INITIATIVES FOR HEALTHY EATING HABITS IN THE BASQUE COUNTRY
INITIATIVES FOR HEALTHY EATING HABITS IN THE BASQUE COUNTRY
“Let food be thy medicine and medicine thy food.” More than two thousand years have passed since Hypocrates, considered to be the father of modern medicine, coined this famous phrase, yet in this the 21st century, it remains absolutely valid. As throughout this entire time, science has confirmed the close relationship that exists between food and health, between health and food, whether we talk about people, or societies. Epidemiological studies confirm this, and the World Health Organization itself emphasizes that, of the current ten greatest risks to health in the world, six are directly related to food. The 2030 Agenda of the United Nations also mentions the importance of a healthy, balanced diet and establishes in its Objectives 2 and 3, the need to work, not only to end hunger, but also to achieve food safety and to improve nutrition, to ensure a healthy life and promote well-being for all.

Eating is, therefore, not only an imperative physiological need to survive, but also a very important determinant of a person’s state of health and quality of life. And when we talk about health it is commonly accepted that for 30% of cases of cancer, diabetes, ischemic heart disease and of course obesity, certain dietary habits can provide protection or a risk factor.

Likewise, eating is of course a fundamental aspect of our culture. Thanks to our location and climate, and moreover to an active and committed primary sector like ours, we have an abundant and varied range of high quality products provided for us by the sea and the land. Gastronomy has become one of the great attractions of our country, both for the people who live here and for those who visit us. In fact, food companies and catering establishments are a relevant sector of our economy. And we should not forget the existence in our society of new trends and lifestyles, which increasingly condition the way we eat, or the rise of organic farming, the greater diversity of diets, the continuous increase in the number of people of all ages eating out, or the abundance of all kinds of processed products and complements on the market, to name just a few examples.

In this context, the Department of Health and the Basque Government as a whole, aware of the close link between food and health, have promoted the elaboration of this program of Initiatives for Healthy Eating, to develop the actions and objectives that are framed within the Health Plan, undertaking the Health Strategy in All Policies as a general framework of action through the commitment of all social and institutional agents. An initiative with which we intend to forge deeply with the active commitment of the multiple agents involved in this area and, of course, with the Basque society itself, which is becoming increasingly involved in everything that concerns its health, welfare and quality of life.

Thus, in this guide, we wanted to identify clear assumable work spaces in areas such as production, distribution, management, consumption and awareness, areas in which we propose objectives and actions that contribute to everyone - each to the extent of their possibilities and depending on the level of responsibility corresponding to them- being able to promote and lay down roots for safer and healthier eating habits. That is our goal and I hope that the document you have in your hands helps achieve it.

Jon Darpón Sierra,
Regional Minister for Health of the Basque Government
CONTENTS
03 Foreword by the Health Minister
07 Why the 1,000 days concept?
08 Fundamentals of the program
   What do we mean by healthy eating?
   What predetermines healthy eating in the Basque Country?

16 A shared horizon
   Why a program of Initiatives for Healthy Eating Habits in the Basque Country?
   A common final purpose
   What criteria have been followed when marking the objectives?
   Aims to be achieved in 1,000 days
   A collaborative work method
   5 complementary visions
   A collaborative, committed ecosystem

28 5 strategic lines and 18 priority measures
   A relevant, solid system of information and expert knowledge
   Aligned agents
   Specific attention to priority segments
   Program of awareness and training with social impact
   Control and evaluation system

50 Governance and development framework
WHY THE 1,000 DAYS CONCEPT?

The elaboration of a strategic action program implies a complex work process that must take into account various aspects. The most relevant has been, on this occasion, to design a useful and practical strategy that allows us to base the ideas on reality.

The usual procedure is normally based on the technical and expert discussion, dedicating months of work to analysing, planning, deciding strategic lines or assessing their viability. However, the current context demands a change of model.

We live in a world known as VUCA - Volatile, Uncertain, Complex, Ambiguous - posing challenges which can only be faced through new ways of doing thing, applying more flexible and agile models open to unexpected connections.

For all these reasons, and given the urgency of the upward trend in chronic non-communicable diseases, the initiative for Healthy Eating Initiatives in the Basque Country is moving towards an innovative process that is in keeping with the times. A process in which professionals from multiple sectors involved in food have been involved. People who have promoted a pragmatic vision and have contributed to devising solutions that can be achieved in the short-medium term.

We are aware that each person, each organization, from their position can contribute to changing things; hence we must allow ourselves to think that there are ideas that can be put into action collectively. To do so we should respond to the following question:

What actions should we put in place to obtain positive results in a maximum period of 1,000 days?

This approach allows us:

• to generate credibility, because it is aimed at achieving results which show that it is possible to advance
• to ensure that every sector involved in human nutrition contributes a pragmatic vision
• to concentrate efforts on concrete and realizable actions, although they are few.

What would life be like if we did not have the courage to try something new?

VINCENT VAN GOGH
FUNDAMENTALS OF THE PROGRAM

WHAT DO WE MEAN BY HEALTHY EATING?

WHAT PREDETERMINES HEALTHY EATING IN THE BASQUE COUNTRY?
A singular characteristic of the development of the program has been to favour, from its beginnings, a shared vision of the concept “healthy eating” and its conditioning factors. How to advance without having a simple, relevant and comprehensible concept for everyone, which in turn, respects the complexity of the subject matter and allows us to make practical decisions?

Agree on a common language that facilitates its development and implementation in collaboration with agents and people who are not necessarily experts in nutrition is a condition sine qua non. Because the success of the initiatives will be proportional to the involvement of all those who participate, both directly and indirectly, in feeding people.
WHAT DO WE MEAN BY HEALTHY EATING?

The implementation of the program has allowed us to generate a definition ad hoc of the concept “healthy eating”.

The process has been based on the layering of the points of view from various experts in the field, and has been developed in three phases: definition, contrast and validation. Through the assembly of different perspectives from various expert fields such as nutrition, food science, food safety monitoring, special food, education, managing catering, food and distribution companies, etc., we have managed to build a definition encompassing the complexity carried by the term “healthy eating” applied to the reality of a heterogeneous society.

The 3x2 model developed incorporates the scientific paradigm (what is nutritionally healthy according to the available scientific evidence), the social paradigm (social trends that gain value) and the individual paradigm (what each person considers to be healthy for themselves) and is structured on 3 dimensions:

1. Product
2. Combination and proportion
3. Forms of consumption

It can be concluded that healthy eating as a whole...

1... incorporates accessible food which provides all the nutrients necessary for the lives of people

2. combined in a varied and balanced way, adapted to the specific needs of each person

3... it includes some elaboration and consumption habits which are in tune with their lifestyle and customs
HEALTHY EATING

1. PRODUCT
   - ACCESSIBILITY
   - NUTRITIONAL AND SANITARY CHARACTERISTICS

2. COMBINATION AND PROPORTION
   - ELABORATION
   - BALANCE
   - ADAPTED TO INDIVIDUAL NEEDS

3. FORMS OF CONSUMPTION
   - CONSUMPTION MOMENTS
PRODUCT

NUTRITIONAL AND SANITARY CHARACTERISTICS

The product itself must be nutritionally healthy and safe. I.e., in addition to providing the necessary nutrients, it should pose no risk to health. Based on the scientific evidence available, the foods that currently make up a healthy diet should be as a priority, low in salt, fats and added sugars.

ACCESSIBILITY

The products on which a healthy diet is based must be reasonably accessible for all sectors of the population, with accessibility being understood as a concept that incorporates four different aspects:

- **Functional accessibility:** available within purchase or selection options and in a suitable format for all type of people and population groups.
- **Economic accessibility:** similar or lower price to less healthy versions of the same product.
- **Sensory accessibility:** knowledge of the product and possibility of accessing those that adapt to the tastes and senses of each person.
- **Emotional accessibility:** Closeness and stimulation of the emotional bond towards healthier foods, because this accessibility probably favours their consumption.

COMBINATION AND PROPORTION

NUTRITIONAL BALANCE

The chosen foods should be combined in a varied and healthy way, so that throughout the day the nutritional and energy needs that a person may have are covered. The nutritional pyramid can be a generic guide to follow.

ADAPTED TO INDIVIDUAL NEEDS

The lifestyle of each person and their specific dietary needs mean that the combination of the foods that make up a diet must be carried out in an intelligent and adapted fashion. The singularities can be of a medical nature (allergies, intolerances or specific diseases), of a nutritional nature (based above all on the lifestyle and the amount of energy required) or of an aesthetic nature.
FORMS OF CONSUMPTION

PREPARATION AND CONSUMPTION CUSTOMS

How food is prepared can condition the nutritional quality of a diet. The products used may be nutritionally adequate and combined to provide the necessary nutrients for people’s day-to-day lives, but the way they are prepared is not ideal. Therefore, the healthiest forms of preparation should be prioritized. Preparation must be pleasing but careful, adapted to the tastes and customs of the territory and respectful with the values and gastronomic tradition of the society.

CONSUMPTION MOMENTS

The consumption scenario and lifestyles are also key determinants in the nutrition of people, and therefore, the diet must adapt to the consumption moments and scenarios of each person or group of people.
WHAT PREDETERMINES HEALTHY FOOD IN THE BASQUE COUNTRY?

In the Basque Country there are a series of singular factors that condition people’s eating habits and which, therefore, must be considered when designing initiatives so that they are sustainable from an environmental, economic and social point of view.

ECONOMIC CONDITIONERS
Due in part to the limitation of agricultural land, the agri-food industry of the Autonomous Community of the Basque Country is not the most developed sector of our economy. However, it contributes more than 846 million euros to the Basque Country’s GDP and employs more than 14,500 people, acting as one of the driving agents of the primary sector and contributing significantly to sustaining the economic strength of the Basque Country during the recent economic recession period. In addition, the Basque agri-food sector allows us to enjoy premium quality seasonal products, much appreciated by the population. Beyond production, other equally potent and necessary sectors of our economy intervene in our eating habits. For example, the catering industry and central kitchens, which serve thousands of people daily, play a relevant role in both the economy and the food habits of the country.

SOCIAL CONDITIONERS
As a consequence of the current economic context, the vulnerability of certain social sectors has been accentuated, diminishing their ability to economically access certain foods needed in a healthy diet, such as fresh products, or to prepare them properly. In addition, it should be borne in mind that we are up against a lack of training of some social groups which, due to ignorance, maintains habits and customs that are not adequate from a health and nutrition point of view. In the Basque Country, as in the rest of the western countries, there is already an excessive intake of sweets and sugary drinks, consumption of food supplements, abuse of unhealthy elaborations, etc.
CULTURAL CONDITIONERS

In the Basque Country eating is culture and tradition, as well as a source of pleasure and one of the greatest attractions for locals and tourists. The idea of “The Basque Country a great place to eat” is a widespread idea internationally, either due to the number of Michelin stars we have in the Basque Country, the varied offer of quality in catering, the pintxo culture, or the custom of getting together in gastronomy clubs to enjoy eating around a table with friends and family, among others. Linked to this cultural dimension, there is a great economic activity around gastronomy and our cooks and chefs are a reference point for innovation and the avant-garde. However, despite the importance for the Basque population the tendency towards an increasingly accelerated rhythm of life causes new trends and currents to emerge that undoubtedly represent a factor to be taken into account. Because, in an environment where quite healthy customs and practices seem very rooted, new less healthy ways of eating are gaining ground: fast food, pre-cooked dishes with excess fat, salt, sugar, etc.
A SHARED HORIZON

WHY A PROGRAM OF INITIATIVES FOR HEALTHY EATING IN THE BASQUE COUNTRY?

A COMMON FINAL PURPOSE

WHAT CRITERIA HAVE BEEN FOLLOWED WHEN MARKING THE OBJECTIVES?

AIMS TO BE ACHIEVED IN 1,000 DAYS

A COLLABORATIVE WORK METHOD

5 COMPLEMENTARY VISIONS

A COLLABORATIVE, COMMITED ECOSYSTEM
The objectives of such a complex project such as the Healthy Eating Initiatives program in the Basque Country are established at different levels based on knowledge and the assumption of a starting position.

There is an ideal scenario in terms of health to which we aspire. An ambitious purpose to reach in the long term, beyond the 1,000 days. But with the intention that the plan is assumable and practical, it is also important to establish general objectives focused on clear parameters and specific to the field of eating habits.

Both, purpose and objectives, configure the goal for this plan. A goal within our reach provided that we are able to take advantage of our capacity for collaborative work.
WHY A PROGRAM OF INITIATIVES FOR HEALTHY EATING IN THE BASQUE COUNTRY?

DATA ON CONSUMER HABITS

- 54.2% OF YOUNG PEOPLE DO NOT EAT FRUIT DAILY
- 82% OF YOUNG PEOPLE DO NOT EAT VEGETABLES DAILY
- 90% OF YOUNG PEOPLE DO NOT COMPLY WITH THE RECOMMENDATION OF 5 PIECES OF FRUIT AND VEGETABLES A DAY
- 82% OF YOUNG PEOPLE DO NOT EAT FRUIT DAILY
- 90% OF YOUNG PEOPLE DO NOT COMPLY WITH THE RECOMMENDATION OF 5 PIECES OF FRUIT AND VEGETABLES A DAY

The average salt intake is 9.6 g/person/day, when the recommended amount is 5 g/person/day.

The average consumption of free sugars is currently around 100 g/person/day, when recommendations are not to exceed 50 g per person per day in the case of the adult population and 37 g in the case of the child population.

Between 30 and 35% of the daily energy ingested must come from lipids to ensure the body functions correctly. However, currently in the diet of the adult population fats contribute 42% of total energy. The average in the case of girls and boys is 39%.
Currently up to 95% of chronic diseases in the Basque Country are related to eating habits, the presence of toxic substances in food, certain nutritional deficiencies or the absence of physical exercise, among others.

Chronic noncommunicable diseases (NCDs) have become the main source of disease, so undoubtedly they constitute a great challenge in matters of public health worldwide. The World Health Organization (WHO) points out that of the 57 million deaths occurring worldwide in 2008, almost two thirds were due to NCDs, mainly cardiovascular, followed by cancer, respiratory diseases and diabetes. However, despite their rapid growth and unequal distribution, most of the human and social impact caused could be avoided through cost-effective and viable interventions.

Obesity is the most visible and immediate consequence of eating disorders and lack of physical activity, it is expected that by 2025 one fifth of the world population will be obese.

The Health Department of the Basque Government has the Health Plan 2013-2020 underway, in which objectives related to healthy eating, with special attention to childhood malnutrition, childhood and juvenile obesity, or decreased consumption of added salt, fats and sugars are established.

Government agencies throughout the international sphere have proposed strategies to promote healthy eating and encourage physical exercise. For example, the Spanish Agency for Consumer Affairs, Food Safety and Nutrition (AE-COSAN), launched in 2005 the NAOS Strategy (Strategy for Nutrition, Physical Activity and Prevention of Obesity) with the objective of raising awareness among the population of the problem that obesity represents for health and promote all initiatives that contribute to ensuring that citizens, especially the child and
adolescent segment, adopting healthy life habits mainly through a healthy diet and the regular practice of physical activity.

In the Basque Country, currently the incidence of overweight among the infant population is 30%, i.e., three in every ten schoolchildren or adolescents are overweight (ALADINO\textsuperscript{1} 2011/2015).

According to data from recent studies we can estimate that currently around 50% of the population over the age of 15 is carrying excess weight (overweight and obesity), higher in men (57.5%) than in women (39.9%) and that the trend over the last decade continues to rise in all age groups.

The Health Survey of the Basque Country reveals that the prevalence of obesity increases according to socio-economic and cultural differences. I.e., the lower the social class and level of studies the greater the prevalence of obesity, with the differential more than double at the extremes.

According to the ENRICA study\textsuperscript{2} (2009) one of every three adults in the Basque Country is hypertensive, but the percentage is 63%. However, 40% of those who are aware of their blood pressure are successfully monitored through their health centre.

The ENRICA study reveals that 50% of the adult population is hypercholesterolemic; i.e., one in two adults. The prevalence of diabetes is around 5% and is the best known chronic health problem.

Food consumption habits, according to the data provided by the Euskadi Health Survey, are the following:

- Only 66% of the adult population older than 15 consume fruit daily and this percentage is still lower in young people from 15 to 24 years since only 49% consume fruit daily.
- Only 27% of the population consume vegetables daily. And in the case of the younger population from 15 to 24 years old, this percentage drops to 18%.
- The recommended meat consumption is only met by 50%.
- 38.5% of the general population consumes fish according to the recommendations (three times a week). Among young people aged 15-24 years only 27%. As age increases, consumption increases.
- According to the last Euskadi Health Survey in 2013, in relation to 2007, there was a small decrease in the percentage of the population meeting the dietary recommendations. Therefore, the efforts made in the field of healthy eating are not giving enough results.

Likewise, it is known that ...

- The food consumption panel\textsuperscript{3} detects changes in the Basque Country. It is observed that more easy-to-prepare products are being purchased or those that require no elaboration, as befits the current lifestyle. Thus, ready-made dishes have increased their consumption by 51%.
- The average salt consumption at state level is 9.6 g/day (AECOSAN), much higher than the recommendation of 5 g/day (extrapolated) conducted by the WHO.
- 90% of the population between the ages of 12 and 18 knows which foods are good for their health. The family is the nucleus where more than 95% of young people surveyed acquire their knowledge, closely followed by school.
- The recommendations of 4 helpings of fruit and 4 servings of vegetables weekly from the NAOS strategy are not being met.

\textsuperscript{1} Surveillance Study of Growth, Eating Habits, Physical Activity, Child Development and Obesity (ALADINO)
\textsuperscript{2} Study of nutrition and cardiovascular risk in Spain (ENRICA)
\textsuperscript{3} Source: Ministry of Agriculture, Food and Environment
A COMMON FINAL PURPOSE

The present plan came to light with the purpose of consolidating an environment that promotes health through nutrition and thus contributes to curbing the growing trend of diseases such as hypertension, hypercholesterolemia, obesity, diabetes or cardiovascular diseases, among others.

Facilitating access to education, information and resources for both specific groups of professionals and the general population is also a key dimension.

In short, the aim is to increase awareness and generate stimuli and opportunities for good eating habits through the collaboration of the population, the administrations and all sectors offering food or actively influencing people’s eating habits.

Promote health through eating habits.
WHAT CRITERIA HAVE BEEN FOLLOWED WHEN MARKING THE OBJECTIVES FOR US?

Given the time frame of 1,000 days and the pragmatic approach of the initiatives, a **basic premise** and **three key criteria** have been taken into account when establishing the program’s own objectives.
OBJECTIVES IDENTIFIED AS A REFERENCE AND STIMULUS TO ADVANCE

In three years, in 1,000 days, working together and collaboratively, why are we unable to...

- **Increase by 20% the rate of youth and children consuming fruit and vegetables on a daily basis.** I.e., achieve that 60% of young people consume fruit and 22% consume vegetables daily.

- **Reduce salt consumption by 20%,** decreasing from 9.6 g/day to 7.5 g/day.

- **Ensure that 50% of the agents and initiatives working for the healthy diet of the Basque population are working in a network and in line with at least some of the actions that make up the Initiatives for Healthy Eating in the Basque Country.**

- **Reduce the consumption of free sugars by 20%,** decreasing from 100 g/day to 80 g/day.

The proposed objectives are not unattainable. Because they have been selected from a realistic and conscious position of what is in our hands to carry out in a collaborative way, and because we trust in the capacity, power and implication of all those who understand the importance and value of a healthy diet. Be able to stop and reverse the trend in one of the most difficult segments of the population and where most concern is generated, i.e., that of young people, which is equivalent to being able to develop highly effective actions. And that effectiveness, rather than giving way to restrictive policies, must be built from a vision of the future formulated in positive: if we are able to make fruit and vegetables consumption close to the internationally recognized nutritional recommendations, we will be influencing in turn in a lower consumption of, for example, sugars and saturated fats.

**OBJECTIVES OF COLLECTIVE APPROPRIATION**

**STIMULATING OBJECTIVES**

4. Currently the population of the Basque Country is 2,171,886 inhabitants, of which 17.4%, 378,268 people are under 19 years of age. Eustat Population of the Autonomous Community of the Basque Country. 2016
A COLLABORATIVE WORK METHOD

The Initiatives for Healthy Eating in the Basque Country form part of a strategic coordinated, group co-creative programme, launched by the Basque Government to respond to specific objectives related to diseases associated with eating habits.

The fact that there are no known precedents represents an opportunity to formulate a new way of testing and putting ourselves to the test. We are aware that if we want to obtain results different from those we have experienced so far, we must innovate how we work and the methodologies.

The proposals therefore arise from a process formulation style based on the fostering of connections between key actors and the design of scalable projects. A pragmatic style of tackling challenges, aware that putting forward realistic lines of action, even if they do not pursue objectives from a perfect scenario, is more useful than waiting for the right conditions.

The collaborative work process has been developed along the following premises:

- **Prototyping**: Share your ideas with people from various disciplines and different points of view
  - “Validate and enrich ideas”

- **Empathy**: “Get feedback from the people to whom the program is directed”

- **Prototyping**: Share your ideas with people from various disciplines and different points of view
  - “Do not say it, show it”

- **Connection**: “It’s not about thinking, it’s about doing”

- **Impact**: “Get feedback from the people to whom the program is directed”

**IMPACT**

**EMPATHY**

**PROTOTYPING**

**ACTION**
5 COMPLEMENTARY VISIONS

The development of the program has been supported by five working groups with specific knowledge and complementary visions.

1. **Information and expert knowledge**: Basic expert information vision. Scientific evidence Starting diagnosis and general objectives proposal.
2. **Collaboration with strategic sectors**: Vision of the program agents and collaborators. Identification of strategic actors. Ways to operationalize collaboration.
4. **Awareness, training and dissemination**: Vision of the professionals, awareness and social training systems and scenarios. Current communication and socialization channels.
5. **Control and evaluation in production**: Institutional - industrial vision. Identification of the parameters to be monitored. Order of priorities and calendar of three-year surveillance campaigns.

These have been part of the driving group of the Initiatives for Healthy Eating in the Basque Country:

- **Information and expert knowledge group**: Faculty of Pharmacy of the UPV/EHU; companies in the distribution sector; NAOS strategy; Osakidetza; Epidemiology; Public Health and Addictions (Health Protection) of the Health Department of the Basque Government; Health Survey of the Basque Country.

- **Collaboration group with strategic sectors**: snack, beverage and food production companies; companies in the distribution sector; catering services, industrial catering customers and central kitchens; hospitality industry; companies and entities dedicated to innovation; Elika; Public Health and Addictions (Health Protection) of the Health Department of the Basque Government.

- **Priority segments group**: expert dieticians-nutritionists; Faculty of Pharmacy of the UPV / EHU; companies dedicated to food innovation; city councils; schools and associations in the education sector; Public Health and Addictions (Health Protection) of the Health Department of the Basque Government; Special Food Foundation.

- **Awareness, training and dissemination group**: socio-educational and leisure time associations and entities; consumer federations; media; companies dedicated to stimulating the creativity of people; schools and associations in the education sector; Kontsumobide; Ihobe; Knowledge Management; Public Health and Addictions (Health Promotion) of the Health Department of the Basque Government.

- **Evaluation and control group**: companies in the distribution sector; catering services, industrial catering clients and central kitchens; city councils; Public Health and Addictions (Health Protection) of the Health Department of the Basque Government.
A COLLABORATIVE ECOSYSTEM COMMITTED TO THE INITIATIVES

In addition to the ad hoc concept of healthy eating, the process of shared construction of the program has worked as a catalyst for the activation of a network of agents that have some type of connection with the field of food or are of interest when it comes to bringing us closer to people.

At the moment, the work done has served to identify an initial ecosystem that is configured on six sectors of action. It is expected that this network will continue to grow and gain new members as the proposed initiatives are implemented.
5 STRATEGIC LINES AND 18 PRIORITY MEASURES

A RELEVANT, SOLID SYSTEM OF INFORMATION AND EXPERT KNOWLEDGE

ALIGNED AGENTS

SPECIFIC ATTENTION TO PRIORITY SEGMENTS

PROGRAM OF AWARENESS AND TRAINING WITH SOCIAL IMPACT

CONTROL AND EVALUATION SYSTEM
In an initial stage of the process of collective construction of the initiatives, 40 proposals were generated to activate positive changes in the food habits and culture in the Basque Country. Projects that became known because of collaborative work of more than 50 agents that are proposed with the aim of influencing five strategic lines directly related to the complementary views.

Thanks to a subsequent distillation and reconfiguration phase, 18 projects have arisen, of which are presented briefly below. All of them developed in depth from the sectoral working group level, with the transversal vision of the driving team being finally incorporated.

In addition, the people who have participated in the process have agreed that five of the projects contribute in a conclusive way to establishing a base that allows a general and definitive improvement in people's eating habits. So, five differential measures should be activated within the framework of a first phase of the Healthy Food Initiatives program in the Basque Country.
THE 5 STRATEGIC LINES

1. A RELEVANT, SOLID SYSTEM OF INFORMATION AND EXPERT KNOWLEDGE
2. ALIGNED AGENTS
3. SPECIFIC ATTENTION TO PRIORITY SEGMENTS
4. PROGRAM OF AWARENESS AND TRAINING WITH SOCIAL IMPACT
5. CONTROL AND EVALUATION SYSTEM
1. Assets map
2. Relevant sources of information

3. 360° Update of school canteens
4. Smart and healthy vending products
5. Multimedia guide “How to gain market share through a healthy offer?”
6. Progressive salt reduction program

7. Support for health professionals in the promotion of healthy food
8. Healthy educational ecosystem
9. “Healthy eating league” app for young people
10. Ideas competition for young people (from users to builders)
11. Healthy canteens in the workplace

12. Creating a trend: a media drive for healthy eating
13. Multi-channel calendar of seasonal fruits and vegetables
14. Food collaborators: spaces and experiences to repair habits
15. Revitalising and resonance node

16. Updating of general contracting terms for central kitchens and monitoring program
17. Surveillance of labelling and nutritional composition of foods
18. Healthy and responsible consumption of special foods in the diet
A relevant, solid system of information and expert knowledge

Health-related information systems are necessary as a tool to observe anytime, anywhere, anyone trends. In this way, changes can be observed or anticipated to carry out the appropriate actions and the control measures of the health problems generated.

The evaluation of the health status of a population is a fundamental tool in the development of public health policies to promote healthy habits that are consistent with the evidence deduced from epidemiological research. Regular repetition over time allows the trend in the parameters studied to be observed, assessing compliance with the objectives set for the population and evaluating the effectiveness of the health promotion campaigns developed.

PROJECT 1
MAP OF ASSETS

Either because their activity is directly linked to the health and nutrition of people, or because they have launched initiatives that contribute to improving the population’s behaviour, some agents in the Basque Country exercise a certain influence on people’s eating habits.

The use of platforms and geolocation tools is proposed to make visible all those assets for food health (agents committed to health and activities that generate health) in order to respond to the needs of the program.

Main objectives
• Make visible to the population resources and initiatives that promote healthy eating.
• Facilitate relational management and decision making in institutional work.
To assess whether progress is being made in the right direction or if there are aspects that should be adjusted, it is necessary to establish indicators ad hoc for the agreed objectives, mainly focused on the consumption of fruit and vegetables and the intake of salt, fats and sugars. In this sense, the possibility of reinforcing one of the essential sources of information already existing in the Basque Country, the Euskadi Health Survey, is proposed, in a way that enables us to generate that knowledge.

The Health Survey provides very valuable information for decision making in relation to health policies. It collects data on the evolution of the general health of the population, its determinants and how people use the health services in the Basque Country. In order to update it in a way that supports the Program for Healthy Eating Initiatives, interdepartmental action is proposed that includes:

1. Formulation of the questions to be included in the survey in collaboration with the team of professionals from the Basque Government in charge of carrying it out.
2. Execution of the survey, analysis of data and publication of results.
3. Review and periodic update of the survey.
4. Complementary to the previous steps, and if it is finally considered necessary, the signing of collaboration agreements with other entities / organizations of interest is proposed.

**Main objectives**
- Take advantage of the process of updating the survey to incorporate questions that allow the evaluation of actions and initiatives implemented in the framework of this program.
- Incorporate a new channel for valuable information input.
Aligned agents

The applicability of the Initiatives for Healthy Eating in the Basque Country as a whole requires the coordinated intervention of many and very different actors working synergistically in the achievement of common objectives. Some of the essential actors to bring this Program to fruition are the different sectors providing food to the population through their daily work. The idea that improvements in healthy eating are not only a social demand and a corporate responsibility, but also a business opportunity is quickly established in these sectors.

In line with this strategic area, sectors such as hospitality, social catering, food industry and distribution have been incorporated. So too have experts in the field of vending and food safety in general.

We hope to reach strategic agreements to enhance improvements in healthy eating: obtain reductions in salt, sugar and added fat in different products, encourage the consumption of fruit and vegetables, improve the offer of healthy menus and products, etc.

PROJECT 3
360° UPDATE OF SCHOOL CANTEENS
COMPLEMENTARY TO PROJECTS 8 AND 16

According to the data of the Department of Education, during the academic year 2016/17 there were 187,841 diners, which is 56% of the school population of the centres offering a school lunch service, i.e., 50% of the total Infant, Primary and Secondary student population, since not all schools provide a canteen service.

Influencing what is eaten in these environments can contribute significantly to improving the eating habits of the Basque Country for several reasons:

• For the significant number of diners involved.
• Because they are at the age during which future tastes and eating habits are being formed.
• Because the dietary habits of the child and adolescent population clearly influence how families are fed.

To achieve this, a process of comprehensive improvement of school canteen services is proposed through changes in relation to two areas:

1. Innovating what is on offer

The proposal is for central kitchens to work in collaboration with schools to facilitate a healthier choice, paying attention to the appearance of the dishes or products and improving their format, making them more attractive and appetizing.
2. Innovation in consumer environments

Due to sociocultural changes of the last decades, school canteen user numbers have increased, so, given the impossibility of having more space, meals are offered over several rotating shifts. This can lead to a limitation in the time being taken to eat and more complex dining room management.

What is important is favouring a healthier choice through intervention both in the physical space (design and distribution of spaces) and in the atmosphere of consumption (eating pace, noise, etc.) to provide proposals for improving these environments.

**Main objectives**
- Increase the consumption of fruit and vegetables in collective dining rooms.
- Activate innovation pathways in the preparation, presentation of menus and healthy dishes.
- Analyse the layout of the spaces and the management of the eating pace.
- Engage at least 10 school canteens to join the project voluntarily.

**RETOS**

- INCITAR A LA ALIMENTACIÓN SALUDABLE A TRAVÉS DE VÍAS DE INNOVACIÓN
- IMPLICACIÓN TANTO DE LA RED DE CENTROS PÚBLICOS COMO PRIVADOS Y CONCERTADOS
PROJECT 4
SMART, HEALTHY VENDING PRODUCTS

In the Basque Country there are already initiatives responding to the need to have healthy snack format options in vending machines, with all those products that meet the nutritional criteria of the NAOS Strategy being considered as “healthy”. With the aim of creating synergies that allow us to advance in a stronger way towards the goal, the program for Healthy Eating Initiatives in the Basque Country proposes to join forces and continue working along these lines together with the promoters of these initiatives.

For this purpose, a program contemplating actions in four dimensions is proposed:

1. **Information**: creation of practical guides with information and arguments addressed to private companies, public organizations and vending operators.

2. **Offer**: research to have healthy products with formats and prices that are more attractive and appropriate to the channel.

3. **Logistics**: research and development of solutions to respond to logistical problems (frequency of replacement, shelf life of products, etc.).

4. **Machine-consumer interrelation**: technological innovations to favour a more thoughtful and less impulsive purchase.

**Main objectives**
- Disseminate the guides to 100% of the organizations with vending machines
- Achieve 70% adhesion of organizations with vending machines
- Achieve that 50% of the products offered in the vending machines of the organizations adhering to the program meet the criteria of the NAOS Strategy.

PROJECT 5
MULTIMEDIA GUIDE “HOW TO GAIN MARKET SHARE THROUGH A HEALTHY OFFER?”

Many people make at least one of their daily food intakes in a hospitality establishment, so it seems logical to think that it is a sector that should be actively involved in the Healthy Food Initiatives program in the Basque Country.

The growing social interest in new, healthier eating styles presents an opportunity for food chain agents to see the added value of adhering to a healthier approach that is consistent with the criteria set by the NAOS Strategy. Therefore, the development of a multimedia guide is put forward which steers the different types of establishments in the transition towards a healthier offer.

**Main objectives**
- Adhesion by 10% of the establishments in one of the sectors with the greatest social relevance.
- Provide a healthier offer in the hospitality sector.
PROJECT 6

PROGRESSIVE SALT REDUCTION PROGRAM

We consume twice as much salt as recommended. 75% is already incorporated in the products we buy, so it is important to address the problem in the production and processing of food. To this end, the proposal is to collaborate, through a multi-sectoral agreement, with the producers who make the foods most frequently consumed by the population and which provide a greater amount of salt to people’s diet, to start a progressive salt reduction program.

A program of several successive stages in which the consumer gradually learns to adapt their palate to lower salt levels in the products.

To implement this, the proposal is to launch a pilot test in a localized geographic area to include the most important producers and / or distributors in the area.

Main objectives
• Reduce salt consumption.
Specific attention to priority segments

We understand that it is necessary to identify and undertake actions in segments of the population whose health may be compromised by inadequate food behaviour, such as young people who for aesthetic purpose start unadvisable behaviour or elderly people consuming products that may clash with medical treatments.

The creation of strategies to improve nutrition in priority segments through information, training, promotion and monitoring of healthy food practices is key and strategic.

Health and education professionals, companies and certain scenarios for young people constitute priority sectors and environments with which to establish collaborative alliances because, given their influence, credibility and direct contact with the population, they are the most suitable groups to transmit healthy eating behaviour.

Creating strategies with these professional groups so that they become informed and motivated on nutritional issues is essential to provide health and education services that respond to the needs of the population.

PROJECT 7
SUPPORT FOR HEALTH PROFESSIONALS IN THE PROMOTION OF HEALTHY FOOD

It is important the role that health personnel can play in educating eating habits using the relationship they have with people.

In this sense, and in line with the promotion of the training of health professionals included in the 2013-2020 Health Plan, three parallel lines of action are proposed:

1. Review and update of guidelines for a healthy diet with the collaboration of experts in the field.

2. Design and development of support materials in graphic and/or digital format to facilitate the educational work of health personnel.

3. Training program aimed at health professionals.

Main objectives

- Incorporate food as a factor for prevention and improving health
- Achieve that Osakidetza health personnel share basic knowledge about nutrition.
- Homogenize the general guidelines for a healthy diet.
OBJECTIVE: INCORPORATE FOOD AS A FACTOR FOR PREVENTION AND IMPROVING HEALTH.

CHALLENGES

• OBTAIN THE COMMITMENT AND ENDORSEMENT OF HEALTH PERSONNEL TO THE PROJECT

TRAINING PROGRAM ON THE GUIDELINES FOR HEALTHY EATING HABITS

REVISION AND CULTURE OF THE GUIDELINES FOR HEALTHY EATING

GENERATE CLEAR AND ATTRACTIVE GRAPHIC MATERIAL
PROJECT 8
HEALTHY EDUCATIONAL ECOSYSTEM

The child-youth population spend a great part of their time in educational centres. However, there are other areas that also exert an influence on the construction of habits and customs: the family environment, the street, etc. All of them are spaces of exchange that can be used to lay down and even promote basic knowledge on how to maintain good eating habits.

We must ensure that school children themselves take on the objective of promoting the consumption of fruit and vegetables. It is not only about informing, but also about involving and taking action. The idea is to create a coherent ecosystem of positive influence around the child-youth public.

It is necessary to detect and promote measures that favour healthier eating habits. To this end, the implementation of a work program that helps the youth sector to:

1. **Identify the main conditioning factors** that interfere in the decision to consume or not certain foods both at home, at school or in the immediate environment.

2. **Exercise the engine of change** at school, home, in the street or other areas through several collaborative work sessions with the main actors present in those environments.

3. **Generate ideas** for the transformation of the main areas of coexistence.

In addition, a call is proposed for a contest of ideas that recognizes the three proposals (one for each of the three areas of coexistence) that most notably contribute to generating a positive influence on people’s nutrition.

**Main objectives**
- Increase the consumption of fruit and vegetables specifically between people aged 12 to 18 and their environment.
- Improve eating habits among people aged 12 to 18 and their environment.
- Convert educational centres and spaces of common use in environments of mutual influence in favour of a healthier diet for children and young people.
- Start a pilot test with schools.
**CHALLENGE**
- Teaching staff members to dedicate time to the project

**HOW TO CHANGE EATING HABITS?**
1. Identify conditioning factors in food consumption
2. Joint work with agents from the three environments to respond to the challenges identified
3. Generate ideas that transform habits

**AREAS OF INFLUENCE OF CHILDREN AND YOUNG PEOPLE**
- Home environment
- Schools
- Extended environment

**IMPLICATION**
Young people will act as an engine of change in their areas of influence
PROJECT 9

APP “HEALTHY EATING LEAGUE” APP FOR YOUNG PEOPLE

An app can be a very interesting communication channel to exercise pedagogical work through gamification, a powerful strategy to influence and motivate people.

Therefore, the creation of a gaming-pedagogical app is suggested to encourage healthy living habits among the young population. Imitating the application model for runners for example, the application can incorporate a classification system that encourages healthy competition among young people. The idea is to increase the consumption of fruit and vegetables, promoting the adherence of young people to a healthy lifestyle with a system of games and recognitions.

Main objectives

- Motivate the knowledge and practice of healthier habits, making them trendy.
- Reduce the consumption of food supplements and products not beneficial to people’s health.
PROJECT 10  
IDEAS COMPETITION FOR YOUNG PEOPLE (FROM USING TO BUILDING)

In a context in which people have gone from being users to construction companies, it is interesting to work in an innovative way and have the involvement of the final user (in this case the young people) so that, from the beginning, they can take ownership of the objective and think about how to give an answer. A call is proposed for a contest of ideas that attracts young people and activates co-creative dynamics in order to generate ideas that help improve their own nutrition.

This integrative approach has great added value due to three factors: 1. the credibility that it generates among the target audience, 2. the possibility of approaching a complex audience in a more direct and equi-distant way and 3. the adaptation to reality in terms of format, tone and language of the action that will finally start as a result of the process.

Main objectives
- Direct involvement of a priority segment (young people) in the program’s strategy.
- Alignment of the resulting action with the main objectives of the program, generating a real impact on the target public and reaching high levels of visibility and awareness.
- Active collaboration of the network of agents for the Initiatives for Healthy Eating in the Basque Country in the action that is finally launched.

PROJECT 11  
HEALTHY CANTEENS IN THE WORKPLACE

Eating goes beyond satisfying a physiological need. It is a factor that conditions our quality of life and, therefore, also the performance of people in the workplace.

Many adults eat every day in the workplace, either because they have a catering service or because they bring their own food from home. Taking advantage of this reality, the proposal is to conduct a program of orientation to companies and work centres to agree on measures focused on improving not only what (healthier foods), but also when (work schedules, eating paces, etc.) and how (elaborations, shared spaces destined for eating).

Main objectives
- Participation of at least 20 companies or work centres of more than 50 employees in the initial group.
- That at least 60% of the staff of participating companies decides to choose a healthy menu option on a regular basis.
Program of awareness and training with social impact

Generating a collective change in eating habits implies modifying customs that may be deeply rooted in the day to day of people. It is logical to think, then, that convincing people of the benefits of eating well and equipping them with the tools to do so is one of our priority work focuses.

In addition to informing, it is important to take into account the various factors involved in motivating a behavioural change (beliefs, knowledge, genetics ... but also the influence of the environment, interaction with other people, personal and social tastes and interests, etc.) and adding visions that help us face the complexity of the challenge. It’s about designing and applying smart strategies that incorporate the knowhow of those agents who know the scenarios that have the greatest influence on the public and their behaviour.

Working together with these agents and opening spaces so that, through participation and the promotion of creative capacities, the citizens themselves become the engine of change, we intend to convert healthy eating into a “trend”. A vital aspiration for people.

Given the importance of acquiring awareness at an early age and its influence on the rest of the population segments, one of the target sectors of the strategies to be implemented will be young people. That is why adapting channels and communication tools to their reality will be absolutely key.

PROJECT 12
SETTING THE TREND: MEDIA DRIVE ABOUT HEALTHY FOOD

Often the messages are better assimilated when they appear as a secondary element around topics of greater interest to the recipient. In this sense, the media, especially entertainment content, and people with certain capacity to influence, are very interesting channels to raise awareness and achieve a real impact on the population.

Focusing mainly on the young (under 25), the proposal is to address the issue of food from the path of conviction. That is, trying to generate a social current of opinion that puts in value healthy habits, so that the fashion trend is to eat well, and that not doing so is implicitly penalized. To this end, an agenda of information sessions and joint work with professionals from the following areas of action is proposed:

1. Those responsible for new formats.
2. Bloggers, youtubers, instagramers, etc. of reference in the territory.
3. Film and television screenwriters.
4. Journalists and columnists.

Within the framework of the project, the creation of a forum on social networks is proposed that, in a coordinated way with 4-5 active actors, begins to shake the network and exercise pedagogical work.
Process objectives

• Convert healthy lifestyle habits into trends.
• Generate a media environment aligned with the objectives of the program.
• Train media professionals to carry out influencer pedagogical work for society.

Challenges

• An open channel of information and consultation for professionals is lacking
• Need to design a system to evaluate the scope of the impact
PROJECT 13
MULTICHANNEL CALENDAR OF SEASONAL FRUITS AND VEGETABLES

In the Basque Country we have a great variety of food throughout the year. However, fruit and vegetables look better and taste better, contain more nutrients and are sold at more affordable prices during their natural harvest season. Taking advantage of this condition, we propose the creation of a coordinated program of dissemination of content related to specific foods, depending on the month and season of the year.

Each month you can promote a specific fruit or vegetable diffusing its nutritional and gastronomic properties, recipes, elaboration tricks, information about local producers, special offers, etc. The proposal is to reach the population through various channels such as: a digital application, screens in public transit spaces, self-editable spaces at the point of sale and face-to-face food workshops.

Main objectives
• Participation of at least two large distribution chains and 50 local fruit shops.
• Increase by 5% the sale of the product of the month compared to the previous year.

PROJECT 14
FOOD CO LABORATORIES: SPACES AND EXPERIENCES TO REPAIR HABITS

Is there a single healthy, homogeneous and universal diet for everyone? Are we in the position to impose on someone a model of food as the only healthy option? The program does not intend to address the training work from a teaching perspective. We understand that a change of habits must go through showing different food options so that the person can understand, reflect, decide and repair their habits according to their own criteria.

To this end, the opening of spaces for experiential exchange that take place in those environments or moments in which people share their personal interests and hobbies (music, dance, theatre, sports, gastronomy, travel, etc.) is proposed. These interests do not necessarily have to be linked to food and health, but rather to foster debate and exchange of experiences around food in those spaces where people are most receptive.

Process objectives
• Encourage the empowerment and autonomy of all people when making their choice in matters related to food in its broadest sense.
• Getting people to develop critical capacity to choose one food or another in their diet, but also to choose healthier habits (schedules, elaborations, etc.) and consumer environments more conducive to health.

PROJECT 15
REVITALISING AND RESONANCE NODE

The best organizational strategy for the implementation of the initiatives is to have a technical unit that acts pro-actively, flexibly and permeably. A reference node for the network of active actors that works as a catalyst, that dedicates resources and efforts to the collaborative development of the projects and that enhances the scope of the program through a resonance strategy. Because the best communication is the one that moves through credible channels.

For this purpose, it is intended to activate a work team that guarantees the solidity in the implementation of the initiatives, focusing on four areas of action:

1. Coordination
   Enable progress towards the objectives set, maintaining the focus on the priority areas of work and offering management support to the teams responsible for leading the implementation of each of the programs.

SUPPLEMENTARY IDEA

We know that for 95% of the child and adolescent population, the family nucleus represents the main source of knowledge and influence in terms of eating habits, currently the maternal / paternal figure is a fundamental, indisputable pillar in most cases. Therefore, in the design and implementation of projects such as multi-channel or collaborative calendar, mothers and fathers constitute a population profile to take into account as a priority.
2. **Revitalising and new accessions**

Maintain the interest of agents and get new accessions through the opening of networking and exchange scenarios. It is about feeding, mobilizing and growing the network of determining agents.

3. **Resonance**

Provide services so that network agents can generate content adapted to their own channels and communication platforms. The aim is to ensure that the actors in the network become resonance nodes of healthy eating. How is it achieved? Identifying their particularities and needs in order to provide them with the materials, information and documentation in a way that allows them to exercise their resonance work in a simpler way.

4. **Evaluation and results**

Direct the monitoring and evaluation of the development of the projects. Define the accountability that will give credibility to the program for the future, thus favouring new accessions.

**Process objectives**

- Guarantee the implementation of the priority projects of the Healthy Food Initiatives program in the Basque Country.
- Dynamize and give impetus to the collaborative network to influence and impact on public opinion and social behaviour through the coordinated action of agents.

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**CHALLENGES**

- Face scepticism due to possible background
Control and evaluation system

The implementation of initiatives aimed at the promotion of a healthy diet requires the implementation of measures whose effectiveness must be evaluated (for example, progress in reducing the content of salt, fat and sugar in food). The identification of the parameters to be monitored and their follow-up is essential to assess compliance with the objectives set by the Healthy Food Initiatives program in the Basque Country.

On the other hand, the interest in nutrition among consumers has been increasing in recent years. The food industry has responded to this interest by incorporating new healthy foods with improved nutritional properties into the market. This evolution, while considered positive, is also an opportunity to use nutritional and health claims as a marketing tool by the industry. Therefore, this strategic line aims to implement the corresponding surveillance and market control actions, as well as the establishment of a surveillance system to evaluate the effectiveness of compliance with the program’s objectives.

PROJECT 16
UPDATING OF CONTRACT TERMS AND CONDITIONS FOR CENTRAL KITCHENS AND MONITORING PROGRAM

The child and adolescent population that attends school canteens consumes a total of 20% of their annual intake in these facilities, so there is no doubt that it is important to continue adapting school menus to the indicators and recommendations of the NAOS strategy.

The improvements derived from the conclusions obtained from Project 3 are programmed to be transferred to the Contract Terms and Conditions of the Department of Education to give them strength and the rank of requirement, not just recommendation.

It must be borne in mind that central kitchens work for both the public and the subsidised education networks. Although subsidised centres adapt their menus slightly to some specific conditions, both are very similar. For this reason, managing to apply the agreed criteria to the public centres would have an important effect also on those of the subsidised network, amplifying its effect.

The aspects to be considered in the review should be the consequence of the conclusions of Project 3, but they are presented a priori on four main dimensions:

1. Compliance with the recommendations for the presence of food groups of the NAOS Strategy, especially regarding the offer of fruits, vegetables, blue fish and eggs.

2. The specification of the recom-
mended forms of preparation and presentation of dishes.

3. The possibility of including the training of canteen and central kitchen staff on nutritional aspects and healthy eating.

4. Design of a specific surveillance program to guarantee compliance with contracts and monitor the degree of acceptance and rejection of healthy menus.

Main objectives
- Guarantee that the menus offered in schools are aligned with the nutrition policy of the Basque Government and the NAOS Strategy and that they are consumed.
- Increase the real consumption of fruit and vegetables in the school population.

PROJECT 17
SURVEILLANCE OF LABELLING AND NUTRITIONAL COMPOSITION OF FOOD

Due to the growing demand for “healthy” foods, companies reformulate their products and commercialize ranges “low in” certain components (salt, fat, sugar, etc.) or special products which are gluten-free, lactose-free, etc. However, the fact that the labelling declares a certain amount of a component does not necessarily imply that the overall profile of the product is healthy. Therefore, a specific task is proposed at two levels:

1. **Monitoring the veracity of the nutritional labelling of the products**
   In order to protect the health of all consumers, avoid possible fraud and ensure that the actual composition of the food corresponds to what was declared on the labelling of the product, the proposed creation and execution of a specific surveillance program with special attention to daily consumption products (in general: bread, dairy, etc.) and the products declared “low in” salt, sugar and fats. The aim is to verify that the actual content complies with the provisions of the law and as indicated on the product label through random analysis at the point of sale.

2. **Study of trends in the overall nutritional composition of food**
   Knowledge of the reality of the composition of food products enables, on the one hand, the population to be informed about the nutritional properties of the food inspected. In addition, it also facilitates the classification of foods according to how suitable they are as part of a healthy diet and the issuance of reports to organizations with competencies in positioning, as regards legal frameworks pertaining to specific issues such as the presence of salt, fats and sugars in food.

Main objectives
- Generate trust among the population regarding the consumption of specific products.
- Guarantee accurate information.

PROJECT 18
HEALTHY AND RESPONSIBLE CONSUMPTION OF SPECIAL FOOD IN THE DIET

Currently many people, especially young people, consume vitamin supplements, protein, energy drinks, food for athletes, for weight control, etc., unrelated to the implications this may have for their health. The motivations for consumption range from the purely nutritional to the aesthetic, often ignoring that, in general, everything a person needs to function is in a healthy and balanced diet.

To face this new challenge, a control and awareness program is proposed in two areas of the problem:

1. **Control of the product and its labelling**
   That the population has access to information on the characteristics and commercialization of these foods, as well as the recommendations for their use.

2. **Awareness at commercialization and prescription points**
   Through local sports figures and at those points where people buy these types of products or receive recommendations to buy them.

Objectives
- Improve eating habits related to the consumption of products aimed at specific population groups.
GOVERNANCE AND DEVELOPMENT FRAMEWORK
For the society in the Basque Country to progress towards healthier eating habits there is a need for firm commitment and the voluntary participation of all the agents that participate providing food or have the power to influence its habits and customs. This can be associations, entities, foundations, companies, institutions, etc.

This collaborative and integrative approach, based on networking, requires an organizational scenario aimed at supporting the strategic objectives identified and coordinating the operational management necessary to achieve them.
FRAMEWORK OF GOVERNANCE

The framework of governance, in addition to promoting, developing and monitoring the prioritized projects in this program, will enable the adherence of different institutions, agencies and agents to be generated towards the common commitment to improve the nutrition of the people of the Basque Country.

1. Governing body
Commission composed of representatives of the departments of Health (Public Health and Addictions); Education; Economic Development and Infrastructures (areas of Industry and Agriculture); Tourism, Commerce and Consumption (Commerce area); Osalan and Osakidetza.

It will meet once a year to mark the general lines of action and be informed of the actions carried out.

2. Participation Forum
This is the consultative and participation Body. It is established as a permanent channel of dialogue for the stakeholders interested in working towards healthy eating in the Basque Country.

Its functions are: a) advise on healthy eating and plan execution; b) issue reports or proposals; and c) formulate proposals to the Governing Body on the possibilities, solutions or alternatives to problems or needs regarding the matters raised in the development of the program. The agreements adopted by this group will be submitted to the decision-making body for consideration.

This group may be participated by private organizations, public institutions, citizen entities, experts and entities that fit specific projects within the framework of the program.

3. Adhesion to the Initiatives for Healthy Eating in the Basque Country
The improvement of citizens’ health through a commitment to healthy eating transcends the merely institutional action and is the responsibility of the entire network of agents linked in one way or another to the field of food, or who have a fundamental role in the lives of people. Thus, the voluntary signing of a commitment of responsibility and the promotion of healthy eating in the areas of competence of each signing entity is proposed.

This adhesion is, therefore, open to institutions, organizations, companies, catering establishments, non-profit organizations and other groups interested in improving the health of the population.

The signature of adhesion means the assumption of the corresponding commitments linked to the Initiatives for Healthy Eating in the Basque Country.

4. Management unit
Made up of technical personnel from the Directorate of Public Health and Addictions, it will coordinate the start-up, dynamization, development, evaluation and monitoring of the program. It will be in charge of the operational management of the decisions taken by the governing body, and of all issues related to the adherence to the Initiatives for Healthy Eating in the Basque Country.

The technical unit may establish as many committees or working groups as it deems necessary.
GOVERNANCE AND DEVELOPMENT FRAMEWORK

COMMITMENTS

PARTICIPATION FORUM

COORDINATION

DINAMIZATION

RESONANCE

MONITORING AND EVALUATION

COMMISSIONS OR WORKING GROUPS

PROJECT 1
PROJECT 2
PROJECT 3
PROJECT 4
PROJECT 5

TECHNICAL PERSONNEL STAFF

COORDINATION
DINAMIZATION
RESONANCE
MONITORING AND EVALUATION

GENERAL LINES OF ACTION

GOVERNING BODY

PARTICIPATION FORUM

ADHESION

MANAGEMENT UNIT
DRIVING GROUP OF INITIATIVES FOR HEALTHY EATING HABITS IN THE BASQUE COUNTRY

Abadía, Lourdes (Special Food - Public Health and Addictions, Department of Health)
Aguirre, Amaia (Quality - Auzo Lagun)
Alaña, Aitor (Regulatory Affairs - Pepsico)
Alonso, Mari Mar (Technical Secretariat of Udalsarea 21 - Ihobe)
Alustiza, Arantzazu (Knowledge Management - Public Health and Addictions, Department of Health)
Alustiza, Elena (Paediatrics - Osakidetza)
de Ariño, Amaia (Elika - Basque Foundation for Food Safety)
Ariño, Jon (Presidency - Federation of Consumers of Euskadi EKE)
Arrizabalaga, Miriam (Technical Secretariat of Udalsarea 21 - Ihobe)
Benito, Aitziber (Health Promotion - Public Health and Addictions, Department of Health)
Bokos, Alberto (Innobasque)
Cid, Mónica (Quality, Control and Product Development - Grupo Eroski)
Coca, César (Assistant Manager - El Correo)
Cuesta, Laura (Responsible for Central Kitchen - Grupo Gureak)
Cuertos, Yolanda (Special Food - Public Health and Addictions, Department of Health)
Dal Ré, Mª Ángeles (NAOS Strategy, Spanish Agency for Consumer Affairs, Food Safety and Nutrition - AECOSAN)
Domínguez, Agnes (Presidency - Sarean)
Elorriaga, Estíbaliz (Euskadi Health Survey - Planning, Evaluation and Health Research, Department of Health)
Etxaburu, Josu (Presidency - BIHE)
Fernández Crespo, Juan Carlos (Public Health and Addictions – Sub-directorate of Araba, Department of Health)
Fernández, Paz (BM Supermercados - Grupo Uvesco)
García, Ixiar (Pink Gorillas)
García, Teresa (Kontsumobide)
Gómez, Francisco (Vitoria-Gasteiz City Council)
Gorostiza, Esther (Prescribe Vida Saludable - Pediatrics Osakidetza)
Guridi, Iñaki (Deputy Director of EITB Radios)
Heriz, Gotzone (Management - Auzo Lagun)
Ibáñez, Mª José (Official Association of Dieticians - Nutritionists of the Basque Country)
Larumbe, Guillermo (Supermercados BM - Uvesco Group)
Lasa, Maite (Management - Arrasate Institutua)
López, César (Centre Management - Auzo Lagun)
López, Marta (Press - Department of Health)
Martínez, Alejandro (General Director of Fundación Eroski)
Melero, Juan Carlos (Prevention Programs - EDEX)
Melero, Marian (Nutrition and Quality - Basque Gastronomy)
Nuin, Beatriz (Health Protection - Public Health and Addictions, Department of Health)
Pérez, Lourdes (Chief Editor - Diario Vasco)
Portillo, Puy (Nutrition and Obesity Group of UPV-EHU and CIBERobn - Carlos III Health Institute)
Puyo, José Mª (Management - EDE Foundation)
Regla, Carlos (Responsible for the Food and Health Area - Grupo Gureak)
Rivas, Mauro (Quality Manager - Eroski Group)
Rodríguez, Bittor (Nutrition and Obesity Group of UPV-EHU and CIBERobn - Carlos III Health Institute)
Rubio, Carolina (Gosasun! - Innobasque)
Ruiz de Azúa, Idoia (Mondragón Corporation)
Sánchez, Héctor (Hospitality Industry of Bizkaia)
Sánchez, Begoña (Eurest)
Uriarte, Matxalen (New Foods - AZTI-Tecnalia)
Urribarri, Jon (Health and Consumption - Bilbao City Council)
Urtiaga, Carmen (Protection of Health - Public Health and Addictions, Department of Health)
Uruñuela, Larraitz (Area of Society - ETB)
Viar, Tuscany (Specialist in Sports Nutrition - The Health Company - Official Association of Pharmacists of Bizkaia)

Coordinating team
Amiano, Pilar (Epidemiology - Public Health and Addictions, Department of Health)
Azpiri, Mikel (Health Protection - Public Health and Addictions, Department of Health)
Balzategui, Markel (Sinergia Value)
Díaz de Lezana, Lucía (Special Food - Public Health and Addictions, Department of Health)
García, Javier (Health Protection - Public Health and Addictions, Department of Health)
Rubio, Loreto (Synergy Value)
Valcárcer, Santiago (Health Protection - Public Health and Addictions, Department of Health)
Zuazagoitia, Jon (Deputy Director of Public Health and Addictions, Department of Health)

Secretarial support
Diez, Aritz (Public Health and Addictions, Department of Health)
Izaguirre, Nerea (Public Health and Addictions, Department of Health)
OBJECTIVES: TRY TO ACHIEVE THIS BALANCE EVERY DAY

- Fruit and vegetables
- Cereals and potatoes
- Protein foods
- Fats

Water