

Strategic plan summary (extracts of the document “FACEnetwork’s strategic plan 2021 – 2022”)



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WHY this strategic plan? How did we proceed?

FACE exists since 2010, which means 10 years! Moreover, FACE started with 5 countries in 2010 and now it counts with 18 countries (among which 16 are represented by producers' organisations).

During its meeting of June 2020, the Council of FACE judged that it was time to take stock:

- Are our rules still adapted?
- Are our means in line with our ambitions? Shouldn't we set priorities?

In order to answer these questions and propose adapted solutions, FACEnetworks decided to work on a strategy for 2021-2022 and to involve a maximum of its members in this reflection.

This work took place from September to December 2020, as follows:

September – October	4 zoom meetings: 1 Council meeting 3 Workgroups meetings	Self-diagnostic + first proposals
October	Online feedback survey of the members of FACE	Self-diagnostic + first proposals
20 & 21 October	General Assembly	Debate about the proposals
19 November	Board meeting	Work on some specific questions still « open »
27 November	Council meeting	Validation/finalisation of all proposals
December 2020 - January 2021	Consultation of the national members	
28 January 2021	Council meeting	Vote of the final version of strategy

Part 1- WHO are we?

1) FACEnetwork in few dates

September 2009	Meeting of 3 delegations (France, Germany, Italy) in the Rhône – Alpes region
April 2010	Meeting of 5 countries (entry of Sweden and Netherlands) in Mals, South-Tyrol – Italy >> Creation of the network (informal group)
Mars 2011	Entry of Spain > 6 countries (represented through full members*)
May 2012	Entry of UK, Finland, Ireland, Norway and Poland > 11 countries*
February 2013	FACEnetwork's Official registration as an association (under French Law) with 11 countries
April 2013	1 st General Assembly in Cork, Ireland
2013	FACE starts including officially "partner members" (example: Barlactica, MRE, AgenForm and Bioselena)
2015	Entry of Austria and Luxembourg > 13 countries*
2016	Entry of Belgium > 14 countries*
December 2016	Official endorsement of FACE's " <i>Guide for Good Hygiene Practices in the production of artisanal cheese and dairy products</i> " by the European Commission and the 28 Member States
2017	Entry of Slovenia > 15 countries*
November 2017	Conference in the European Parliament: Official presentation of the GGHP
2019	Entry of Croatia > 16 countries*
2020	Exit of UK Entry of Switzerland


* In this resume, the calculation of the number of countries within FACE is made on the basis of the full members' organisations only (producers' organisations). But since 2014, more countries are present within FACE through partner/supporting members (training centers...), as for example Bulgaria and Greece.

2) FACEnetwork's organisation scheme

GENERAL ASSEMBLY
All the members - 1 meeting/year
<ul style="list-style-type: none"> . Definition of the main lines of the association . Endorsement of new members, endorsement of the Board . Approval of budgets and accounts . Amendment of the statutes . Fixing of the amounts of adhesion fees . Approval of the internal rules of the Association

COUNCIL
1 representative by country
<p>Lobbying actions</p> <ul style="list-style-type: none"> . Participation to regular meetings of EU Commission (CDGs,...) . Sending of position papers, letters, ... to the EU institutions . Meetings in EU Parliament... . Representation, presentation of the sector in different meetings... <p>Organisation/functioning of FACE</p> <ul style="list-style-type: none"> . Administration of the association . Main operational decisions . Follow-up of the WGs work . Seeking funding . Internal communication (website, newsletter,...)
<div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; background-color: #e0e0e0;"> <p style="text-align: center;">BOARD</p> <p style="text-align: center;">1 president, 3 vice presidents. 1 treasurer</p> </div>
<div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; background-color: #fff9c4;"> <p style="text-align: center;">ANNUAL MEETINGS & congresses</p> </div>

HYGIENE GROUP
<ul style="list-style-type: none"> . Preparation of some position papers (nutritional labelling, wood...)
<div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; background-color: #fff;"> <p style="text-align: center;">PROJECT GGHP</p> <p style="text-align: center;">2015-2017</p> </div>

<p>PROJECT TEACHEESY</p> <p>2017-2019</p>	
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TECHNOLOGY GROUP
<ul style="list-style-type: none"> . Cheese defect database . List of suppliers

MARKETING GROUP
<ul style="list-style-type: none"> . Video contest . Recipies . Relaunch website
<div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; background-color: #fff;"> <p style="text-align: center;">PROJECT DISCOVER FARMHOUSE CHEESE</p> <p style="text-align: center;">2013-2016</p> </div>

PROJECT FACE IN ITINERE

2019-2020



PROJECT BY FACEnetwork

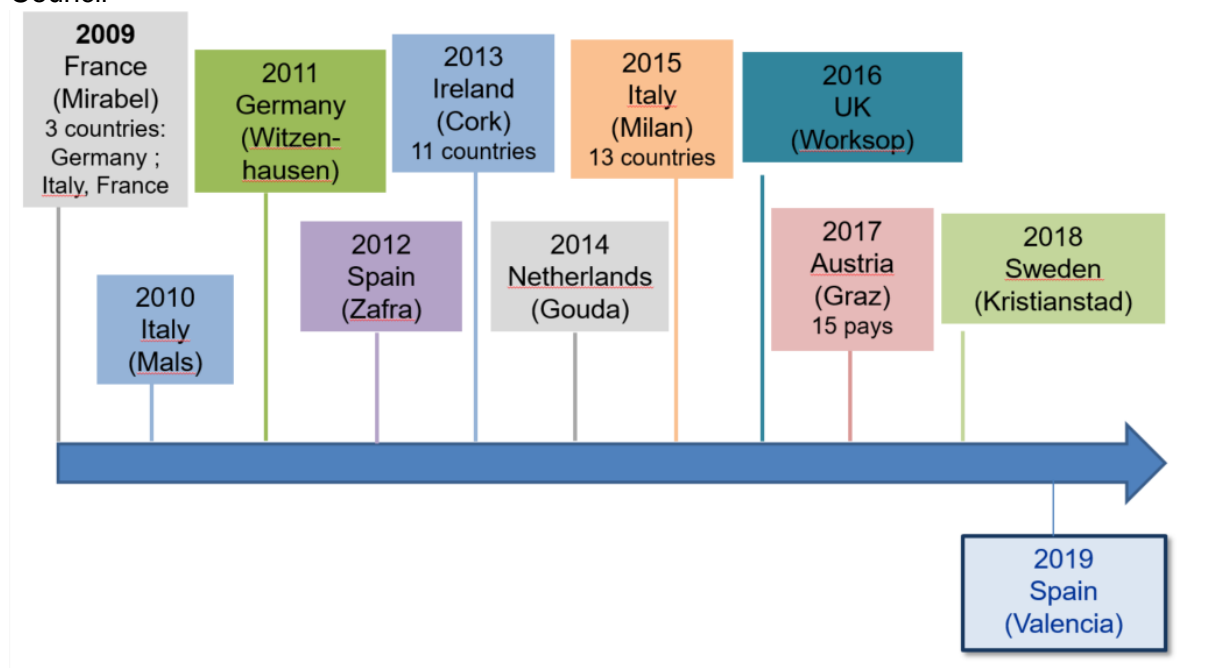
3) Resume of the actions already performed between 2010 and 2020

Activities coordinated by the Council

Field of actions	List of main realisations
Lobbying actions/ lobbying topics	
Civil Dialog Group (CDG Milk) of DG AGRI (European Commission)	FACE has one seat in this CDG ➤ Participation to 2 meetings / year
CDG Quality and Promotion -DG AGRI	FACE has one seat in this CDG ➤ Participation to 3 meetings / year
DG SANTE Advisory groups and ad-hoc meetings	Participation to meetings (around 5 / year) as Observer
Lobbying topics worked by FACE:	
Notion of small quantity and local selling	Position paper in 2013
Origin labelling	Position paper in 2015
Nutritional labelling	Position paper in 2016
STEC	Position paper in 2016 ; survey (Cat Berge) in 2020
Demand of a flexibility committee	Letters to DG SANTE since 2016
Testing for Tuberculosis and Brucelosis in goats and sheep	Internal survey in 2016
Official controls regulation	Position paper in 2017
Definition of cheese	Internal survey in 2018
Use of wood and traditional materials	Position paper in 2019
Vegetable carbon in organic cheeses	Position paper in 2019
Hygiene package revision	draft position paper in 2019 (not published yet)
Participation of FACE in external meetings/events:	
Cheese events (in Bra, by Slow Food)	Participations more or less formal of FACE since 2011 (notably 2011, 2013 and 2017 about the GGHP, flexibility...)
Conference flexibility in Milano (organised by DG SANTE) in 2016	Presentation by Frédéric Blanchard
Small Scale Farm Dairies Conference organised by the Estonian Chamber of Agriculture in Revere in 2019	Presentation by Mirek Sienkiewicz and Karl Fraissler
Other actions	
FACE's annual meetings and congresses	3 days meetings + congress open to the public, organised each year since 2010**
Conference of 22.11.2017 in Brussels / GGHP (guide for good hygiene practices)	Meeting of presentation of the GGHP to a large public and speech in the European Parliament during a session of the AGRI Committee

** FACE's annual meetings and Congress from 2009 to 2019

Each event was organised by the full member of the country, with the support of FACE's Council



Activities coordinated by the Workgroups

Workgroup/project's group	List of main realisations
Marketing workgroup	Marketing Campaign "Discover Farmhouse Cheese" – 2013 to 2016 – programme granted by European Commission)
	Video contests - 2016, 2017, 2018 and 2019
	Relaunch website + Recipes
Technology workgroup	Cheese defect database (tool published on FACE's website, accessible to members)
	List of suppliers (published on FACE's website, accessible to members)
Hygiene workgroup	GGHP – 2015 to 2017: realisation of the validated European Guide (translated in 24 languages) - programme granted by European Commission
Teacheesy project's group	Teacheesy – 2017 to 2019: realisation of 50 training materials for the GGHP trainings (in 13 languages) - programme granted by Erasmus+
In Itinere project's group	FACE in itinere – 2019 to 2020 : platform of exchanges between dairies/shops and interns, other producers, ...programme granted by Erasmus+

Part 2- WHERE are we going?... our goals for 2021-2022

The debate of General Assembly 2020 identified not only challenges, but also possible clues to face them. Then, these proposals were translated into concrete ideas of scope, missions and actions by the Board and the Council of FACE (see report of the Council of 27/11/2020).

1) Scope/missions of FACEnetwork

Fields	Details
Lobbying	Representation and defense of the sector at EU level, on any types of issues: food safety, technology, economy... (eg: preparation of position papers, contacts with EU instances (Commission, Parliament), participation to CDG meetings...)
Networking/ assistance to the members	Support to members organisations (eg: one member of FACE more expert in a topic can go and help another country in negotiations with authorities, or in training producers on a core topic/outcome of FACE (eg: Teacheesy...), etc.) Exchanges of knowledge and experience within the workgroups and with other tools like the Google group
Communication	Internal communication: keeping the member informed (eg: website, newsletters, press releases / FACE's outcomes) External communication about FACE's actions/outcomes (target public: EU institutions, other stakeholders of our sector) External communication about the sector (promotion- public target: consumers), but with limits: not for any type of promotion (eg: Cheese Open Day: YES // Awards: NO) ; Will depend of funds

2) Issues/projects selected for 2021-2022

Group	Topics already planned for 2021
Council	<ul style="list-style-type: none"> - Farm to fork strategy - Hygiene Package evolutions - STEC? > maybe in a thematic group?
Marketing group	<ul style="list-style-type: none"> - Video contest - Relaunch website - EU Cheese Open Day?
Technology group	<ul style="list-style-type: none"> - Cheese defect database - Exchange of knowledge
Hygiene Group	<ul style="list-style-type: none"> - Following-up the implementation of the GGHP in the different countries - Issue of Training of inspectors - Issue of Raw milk benefits/risks
Thematic(s) group(s)	<ul style="list-style-type: none"> - New project as outcome of FACE in itinere