communication will focus on the sensibilization of stakeholders and funding institutions about the need of the project and its level of preparedness. After successful applying to financial instrument, communication will be focused to the project implementation. This will also be the most important communication phase and certain amount of funds will be ensured within the project budget for communication and dissemination measures. After the project end communication will continue with the purpose of capitalization and upscaling of project results.

System relevant audience	Purpose of engagement	Communication channels
Private entities: farmers, food producers, restaurants, SMEs	Engagement to the action preparation, implementation of actions, active participation as implementing institutions or stakeholders, learning.	Web site, indirect mailing through specific sectoral publications (Chamber of Commerce, Chamber of Crafts, Agriculture Advisory Service), social media, direct contacting.
R&D bodies dealing with food, agriculture, and hospitality	Ambassadors of actions, contributing with knowledge, participation at education/training actions.	Web site, social media, direct contacting
Municipalities	Public sector supporting actions with funds or other means. In some cases, investors or active partners in the actions	Direct mailing or telephone calls for engagement.

Regional/Local Development Agencies	Active participation in actions and projects	Direct mailing or telephone calls for engagement.
Tourist associations, hotels	Disseminating information about the actions to tourists, taking part in the specific actions as beneficiaries	Direct contacting, web site, social media
Citizens	Raising general awareness, influencing habit change, taking active part in actions	Newspapers, web site, social media, local radio and television

3.2 RISKS ANALYSIS

Description of risk	Probability	Impact	Risk mitigation actions
Continuation of Covid-19 pandemic	Medium	High	Creation of online selling marketplace of food products, creation of food delivery applications, focusing on the food that supports immune system
Economic crisis as consequence of Ukraine war	High	High	Getting stocks of material in advance, changing energy sources to renewable/local, cutting down costs, avoiding loans, price adaptation to consumers
Lack of EU/public funds for implementing actions	Medium	High	Projects prepared in advance, getting information about different funding sources including private ones, lobbying, press releases about importance of actions.
Low interest of stakeholders to participate	Low	Medium	Using additional communication effort, using alternative communication approaches (gamification, storytelling...), focusing on specific target groups (youth, elderly, migrants.)

Change of regional priorities	Low	Medium	Decision makers informed in depth about food-related opportunities and importance for the region.
Foreign industry with dumping food prices	Low	Low	Awareness raising about importance of eating quality food over the cheap quantity food.
Change of food habits of local population/tourists	Low	Medium	Promotion of local healthy food, promotion of eating in restaurants.
Low cooperation between stakeholders	Low	Medium	Direct communication with stakeholders discussing importance and opportunities for cooperation including available financial sources.
Not enough workforce in food sector	Medium	Medium	Promotion of secondary schools, promotion of job opportunities, benefits of choosing food sector employment, raising salaries.
Planned activities does not generate results	Low	High	Quality implementation of the projects, separate risk mitigation plan for each action, preparation of alternative projects.

3.2.1 MONITORING AND EVALUATION FRAMEWORK

The monitoring framework will be based on the following set of monitoring indicators (directly linked with the intended objectives previously described), as follow

Main objective	action	Result indicator		
		Description	Baseline	Target 2030
Better integration of local food	Festival of Carnolian bee	Number of visitors	0	500

with culture and regional unique characteristics		Number of participating entities	0	20
		Number of selling products	0	40
	Development of Alpine Food experience	Number of developed innovative services	0	4
		Number of locations	0	4
		Number of participants	0	80
	Common Gorenjska Food Trademark	Number of participating entities	0	50
Well established short supply chains between food producers, tourism sector and local markets	Local value chains between food sector and tourism	Number of value chains	0	5
		Number of participating entities	0	50
	Revitalisation of local market network including pop-up marketplaces	Number of developed new market locations	0	3
		Number of yearly visitors	0	1000
	Local seeds for local food	Number of preserved local seeds	0	100
Well established short supply chains between food	Circular community gardens	Number of new gardens	0	50
		Number of social innovation projects	0	1

producers, tourism sector and local markets	Circular food waste from hotels	Number of included hotels	0	20
	Carbon Farming	Number of included farmers	0	10

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