

Deliverable 5.1:

Feedback on Initiatives





Document Summary

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Author(s):	John Gillon (RYEurope)
Contributor(s):	Mikelis Grivins (BSC), Talis Tisenkopfs (BSC), Ilze Mileiko (BSC), Svetla Stoeva (IPhS), Petya Slavova (IPhS), Fleur Marchand (EV ILVO), Elke Rogge (EV ILVO), Rani Van Gompel (EV ILVO), Lisa Van den Bossche (EV ILVO), Alice Minichini (CEJA), Paola Eguinoa (INTIA)
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Abstract

The first ambassador training was held on the 28th of March to the 30th of March as a live event in Brussels. The first training had a focus on selection of a shortlist of NOFAs by the ambassadors for future analysis by the project. This report of the feedback on the initiatives covers the process of data collection, feedback from the ambassadors, overall satisfaction of the training and recommendations for future trainings.



List of abbreviations

AFN	Alternative food networks
BSC	Nodibinajums Baltic Studies Centre
CEJA	European Council of Young Farmers
COCOREADO	Connecting consumers and producers to rebalance farmers' position through ambassadors trainings
CONSULAI	Consulai, Consultoria Agroindustrial LDA
CSA	Community supported agriculture
D	Deliverable
DG Agri	Directorate - General for Agriculture and Rural Development
EU	European Union
EV ILVO	Institute for Agricultural, food and fisheries research
INI	Iniciativas Innovadoras SAL
INTIA	Institute for Agri-food Technology and Infrastructures of Navarro
IPhS	Institute of Philosophy and Sociology
JSI	Jozef Stefan Institute
KU Leuven	Catholic University of Leuven
LFS	Local food system
LUT	Lappeenrannana-Lahden Teknillinen Yliopisto LUT
MIJARC	Mouvement International de la Jeunesse Agricole et Rurale Catholique
NOFA	Novel and fair food system
PROCUR	Sustainable public procurement of food
RYEurope	Rural Youth Europe EV
SFC	Short food supply chain
UCPH	University of Copenhagen
WP	Work package



01

1. Introduction

The overall objective of the project is to coordinate and support actions to rebalance the position of farmers in supply chains (in novel and fair systems) and public procurement of food and to reconnect consumers and producers. COCOREADO thereby takes two starting points. First, it collects existing innovative initiatives across Europe as the point of departure. These initiatives will be subsequently scrutinised from the perspective of the farmer's position in the chain and translated into good practices and hands-on approaches. Second, through an ambassadors' network, COCOREADO aims to invest in trainings, educational materials and decision support tools complemented with the co-creation of new 'seed' initiatives in practice. An explicit focus of COCOREADO is to foster opportunities for young people in rural areas to co-create innovative solutions that overcome current hurdles for farmers and respond to consumer needs, while simultaneously improving the conditions for sustainable public procurement and shortening the link between consumers and producers. A key tool for creating such environment will be the COCOREADO Ambassador Training Programme.

The COCOREADO project has a focus on youth and fostering opportunities for rural young people. To this end 40 ambassadors from through the food supply chain have been recruited to co-create project outcomes alongside the consortium and to be the face and voice of the project and use their own multiplier networks to ensure the project outcomes are spread as widely as possible throughout Europe.

The ambassador's main obligation is to attend three training sessions throughout the project in order to develop the communication skills necessary to spread project outcomes and to co-create with the consortium. The first training was focused on team building, introducing the project, agreeing on role development process, joint building of ambassador skill portfolio, projecting the ambassadorship functions and activities throughout the project and harvesting ambassadors' feedback on an initial



pool of innovative initiatives and food chains as identified in WP2. The trainings are to enable knowledge exchange, sharing experiences, learning and co-creation of sustainable food chains, enhance mutual understanding among producers and consumers about solutions for innovative food chains and enhance skills to collaborate for co-creation of shared value chains and raise awareness about multiple options and trajectories how food chains can be made more sustainable.

The aim of this report is to outline the process of presenting short-listed NOFAs to the ambassadors and detailing their input and feedback on the NOFAs and the process of selecting the final list of 15 cases to be further examined. The report will outline the process of shortening the long list of NOFAs by project partners to provide the best possible NOFAs to present to the ambassadors, the process of standardising the NOFAs for the ambassadors to assess, the assessment of the NOFAs during the training, the selected NOFAs, the ambassadors feedback on the NOFAs and their best practices and the ambassadors feedback on the process.

The report will also outline the general structure of the training with a brief outline of each day, both ambassador and consortium partner feedback and satisfaction and recommendations for future trainings.



02

2. The training

2.1 Communication leading to the first training

After the selection process of 40 ambassadors was accomplished in M12, all applicants were contacted on December 20th, 2021 to inform them about the results of their application. The chosen participants were informed about the following steps which included:

- Signing Memorandum of Agreement between the ambassador and the project consortium;
- Participation in the first ambassador online meeting in January;
- Submitting ambassadors' photos and bios for the COCOREADO website.

The ambassadors first met each other online on January 19th, 2022. During the online meeting they had a chance to find out more about the COCOREADO project, as well as to start getting to know each other, learn about each other's motivation to participate in the Ambassador Programme and the regions they came from. The information was also collected via the Padlet tool.

During the first online meeting the ambassadors were also introduced to Slack - a tool for internal communication within the ambassador network. Ambassadors registered and started using Slack in the weeks after the online meeting. Slack was also joined by members of the project consortium, and it could be used for further communication within the network. Several channels were created on Slack: e.g. *ideas-collaboration*, *news*, *questions-answers*, and a channel devoted for the first ambassador training. Some information and, especially, reminders were provided to the ambassadors on Slack. The ambassadors also engaged by exchanging some news on Slack channels.

Soon after the first online meeting ambassadors received more extensive information regarding the first ambassador training to take place in Brussels from March 28th to March 30th, 2022. First, they received practical information and could start booking their transport. They also received a



preliminary agenda that was made in close collaboration between all involved WPs and project partners.

The ambassadors received a detailed agenda and final directions one and a half weeks before the training. They also got some small homework, i.e., analysing some of the NOFAs prior to the final voting and selection during the training. Meanwhile, ambassadors' photos and short descriptions had been published on the project website prior to the training.

BSC and KU Leuven cooperated in communicating with the ambassadors in the final stages prior to the training: the organisational information was sent by BSC team, while KU Leuven team was responsible for individual communication regarding the practical organisation of ambassador travel and accommodation. For everyone to arrive to the ambassador training as expected, the communication with the ambassadors prior to the training involved providing precise information and directions for everyone, as well as individual communication tailored to each ambassador's situation.

Finally, 36 ambassadors attended the training. The four ambassadors who could not attend the training due to personal justifiable reasons, were contacted after the training to ensure their motivation in the next stages of the project and to keep them engaged in the next project steps.

2.2 The programme of the first training

Three versions of the programme were developed. The first listed the time slots and the teams covered by each of the sessions. The second provided information regarding the people engaged and their roles in each session. The final programme provided a detailed overview of methods and materials needed for each session.

Day 1 began with a welcome introduction meet and greet and an introduction to the project. After a coffee break ambassadors began working in groups on SEED initiatives. After lunch and an energiser activity, the session moved to a communications workshop on how to create effective communication and video production and editing and a workshop on fake news, which also included CEJA membership providing another opportunity for ambassadors to network and make connections.

Day 2 had a focus on assessing the NOFAs and began with a look at fair food systems and insights from the ambassadors on best practices and challenges. This moved onto the sessions on the evaluation and assessment of the NOFAs. After the final session on NOFAs ambassadors resumed consideration of the SEED initiatives. In the afternoon there was an excursion to Le Champignon de Bruxelles and to Brussels Food Hub.

Day 3 had a final session on developing promising SEED initiatives and a session on how to create a communication plan. The plan for the final session was 'What's next?'; this session was replaced by an alternate session.

All sessions in the programme were carried out as planned except for Session 15: What's Next. During the training it was felt that there was not enough time for ambassador feedback and session 15 was



altered to allow ambassadors to select topics of interest to them and then to allow ambassadors and consortium members to join whatever group they felt most interested in to discuss.

For this session a brain storming session was held to allow ambassadors to collectively come up with topics of discussion they had in common or would like to have time to discuss. Each topic was then given a location in the hall and ambassadors could feel free to spend the remainder of the session discussing one or more topics. One of the main topics discussed in this session was recommendations for future trainings.

The full programme is included in appendix 1.



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3. Data collection plan

Prior to training one a data collection plan was formed to record the process of the NOFA selection and the ambassadors' experience and feedback during the training. This data collection plan consisted of a form for facilitators and note takers to record observations during the sessions, a recording of the ambassador pitches from Session 9, interviews carried out with a selection of ambassadors for the podcast and a poll conducted online after the training, as well as some individual feedback provided by ambassadors.

3.1 Note Takers

To capture the processes taking place in each session note keepers were assigned to each session and a form for note taking was designed. Notes taken by note keepers helped evaluate the methods used during the training and the flow of the debates in each of the groups.



Activity observations form.

Day _____ Session _____ Note taker/ Facilitator _____

Please upload filled forms to SharePoint ([here](#)) before April 6th.

Activity Observations

Overall flow of the session

What was the general flow of the session? What was the overall atmosphere of the session? What were the main topics discussed.

Teambuilding and participation

Did the activity encourage everyone to participate (how)? How well do ambassadors collaborate during activity/work as a team? What were the main issues that triggered engagement and debates? Did the session managed to benefit from diverse expertise of ambassadors?

Methods

Were the methods used successful for the activity goal? Which methods or activities were successful/not successful?

Outcome

Did the activity produce the outcome desired. Was there enough time for the activity to be completed? What were the main outcomes (please, describe both the outcomes that were expected from the session as well as intangible outcomes – feeling that some ambassadors feel more engaged, more willing to talk, etc.)?

Ambassador observations

- Did ambassadors successfully share knowledge? Did ambassadors learn from each other? How and why was this achieved?
- How satisfied were the participants during the activity? Were they happy with how it went?
- Did the actions of any ambassador show leadership? What was the overall internal dynamics?

Decisions made (if any) and takeaway messages

Figure 1 - Note format

3.2 Podcast

A podcast of the training recording the ambassadors' experiences and feedback was created by consortium partner Rural Youth Europe. A podcast plan alongside a pre decided selection of questions and areas of inquiry were produced in order to generate the type of feedback that would be useful. Unfortunately the podcast was not released at the time of completing the report and so cannot be used as effective feedback on the process. The podcast will be released on the Rural Youth Europe website in the following weeks. The podcast brief created before the training can be seen below.

Podcast brief written by Dan Grist of Rural Youth Europe.

COCOREADO podcast brief

Aim: The aim of the podcast episodes is to capture the training events in audio form. The episode will focus on the ambassadors, who will be sharing their views and opinions on the topics being discussed, demonstrating the building of the network and the development of views and ideas overtime.

Practicalities: I will bring my own recording equipment. I will be able to attend the sessions and pick up on interesting stories being discussed. I will be able to gauge which ambassadors are keen to feature on the episode and interview them throughout the training sessions accordingly. I will need a small space to set-up the



microphones for interviews, but I can be very flexible with this. We will be able to host the episodes on our own Rural Voices podcast platform (on the Rural Youth Europe website, Spotify and Apple podcasts), however I will make sure that there is joint branding on the podcast artwork.

Example Questions: I've had a look at some of the themes and questions you want asked and have some example questions below.

1. What are your motivations behind being involved in the COCOREADO project? Tell me about your background.
2. Before attending the event, did you have any preconceptions about food supply chains? What have you learnt? Have your opinions changed following some of the sessions?
3. Following some of the sessions and discussions with your fellow ambassadors, what do you think is needed to create an efficient network of food ambassadors across Europe?
4. When trying to facilitate positive change, how do you negotiate varying interests and engagement levels?
5. How are you attempting to facilitate change and how do you intend to facilitate broader change following these trainings?
6. How do you think that leadership of sustainable food systems at a local level can be valued at an EU level?

Questions will be dynamic and flexible depending on the ambassador and the different sessions.

3.3 Ambassadors and project partners' poll

An online poll was created to gather ambassador feedback and satisfaction following the training. Printed versions of the poll were distributed among ambassadors after the training. Not all ambassadors filled out and returned the questionnaires and only 25 were received back. The ambassadors survey developed for the assessment of the training can be found in appendix 3. Additionally, to ensure that partners feedback is quantified, a short survey was developed for project partners.

3.4 Discussion session

To capture immediate reactions of project partners and ambassadors two discussions were held. The first was taking place during the final session of the training and focused on ambassadors' feedback. The second was organised immediately after the training. During this session project partners were given a possibility to reflect on the training. During both of these discussions notes were taken.

3.5 Personal Feedback

In addition to the above sources of data some feedback was provided personally by ambassadors via email and Slack.



04

4. Selection and assessment of NOFAs

4.1 Definition of NOFAs

COCOREADO defines novel and fair food systems (NOFAs) as (local) food systems which (re)connect consumers and producers and/or strengthen the position of the farmer in the food chain. These NOFAs are closely related with existing concepts in literature such as alternative food networks (AFNs), local food systems (LFSs) and short food supply chains (SFSCs). NOFAs entail practices that connect consumers and producers and overcome unfair trading practices to rebalance the farmers' position. More specifically, the practices empower both consumers (citizen empowerment, food councils, etc.) and farmers (autonomy, market transparency...) and enhance the farmers' income (through e.g. risk sharing, smarter distribution, reduction of environmental footprints, territorial approaches). These practices are thus based on mutually beneficial cooperation, integrating the needs of primary producers and consumers in a hands-on approach. Examples of such initiatives include farmers' markets, farm shops, farm gate sales, Community Supported Agriculture (CSA), box delivery schemes, producer and consumer co-operatives, community gardening initiatives and other less conventional forms facilitating direct relationships between producers and consumers.

4.2 Selection process of NOFAs

As outlined in D2.4, a long list of 61 NOFAs was gathered by project partners with a focus on geographical, sectoral and conceptual diversity. It was felt that 61 NOFAs was too many for the ambassadors to assess accurately given the limited time available during the training. As project partners were seen as the experts on their own selected NOFAs, they were requested to rate their own NOFAs giving a score of 1-3 for strengthening the position of the farmer; improving the connection between consumer and producer; potential of scaling up, replicability and information



sharing between partners in the collaboration/chain. The top three NOFAs from each partner were then chosen to produce a short list of 35 which was then presented to the ambassadors. The final long list of 35 NOFAs was standardised in order for the ambassadors to assess them more easily. The format was produced by CONSULAI in WP3 and consortium partners were asked to fill in the new template with their top three selected NOFAs as selected in the previous step.

The criteria for the new NOFA template were; objective; connection between farmer/producer and consumer; how does it strengthen the position of the farmer?; potential of replicability?; potential of scaling up?; does it have an aspect which you consider innovative?. Criteria information can be seen in Figure 2. Project partners were requested to go further in depth with each category for the three selected NOFAs in order to provide the most useful information for the ambassadors.



NOFAs criteria



Strengthening the position of the farmer

Refers to farmers achievements within a supply chain collaboration. Did the farmer improve his/her economic position by using this specific collaboration?

Improving the connection between producer and consumer

Refers to the establishment of connectedness between producers and consumers. Did the farmer establish a more direct relationship with his/her consumers? Do both farmer and consumer share knowledge, value and meaning about the product and its provenance, production and consumption? Is there a mutual understanding of producers/consumers on needs and mutual benefits.



Potential of scaling-up/replicability



Do you think this case has the potential to be replicated or to be scaled up?:

- Do you think the case has potential to grow/scale-up in its current form and context?
- Is it possible to increase the NOFA operations to a bigger scale, without incurring significant costs?
- Do you think similar cases can be set up in its own country?
- Do you think this case can be replicated in other contexts and countries?

Does it have an aspect which you consider innovative?

Consider your own "gut feeling", are there any differentiating factors associated to this NOFA?



Figure 2 - NOFA selection criteria



4.2.1 Grouping NOFAs

The NOFAs were put into groups of 5 alongside other NOFAs of the same type giving 7 groups of 5 in the categories of 1) HORECA, 2) Agriculture, 3) Agriculture, 4) Agri-Tourism, 5) Food Industry, 6) Food Industry and 7) Other, for groups 1 - 7 respectively. The grouping of the NOFAs together in similar categories ensured that two of each NOFA type were selected to be put forward to the following stage of selection ensuring that a diverse range of NOFAs were selected from a range of different categories.

Each group of NOFAs in the standardised format can be seen as an appendix 2.

4.3 Session 8: Evaluation of innovative initiatives

The ambassadors were placed into 7 groups of 5 in preparation for Session 8: Evaluation of innovative initiatives: lecture and workshop. Prior to the session each ambassador was provided the NOFAs assigned to their group to read in depth on their own time providing them the time to understand and think about the NOFAs. Each group was assigned a facilitator who was responsible for ensuring a smooth flow of the activity. The facilitator guidelines can be seen in Figure 3.

During session 8 the ambassadors were split into their groups and provided with an assessment sheet where they could place post-it notes assigning a score. Each member of the group was asked to provide each of the NOFAs with a score of 1-3 on each of the criteria of; connection between farmer/producer and consumer; how does it strengthen the position of the farmer; potential of replicability; potential of scaling up; does it have an aspect which you consider innovative. Each NOFA's total score for each category was calculated and their overall total score. Once each ambassador had assigned their scores the three NOFAs with the highest score were selected to progress to the next stage.

In the second half of the exercise the ambassadors were asked to discuss why they had chosen the selected three and to extract what they felt were the best practices of the selected NOFAs. The groups also had the option to overrule the scores by having their own discussion resulting in selecting alternative winning NOFAs.



Facilitator's guidelines

A facilitator is someone who facilitates decision-making and problem-solving, guiding the team to their best outcome.

How to be the best facilitator?

- ☐ Session leaders must observe carefully and listen to all that the group says and does. Be there!
- ☐ Recognize all group input and encourage participation.
- ☐ Facilitation represents a helping mechanism. Ask questions rather than lecturing the workshop participants. Listen and keep your group involved.
- ☐ Stay on the task.
- ☐ Stay neutral.

This workshop is divided into two sessions of 1h10min (session 8) and 1h30min (session 9) respectively but, will only need the facilitators help for the first session.

Prior to the session:

Prior to the session, each ambassador will receive 5 NOFAs to carefully analyse. These will be their assign NOFAs for the first session.

On session day:

Each cluster of 5 NOFAs will be discussed and analyse by a group of 5 ambassadors. The focus should be on replicability and the potential to scale-up, as the main goals of WP3.

Each ambassador will receive sticky notes to vote from a scale of 1 to 3 (from least to most fulfilling) each criteria:

1. Does it connect the farmer/producer to the consumer?
2. Does it strengthen the position of the farmer?
3. Does it have potential to scale-up? Has it already scaled-up?
4. Does it have potential to be replicable in other countries/regions/?
5. Does it have an aspect which you consider innovative?

Based on the answers, ambassadors will only select the top 3 most voted NOFAs to move on to the next stage.

Good practices that contribute to these questions should be identified during the discussion, further contributing to the 2nd session of the workshop.

You will have 60min to conduct this discussion so spend it wisely!



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Figure 3 - Facilitator guidelines



4.3.1 Feedback on session 8

During session 8 the ambassadors were split into 7 groups of 5 in order for each group to examine and assess 5 NOFAs. Each group was given 5 NOFAs to read prior to the activity. Each group had an assigned note taker and facilitator where the notes form the basis of the feedback provided.

While individual groups varied in interaction and understanding, the general consensus was that ambassadors began voting individually on each NOFA without having the space or time to discuss together what they thought of each NOFA. This was a solo exercise done together as each participant rated independently each NOFA for each criteria without discussion. This did not lead to as much interaction between ambassadors as would have been hoped for. The process of voting was not completely clear to all ambassadors who then did not feel completely engaged in the task. Since the ambassadors voted separately and without discussion at the start it was felt by some groups that the voting could have taken place separately online. This was a missed opportunity to have a group discussion about the NOFAs and to use the ambassadors' collective expertise to assess them. While the tasks did provide a ranked list of NOFAs at the end it was unclear why these had been chosen.

The overall flow of the activity varied from group to group with some groups reporting excellent flow and some not understanding the activity at all. All groups completed the exercise by selecting 3 NOFAs to move on to the next stage however some did this by employing their own methodology or simply by group discussion.

The amount of interaction in each group seemed to vary again highlighting the importance of an experienced facilitator when involving groups who have not met or worked together before. While the second stage of the process to extract good practices and write a short description for the pitch did facilitate more lively conversation this was very short and by the time most conversations had begun to grow the session had ended. Ambassadors were not clear on why they were working on the NOFAs to begin with and the similarities to some of their own businesses and farming practices made many wonder why they were discussing someone else's work in an abstract way instead of their own. Many ambassadors felt like this was an exercise that needed completed for the sake of the project but not one that would benefit them in any way. A clearer link between what the ambassadors are expected to do and the project goals would be required in future actions to ensure ambassadors understand why they are doing the tasks they are doing and how it relates to overall project goals.

4.3.2 Best Practices

For the end of session 8 ambassadors engaged in discussion to extract the core good practices of each NOFA they had selected to move on to the following stage. These were recorded on post-it notes during the process and noted down afterwards. This was a key stage of the ambassador's contribution to the process utilising their knowledge and understanding to extract the practices from the NOFAs they selected.

- Direct buying - Social engagement between consumer and producer





- Lokalny Rolnik - Online platform where farmers receive 70-80% of the final price. Easy to replicate in Europe and well as potential to scale-up with more producers involved.
- Fruta Feia (Ugly fruit) - Easy to replicate, with a direct fight of food waste, Education aspect
- PROVE - Promote and Sell - Partnerships with other sectors besides agriculture (agri-tourism), educational aspect.
- Plukboerderij Grondig - Building communities & exchanging knowledge, Replicable with meat and other products (expandable business model)
- Fairecoop (Fairebel) - Big potential to scale-up due to existing infrastructure.
- EKOALDE - Developing rural areas, Dignifying the work of local producers
- Farmers' market Varna - Holistic approach of engaging food with other cultural aspects such as music - "It's not all about the food"
- Borima farm Milk vending machines (milk ATM) - combining technology and human care at local level to reach clients directly - Innovative approach to selling fresh products with no added ingredients; Expandable with other products included.
- Good for you, good for the farm - it connects local producers from peri-urban and rural areas in a Bulgarian region with a specific target group of consumers from a small town and a city - the employees of local companies, allowing them to consume fresh local products of high quality. The farmers and food producers are the ultimate price-setters of the products offered in the online platform. This positively affects their income and negotiating power as through the online platform they bypass retail and wholesale intermediaries. Also, they have no costs for logistics and transportation as those functions are performed by the founder of the initiative.
- Borovitza Wine Club: WinWines - New products with an interesting business model which allows for an exclusiveness through a membership.
- Zelena točka (GREEN POINT) - Usage of blockchain technology to connect farmers. Short supply chain
- STIK - Taste Laško (Okusiti Laško) - Showcases the importance of municipality with a public agenda that values local practices.
- Farmer Steven - Innovative business model that is low maintenance. It only needs start-up investment.
- PLNT - Vertical farming, solution to respond to demand, Subscription-based model



- Gobbas Gård & partner farms - Building partnerships with other sectors (restaurants)
- REKO networks - Easy to implement and it uses facebook which make it easier to reach different consumers.
- WFC Lamb Initiative - Lack of bureaucracy with access to a large market
- Uudenmaan ruoka - Online platform that connects consumers directly to farmers - no intermediary
- ØsterGRO - Usage of unused area in urban regions

4.4 Session 9: Best examples of novel and fair food systems

Following a break the ambassadors returned to the same groups. Having selected three NOFAs from the 5, each group was then responsible for presenting their selected three to the entire assembly in the form of a pitch. The pitches were voted on by all ambassadors and the top 15 NOFAs were selected to form the short list to be examined in depth for the remainder of the project.

4.4.1 Feedback on session 9

Session 9 the pitches on the NOFAs was a sequential series of 21 pitches carried out by the ambassadors according to the guiding question why that NOFA should be selected as a good example. Each presentation lasted approximately 2 minutes with a round of voting at the end with each ambassador having 15 votes so as to generate the short list of 15 final NOFAs.

It was found that 21 sequential presentations in a row was very difficult to follow. The effectiveness of the pitches varied greatly depending on how good a public speaker the pitch was presented by and how good their English was. In this way the session did not produce fair or balanced assessment of each NOFA but instead a sales pitch that varied in effectiveness.

The session was not participatory as there was no time for in depth questions or room for ambassadors to explore the NOFAs not assigned to their group, instead this was 21 short fairly uniform presentations in a row. As the time for preparing the pitches was very limited there was not a way for the ambassadors to vary the form of the pitches and each presentation ended up being very uniform. As such the final presentations suffered simply from being last. Sometimes NOFAs had local names that participants did not know how to pronounce or were harder to remember. It would have been useful for participants to have a list of NOFAs with a short summary for voting purposes.

The format did not allow the ambassadors to use their own knowledge to discuss the NOFAs or to give space for a real discussion about what the good practices were. While the activity was an interesting exercise for the ambassadors there was a great advantage for ambassadors who went early in the



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process and ambassadors who were native English speakers. As the activity was a role play exercise designed to sell the NOFAs from each group to the plenary it was more focused on salesmanship rather than an objective assessment of each NOFA and so the session did not yield useful feedback from the ambassadors on the nature or assessment of the NOFAs.



5. Feedback and satisfaction

5.1 Ambassador Feedback

The assessment form distributed among ambassadors addressed three major themes: 1) the overall satisfaction with the training, 2) general satisfaction with the main sessions of the training and 3) recommendations for remaining two trainings which will be discussed in the following chapters.

5.1.1 Overall satisfaction with the training

Overall, ambassadors felt satisfied with the training and on average rated the training with a mark of 7.6 (on a scale of 1 to 10) (see Figure 4). The assessment was even higher when ambassadors assessed whether they would recommend new ambassadors to attend these trainings. In this case, the average assessment was 7.9. The majority of ambassadors felt very satisfied with the training. However, there was also a very small number of ambassadors who felt very strongly dissatisfied and commented, that they had completely different expectations for the training.

Those, who felt positive about the outcomes claimed that the training helped them to enrich their understanding of the food systems, helped them to develop new ideas (new perspectives on food initiatives), offered an opportunity to share their ideas and experiences with likeminded people, and strengthened their networks. Ambassadors also pointed out that the training helped to understand the role social media in food communication.

There was also some negative comments and indecisive comments raised by ambassadors. Two ambassadors said that they have not learned anything new during the training and that the training could have benefited from going in-depth with the questions that were raised. Meanwhile, one person stated that he was disappointed in the training. This disappointment, however, was mainly linked to expectations related to accommodations provided for ambassadors. Two ambassadors felt indecisive claiming, that they have gained useful insights from the training, yet it is not yet clear to them, how exactly they could use this information.

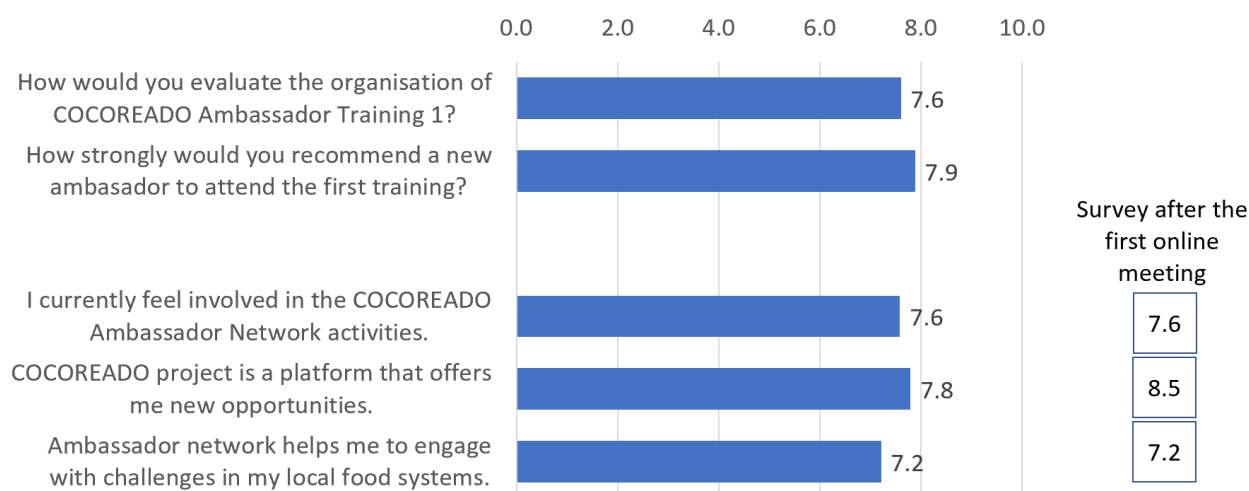


Figure 4 - Overall assessment of the training

Source: Ambassadors post-training assessment survey. On the right - a answers ambassadors provided to the same questions after the first ambassadors meeting that was held online.

5.1.2 Assessment of separate sessions

Ambassadors in general felt positive about the individual sessions of the training. However, there were some differences in the satisfaction level between the sessions. Ambassadors felt most satisfied with the excursions they had during the training (sessions 11 and 12) (see Figure 5). These sessions were marked with a score 8.5. The two excursions offered ambassadors an opportunity to visit mushroom farm Le Champignon de Bruxelles and Brussels Food Hub/Atelier Groot. In both spots ambassadors had a chance to meet people running the initiative and were given a presentation of the principles, ideas and business model behind the initiative.

Most of the sessions were given an average score somewhere between 7 and 8. Among these sessions, as was expected, the session 1 received the highest mark - 7.8. This session was dedicated for ambassadors to network and to discuss their skills and knowledge needs. Sessions related to novel food initiatives (dedicated to NOFAs and Seed initiatives) received mark 7.5 and 7.4. This assessment indicates, that in general ambassadors were satisfied with the activities training envisioned to present the diversity of novel food initiatives. However, there is a space to improve. The main critique raised by ambassadors was that these sessions should have been more aligned with ambassadors' individual experiences. This is something that will be taken into an account when preparing for the next training. Finally, the joined session with CEJA (session 6) was given a score 7.2. This was a session held together with the members of CEJA. Although the session was extremely well organised, it was engaging a significantly larger number of participants (both ambassadors and a group of CEJA members were attending this session) and this could have led to a feeling that each separate ambassador received less attention. However, it was important to have this session together with CEJA because this allowed



ambassadors to meet a broader group of people engaged in food systems thus broadening ambassadors' networks.

Ambassadors gave the lowest score to session on generating effective communication and tools to edit videos - 5.6 (session 5 and 14). The comparatively low satisfaction with this session is probably related to very different initial skill levels of ambassadors. For the next training a programme, that captures the differences in skills and needs will have to be developed.



Figure 5 - Assessment of the training sessions
Source: Ambassadors post-training assessment survey.

5.2 Partners feedback

Most partners felt that all major goals of the training (related to ambassador skill development and inputs for the project's work packages) had been achieved during the training. In general partners felt satisfied with the processes leading to training and the training itself. There were some critical remarks expressed by partners that will be taken into account when the second and the third training will be planned.

5.2.1 Processes leading to the training

Partners felt satisfied with the processes leading to the training. On a scale of 1 to 10 (where 1 is "not at all satisfied" and 10 is "very satisfied"), how satisfied are you with the organisation of the training, the average mark given to the training was 7.8.



Partners felt that it was a noteworthy achievement that the COCOREADO project managed to bring together a diverse group of young enthusiastic experts. The training gave these experts the opportunity to network. The general agenda of the training was strong and was well communicated to partners. Finally, partners stressed that the training had managed to achieve project objectives.

Partners felt critical regarding the different quality of various sessions. It was suggested, that while some of the sessions were very well planned and had a very clear structure, some other seemed a bit improvised. It was also stressed that interconnections between sessions and the overall coherence of the training should be improved.

5.2.2 The training

When asked to use the scale 1 to 10 (where 1 is "not at all satisfied" and 10 is "very satisfied"), how satisfied are you with the training itself, the partners on average assessed it with a mark 7.4. Partners appreciated the environment that had been generated, the activities that had been proposed to ambassadors and the enthusiasm that both the ambassadors and the partners had. The general dynamics of the training was also described as being inspiring and good. It was also appreciated that the programme was kept open and that it was adapted to the actual dynamics among the ambassadors.

Project partners also raised some critical reflections that could be used to prepare the next two meetings. Partners suggested that this has been a very intense meeting with very little time in between the sessions. It was also suggested that little opportunity had been given to ambassadors to self-organise. It was also concluded that goals of separate sessions should be explained better ensuring that everyone is on the same page. Also, the goals of separate sessions should be tied more together in an integrated vision, for example ambassadors could have received a pitch training before being asked to develop pitches for the seed initiatives.

5.2.3 The outcomes of the training

When asked how satisfied partners are with the outcomes of the trainings, the average score partners gave to the training was 7.6. Partners suggested that the training had ensured that there was networking among ambassadors and had built a good environment for future cooperation. It was also suggested, that this first training had illustrated, that ambassadors are able to self-organise and could be given a bigger role in development of the programme of the second training. Some project partners felt that maybe some possibilities were missed.



06

6. Recommendations and conclusions

Several key take-aways can be inferred from the issues regarding the training. As this was the first training it is likely that some issues would arise and important that they can be identified and resolved for future events.

6.1 Recommendations from planning process

It was felt during the planning of the training that it was important to give each work package the freedom to set their own time frames and design their own methods. This resulted in what was quite a disjointed programme. It was not always clear to ambassadors why one session led directly into the next or why they were working on the topics they were. While the work of the project is divided into work packages this is a distinction that does not need to be represented in the training.

The training lacked a central coordinator who was responsible for ensuring the sessions produced the desired outputs necessary to assess the ambassadors' feedback. Only five of the seven groups in session 8 had a note taker who produced notes and only one set of notes was taken for the entire session 9 on the pitches. Having one project partner assign a time slot, one project partner design a methodology and outputs and a third project partner write the assessment report has led to a disjointed approach where there is not the necessary feedback our outputs produced in order to effectively assess the ambassadors' contribution.

As this was the first training there would always be some things that can be improved. It is important for the second training that the above issues are taken into account and provide a better outcome the second time around.

When planning a live event, it is important to have a preparatory team with clear role allocation as well as a course director who is overall responsible for ensuring each task is completed and each



output is delivered. A prep team made of WP5 and a representative for each other WP wishing to be involved should be formed and meet at an early opportunity to discuss what the necessary outcomes are for the project, what the necessary learning outcomes are and what the ambassadors have requested based on their own individual feedback.

The learning and project goals can then be divided into sessions with a clear flow to build a coherent programme from start to finish. The aims, objectives and outputs can then be clearly defined for each session and a session methodology designed such as to produce that outcome. While the project divides tasks into work-packages this distinction does not need to be represented in the training structure. The ambassadors are not aware of the internal division of work represented by work package numbers and they do not need to be. It is important to structure sessions by aims and objectives and these could represent different work packages in the same session.

In future activities instead of having a system of note takers a better approach would be to have the work produce an output where the assessment and the process can be clearly understood. One issue with the system of ranking each NOFA for each category is that no clear thought process can be identified from looking at the poster after it was complete. A clearer process of assessing each NOFA for different criteria with discussion and drawing on the ambassadors' own knowledge would have led to a clearer process of assessment and reporting. While organising each session a clear work task for some sessions should be planned where the ambassadors produce an output that can be used to identify their contributions and what they have learned from the activity.

During the event it is necessary to have a course director who is responsible for ensuring the outputs are produced for all sessions and the materials necessary to produce the report are collected at all stages.

6.2 Recommendations from ambassador feedback

The assessment conducted together with partners allowed concluding that for the next training the following should be taken into consideration:

- Activities conducted by various WPs should be more integrated;
- The second and the third training should be developed looking for ways the programme could be co-created with ambassadors;
- In the following trainings, more space should be given for ambassadors to present their own skills and expertise, in particular their own businesses and farming techniques;
- Activities maintained during the training should focus more to support development of seed initiatives.

When asked, what should be improved for the next training, ambassadors' opinions differed.

Some of the recommendations were purely technical. For example, a number of ambassadors stated that access to the internet should be better. Some other suggested that the training should be less intensive, and more time should be allocated to informal communication. Ambassadors also underlined the significance of excursions.





Ambassadors also raised methodological suggestions. It was suggested that the schedule should be more fluid providing space for improvisation. A key suggestion presented by many ambassadors was that considerably more time should be given to work in groups and to get to know other ambassadors. It was felt that the ambassadors did not have the opportunity to delve into what other ambassadors do in their own business or can learn from the considerable expertise within the network. Finally, ambassadors suggested that role playing activities should be introduced in the programme and more mentoring should be provided.

Finally, ambassadors also stressed thematical issues that should be addressed in the second training. Ambassadors suggested that more space could be given to discuss various properties of new food initiatives. Also, more time should be allocated to discuss the challenges ambassadors face in their daily activities.

6.3 Conclusions

The training was successful in meeting the project goals of having the ambassadors generate a short list of NOFAs for future analysis. The overall satisfaction was high from both project partners and ambassadors. There were a number of useful take-aways and recommendations outlined in this chapter that if implemented will allow for a much improved training 2.



7. Appendices

7.1 Appendix 1: Programme training 1

Sunday (for those ambassadors who arrive on Mach 27)						
16:00	Arrival, welcome of ambassadors and settling in the rooms					
19:00	Dinner at the training centre (will be provided at the time of ambassadors’ arrival, starting from 7pm)					
21:00	Dessert buffet organised by the ambassadors					
Monday, March 28						
08:00 – 09:00	Breakfast					
08:30 – 09:00	Welcome and registration desk open					
09:00 – 10:00	Session 1. Welcome, introduction to the work plan, get-to-know activities. Facilitator: <i>Talis Tisenkopfs, Baltic Studies Centre (BSC)</i>					
	Note keepers	<i>Sandra (BSC)</i>	<i>Talis (BSC)</i>	<i>Mikelis (BSC)</i>	<i>Ilze (BSC)</i>	
10:00 – 10:30	Session 2. Introduction to COCOREADO. Role of ambassadors. Q&A session and discussion regarding the programme of the training. Facilitator: <i>Erik Mathijs, KU Leuven</i>					
	Note keeper	<i>Marco Moretti (KU Leuven)</i>				
10:30 – 11:00	Coffee Break					
11:00 – 12:30	Session 3. Introducing seed initiatives Facilitator: <i>Jon Bienzobas, INTIA</i>					
	Moderators	<i>Rani (ILVO)</i>	<i>Manon (MIJARC)</i>	<i>Casper (KUL)</i>	<i>Jon (INTIA)</i>	<i>Paula (INTIA)</i>
	Note keepers	<i>Mikelis (BSC)</i>	<i>Joana (CONSULAI)</i>	<i>Alice (CEJA)</i>	<i>Ilze (BSC)</i>	<i>Lorette (CEJA)</i>



	MEMO: Partners should not intervene in ambassadors' discussions.							
12:30 – 13:30	Lunch							
13:30 – 14:00	Session 4. Teambuilding Facilitator: John Gillon							
14:00 – 15:30	Session 5. Generating effective communication and tools to edit videos Facilitator: Mirentxu Asin, <i>Iniciativas Innovadoras (INI)</i>							
15:30 – 16:00	Coffee Break							
16:00 – 18:00	Session 6. Communication around food: from fake news to trustworthy information Facilitators: Alice Minichini, <i>European council of young farmers (CEJA)</i> ; <i>Beatrice Mautino, organizer of the Mantova Food&Science Festival and a science writer</i>							
18:30	Meet at the entrance of the training centre and walk to the dinner location							
18:45	Networking dinner at Saucepark_ (Avenue Edmond Galoppin 1 1150 Woluwé Saint Pierre)							
Tuesday, March 29								
08:00 – 09:00	Breakfast							
09:00 – 09:30	Session 7. Fair food systems: insights from the ambassadors on challenges and good practices Facilitators: Sandra Sumane, Ilze Mileiko, BSC							
	Note keepers	Talis (BSC)			Mikelis (BSC)			
09:30 – 10:40	Session 8. Evaluation of innovative initiatives: lecture and workshop Facilitator: Rui Almeida, CONSULAI							
	Moderators	Joana (CONSULAI),	Rani (ILVO)	Casper (KUL)	John (RYE)	Sandra (BSC)	Ilze (BSC)	Carolina (CONSULAI)
	Note keepers	Elke (ILVO)	Mirentxu (INI)	Talis (BSC)	Mikelis (BSC)	Paola (INTIA)	Alice (CEJA)	Manon (MIJARC)
10:40 – 10:55	Coffee Break							
10:55 – 12:30	Session 9. Best examples of Novel and fair food systems: the final selection and pitches of the best cases Facilitator: Rui Almeida, CONSULAI							
	Note keeper	Talis (BSC)						
12:30 – 13:30	Lunch							
13:30 – 14:30	Session 10. Developing promising initiatives. Facilitator: Jon Bienzobas, INTIA							
	Moderators	Rani (ILVO)	Manon (MIJARC)	Casper (KUL)	Jon (INTIA)	Paola (INTIA)		
	Note keepers	Mikelis (BSC)	Joana (CONSULAI)	Alice (CEJA)	Ilze (BSC)	Lorette (CEJA)		
	MEMO: Partners should not intervene in ambassadors' discussions.							
14:45	Meeting at the entrance of the training center and transfer by bus to the excursion site							
15:00	Session 11. Excursion - Le Champignon de Bruxelles							
17:30	Session 12. Excursion - Brussels Food Hub/Atelier Groot							
19:00 – 22:00	Dinner at Brussels Food Hub/Atelier Groot							
22:00	Transfer by bus to the training center							



Wednesday, March 30						
08:00 – 09:00	Breakfast / Check-out of rooms and return of the room keys (if leaving on March 30)					
9:00 – 10:30	Session 13. Developing promising initiatives. Facilitator: Jon Bienzobas, INTIA					
	Moderators	Rani (ILVO)	Manon (MIJARC)	Casper (KUL)	Jon (INTIA)	Paula (INTIA)
	Note keepers	Mikelis (BSC)	Joana (CONSULAI)	Alice (CEJA)	Ilze (BSC)	Lorette (CEJA)
	MEMO: Partners should not intervene in ambassadors discussions.					
10:30 – 10:45	Coffee Break					
10:45 – 11:30	Session 14. Effective communication: best examples and developing a communication plan Facilitator: Mirentxu Asin, INI					
11:30 – 12:30	Session 15. What's next? Facilitator: Mikelis Grivins, BSC					
	Moderators	Mikelis (BSC)	Ilze (BSC)	Sandra (BSC)	Talis (BSC)	Casper (KUL)
	Note keepers	Rani (ILVO)	Manon (MIJARC)	Lorette (CEJA)	Mirentxu (INI)	John (RYE)
12:30 – 13:30	Lunch					
13:30	Goodbye/ individual work opportunities in the training centre premises					



7.2 Appendix 2: Illustration of NOFAs description used in session 8



BOROVITZA WINE CLUB: 'WINWINES'



BOROVITZKA
north-west Bulgaria

OBJECTIVE

The initiative was started by two friends who grew up together - both wine lovers but also professional oenologists. In 2005-06 they bought an old winery in Northwest Bulgaria and later - purchased three plots with vines on which they are growing traditional varieties for the region and widespread ones. The winery has a clear market profile - to offer a sufficient number of different wines (25), but in small limited series of 250 to 400 bottles per wine, as well as to continuously look for new combinations. The winery is the first in Bulgaria to produce the so-called orange wine. Only three years after bottling the first wine they decided to create the so-called Wine Club. The winery's club of wine fans serves as a "living laboratory" for the initial testing of new flavors and labels, as well as for the generation of ideas yet to be realized together with consumers.

CONNECTION BETWEEN FARMER/PRODUCER AND CONSUMER?

The winery achieved this initially by creating a wide circle of friends- wine consumers - which eventually grew into a wine club with a paying membership. Wine club members contribute with ideas for new tastes and combinations, are the first to taste new vintages, receive sommelier and winemaking training, as well as a host of discounts on limited editions of the winery's products and the opportunity to participate in events it organises. Thus, the winery offers them not only its products, which they can also buy from the on-line or physical store, but also training services and access to a selected wine society, contributing toward the engagement of the consumer to the initiative. This multifaceted approach to the consumer creates many sustainable links over time, ensures a permanent core clientele (members of the wine club). In return, wine club members act as 'multipliers' of the producer's efforts to reach the consumer directly.

HOW DOES IT STRENGTHEN THE POSITION OF THE FARMER?

Two types of farmers are involved. On the one hand it is the wine producer, who is also a grape grower with his own vineyards of around 300 acres, on the other hand it is small number of selected farmers in the region from whom the winery buys additional wine. The winery benefits from combining the activities of grape production and winemaking, and selling its wine directly to the end consumer, securing a key position in the supply chain, which consists of only two actors - the producer and the consumer. The small vinegrowers from whom the winery buys wine benefit from having a guaranteed market for their production, at prices comparable to or higher than others in the region. They can also obtain wine at a production price agreed for them with the winery (but it is not intended for the market but for their own consumption) and are more informed on what their production is used for. However, the end consumer's relationship with these small winemakers remains anonymous and mediated by the winery.

POTENTIAL OF REPLICABILITY?

The potential for copying the idea developed by the winery is very large and not necessarily related to wine production. Consumer clubs could be created for other products and services, and the conversion of members into 'multipliers' depends on the quality of what is produced and the extent to which the producer succeeds in getting the consumer to identify with the product. It is not a question of identification with a brand, but with a product and with a producer.

POTENTIAL OF SCALING-UP?

The expansion is conceived as an 'expansion in the quality' of the products offered and balancing this with accessibility to a quality (non-mass, but not niche) clientele - 'clientele that have a taste'. The wine club was created in response to this 'growth in quality' strategy. From this perspective, the relationship between consumer and producer is a direct scaling-up tool, turning its members into 'multipliers', attracting more consumers, through the club members. Club members are not wine merchants, they have no commitment to commercial activities.

DOES IT HAVE AN ASPECT WHICH YOU CONSIDER INNOVATIVE?

The very idea of creating a consumer club is innovative because of its potential to create 'multipliers' who in turn shorten the link between consumer and producer. The club members are also at the heart of some blending (product development) and support the producer's product range.



connecting consumers
and producers to rebalance
farmers' position



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GOBBAS GÅRD & PARTNER FARMS

OBJECTIVE

The object of the initiative is to offer Michelin star restaurants local, high quality specialities for menu by building a living interaction between the Michelin star chefs and the farmers, where chefs can express their needs and farmers present their ideas for growing new products.

CONNECTION BETWEEN FARMER/PRODUCER AND CONSUMER?

The producers and consumers are connected via high-end restaurants and their chefs. The origin of the food is an essential part of the narrative of the restaurant.

HOW DOES IT STRENGTHEN THE POSITION OF THE FARMER?

The direct effect is that the high-end restaurants are willing to pay high prices of highest quality products. The volumes are low, but the restaurants can be used as a reference when selling goods in other channels. Essential for the concept is to innovate new products together with the chefs.

POTENTIAL OF REPLICABILITY?

The top restaurants are scarce, but for the most ambitious farmers the concept is applicable. The concept requires high skills in farming AND direct marketing.

POTENTIAL OF SCALING-UP?

The market is limited but growing. The concept can be downgrade

DOES IT HAVE AN ASPECT WHICH YOU CONSIDER INNOVATIVE?

Referring to Edison's statement, it can be considered innovative to identify the niche, approach, build and nurture the personal relationships with the chefs.





STIK – TASTE LAŠKO



OBJECTIVE

The collective brand Taste Laško based on the model "Originally Slovenian" was created in 2018 as a result of the project Taste the diversity of the countryside. The activities of the first phase of branding were partly financed by the European Regional Development Fund, in this context Prof. Dr. Janez Bogataj designed the gastronomy strategy of the Municipality of Laško. The brand brings together local producers, farmers, artisans, creative caterers, healthy lifestyle service providers and organizers of guided adventures, focusing on thermal and clean spring water, beer brewing, beekeeping, herbalism and excellent dishes with overheated cream.

CONNECTION BETWEEN FARMER/PRODUCER AND CONSUMER?

Stika Laško together with Municipality of Laško, KGZ unit Laško and Thermana Laško is organising Local Food Exchange (3rd was in 2021). At the request of producers and consumers of products and food of KBZ Okusiti Laško (restaurateurs and public institutions), STIK Laško organises weekly contacts for mutual exchange of information on supply and demand of local products and food. At the Open Doors of Laško event, which takes place in Laško every year from May to October, producers of local food and other products marketed under the destination brand 'Taste Laško' present their story and certified products, produce and services directly to consumers.

HOW DOES IT STRENGTHEN THE POSITION OF THE FARMER?

In tSTIK Laško connects local producers, coordinates activities and promotes, markets and sells the offer certified with the Taste Laško brand in its own outlets. It organises trainings, evaluations and events to which both existing and new producers can register. KBZ Okusiti Laško is very well received by producers and locals, as evidenced by the increased purchase of local products and produce by restaurateurs, households and public institutions. There has also been an increase in the number of market participants who are interested in using the KBZ Okusiti Laško quality certificate and see it as an opportunity to improve their economic status.

POTENTIAL OF REPLICABILITY?

Over the past decade, collective brands (or CMBs) have become an important tool for developing rural areas into smart rural destinations. Currently, there are 12 brands in the country based on the 'Original Slovenian' model, and new ones can be added every year. In 2022, the collective brands were integrated into the collective brand network, which was founded and is owned by ProVITAL d.o.o. KBZ Okusiti Laško has also joined this network. The members of the KBZ network will work towards joint strategic development and transfer of knowledge, experience and skills, joint research activities and applications to tenders. We are convinced that this example can be replicated in other countries and other environments.

POTENTIAL OF SCALING-UP?

Under the "Originally Slovenian" model, they have the opportunity to expand the certification of the offer to include experiences and events with local producers and farmers. Already this year they are planning new trainings that will make it easier for farmers to expand the offer of products and produce with the added value of experiences.

DOES IT HAVE AN ASPECT WHICH YOU CONSIDER INNOVATIVE?

The collective brand Okusiti Laško, based on the model "Originally Slovenian", was created in 2018 as a result of the project "Taste the diversity of rural areas". The decision of the Municipality of Laško to join this model seems to be right. The certification allows for greater visibility of farmers, local dishes, products and produce and helps to increase the choice of higher quality and safer food.





D5.1 Feedback on Initiatives



NOVADA GARŠA (TASTE FROM THE REGION)



OBJECTIVE

The official goal of the initiative is to develop a sustainable local food system that enables the traceability and quality of local food products. It is expected that this could increase the consumption of local food and could help local food procurement experts to access information regarding local and organic products available in their region. These goals have been translated into two branches of action - to ensure that information is available regarding local producers and to create a quality schema.

CONNECTION BETWEEN FARMER/PRODUCER AND CONSUMER?

The main tool of the initiative is a web page offering an overview of local farmers willing to sell local products. The content is provided by farmers who use the website to communicate with consumers (both individuals and organisations). The engagement level of various farmers differs. The most common form of engagement is by just presenting information about the farm and its products. However, the webpage is also expanding and planning to offer consumers an option to make purchases directly through the site soon. It is also offering farmers space in a series of annual events to present themselves and their products and to celebrate the best farmers. All main decisions regarding the initiative and its preferable development directions are made by the organization maintaining the initiative.

HOW DOES IT STRENGTHEN THE POSITION OF THE FARMER?

The initiative helps to preserve traditions and provides opportunities to small farms that produce high-quality products. This, no doubt, helps the initiative to support rural development in general (by creating new opportunities). It also aims at facilitating the level of awareness people have regarding the diversity and the significance of local products. It does so in a way that is sensitive to consumers. This is illustrated by the fact that in the year 2021 the page already has had more than 50 000 visitors (up from 30 000 in the year 2020).

POTENTIAL OF REPLICABILITY?

The current structure of the initiative is not very unique and could be easily replicated.

POTENTIAL OF SCALING-UP?

The initiative is looking for a way to scale up in various directions - it is trying to engage more farmers, improve functionality of web page, attract new customers (both households and organisations). Its ability to reach these goals remains to be proven.

DOES IT HAVE AN ASPECT WHICH YOU CONSIDER INNOVATIVE?

The web page on its own is not particularly innovative. However, the novel side of the initiative is to have a joint umbrella for all local food related activities. Also, attempts to become an instrument used while planning procurement tenders could be considered as innovative.





D5.1

Feedback on Initiatives



EATMOSPHERE

eätmosphère

OBJECTIVE

Eatmosphere was founded in 2015 with the aim to raise awareness around sustainability in the agrifood system. The activities are directed towards different chain actors: farmers, consumers, HORECA and industry. In the beginning Steven focused mostly on reducing food waste. In 2017, he gradually changed the story to shortening the food supply chains and eating more plant-based. Steve started by working 7 days/week and now works 1 day/week, but is still the only employee of the organisation, even though he works in collaboration with other organisations, projects or people (and also subsidies). At the moment he's working on different projects to raise awareness about 'good food' and a sustainable food system. 1. Mary Pop Ins: Experimental concept, a pop-up restaurant in Brussel where they serve a monthly circular and plant-based brunch 2. Diner on the field: where consumers are in contact with farmers and with the chefs, with both receiving credits for the food (and not only the chef). 3. Workshops on fermenting. 4. 'Ceci est Passata'-project: using Belgian tomatoes (from Belgium farmers) a small food manufacturer makes Passata. This is still very artisan, and not industrial, making soups and quiches.

CONNECTION BETWEEN FARMER/PRODUCER AND CONSUMER?

There is a directed relation with consumers with the 'dinner on the field'-concept. It ensures that consumers, farmers and chefs are on the same location. Conversations and discussions are started with the consumers, farmers and chefs. And chefs and farmers are both put in the spotlight. Consumer(s) involved in 'Ceci est Passata' uses the CSA-principles, where they pay in advance for one year supply of passata. The organisation is developing a workshop with small groups of children from different cultures (in Brussel). They all receive cooking lessons for a year, will co-create together and with the farmers (around seasonal food) and bring this back home (=multiplier effect).

HOW DOES IT STRENGTHEN THE POSITION OF THE FARMER?

There is an increased farmers' income because all the actors receive a fair price (Belgium farmers receive around 2euro/kg for the tomato). The risks and resources are also shared with other supply chain actors. Furthermore, there is also market transparency: For the dinners, brunches and even 'Ceci est Passata', he works together with the different chain actors. This way of collaboration ensures that farmers and chefs understand each other better (eg. Seasonality of vegetables and fruits, time management). This opens their minds and allows for more creativity!

POTENTIAL OF REPLICABILITY?

There is potential for replicating this in other communities. This is a good way to bring farmers, chefs and consumers close (even other supply chain actors).

POTENTIAL OF SCALING-UP?

This organisation raises awareness about 'good food' and a sustainable food system. It also promotes actions around food waste, short food supply chain and more plant-based eating. There are still different areas in these fields where they can scale-up.

DOES IT HAVE AN ASPECT WHICH YOU CONSIDER INNOVATIVE?

This organisation promotes actions around food waste, short food supply chain and more plant-based eating. The innovativeness lies in aspects such as bringing together Michelin star chefs and farmers and make them understand each other work.





REKO NETWORKS

OBJECTIVE

The aim and the driver of the initiative is to support local food production and give a higher income for the farmer by lowering the distribution channel costs.

CONNECTION BETWEEN FARMER/PRODUCER AND CONSUMER?

The REKO networks operate via Facebook as closed groups in which orders and deliveries are agreed on. The groups are run by volunteers, mainly active consumers, who do not receive payment for their contribution.

HOW DOES IT STRENGTHEN THE POSITION OF THE FARMER?

The connection between farmers and farmers is direct, there are no intermediaries taking share of the price paid by customer.

POTENTIAL OF REPLICABILITY?

The concept has already been proven to be replicable by diffusing from Finland to other Nordic countries.

POTENTIAL OF SCALING-UP?

The concept is based on pre-written principles and rules. A voluntary work based ring is easy to ramp-up. Though, the market growth can be limited because scaling up requires more enlightened consumers and stable supply of wide enough range of products to lure the consumers.

DOES IT HAVE AN ASPECT WHICH YOU CONSIDER INNOVATIVE?

It is consider that the pre-written principles and rules of the REKO-ring innovative.





D5.1 Feedback on Initiatives



FRUTA FEIA



OBJECTIVE

The Fruta Feia initiative arises from the need to reverse such trends of standardisation of fruit and vegetables that have nothing to do with food safety and quality issues. This project aims to combat market inefficiency by creating an alternative market for "ugly" fruit and vegetables that can change consumption patterns. It created a market that generates value for farmers and consumers and combats both food waste and the unnecessary expenditure of resources used in its production.

CONNECTION BETWEEN FARMER/PRODUCER AND CONSUMER?

By selling products that are rejected by the regular distribution channels due to an unwanted shape and/or size, regardless of being grown in an organic, integrated or conventional production, and also only working with local farmers, Fruta Feia enables the education of the consumer not only on the matter of food waste, but also on the valorisation of the local production. This initiative also offers workshops to school with already 1400 children having participated.

HOW DOES IT STRENGTHEN THE POSITION OF THE FARMER?

Fruta Feia buys the products at a fair price to farmers, while also managing to reach consumers with a much lower price than retailers (e.g. supermarkets). Fruta Feia is also financially self-sustainable, that is, the income derived from the selling the boxes to the consumers is enough to cover the costs of carrying out the service and continuing to buy more products from the farmers, which otherwise wouldn't receive any money. The costs are mostly people (92%) - 46% for farmers and 46% for fruta feia workers - with the other costs - transport, material, office and garage rentals, accountant, website, etc.) a minor impact on accounts.

POTENTIAL OF REPLICABILITY?

The problem associated with replicating this initiative is focused on the consumer's opinion on "ugly" fruit. This means fruit and vegetables that are not as appealing because of deformities or changes in colour. However, it's important to note that these alterations are not related to the quality of the product, as it still needs to be certified to consume. This initiative has proven to be successful in Portugal but may not be well received in other countries with different consumer preferences. Still, nowadays consumers are more and more focused on the sustainability aspect of food production and fighting food waste, which is the main goal of Fruta Feia.

POTENTIAL OF SCALING-UP?

This initiative has the potential to scale-up as it has already done so. Fruta Feia first started in a neighborhood in Lisbon and today is spread-out all across Portugal with more than 300 producers, 14 delegations and more than 7500 active consumers. This process was without incurring in significant costs as they have proven to be financially self-sustainable at this scale.

DOES IT HAVE AN ASPECT WHICH YOU CONSIDER INNOVATIVE?

By selling products that don't fit the retailers' aesthetic standards in terms of colour and/or size, it helps combat food waste. At the same time, promoting educational activities in schools helps educate the next generation on the sustainability of production, how to fight food waste and the true role of agriculture.





LUR LAN: WORK FROM THE LAND



OBJECTIVE

A group of producers created Lur Lan Baserritar Elkarte in 1997 with the aim of bringing their own products directly to the consumer, without intermediaries. It is an essential condition that all the members are producers of the raw material and are directly responsible for the transformation and commercial presentation of the products.

The association offers a wide range of typical and representative products from the Basque Country, of proven quality.

With more than 80 producers associated to the business project, Lur Lan is a logistic and commercial platform where a wide spectrum of the Basque agri-food production is structured, defined on an axis of authenticity, union and respect for the territory and differentiated quality.

CONNECTION BETWEEN FARMER/PRODUCER AND CONSUMER?

Direct connection between producers and consumers. Under the concept of collaboration between producers, chefs and disseminators of culinary culture, they have created a pioneer transmission space in the Basque Country in the form of a trade-restaurant service.

HOW DOES IT STRENGTHEN THE POSITION OF THE FARMER?

Farmers sell straight to the restaurants, therefore having a wider margin for benefits.

POTENTIAL OF REPLICABILITY?

Replicability is possible but this initiative is born from the love to the place, peoples' roots, so it can not be "sold" or "enforced".

POTENTIAL OF SCALING-UP?

Scaling up might be a bit difficult since the initiative is linked to the land, the specific land and traditions where it takes place.

DOES IT HAVE AN ASPECT WHICH YOU CONSIDER INNOVATIVE?

The primary production of their products is based on maintaining traditional ways of working, respecting the processes and cycles of nature, and adopting the improvements of new technologies. They transmit from a cultural point of view the traditional production processes and local rural economic development.





FARMERS' MARKET VARNA



OBJECTIVE

The objective of the farmers' market is to support small local producers and food businesses to have access to a market that values and supports their work and builds lasting and direct, face-to-face connection with local consumers. It is one of the few places in the city of Varna where people can buy products directly from local farmers, can talk to them, and receive information about their farms, the origin of the production and its farming methods. In line with its objective to promote the consumption of clean and healthy local food, it offers products that are mainly organic, biodynamic or permaculture. The produce of those farmers who are not certified undergoes regular inspections for quality and absence of pesticides and herbicides. The market is not limited only to a trade and commercial exchange, but is used as a social space for performance of artists, public figures, musicians, food experts. It is also used as a frame for organizing various campaigns for educating consumers in the advantages of organic, biodynamic and clean agricultural products and food and promoting a culture of environmentally friendly way of life.

CONNECTION BETWEEN FARMER/PRODUCER AND CONSUMER?

The market shortens the geographical distance between the place of production in rural and peri-urban locations and the place of consumption, which allows higher freshness and quality of food for consumers from the city. The connectedness between producers and consumers is not achieved only on the market, but also through regular farm visits and demonstrative on-farm activities such as honey collection, milk processing, etc. Some of the producers organize pick-your-own initiatives to involve their regular consumers from the market more closely in the crop and harvesting on-farms activities. The market also provides educational, food literacy initiatives to consumers through workshops, degustation and lectures on various subjects, related to environmentally friendly production, consumption and lifestyle. Before the start of the pandemic in the country, the management of market and the producers worked closely with local schools, organized farm visits for students, aiming to show them where the food comes from, allowing them to harvest crops or plant seeds.

HOW DOES IT STRENGTHEN THE POSITION OF THE FARMER?

The farmers and food producers are the ultimate price-setters which positively affects their income and negotiating power. For most of the farmers the market is the only channel for the realization of their produce. Some of the producers, due to their long-term participation in the market and the creation of regular customers, managed to expand the volume of their production and began to sell it in stores for healthy products in the city. The farmers' profit is not limited to a single act of exchange, but comes from developed stable connections with local consumers, which in turn allows producers to rely on regular incomes generated at least twice per week. The market also provides producers with the opportunity to become less anonymous and thus facilitates better visibility of local agricultural products and food. Farm visits, jointly organized by producers and the market coordinators allow not only further visibility of production and connectedness between producers and consumers, but provides farmers with additional marketing opportunities.

POTENTIAL OF REPLICABILITY?

Farmers' markets represent one of the most typical examples of novel and fair food systems. As such, they hold high potential for replicability and have already been replicated in various regions throughout Europe. Despite some common characteristics, farmers' markets differ in terms of organization and management, guidelines of who can participate as a vendor, relationships between farmers and consumers. In other words, farmers' markets are reflecting regional characteristics like farming systems, number of producers, consumers' habits, etc. Thus, each market may hold unique features and practices that could be replicated in different contexts. Varna farmers' market is one of the first of its kind in Bulgaria and has certainly served as a benchmark for the establishment of other markets in the country. It is characterized by innovative, environmentally friendly, joint knowledge creation and shared resources practices (listed below) that can be replicated in the country and beyond.

POTENTIAL OF SCALING-UP?

The initiative has very good potential for scaling in the region where it runs. As it is located in one of the most popular summer touristic areas at the Black sea, there are already plans to hold the market more than twice a week and even to become permanent in one of the nearby popular sea resorts. By doing so, it is expected that it will attract more local and visiting (from outside the region) producers and will be visited by a large tourist flow during the summer, in addition to local consumers. Apart from that the management of the market is attracting new local and visiting producers on a regular basis and is trying to increase the diversity of products offered there.

DOES IT HAVE AN ASPECT WHICH YOU CONSIDER INNOVATIVE?

The market established three innovative practices. First, it became the first in the country that prohibits the use of plastic bags and utensils for food degustation and introduced reusable, biodegradable and compostable ones. Second, it is also the single one that has introduced the so-called "The farmer's hour": a workshop where every farmer presents in front of a target audience of other farmers and consumers his/her farm or business, products, farming system, experiences, successes and challenges, family and lifestyle, shares recipes how to prepare food, etc., which results in joint knowledge creation. Lastly, the market also runs a practice of shared resources, initiated by the producers themselves, that is the free exchange of seeds. This practice aims to preserve the diversity of local varieties of fruits and vegetables, which are adapted to local climatic conditions and resistant to diseases.





D5.1 Feedback on Initiatives



GRØNT MARKED



OBJECTIVE

A farmer's market for small scale, sustainable farmers and producers with attention to "animal welfare, care for the soil, care for the environment, transparency in business and social responsibility for all humans involved."

CONNECTION BETWEEN FARMER/PRODUCER AND CONSUMER?

The market is only for small-scale farmers, and the seller must be directly involved with production. This means that consumers get to meet the producers directly, and consumers are encouraged in promotion material for the market to ask questions about the production. As such, the market has a strong focus on dissemination of good practices and knowledge sharing between producer and consumer. Likewise, the producer is able to get direct feedback from consumers. Because of the defined set criteria for selling at the market (e.g. local production, sustainability, biodiversity and soil conservation etc.) the consumers know that they share a set of values with the producers.

HOW DOES IT STRENGTHEN THE POSITION OF THE FARMER?

The farmer's market is a platform for small-scale and niche farmers and producers with a focus on sustainability. It gives them access to a market and a consumer base that it would otherwise be difficult for them to cultivate individually. Besides the direct economic benefit for the producer of being able to sell their products at the market, it also increases the focus on and knowledge of sustainable producers and small-scale farming practices of consumers. This can potentially affect the shopping habits of consumers outside of the farmer's market and help increase the market share of small-scale farmers.

POTENTIAL OF REPLICABILITY?

Many towns and cities across Denmark and Europe already have market days, and replicating the focus on small-scale farmers and sustainability would be possible in most places. Apart from replication by adjustment to existing markets, the concept is simple and accessible enough to think it feasible that it could easily be copied everywhere with a large enough base of small-scale farmers.

POTENTIAL OF SCALING-UP?

Currently, the farmer's market has about 30 producers connected and takes place about once a month from May through December in two locations in Copenhagen. The concept only started in 2019 so it has grown fast. The potential for expansion appears to depend on interest from consumers, producers and the availability of volunteers, and we believe it would be possible to scale by finding additional locations in the city or adding more market days a month.

DOES IT HAVE AN ASPECT WHICH YOU CONSIDER INNOVATIVE?

We think it is innovative to make a farmer's market where there is a very explicit and defined set of criteria for participating, which ensures that all sellers share values and consumers know that everything they buy at the market is locally produced and lives up to sustainability criteria.





D5.1 Feedback on Initiatives



LOKALNY ROLNIK



OBJECTIVE

Lokálny Rolnik is a network that connects farmers and consumers. Customers create a local purchase group, which orders products directly from local farmers. The products are picked up at a specific date and place. Each local purchase group creates a marketplace, using the services of 23–25 producers who provide a large variety of products. Producers apply online to be part of the platform and receive 70–80% of the final price.

CONNECTION BETWEEN FARMER/PRODUCER AND CONSUMER?

Farmers and consumers are connected through an online platform where farmers register, and customers can create a local purchase group. They share the same values about the quality of products as all the foodstuffs are organic, even if they're not necessarily certified. Thus, farmers and consumers agree on the production methods. In addition, there is a common will to privilege the local food market, whether to sell or buy its products. There is a mutual understanding of the needs because farmers receive up to 80% of the selling price and the price is still affordable for consumers. It's a win-win scenario.

HOW DOES IT STRENGTHEN THE POSITION OF THE FARMER?

As it is a short food supply chain there is only one actor between farmers and consumers. Thus, farmers receive between 70% to 80% of the selling price, including VAT, and they can set their prices. There is a 10% commission which goes to the co-ordinator of the local purchase group. Moreover, there is a clear division of the responsibilities. Farmers are responsible to produce the food and manage the stocks. The platform takes the responsibility for what happens after the products are picked up. This makes it possible to share the risks but also the management constraints with the farmers.

POTENTIAL OF REPLICABILITY?

Similar cases can be set up all over Poland and Europe. It is not context- or region-specific. It can be implemented in towns or in the countryside. To implement it, all that is needed is for there to be demand and the model is adaptable to any context.

POTENTIAL OF SCALING-UP?

This model has the potential to be scaled up as it already represents 140 cooperatives of farmers and 120 000 customers and works well. It can continue to grow as long as there is demand from consumers and farmers to provide it.

DOES IT HAVE AN ASPECT WHICH YOU CONSIDER INNOVATIVE?

This project is innovative in the sense that it uses technology to bring like-minded people together. The sales groups are managed by a person who is compensated up to 10% for their commitment. The work of all those involved is valued so that it can sustain. Then it is up to the consumers to organize themselves to determine a collection point. It's a participatory process where everyone is involved. So, it empowers local communities and creates social dynamism. It brings consumers and producers closer together and allows transparency about the origin and production methods.





D5.1 Feedback on Initiatives



OBŽIVA



OBJECTIVE

Obživa is a not-for-profit food cooperative located in Prague. The members of Obživa are consumers and also farmers. It provides members with access to locally produced organic food and to create direct links between farmers and consumers without intermediaries. Moreover, where possible, it operates packaging-free, to avoid the use of plastic. Locality is a very important value: farmers who supply Obživa's store come mainly from Czech Republic. However, since it is unrealistic to procure all the required assortment from Czech production (specially following the principle of seasonality), they also contact suppliers from abroad.

CONNECTION BETWEEN FARMER/PRODUCER AND CONSUMER?

Obživa is a short supply organic store. It is the only intermediate between the farmers and the consumers. The staff of the shop is the link between them. Everyone shares the same will to have organic and local products. Farmers and customers are both members of Obživa and they are in close contact. This creates a small community around Obživa.

HOW DOES IT STRENGTHEN THE POSITION OF THE FARMER?

The farmers need to pay an investment fee of 200€ and then they can sell their products at the price they decide. Thanks to the investment fee and the monthly subscription of the customers there is no additional margins in the product they buy, 100% of the price goes to the farmer. Moreover, farmers are assured of selling their products as they are part of the network.

POTENTIAL OF REPLICABILITY?

On the other hand, the replicability in different context seems quite complicated. The amount of the subscription could greatly change depending on the place (different rent prices, salaries...). Also, not everyone can afford to pay a subscription in addition to their groceries. This model can be developed in urban areas where people want to have a more direct contact with farmers and transparency. It could be developed in other countries but mainly in urban areas and for wealthy people.

POTENTIAL OF SCALING-UP?

The principle of having a monthly subscription which cover the rent of the store and the salary of the employees is scalable. The current project could be expanded by opening other shops if customer demand is high enough.

DOES IT HAVE AN ASPECT WHICH YOU CONSIDER INNOVATIVE?

The use of technology to create a community that shares the same values is innovative. Thanks to the website anyone can sign up to be part of this community. In addition, this initiative provides a more stable income for the farmer, and he has the power over the price of his products. He is the one setting prices. It also raises consumer awareness on the origin of food and give them more power in the decision-making process about their food choices.





GOOD FOR YOU GOOD FOR THE FARM



OBJECTIVE

The initiative started at the end of 2020 as an online platform with the objective to shorten local food supply chains by connecting people (consumers) at their workplaces with farmers through direct ordering and delivery of products at producers' prices. As its name "Good for you, good for the farm" suggests, the initiative seeks to benefit both producers and consumers. In addition to the online platform there is a physical farm shop that offers products of the farmers and food producers - participants in the initiative. It is mainly used by local consumers and small companies who collect deliveries directly from the shop. The initiative is operating in the south-central region of Bulgaria and covers two geographical areas: the town of Karlovo and the city of Plovdiv. It is expected to reach broader national coverage by next year.

CONNECTION BETWEEN FARMER/PRODUCER AND CONSUMER?

The initiative was established with the objective to shorten local food supply chain by connecting people (consumers) at their workplaces with farmers through direct ordering and delivery of products at producers' prices. As a result, it connects local producers from peri-urban and rural areas in a Bulgarian region with a specific target group of consumers from a small town and a city – the employees of local companies, allowing them to consume fresh local products of high quality. The shortening of the geographical distance between the place of production and of consumption, allows higher freshness and quality of food for consumers from the contracted companies. The connectedness between producers and consumers is not achieved only through the online platform, but also through regular "private" farmers' markets held on the territory of the parking lots of the companies. Thus, the initiative provides not only proximate relations, but direct face-to-face communication between the farmers and the employees from the client companies.

HOW DOES IT STRENGTHEN THE POSITION OF THE FARMER?

The farmers and food producers are the ultimate price-setters of the products offered in the online platform. This positively affects their income and negotiating power as through the online platform they bypass retail and wholesale intermediaries. Also, they have no costs for logistics and transportation as those functions are performed by the founder of the initiative. The founder puts a small mark-up on the products offered through the online platform, which is then used to cover the costs of its maintenance and to ensure deliveries to companies once a week. Both the online platform and the physical shop provide farmers and producers with the opportunity to access a stable market channel, to become less anonymous and to gain better visibility of local agricultural products and food. There is a facebook page of the initiative, where information of the origin of products, the way they are produced, the farms and the producers is published every day. For the farmers and food producers, the participation in the initiative is not limited to a single act of exchange, but comes from developed stable connections with local consumers, which in turn allows producers to rely on regular incomes generated at least once per week.

POTENTIAL OF REPLICABILITY?

The initiative has high potential of replicability both in a wider national level and beyond. It is suitable for contexts where there is consumers' demand for deliveries of local and fresh products at workplaces and willingness of local producers' to supply such demand. Drawing from the drivers that stimulated the establishment of this specific case, it could be expected that such initiative could be also feasible in contexts that experience crises or a need for a change – e.g. when producers lose traditional markets due to pandemic or other restrictions that limit face-to-face interactions among people; in cases of terminations of contractual relations between producers and wholesalers due to disloyal practices; in cases where producers are looking for new channels for marketing their production or when they are simply looking for a fair market for their produce.

POTENTIAL OF SCALING-UP?

The founder of the initiative has plans to expand it in three main directions: first, attracting new producers and respectively, expanding the range of products offered, as farmers' interest in the initiative is growing, both from local ones and from other parts of the country as well; second, attracting new consumers (companies) from the region and beyond and last, the introduction of new functions to be performed by the initiative, such as organizing visits and demonstrations on the farms of the producers participating in the initiative.

DOES IT HAVE AN ASPECT WHICH YOU CONSIDER INNOVATIVE?

The initiative has at least two innovative aspects. First, it should be considered innovative for the local context as this is the single online platform that aims to connect farmers and food producers with consumers exclusively at their workplaces. Second, the so-called "private farmer markets" held on the territory of the parking lots of the companies – clients of the platform, provide unique type of a direct connection between the farmers and the employees from the client companies. The idea for these markets came up as a reaction of the employees' willingness to meet with their "personal" farmers – whose products they most often consume and to receive first-hand information about the origin of the food, the farms and the farming systems, etc.





THE BRIG LARDER



OBJECTIVE

The Orkney islands in Scotland have always been known for its quality food and drink. From fresh seafood to the best steaks, delicious cheese and chutneys to beer, wine and spirits to wash it all down with, Orkney has something to satisfy all tastes. This is the idea behind Kirkwall's The Brig Larder. It's a conglomeration of three local businesses, working together in the town centre to showcase the very best Orkney produce. The Brig Larder combines three local businesses showcasing high quality local produce alongside premium wines and spirits. The Brig provides a beautiful store front the businesses can share in a very accessible central location giving local citizens and tourists easy access to the produce under one roof.

CONNECTION BETWEEN FARMER/PRODUCER AND CONSUMER?

The shared store owned by food producers gives the producer a way to set their own fair price for produce as well as providing a good central location form which to sell thus strengthening the economic position of the producer.

HOW DOES IT STRENGTHEN THE POSITION OF THE FARMER?

The shared space provides a central attractive location from which producers can sell their produce while sharing overhead costs and risk via collaboration. By sharing a space and collaborating producers have access to greater market knowledge and what types of produce sells well from other sellers. This provides a great knowledge for all producers involved. Also by creating a pleasant attractive space selling a range of speciality products each producer increases the appeal of visiting the store and as such increases the likely hood of a customer visiting for other produce and purchasing some of their own as well.

POTENTIAL OF REPLICABILITY?

The initiative could be easy to replicate in any other region as long as a good location and suitable complementary partners could be found.

POTENTIAL OF SCALING-UP?

The nature and style of the store as a fancy high end store selling luxury meat, fish, alcohol and bread means that any further scaling likely starts to diminish the value of the experience to a customer, taking the store from luxury to supermarket. The diminishing returns of sharing the space with another producer would also eventually render the shared risk the same. The store could be scaled up slightly by adding another relevant food producer that did not have produce crossover with the existing partners if one could be found but the opportunity for scaling up is quite small.

DOES IT HAVE AN ASPECT WHICH YOU CONSIDER INNOVATIVE?

The style and layout and location of the shop providing a luxury high quality space with an aesthetic appeal while still providing fair local prices for local produce provides an innovative appeal.





BORIMA FARM MILK VENDING MACHINES (MILK ATM) - COMBINING TECHNOLOGY AND HUMAN CARE AT LOCAL LEVEL TO REACH CLIENTS DIRECTLY



OBJECTIVE

The initiative started as part of a family business. The aim of the initiative is to offer directly quality milk produced in the region through pastoral farming in an ecologically clean area. It currently markets its products directly, through six milk machines located in its own shops in the municipal centre Lovech (three milk machines) and in the nearby regional town Pleven (another three), as well as through irregular orders received by traders of farm products. The milk ATMs ensure the direct link between the farmer and the consumers who are the inhabitants of the region. Consumers' trust and loyalty are of paramount importance to the farmer. In addition, employees are employed in the premises where the milk machines are located to prevent contamination of the machines and to maintain impeccable hygiene, but also to maintain a direct feedback loop between the farm and the consumers.

CONNECTION BETWEEN FARMER/PRODUCER AND CONSUMER?

For more than 10 years, the family farm with over 200 elite dairy cows has been selling its milk to an international dairy producer. The farmer learned a lot about milk storage and hygiene from the producer's technologists, but he could not come to terms with three elements: 1) that the quality milk he produces in an ecologically clean Balkan region is used by the producer to produce dairy products in which sugars, preservatives and other unnatural ingredients are added; 2) that consumers do not know where the milk comes from and do not even know its real taste, only the processed one; 3) that his efforts contribute little to ensuring that local consumers in the region consume quality products and have access to quality milk.

Two and a half years ago, the family decided to purchase ATM milk machines, which they installed in their own stores, in the two biggest towns closest to the farm. Their goal is to reach the end consumers directly, to ensure that they offer a completely natural and high quality product with no added ingredients, and to make not only their work but also the farm known in the region, in the towns, so that if anyone wishes they can even visit it or contact the family directly. Consumers can also get information at the store. To ensure the hygiene of the milkmen and to establish an interpersonal relationship with the consumers the farmer hires shop assistants who serve the customers and work with the milkmen.

HOW DOES IT STRENGTHEN THE POSITION OF THE FARMER?

The farmer improves his position in the supply chain by ceasing to offer his commodity through the intermediary services of the international dairy producer. Through a technological innovation - an ATM milk machine (new to the farm, new to the region) - the farmer created a direct link with customers. This also improves his economic position, not just his position in the chain. It also helps him achieve better social awareness in the region by becoming engaged in a completely new customer network for his products, maintaining direct contact with it.

POTENTIAL OF REPLICABILITY?

The potential for replicability is very high, and not only for milk and dairy products, but also for other products that can be packaged to be sold through machines or directly in a farm shop. The technology (ATM) allows it to be adapted for many different products - fresh and processed.

POTENTIAL OF SCALING-UP?

The expansion of the business is directly dependent on the farmer's ability to ensure impeccable hygiene in milk storage and sufficient quantities of the dairy products he offers (fresh milk and yoghurt, cheese and cheese products). He is considering selling more dairy products and setting up farm shops in more remote large towns, but does not plan too much expansion. For him, that would mean losing his regional character and familiarity with the customers he cares about. For this farmer, a regional product means not just one that is produced in the region, but one that is only available to the consumer when visiting the region or by ordering a delivery.

DOES IT HAVE AN ASPECT WHICH YOU CONSIDER INNOVATIVE?

The innovation that the farmer applies consists in shortening the chain between him and the consumers by removing the role of the trader, in the idea of using technological innovation, but above all in creating his own concept of what is a regional product and what is quality. Based on his understanding that a regional product means that the product is produced but also consumed mainly (though not exclusively) in the region and that quality must be linked not only to production but also to maintenance hygiene, the farmer has been able to introduce this innovation into his business so as to improve his position in the chain and to derive more economic benefit through direct communication between farmer and consumer.





FARMER STEVEN



OBJECTIVE

Boer Steven is a young Belgian arable farmer who sells a percentage of his production via vending machines in front of his farm. Thereby selling directly to the local consumers.

Next to his own products, he also buys and sells products of his neighbouring farmers (<15km).

Finally, he co-operates with a local miller and baker in order to create higher valued end products: various bread types and various bread flower compositions.

CONNECTION BETWEEN FARMER/PRODUCER AND CONSUMER?

Boer Steven installed vending machines at the farm selling bread, seasonal fruits, goat cheese, flour and potatoes. Customers pass by the farm to buy their products. In addition, Boer Steven placed a bench in front of these vending machines. Which makes it possible for locals to consume his products in front of the farm and interact with the farmer. In addition, the farm connects with consumers via Instagram and Facebook. Here Boer Steven posts informal photos and videos that contain information about the farm, asks questions and organises small quizzes. In addition, consumers may give feedback in real life, for example at the bench in front of the farm, on farmers markets, and online via Facebook and Instagram. This feedback influences the farmers choice of which crop varieties he is going to cultivate in the future.

(Note: Boer Steven sells only a part of his yield directly to the end consumer, the other part is sold in the free market.)

HOW DOES IT STRENGTHEN THE POSITION OF THE FARMER?

By selling a variety of local and high-quality products directly to the end consumer the farmer gains a higher profit margin on his products. The sales prices in the vending machines are less volatile than the actual market prices, as a consequence this revenue share is relatively stable. Furthermore, the farmer has a high negotiation power in the local processing chain of the bread. Steven sells his wheat to a small local miller which produces flour and then sells to the local baker who makes bread. The bread is sold in the baker's shop and in the vending machines at Stevens farm. This is a local closed production system because the start and end of the process are both located on the farm. Every actor in the chain is a price-setter and has all the power to choose the sales price. As a consequence, all the actors have a fair and good income. Finally, the farmer has a strong bond with the local community, containing very loyal customers and ensures transparency

POTENTIAL OF REPLICABILITY?

This idea is very replicable in Belgium and in other EU countries. The capital expenditure (CAPEX) for buying a vending machine is low compared to establishing a farm shop. The operating expenses (OPEX) of a vending machine are also very low because you only need to fill the vending machines and pay the electricity bills. You don't need personnel to help consumers and consumers can purchase products 24/7. Therefore, it is relatively easy to start selling products at your farm via a vending machine. In addition, the profit margins obtained on the products sold in the vending machines are higher than the ones sold in the free market because the profit margin does not have to be shared with many different actors. Which makes this an economical sustainable sales channel. Next, it turned out beneficial to co-operate with local farmers and processors. By doing this, the farmer could sell a variety of local products and became less dependent on one product.

POTENTIAL OF SCALING-UP?

Farmer Steven already scaled-up his initial set-up. In 2018 he installed his first vending machine, only selling potatoes. In 2020 he added 2 more vending machines: one selling seasonal fruits and goat cheese and the other selling bread (with his wheat). The seasonal fruits are cultivated and bought from 4 different local farmers (<15km from the farm). They produce strawberries, sweet cherries, apples, pears, raspberries and various juices. In addition goat cheese is bought from the local goat farmer (<15km). There is still some potential to scale up by adding extra vending machines. However this potential is limited due to two things: 1. The number of vending machines and the variety of sold products has already been scaled up in recent years. 2. All products are cultivated/produced locally, max 15 km distance. This is a conscious choice and vision of the farmer. As a consequence, the amount of farmers Steven can buy products from to sell at his farm is limited.

DOES IT HAVE AN ASPECT WHICH YOU CONSIDER INNOVATIVE?

The co-operation with local farmers and processors. Especially the processing chain of the local bread is extraordinary. Farmer Steven produces, cleans, packs and delivers baking wheat to the miller. He processes the wheat into flour and packs them as well. The baker comes to pick up the flour and produces bread. Finally, the baker fills the vending machines at Stevens farm. All the actors are price-setters in this chain. They all choose the price of their end product, hereby keeping in mind that everyone has to be able to make a profit.





HEIRBAUTHOEVE



OBJECTIVE

The Heirbauthoeve is a mixed farm run by Kris and Ginny. The most important end product of the farm is cow milk. Most of this, +-90%, is sold to Milcobel a Belgian dairy farmers cooperative.

The remaining 10% is processed (yoghurt, ice cream, butter, ...) and sold at the farm, directly to the end consumer.

Finally, Kris and Ginny are environmental conscious farmers who always search for new technologies that result in a more environmentally friendly farm.

Examples: BioElectric pocket fermenter and algae cultures.

CONNECTION BETWEEN FARMER/PRODUCER AND CONSUMER?

The Heirbauthoeve has a farm shop where they sell their dairy products directly to the end consumer. In summertime the Heirbauthoeve also manages a small terrace where customers consume coffee, milk and ice cream. By selling products via a farm shop, they obtained a very close relationship with the consumers. In the shop the customers can give feedback and propose new ideas.

oThe customers decided/voted on the flavour of the "fior de latte".

o The customer demand decides which products are produced more or anymore.

Marketing is done a little via social media account (facebook) the Heirbauthoeve post news and information and mainly by word of mouth. (Note: The Heirbauthoeve sells only a part of his milk directly to the end consumer, the other part is sold to Milcobel, a dairy farmer cooperative.)

HOW DOES IT STRENGTHEN THE POSITION OF THE FARMER?

By selling a variety of local and high-quality products directly to the end consumer the farmer gains a higher profit margin on his products, with the sales prices in the farm shop being less volatile than the actual market prices. In addition, the farmer has a strong bond with the local community, containing very loyal customers. The farmer is very transparent, with the consumers knowing where the local products are cultivated and processed. Finally, the farmer is a very strong believer of circular farming. As a consequence, the Heirbauthoeve tries to minimize its environmental impact and to maximize the utilization of residual flows: 1. Cow manure is utilized in a bioelectric pocket fermenter installation, generating energy. 2. CO2 is captured and used in an algae culture to produce ice cream.

POTENTIAL OF REPLICABILITY?

A farm shop is replicable in Belgium and in other EU countries. Actually, in Belgium there are already many operating farm shops. The biggest reason why they can exist is because they can obtain a higher profit margin when they sell their produce directly to the end consumer. In addition, it is not rocket science for a farmer to process his primary product (milk) into secondary products (ice cream, butter, ...).

POTENTIAL OF SCALING-UP?

The farm shop of the Heirbauthoeve was founded in 1999. Back then they only sold ice cream and fresh milk. Throughout the years the product assortment has been expanded. As a consequence, they also invested in new equipment and storage space. Today, Kris and Ginny (the farmers) are still experimenting and creating new products.

That being said, it is not the idea (at the moment) of Kris and Ginny to scale up the farm shop into something very big, because their target audience is the local community.

DOES IT HAVE AN ASPECT WHICH YOU CONSIDER INNOVATIVE?

A farm shop and processing milk into more valuable products at the farm.

Various innovative projects are implemented by Kris in order to obtain a circular farm: Bioelectric pocket fermenter installation (converting manure into energy), algae installation (re-using captured CO2).





UUDENMAAN RUOKA



OBJECTIVE

Food hub with local seasonal produce that comes straight from the food producers. Consumer chooses the food they want from a range of different farms/food producers from an online platform, pays in advance and then chooses the hub pickup point and time. The objective is to make it easy for consumers to order local and seasonal food directly from farms and have a convenient way to pick up their goods from a single location. Local farms receive an easy way access to the market and sell directly to consumers. Consumers can also draw up a 'contract' with a farm and commit a certain amount of money for seasonal goods. This gives the consumer a good price on their goods and allows the farm to know in advance what to produce in what quantities (market knowledge).

CONNECTION BETWEEN FARMER/PRODUCER AND CONSUMER?

The scheme allows a way for the consumer to draw up a contract with a specific farm or producer allowing them to access seasonal goods directly while providing the producer a way to set their own fair price for the goods guaranteeing a fair price for the producer and strengthening their economic position.

HOW DOES IT STRENGTHEN THE POSITION OF THE FARMER?

The scheme provides a way to give producers a direct connection to a wide market and direct access to the consumer. The consumer can pick up all the goods ordered from multiple sources at one location giving speciality producers easy access with one or two goods to consumers who want to do a wide range of shopping and pick it up from one location. This makes access to the market wider and more practical for the producer and allows the consumer a way to buy seasonal local goods and know where it came from. The producers share a platform and allowing marketing by the platform and shared risk. The platform encourages consumers to shop from a range of locations and allows a stronger connection with where the food came from.

POTENTIAL OF REPLICABILITY?

The scheme could easily be replicated with a range of produce and locations.

POTENTIAL OF SCALING-UP?

Since the scheme uses an online platform, it could easily be scaled over larger areas to incorporate more producers and a wider range of pickup points.

DOES IT HAVE AN ASPECT WHICH YOU CONSIDER INNOVATIVE?

The ability to form contract with specific farms allows for a good price for producers and guarantees consumers the ability to interact directly with locations they like. This provides a better connection for consumers with where the food comes from and a fair price for producers. The ability to purchase a number of contracts with a wide range of goods and then pick them up from one location nearby makes it very practical to purchase specialty or rare goods at convenience.





D5.1 Feedback on Initiatives



MINUN OMENAPUU – MY APPLE TREE



OBJECTIVE

The aim and the driver of the initiative is to support local food production, share risk between farmer and consumers, give a better income for the farmer and reduce the work needed for selling by selling beforehand "an own apple tree" for consumers. In practice the consumer buys beforehand the next season crop of two apple trees.

CONNECTION BETWEEN FARMER/PRODUCER AND CONSUMER?

The connection between farmers and farmers is direct, there are no intermediaries.

HOW DOES IT STRENGTHEN THE POSITION OF THE FARMER?

The consumers share the crop loss risk with the farmer.

POTENTIAL OF REPLICABILITY?

The concept is easy to replicate, though it requires a suitable line of production (like apples) and the proximity of a large enough city is required

POTENTIAL OF SCALING-UP?

With the right line of production, it is possible to scale-up the concept.

DOES IT HAVE AN ASPECT WHICH YOU CONSIDER INNOVATIVE?

The innovativeness of the concept lies in the combination of easiness both to the farmer and the consumer.





WFC - LAMB INITIATIVE



OBJECTIVE

The aim of the scheme is to work with a forward thinking processor and retailer to attract Wales Federation Young Farmers Club members who produce lamb to become suppliers and to keep Young Farmers at the forefront of the industry. Ultimately the initiative is about creating a sustainable supply chain to help support the future of rural Wales. The aim is to make it easier for young farmers to get their produce on the market and to ensure they are paid a premium price for it.

CONNECTION BETWEEN FARMER/PRODUCER AND CONSUMER?

The initiative does strengthen the economic position of the farmer. The scheme allows all eligible producers access to a wide market and guarantees them a fair price for the produce.

HOW DOES IT STRENGTHEN THE POSITION OF THE FARMER?

The scheme strengthens the position of the farmer by allowing them access to a market all year round and by allowing the consumer a way to purchase local high-quality lamb. The scheme returns money to Wales YFC which in turn helps the scheme continue in the long run.

POTENTIAL OF REPLICABILITY?

The scheme is extremely simple and guarantees good access to a wide market for producers and fair pay, with little restrictions such as entry requirements or the need for contracts. This could be replicated with any popular locally produced produce.

POTENTIAL OF SCALING-UP?

The scheme has a high potential for scaling up depending on the demand for lamb products. The scheme already operates at a national level in Wales. If it was to be scaled up it could include larger areas for which to attract producers and sell from a wider range of Sainsbury supermarkets. A potential issue with scaling larger is that at a certain point the lamb stops being local with enough distance and thus invalidates part of the scheme allowing consumers to know they are purchasing locally.

DOES IT HAVE AN ASPECT WHICH YOU CONSIDER INNOVATIVE?

The lack of contracts and low bureaucracy allow easy entry for a large range of lamb producers and provide a good way for consumers to access local lamb. With both a fair price for producers and a fair price for consumers. The simplicity and ease of access to the scheme is innovative in itself.





ZELENA TOČKA (GREEN POINT)



OBJECTIVE

Green point is fully operational, the biggest and most advanced regional short food supply chain, founded by farmers, involving more than 100 local farmers, food producers and cooperatives, covering the process of production in green house and open-air fields, with logistics from own distribution centre.

CONNECTION BETWEEN FARMER/PRODUCER AND CONSUMER?

By promoting local food, Green Point raises consumer awareness of the importance of local food, its environmental benefits, its higher nutritional value, and other multiplier effects (repopulating the countryside, preserving the cultural landscape). The establishment of a traceability system based on blockchain technology has taken the grower-consumer relationship a step further, as consumers can identify who grew a particular vegetable by scanning a QR code and see how it was grown in the field through images. This raises awareness of growers, production methods and, most importantly, consumer confidence, which ultimately leads not only to social recognition of the grower but also to an economic impact.

HOW DOES IT STRENGTHEN THE POSITION OF THE FARMER?

Green Point is a distribution centre organised as a short supply chain for vegetables, fruits and local products. It was established as a cooperative of farmers, mainly vegetable growers in the Pomurje region, to jointly market and promote local growers and safe, healthy and local food. More than 70 producers with more than 500 different local products sell their products through Green Point. By taking care of branding, promotion and sales, Green Point takes the burden of marketing off farmers, allows their products to enter the market and achieves a higher price.

POTENTIAL OF REPLICABILITY?

The Green Point model can be replicated in any environment where there is an opportunity for different actors in the supply chain to work together and establish a system based on fair relationships and reciprocity, as well as the understanding that everyone benefits from working together.

POTENTIAL OF SCALING-UP?

With more and more scandals in global food supply systems and fraudulent origins and ingredients, consumer awareness and demands are rising. They want to know where their food comes from, and they want to trust suppliers. Also, as a result of promotional efforts that emphasise the importance of local food, they increasingly trust local suppliers. Therefore, there is great potential to increase sales. Green Point is constantly looking for new suppliers, as currently 40 tonnes of fresh vegetables and fruits are distributed per month in Pomurje, but the local supply is scarce and especially seasonal.

DOES IT HAVE AN ASPECT WHICH YOU CONSIDER INNOVATIVE?

The Green Point is registered as a Living Lab in the European Network of Living Labs (EnoLL). This means that it acts as a testing ground where new technologies and new business models are tested, validated and implemented in a multi-partner approach involving different stakeholders (supply chain actors, educational and research institutions, local community).





D5.1 Feedback on Initiatives



GAJBICA



OBJECTIVE

The idea came up when they held a field sale of apples. They found that fewer and fewer buyers were willing to buy a box weighing 15 pounds or even more. They came up with the idea of buying the fruit quickly, reliably, and inexpensively through a website. They set up an online store offering fruits and vegetables in a box at comparable prices to what we can get at the markets.

CONNECTION BETWEEN FARMER/PRODUCER AND CONSUMER?

The Gajbica company regularly educates end consumers about the importance of healthy, local food. At the same time, it raises awareness about the importance of short food transportation routes, as they improve the negative impact on the environment. The marketing team regularly posts articles on its website and distributes them via newsletters to customers who subscribe. Shorter snippets of information are published via social media.

They regularly encourage farmers to participate in marketing campaigns and introduce them to the end customer. In this way, they are improving the farmer/consumer connection.

HOW DOES IT STRENGTHEN THE POSITION OF THE FARMER?

By working with the Gajbica company, farmers have gained customers who enjoy eating locally produced and healthy food. They regularly ensure smooth procurement, regular sales, that producers are paid fairly and do not undercut them on purchase prices. They also do not create competition between producers, as all suppliers are welcome. Gajbica encourages farmers to be innovative in their marketing approaches and also suggests products that are in high demand among customers. Through regular communication, the farmer receives relevant information for his further development, which contributes to the improvement of his economic situation.

POTENTIAL OF REPLICABILITY?

The model they have established can certainly be replicated and replicated elsewhere. Their advantage is that they have been in contact with producers for many years and have established a sales chain based on trust. Producers know they can rely on Gajbica because they are sure to buy their products. The customer has the assurance that the quality of the products is first class and comes from local farms.

POTENTIAL OF SCALING-UP?

Gajbica has great potential to expand and increase the link between local producers, processors and end customers. Every week, new farms regularly contact the company email inboxes asking about the possibility of working with the Gajbica company.

DOES IT HAVE AN ASPECT WHICH YOU CONSIDER INNOVATIVE?

The model of connecting the farmer with the end customer is very innovative for their environment. They encourage customers to buy locally and use the home delivery service. This saves the customer time and at the same time protects the environment by avoiding unnecessary trips to the stores. Their integration model ensures that emissions and environmental impact are reduced. Above all, they encourage people to live healthier and make better choices for themselves and others.





D5.1 Feedback on Initiatives



PLNT



OBJECTIVE

PLNT is a vertical farm. Vertical farming is the practice of growing crops in vertically stacked layers, making optimal use of the space. The plants are grown indoor under artificial conditions of light, temperature, humidity and CO2 concentrations.

PLNT processes, packs and delivers the products directly to the customers. One day before delivery, the crops are taken out of the container. On the delivery day, the crops are harvested, packed in reusable boxes (the boxes have a deposit) and transported in a cargo bicycle to the customer.

CONNECTION BETWEEN FARMER/PRODUCER AND CONSUMER?

PLNT is a vertical farm in Antwerp that produces various herbs and microgreens in a container. In this container the plants are grown under optimal climate conditions in vertical stacked layers, thereby making optimal use of the available space. Customers subscribe online where they can choose the frequency of delivery and the delivery date. This subscription may be adapted throughout the year. The reusable boxes are delivered at the customer by an employee of PLNT by cargo bicycle. The customers obtain a more personal relationship with the business and have the possibility to ask questions and give their feedback, opinions, ideas and remarks in real-life in an informal manner. In addition, customers are welcome to visit the farm.

HOW DOES IT STRENGTHEN THE POSITION OF THE FARMER?

PLNT sells directly to the customer, subsequently they don't have to share the profit margin with other actors. In addition, PLNT is producing high quality niche products. As a consequence, they don't encounter many competitors in the market at the moment and are able to decide the sales price (high bargaining power). Because they put a lot of effort in the connection with their customers, by being very transparent and open, the PLNT consumer base is very loyal. The brand also helps to strengthen the position of the farmer. Through this brand awareness consumers will always know where their food has been produced.

POTENTIAL OF REPLICABILITY?

More and more vertical farms are founded in European cities because a certain amount of people who live in the cities are interested in buying locally produced food. Subsequently, vertical farms are potentially viable in all major cities across the continent. However, the investment costs and know-how needed to run a vertical farm are relatively high. The vertical farming containers may thereby be a gamechanger as they are fully operational from day one.

POTENTIAL OF SCALING-UP?

Last year the farm in Antwerp expanded farming capacity by adding an extra vertical farming container. The demand of the city has not yet reached the supply potential of the farm. Currently, PLNT is looking for new opportunities and cities in the Benelux where they can create vertical farms in the near future.

DOES IT HAVE AN ASPECT WHICH YOU CONSIDER INNOVATIVE?

Vertical farming is a very innovative farming system. This is not yet commonly used in the world. Subscription based sales gives them the opportunity to have a stable income throughout the whole year. Branding is very professional and applied on all the sold products and communications.





ØSTERGRO



OBJECTIVE

An urban farm advancing local and sustainable urban food production in Copenhagen.

CONNECTION BETWEEN FARMER/PRODUCER AND CONSUMER?

The initiative is an urban farm, situated on a large rooftop. It places the production of food in the area where the consumers live, and consumers are also able to volunteer directly in production. In this way, consumers know exactly what the provenance of the food they consume is, and in many cases they have themselves been involved in the production process – or at least followed it on the side line. This foundation in the local community ensures open communication between all actors, and furthers understanding between them. E.g. if the harvest has not been as good as hoped, the reasons are completely transparent to consumers.

HOW DOES IT STRENGTHEN THE POSITION OF THE FARMER?

The rooftop farm is run according to a membership model, like community supported agriculture, so the risks of production are shared between all members. This, we believe, is an important model to have in mind for the future of agriculture, because it distributes the risk between all involved parties, instead of putting it all on the farmer. This model affords the producers security and allows them, in communication with the consumers (which in this case are also sometimes the producers), to take changes with new types of produce/methods etc. Furthermore, Østergro cooperates with FællesGro, a community with CSA-boxes with payment half a year in advance. This provides economic security to farmers.

POTENTIAL OF REPLICABILITY?

Large, empty rooftop areas exist in many cities, both nationally and abroad, and utilizing them for urban farming will be possible in many cases. There are of course legal and organizational issues that will differ from city to city and country to country. In this case, establishment of the farm was publicly supported, but this might not always be the case.

POTENTIAL OF SCALING-UP?

The farm as it is takes up the entire roof, but potentially it would be possible to include other roofs in the city. However, it is more likely that scaling up will be more indirect, with other, independently run rooftop farms being established. The experience gained from Østergro can be an incitement to join FællesGro, increasing consumer support of small-scale farmers.

DOES IT HAVE AN ASPECT WHICH YOU CONSIDER INNOVATIVE?

In general, we believe establishing urban farming on top of building like this has potential, because it does not require use of the limited green spaces in the city, such as parks, and brings food production right into the minds and hands of the consumers.





KØBENHAVNS KØGRÆSSERLAUG



OBJECTIVE

A cattle grazing association that provides members with beef from grazing animals, that are a part of the conservation of a natural area.

CONNECTION BETWEEN FARMER/PRODUCER AND CONSUMER?

The consumers of the meat are involved directly in tending the animals, ensuring a good connection between production and consumption. The organization also engages in dissemination activities relating to animals, food, nature and ethics. In this way, they contribute to strengthening the understanding of e.g. animal welfare and sustainability in meat production among the more general consumers who are not members of the organization.

HOW DOES IT STRENGTHEN THE POSITION OF THE FARMER?

When the animals are slaughtered in the fall, the meat is distributed among the members, who have also been involved in tending the animals throughout the season. For this reason, no individual person carries a larger economic burden than others do, if the amount of meat is lower than expected. Additionally, the grazing animals maintain conserved natural areas. This means that the cattle have an additional function, which also has economic value. If the organization did not exist, the municipality would have to maintain these areas in another way and perhaps tend to grazing animals themselves.

POTENTIAL OF REPLICABILITY?

In Denmark, there is increasing focus on nature and biodiversity conservation, as well as on the sustainability of meat products. This model could therefore be replicated in other areas of the country where grazing animals are a part of conservation, and in fact, other organizations like this one do exist across the country.

POTENTIAL OF SCALING-UP?

The grazing areas used for cattle are currently about 27 ha, and the animals are moved regularly between individual parts to avoid overgrazing. The area is supplied by the Municipality of Copenhagen, as is a part of a large natural area (Amager Fælled) of about 223 ha. We do not have access to any information about whether the municipality would be interested in having more of this area grazed in the same way. Increasing the number of animals would go against the goal of nature conservation.

DOES IT HAVE AN ASPECT WHICH YOU CONSIDER INNOVATIVE?

We consider the combination of nature conservation and meat production innovative. Some natural areas in Denmark, which are desired to be kept open, are mowed. Therefore, in this context, letting a few animals graze instead is an innovative solution, even if it is a very old solution. To engage citizens in the city area directly in the caretaking is also innovative.





SHARING THE HARVEST



OBJECTIVE

The Sharing the Harvest (CSA Program) started in 2015, being a pioneer in Portugal. It is a conscious, responsible, proximity model of production and consumption of organic food. It establishes a mutual commitment between consumers and those who do the production, connected by the values of solidarity, and based on the recognition of food as a Common Good. From the farmers perspective, sharing the crops means a more rational and efficient distribution circuit and stable and dignified income. From the consumers perspective, this program facilitates the access to stable local, fresh, products, uncontaminated by chemicals or pesticides. It also provides a connection to the producer of daily food as well as information and participation in the food chain.

CONNECTION BETWEEN FARMER/PRODUCER AND CONSUMER?

In this initiative there is a program of sharing knowledge through Courses (harvesting acorns), Workshops (bud drafting and fruit tree interventions) and Seminars that you can find on their website, throughout the different seasons. Consumers can also access the CSA part through the online forum and the coproducers meetings. The subscription allows the consumer to have regular access to fresh organic products, produced according to the principles of Agroecology, permaculture, at a fair price. The consumer knows that their food is produced in the Alentejo on land that has not used chemicals for 25. By buying their food directly from the farmer, consumers contribute to local employment and rural development. The farmer can plan, together with the co-producer, the harvests and needs of meat and other food, reducing food waste.

HOW DOES IT STRENGTHEN THE POSITION OF THE FARMER?

Subscribing to a regular quota, which means subscribing to products at fixed prices of a minimum of 60€ per month for a period of 6 months, represents owning a fraction of the entire production. This is why the people (consumers) involved in this initiative are called coproducers. By sharing the cost of the production between the coproducer and the farmer, this initiative strengthens the position of the farmer.

POTENTIAL OF REPLICABILITY?

There is potential for replicability both in Portugal and in other countries. There are a number of farmers that can be interested in being part of a community that guarantees a fixed price for the farmers, the difficulty would be to establish points of sale for e.g in groceries or restaurants that could support the sale of the products/box without incurring in costs related to owning a shop (rent, bills, commercial licenses).

POTENTIAL OF SCALING-UP?

There are two options for scaling-up, from the perspective of the farmer or from the perspective of the consumer. From the perspective of the farmer, it means to increase the current number of farmers (6), which could result in a bigger variety of products. From the perspective of the consumer, if it were to increase the number of points of sale (that could only sell the box/individual products – points of delivery or be embedded in an existing business – e.g. restaurant, farmers market) it could reach out to a larger number of consumers. However, this could lead to an increase in the price, which may not be sustainable for everyone. Another option is to include corporate entities. This way, there would be a fixed route, which can be priced lower and a multitude of consumers that work in those companies.

DOES IT HAVE AN ASPECT WHICH YOU CONSIDER INNOVATIVE?

There is a synergy between the points of sale (that include restaurants, retailers and schools) and the farmers, as they are not only points of delivery for the regular consumers (coproducers) but can also be points of sale. This can also contribute to a bigger dissemination of the initiative to new potential coproducers.





PLUKBOERDERIJ GRONDIG



OBJECTIVE

The initiative started in Oogstgoed with Benny and Rony (~11 years ago), with Elise joining later. On December '20, after searching for some time, Benny and Elise purchased a land and started the CSA. It has 10ha of land (6ha is for nature restoring and 4ha for agriculture), close to a nature area. GRONDIG is a picking farm with LEF: Local, Ecological and Fair. It produces vegetables, (small) fruits, eggs and natural meat in an ecological way for the short food supply chain. The farmers have a fair income. The farm is not an island, and the farmers are not strangers. Knowledge is exchanged in all directions at all levels and efforts are made to build communities.

CONNECTION BETWEEN FARMER/PRODUCER AND CONSUMER?

The three farmers involve the participants in the business, because they are using the principles of Community Supported Agriculture (CSA). The CSA stands for agriculture carried by the community. Through intensive communication via mail and in the field, the farmers are always close by. All our children know them. The farm is not an island and the farmers are not strangers. Knowledge is exchanged in all directions at all levels and efforts are made to build communities. Agriculture cannot exist without nature, so here they (farmers, nature and participants) are one.

HOW DOES IT STRENGTHEN THE POSITION OF THE FARMER?

This farm is using the principles of Community Supported Agriculture (CSA) and delivers organic vegetables and potatoes through a self-harvesting system. This means that participants come to harvest vegetables when it suits them. The field is open 24/7. Participants harvest for personal use. This system works on trust and has proven to work for more than 10 years.

The participant pays a fixed contribution at the beginning of the year so that the farmer has income security. The participants thus participate in the potential risks but also in the potential abundance.

POTENTIAL OF REPLICABILITY?

A farm shop is replicable in Belgium and in other EU countries. Actually, in Belgium there are already many operating farm shops. The biggest reason why they can exist is because they can obtain a higher profit margin when they sell their produce directly to the end consumer. In addition, it is not rocket science for a farmer to process his primary product (milk) into secondary products (ice cream, butter, ...).

POTENTIAL OF SCALING-UP?

There is a potential for scaling up. The farmers wanted to start with 275 adult equivalents, but now are working already with 430 adult equivalents. And already 500 people are on the waiting list. Although the farmers were sceptical about starting with 430 people, they are fine because they already have more than 5 years experience. Furthermore, they are also expanding their network, by working together with other initiatives and businesses such as caterers, restaurants, a bakery, other initiatives and schools (school visits, lecture at the university). They also have a 'pick your own' garden with raspberries, strawberries.

DOES IT HAVE AN ASPECT WHICH YOU CONSIDER INNOVATIVE?

A farm shop and processing milk into more valuable products at the farm.

Various innovative projects are implemented by Kris in order to obtain a circular farm: Bioelectric pocket fermenter installation (converting manure into energy), algae installation (re-using captured CO2).





D5.1 Feedback on Initiatives



FAIRECOOP (FAIREBEL)



OBJECTIVE

Faircoop is a cooperation with Belgian milk farmers, who created a label: Fairebel (Fair + Belgium + rebel). Fairebel is actually part of a project of the European milk board, who aims to bring fair milk to the European market, already represented in 6 European countries. Faircoop's mission is to value the milk of its farmers in a fair price structure. The objective is to sell to supermarkets dairy products under a brand name belonging to the agricultural world, guaranteeing a fair remuneration for all the actors of the chain. The role of the cooperative will be limited to managing logistics, marketing and negotiations with buyers. The work of harvesting and packaging the milk/ice cream/cheese/butter will be done by existing structures.

CONNECTION BETWEEN FARMER/PRODUCER AND CONSUMER?

It's more an extended relation with the consumers. There is no direct relation between the farmers and the consumers since the milk is sold in the supermarket. That's why they insist that all members are promoting the product yearly in the supermarket. This way consumers can talk to the farmers. The storytelling and marketing are very important.

HOW DOES IT STRENGTHEN THE POSITION OF THE FARMER?

This is a cooperation with Belgian milk farmers. The starting point is that 0.45-0.50€/l milk is fair. The milk from the cooperant is sold to the dairy company, then the cooperation buys the bottled milk back from the dairy company. And for each liter that is sold in the supermarkets, the cooperant receives 10cent (above the 'normal price' of 0.35€ /l). Faircoop, the cooperation, receives and distributes this 10c/l. At the end the cooperant receives the fair price for milk. Since 2015 they started 'cowfunding' where consumers can buy shares of the cooperation. Consumers receive their share in vouchers to buy milk in the supermarkets. Almost 1500 consumers are part of this.

POTENTIAL OF REPLICABILITY?

Definitely, part of a project of the European milk board (EMB), who aims to bring fair milk to the European market. Now fair milk is already represented in 6 European countries (e.g. the Belgian case was copied to France successfully. They still have a good collaboration). Fair milk gives consumers the opportunity to support dairy farmers directly: for every litre of milk sold, participating farms receive added value. In 2016 they also started a small cooperation in Burkina Faso, named FaireFaso (fair trade).

POTENTIAL OF SCALING-UP?

There is definitely potential for scaling-up. They started with 200 to 250 farmers, now they are up to 500 Belgian milk farmers. Furthermore, they started their cooperation only with milk (and other milk products such as chocolate milk, ice cream, butter, ...they even received awards for some products) later fruit and meat became part of the project.

DOES IT HAVE AN ASPECT WHICH YOU CONSIDER INNOVATIVE?

This is innovative in the sense, that the cooperation looked for opportunities for a fairer price for their products. This way, the cooperation started its own label.





D5.1 Feedback on Initiatives



TRIGO LIMPIO



OBJECTIVE

Trigo limpio is an agricultural company for the transformation and commercialization of fresh meat and meat products, which has been developed between 5 livestock farmers from a rural area in the north of Navarre. The objectives are: - To respect the land through livestock farming, under a sustainable production system (organic) using autochthonous breeds. - To promote collaboration between a group of livestock farmers. - To focus on the direct relationship with consumers by carrying out a transparent and trustworthy sale of fresh and meat processed in their own facilities. - To sell products at fair prices. - To maintain life in their villages where they were born and live. - To control the process, the power and the energy so that it has an impact at a local level.

CONNECTION BETWEEN FARMER/PRODUCER AND CONSUMER?

Through Trigo Limpio we have established a direct connection with consumers. Trigo Limpio's consumers are people or organisations that are aware of sustainable and responsible consumption, which is why they look for quality meat from animals reared in the pastures of the northern part of Navarre and under extensive and organic production systems.

HOW DOES IT STRENGTHEN THE POSITION OF THE FARMER?

Yes, the Trigo Limpio farmers are now in charge of the whole chain (except for the slaughter of the animals, which must be done in approved slaughterhouses), so they are the ones who make all the decisions and determine the prices.

POTENTIAL OF REPLICABILITY?

It is a replicable project. Any farmer who wants to increase the viability of their farm can carry out this type of collective solution to share investment costs, share experience and knowledge and provide joint solutions to the concerns that arise.

POTENTIAL OF SCALING-UP?

Trigo Limpio has no plans for growth or expansion.

DOES IT HAVE AN ASPECT WHICH YOU CONSIDER INNOVATIVE?

The innovative part of this project is that the producers united in Trigo Limpio have opted for a way of life based on the sustainable development of their villages through the organic production of meat from animals of indigenous breeds of Navarre. In this way, they have joined forces and experience to gain consumer confidence and have invested in facilities that allow them to cut the meat to reach the end consumer without intermediaries and at fair prices.





D5.1 Feedback on Initiatives



EKOALDE



OBJECTIVE

In 2019, Ekoalde was created, a non-profit group of producers and processors of organic food in Navarre. It was created as a logistic center for organic food from Navarre to supply short chains, and to consolidate the activity of the primary sector, as well as to promote the value of organic products produced and processed in Navarre. Ekoalde has a dual vocation: to provide a service to its members and to offer a wide range of products to consumers at fair prices. The association provides a joint catalog, organize the distribution and offer a commercial and logistical service. It also seeks to promote rural development and contribute to the viability of the primary sector, dignifying the work of local producers.

CONNECTION BETWEEN FARMER/PRODUCER AND CONSUMER?

Through Ekoalde (association of organic producers in Navarre), a direct connection has been established with consumers. Ekoalde's consumers are people or entities that are aware of sustainable and responsible consumption, which is why they look for local and organic food supplied by the producers themselves, without intermediaries and at fair prices. Ekoalde's work focuses on offering logistics and distribution services for this type of food through CCC.

HOW DOES IT STRENGTHEN THE POSITION OF THE FARMER?

The producers themselves, who belong to Ekoalde, have improved their economic position by using this form of collaboration. They are not price-takers, but through Ekoalde they have acquired a leading role in decision-making along the chain and in determining prices.

POTENTIAL OF REPLICABILITY?

The case of Ekoalde is highly replicable and necessary in any territory in order to be able to articulate the supply and demand of this type of food. Since its existence, Ekoalde has received numerous visits from organizations, associations and other entities from all over Spain interested in the project and in developing similar initiatives in their regions.

POTENTIAL OF SCALING-UP?

Ekoalde has the capacity to expand without incurring large costs. This past year, it had great growth thanks to a new tender for the canteen services of the regional schools of Navarre. This requires a structuring of the sector to meet the demands and requirements of collective catering, a task in which Ekoalde is collaborating. In addition, Ekoalde is trying to extend its radius of action, as well as the days of service to each area, in order to reach a larger number of consumers. Ekoalde is considering extending the type of distribution. Currently, distribution is not temperature regulated, so that certain foods that need to maintain the cold chain are not supplied by Ekoalde (yoghurts, meat...) but by the producers themselves.

DOES IT HAVE AN ASPECT WHICH YOU CONSIDER INNOVATIVE?

This project aims to create and promote short distribution channels to strengthen the activity of the sector and to promote the value of organic products produced and elaborated in Navarre. It also seeks to boost rural development and contribute to the viability of the primary sector by dignifying the work of local producers. It is a completely innovative initiative in Navarre, which is growing.





D5.1 Feedback on Initiatives



LANDARE



OBJECTIVE

Landare is a consumers' association of organic products in Navarre. It is a non-profit organization with the aim of giving its members access to healthy, organic food at affordable prices. Landare wants to contribute to the transformation of the world through the daily purchase of food products and facilitating access to healthier products while considering: respect for the environment in production, boosting the local economy, fair prices for farmers, better conditions for workers, minimizing the environmental impact throughout the process. Landare is committed to local products and direct contact with farmers, which allows the establishment of fair and mutually beneficial exchange relations.

CONNECTION BETWEEN FARMER/PRODUCER AND CONSUMER?

Landare is a consumers association for ecological products. The board (which represents the different members of the association), visits the farms that supply the product. This way, consumers not only understand the production process, they also know the working conditions of the workers, their contribution to the local economy, care for the environment and so on.

HOW DOES IT STRENGTHEN THE POSITION OF THE FARMER?

The purchase of fresh product is made directly from the producer, without intermediaries. Between 10-20% is added to the producer's price for the maintenance of expenses (establishment and personnel). Remember that Landare is a non-profit association. And that the prices are also affordable to the consumer on the one hand, there are no intermediaries and on the other, consumption is seasonal (when it is cheaper to produce).

POTENTIAL OF REPLICABILITY?

Many consumer groups from other territories have shown an interest in this project, which brings organic food closer to the member-consumer at an affordable price, betting on local suppliers whenever possible. The replicability is high, in fact, there is a similar project called 'Bidazi' 80 km from Landare.

POTENTIAL OF SCALING-UP?

It was founded in 1992 with 15 partners, its growth has been exponential. The costs have always been maintained, a proportion between the number of partners and investments has been maintained, which have been paid for with the increase in partners and the volume of product consumed. Currently about 4.000 partners.

DOES IT HAVE AN ASPECT WHICH YOU CONSIDER INNOVATIVE?

Yes, it is a non-profit consumers association of organic food. There are two establishments with extensive business hours and many product references. Partners also use these establishments like a meeting point for the promotion of activities related to ecology, the environment and well-being.





PROVE - PROMOTE & SELL



OBJECTIVE

PROVE is an inter-territorial co-operation project that started with 8 Local Action Groups located around Portugal to provide continuity to the methodology developed in a Community Initiative EQUAL. The aim is to resolve issues related to the marketing of local products and to take advantage of the proximity of producers and consumers in peri-urban areas. It also aims to promote new forms of short marketing chains between small producers and consumers thereby i) helping producers sell their produce, directly and immediately obtaining a fair price for their work, while ii) consumers receive quality products and have direct contact with producers. This initiative works through a box scheme.

CONNECTION BETWEEN FARMER/PRODUCER AND CONSUMER?

During the delivery of the baskets the consumer will have at his disposal a number of producers who can provide information on:

- agricultural practices used in their crops.
- local recipes and traditions.
- knowledge about seasonal products and their production cycles.

They can also visit the farms where the products you consume are produced.

This type of local commercialisation allows for rural and urban communities to come together again, encouraging solidarity between small local producers and consumers, building bonds of trust and cooperation between those who produce and those who consume.

HOW DOES IT STRENGTHEN THE POSITION OF THE FARMER?

A cluster of 3-5 farmers in each region gets together every week to organise the orders they received that week. After gathering all agriculture products they then distribute the orders to the consumers. This is always done locally which helps reduce cost of transportation for the farmer and also helps the production to be sold, creating a support network between farmers, in which each one can contribute and the profits are shared by all.

POTENTIAL OF REPLICABILITY?

This initiative has already proven that it can be replicate due to the fact that it doubled the number of sites on which it has been implemented and currently reaches most cities in Portugal. For the process of replication, they already have a methodology that can be applied in other countries besides Portugal.

POTENTIAL OF SCALING-UP?

The objective of this initiative is not to scale-up and more so to keep it local, empowering small producers and taking advantage of the proximity of producers and consumers in peri-urban areas. However they could increase the capacity building of the farmers in a way that could contribute to more knowledge on consumer preferences, marketing strategies, while receiving technical advising (crops, plant protection techniques) which could lead to the strengthening of the farmer's position. Another way would be to explore other areas such as eco-tourism, food tourism and educational activities to add value to initiatives and to the farmer.

DOES IT HAVE AN ASPECT WHICH YOU CONSIDER INNOVATIVE?

Giving seminars and training to publicise the project and train mediators (local experts promoting the PROVE methodology), while also running workshops for experts and producers on drawing up Farm Intervention Plans to maximise farm diversification. This initiative also creates Local Marketing Experience Networks to acquire technological skills, share resources and knowledge, and minimise the costs associated with marketing of local production.





DIRECT BUYING

OBJECTIVE

In direct buying groups, collaboration is established between a group of urban neighbourhood consumers and individual farmers for weekly delivery of products. The groups function as local self-organised food distribution networks. With the overarching goal to support sustainable and just food practices, direct buying groups have been initiated in Latvia by consumers to improve their access to fresh, local, organic, seasonal food. Concerned by negative environmental and social impacts of industrial food production and long food chains, these consumer groups advocate for re-establishing direct links with local organic producers in short local food chains.

CONNECTION BETWEEN FARMER/PRODUCER AND CONSUMER?

he groups function as local self-organised food distribution networks. With the overarching goal to support sustainable and just food practices, direct buying groups have been initiated in Latvia by consumers to improve their access to fresh, local, organic, seasonal food. Concerned by negative environmental and social impacts of industrial food production and long food chains, these consumer groups advocate for re-establishing direct links with local organic producers in short local food chains. Although various motivations among DB group members exist, environmental care is a central and shared one. For farmers, collaboration with consumer groups opens up an opportunity to improve their market access and to secure income, as well as to feel valued in the society.

HOW DOES IT STRENGTHEN THE POSITION OF THE FARMER?

Direct links between farmers and consumers eases the exchange of information on market-related issues (quality and availability of products, price, delivery etc). Consumers know rather well products, their origin and producers. Deliveries, products and prices are negotiated directly between consumers and producers. Organisation in groups has enabled consumers to participate in market negotiations and to develop an alternative food distribution system. Individual farmers' negotiation power is linked to the quality and niche products they offer. Through additional market channel, farmers can secure their income. For most of the participating farmers, DB groups are not the only market channel; participation in the DB movement accounted, on average, one-fifth of farm income from marketed products.

POTENTIAL OF REPLICABILITY?

Key actors in DB movement are consumers who organise themselves in informal groups (cells). There are more than 20 groups in Latvia that involve around 400 families in total. The participants represent different social and economic groups with different lifestyles, from urban and regional environments, descendants of farming families, urban intellectuals and people working in creative occupations, middle-level professionals with all kinds of educational backgrounds. Each group cooperates with 10-30 farmers and artisanal producers who supply products. Once a cell reaches a certain number of participants it stops allowing new participants to join, encouraging these people to develop their own groups. Support is provided to anybody who is willing to set up a new cell.

POTENTIAL OF SCALING-UP?

For the model scaling-up means encouraging replication. Any individual cell cannot be upscaled. Also, the decentralized decision making is an additional factor limiting scaling-up.

DOES IT HAVE AN ASPECT WHICH YOU CONSIDER INNOVATIVE?

The ability of cells to replicate ensuring that each of them maintain size that is manageable. This approach has proven to be the key to ensuring resilience of the approach.





FOOD HUB IN ĀGENSKALNS

OBJECTIVE

The initiative is about transforming a historical market in Āgenskalns district in Riga into a multifunctional urban food hub. The food hub is intended to combine a diverse set of activities: a farmer market, educational activities, art exhibitions, social and sport events. The purpose is to boost economic performance of the farmer market as an operator and individual farmers who sell their products on the market and to improve health and wellbeing of the wider community involved.

CONNECTION BETWEEN FARMER/PRODUCER AND CONSUMER?

The initiative is about transforming a historical market in Āgenskalns district in Riga into a multifunctional urban food hub. The food hub is intended to combine a diverse set of activities: a farmer market, educational activities, art exhibitions, social and sport events. The purpose is to boost economic performance of the farmer market as an operator and individual farmers who sell their products on the market and to improve health and wellbeing of the wider community involved.

HOW DOES IT STRENGTHEN THE POSITION OF THE FARMER?

The managing company holds strong ties with more than 120 regular traders on the market. The issues commonly discussed and solved are organisation of the market, planning of supplies, improving the market infrastructure, control of the produce quality, developing a joint branding, assuring direct links with the consumers. The managing company acts as a broker between the farmers and the consumers supporting a continuous direct communication and feedback regarding demand and supply of products. An important communicative link relates communicating new food consumption trends and consumer preferences to the producers.

POTENTIAL OF REPLICABILITY?

For the people who are running the market - this is the second market in Riga they are creating - and both seem to be successful. So they have proven their capability to replicate their vision suggesting that their envisioned market model can be replicated.

POTENTIAL OF SCALING-UP?

For this initiative scaling-up means linking market to ever more leisure activities. It is looking for new ways to transform shopping into an experience. Unfortunately, this might facilitate gentrification.

DOES IT HAVE AN ASPECT WHICH YOU CONSIDER INNOVATIVE?

In Latvia, the market could be considered innovative. However, on the European scale there are other similar markets.





BUFFALO FARM OHAŘ

Buvoli farma Ohař

OBJECTIVE

Buffalo farm Ohař is the first buffalo dairy farm in Czech Republic. Since 2015, Anna together with her husband Alex produces high-quality ecological dairy products such as milk, kefir, yoghurt and cheese. All the products are processed in their own small cheese factory. Most of the production is sold by means of community-supported agriculture.

CONNECTION BETWEEN FARMER/PRODUCER AND CONSUMER?

In this project the farmers of the Buffalo farm are selling their products to three consumers groups. There is a coordinator for each group who's responsible for customers and for the relationship with farmers. The consumers and farmers do not have a direct link, but they communicate via the coordinator but also via questionnaires to gather feedback and have updates via emails. Both consumers and farmers share the will to eat and produce locally. There is a mutual understanding of their needs because they share the risks with paying 7/8 months in advance.

HOW DOES IT STRENGTHEN THE POSITION OF THE FARMER?

Thanks to the community-supported system the position of the farmer is strengthened in the food chain. He sets the prices and shares the risks of variation in production to have a stable income. Even if they don't work the same way with the different groups, all the customers must pay 7 or 8 months in advance. In some cases, there is a contract which establishes the rules for the farmer and explains to the consumers that the production isn't linear and depend on external conditions (e.g. extreme weather events). Having customers pay the products several months in advance allows the farmer to plan ahead the production, make decisions while sharing risks and avoiding food waste.

POTENTIAL OF REPLICABILITY?

The replicability in the same context seems possible. The main customers from these consumer groups are city dwellers from Prague. City dwellers are more supportive of CSA models because they are generally highly educated and can invest more on food. However, not everyone can afford to pay several months in advance. This model can be developed in urban areas where people want to have a more direct contact with farmers and local quality products. It could be developed in other countries but mainly in urban areas and for wealthy people.

POTENTIAL OF SCALING-UP?

This initiative can be scaled-up if the farmers can produce enough to guarantee the needs of the customers. If the demand is growing and the farmers can provide the necessary number of products, then it can continue to develop without adding costs.

DOES IT HAVE AN ASPECT WHICH YOU CONSIDER INNOVATIVE?

This project is innovative in several aspects. First, it generates a more stable income for the farmers thanks to the payments of a 7/8 months in advance. In this way, farmers can plan the production and make strategic choices. Because of this, it shares the risks and avoid food waste. Also, having formal contract with customers allow the farmer to have guarantee that he will sell his products, even before they are made. Then, it fosters a community involvement and increases food literacy. It raises consumers awareness about the true costs and origin of food. With the newsletter and the questionnaires, customers can have a better understanding of how the farm is functioning. It creates dialogues and exchange of knowledge.





7.3 Appendix 3: Ambassadors feedback survey

COCOREADO Ambassador Training Evaluation Survey (Brussels, March 28-March 30)

Dear participant of the COCOREADO Ambassador Training 1,

Thank you for your active work during the three dynamic training days in Brussels! Please fill in the following survey to assess the training that took place in Brussels from March 28 to March 30. We will be grateful to receive the training assessment and your feedback on the training organisation and activities!

1. How would you evaluate the organisation of COCOREADO Ambassador Training 1? Please, rate on a scale from 1 to 10 where 1 is "Very poor" and 10 is "Exceptional".

1 Very poor	2	3	4	5	6	7	8	9	10 Exceptional
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2. How strongly would you recommend a new ambassador to attend this first training? Please, rate on a scale from 1 to 10 where 1 is "not at all" and 10 is "extremely".

1 Not at all	2	3	4	5	6	7	8	9	10 Extremely
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3. Did you learn anything new during the training?

- ☐ Yes
☐ No
☐ Hard to say

4. The training was organised in several sessions. Please, evaluate, on a scale from 1 to 10 how useful these sessions have been to you (where 1 – not useful at all, 10 – extremely useful)

- 1) Discussion of individual skills and experiences as ambassadors

1 Not useful at all	2	3	4	5	6	7	8	9	10 Extremely useful
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- 2) Generating effective communication and tools to edit videos

1 Not useful at all	2	3	4	5	6	7	8	9	10 Extremely useful
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- 3) Communication on food (from fake news to trustworthy information)

1 Not useful at all	2	3	4	5	6	7	8	9	10 Extremely useful
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- 4) Field visits (*Le Champignon de Bruxelles; Brussels Food Hub*)

1 Not useful at all	2	3	4	5	6	7	8	9	10 Extremely useful
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- 5) Sessions on seed initiatives

1 Not useful at all	2	3	4	5	6	7	8	9	10 Extremely useful
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- 6) Selection of best examples of Novel and Fair Food Systems

1 Not useful at all	2	3	4	5	6	7	8	9	10 Extremely useful
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D5.1 Feedback on Initiatives

5. Do you think that the information you have received during the training will help you in your professional activities in the future?

If yes, which information and how it could be useful to you?

6. Did the training help you to widen your contact network?

- ☐ Yes
☐ No
☐ Hard to say

7. What is the main takeaway from the first training? Please write down below:

8. At what extent do you agree with the following statement: *I currently feel involved in the COCOREADO Ambassador Network activities*. Please, rate on a scale of 1 to 10 where 1 is "Strongly disagree" and 10 is "Strongly agree".

1 Strongly disagree	2	3	4	5	6	7	8	9	10 Strongly agree
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9. At what extent do you agree with the following statement: *COCOREADO project is a platform that offers me new opportunities*. Please, rate on a scale of 1 to 10 where 1 is "Strongly disagree" and 10 is "Strongly agree".

1 Strongly disagree	2	3	4	5	6	7	8	9	10 Strongly agree
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10. At what extent do you agree or disagree with the following statement: *Ambassador network helps me to engage with challenges in my local food systems*. Please, rate on a scale of 1 to 10 where 1 is "Strongly disagree" and 10 is "Strongly agree".

1 Strongly disagree	2	3	4	5	6	7	8	9	10 Strongly agree
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11. Do you have any suggestions for next trainings?

12. How do you want to be kept involved via *Slack* in the upcoming months?

- ☐ Communicate with other participants individually
☐ Receive information from the project team on project activities
☐ Share ideas for collaboration/collaborate with others
☐ Receive news on topics that are relevant in the field
☐ Receive information on the next training
☐ Make my own *Slack* channel
☐ Other: _____

Thank you!





7.4 Appendix 4: Feedback from project partners

Assessment of the 1st training

These are just a couple of questions to get some general feeling on what we could have done differently.

1a. On a scale of 1 to 10 (where 1 is "not at all satisfied" and 10 is "very satisfied"), how satisfied are you with the organisation of the training?

1b. In your opinion, what were the main shortcomings and main strengths of the organisation process leading to the training?

2a. On a scale of 1 to 10 (where 1 is "not at all satisfied" and 10 is "very satisfied"), how satisfied are you with the training itself?

2b. In your opinion, what were the main shortcomings and main strength of the training?

3a. On a scale of 1 to 10 (where 1 is "not at all satisfied" and 10 is "very satisfied"), how satisfied are you with the outcomes of the trainings?

3b. In your opinion, which objectives were reached and which were not?

4. If you have any additional comments, please, add them here!



7.5 Appendix 5: Notes session 8

Day2 Session 8: selection of NOFAs Note taker/ Elke

Tuesday 29/03/22 ambassador training

Selection in Nofa's: notes from group one.

Gobbas gard

They are trying to get Michelin stars to use local products. They are connecting to source ingredients and to decide which produce to grow. The restaurants are the catalyzers for the farmers.

Novada (Danish)

It's an internet tool. Connection with producers through a website

Eatmosphere (Belgium)

Connecting producers and consumers; there is no economic stability. There is no room for growth or scale up. They already work on subsidies. The project is too narrow. Eating in the field is a great connection.

Too diverse; you cannot do everything in a good way.

Very similar to gobbas gard. Similar approach. But this one has more potential to grow.

Stik – Slovenia

Gastronomic strategy of the municipality. To develop a collective brand. Following the overarching Slovenian strategy. It is about local values; spring values, herbalism, bee keeping,... the products are introduced in public institutions and restaurants.

Borovitza

They use a circle of friends/club to sell wine directly to friends. It is a niche. The connection to consumers is very close; it is really exclusive. They are really good at focusing on their niche.

The ones that are scoring the least for connection are the most replicable.

Replicability is a very important aspect because there is a link with financial sustainability. This is also the case for strengthening the position of the farmer and scaling up. The connection is more about the social

For other people the social is very important. It's about the consumer gets to know more about the farmer.

Cases and good practices that we take along

- **Novada.** We will not take along this case but the practice of a web based tool is interesting to take along. It is quick to implement and scalable, but it does not solve any problems. So that is why it scores so high



- **Borovitza;** Wine is a new way of thinking. It is innovative, a new way of thinking. The innovative strategy; a different wine (orange), the business model is also innovative. A circle of friends is selling; sort of membership. Also an innovative product. New way of out-of-the-box thinking. It is a niche. The best way to sell is it through its unique points. It is not working on sustainability. That is a limitation. There is grow potential. Also growing towards sustainable characteristics. Frame this like opportunities
- **Gobbas gard:** with Michelin stars; restaurants as a change agent (minus Michelin). But not so exclusive
- **Stik – Slovenia:** Public agenda that promotes local farming and local tastes and local values and practices. The importance of the municipality and local values

We should be able to mix and match the cases because some of them have strong and weak points. Replicability is often a weak point

The thing that is always missing is scaling up. They have a lot of good intentions but they remain economically weak. In the first 3 years you need to have a break-even situation, afterwards you can include more social elements such as inviting disabled people. You could say for each bread that you sell now a euro will be spent on a good cause in a couple of years?

New way of out-of-the-box thinking. It is a niche

The thing with the Michelin stars (gobbas gard) is very complicated. It is a good idea but maybe not so replicable. You need to have top gastronomy to be able to replicate.

The problem with the initiatives is always focusing on connection farmers/producers but they do not have the potential to scale-up.

Day2 **Session 8: selection of NOFAs** **Note taker/ Lisa , a group / table discussion facilitated by ???**

Please upload filled forms to SharePoint ([here](#)) before April 6th.

Activity Observations

Overall flow of the session

What was the general flow of the session? What was the overall atmosphere of the session? What were the main topics discussed.

- ✓ Five participants
- ✓ Participants had forgotten the details of each NOFA and needed to read them again
- ✓ Quickly we moved on to voting – some went quite fast and some required more time, wanted to make a very deliberate choice
- ✓ The group agreed to use the outcome of the voting as a starting point for discussion but with the liberty to discuss and change the 'winning' NOFA's
- ✓ The group discussion was interesting and resulted in a consensus on the pre-selected NOFA's



- ✓ The pre-selected NOFA's had to be pitched to the entire group of Ambassadors and partners
- ✓ Based on this pitch the entire group could vote via an online voting system and the final winners were selected.

Teambuilding and participation

Did the activity encourage everyone to participate (how)? How well do ambassadors collaborate during activity/ work as a team? What were the main issues that triggered engagement and debates? Did the session managed to benefit from diverse expertise of ambassadors?

- ✓ The reading and voting part was mostly individual
- ✓ The internal discussion was the most interesting
- ✓ Having to present the winning NOFA's was difficult with such short preparation time and also mainly individual

Methods

Were the methods used successful for the activity goal? Which methods or activities were successful/not successful?

- ✓ The session moderator provided very clear instructions at the start of the session and very well prepared supporting materials
- ✓ Participants were motivated to accomplish the tasks within the given time, it was presented like a teamwork task with limited time, thus spiking the competitive flame. During the voting the participant that was a bit slower was pushed to go faster. Perhaps the focus was more on reaching the goal on time than on making a good selection.
- ✓ Based on the assigned points the participants had an interesting group discussion
- ✓ Pitching the pre-selected NOFA's was a good pitching exercise for the Ambassadors (however we could have given them some instructions on how to pitch so as to maximise the learning experience)
- ✓ Some NOFA's were very interesting but not very well pitched, this might have had influence on the voting.
- ✓ Sometimes the name of the NOFA was not clear – due to many local names that were not easy to pronounce nor understand. It would have been good for all participants to have had a short summary of the NOFA's along with a list to score them on the different dimensions.

Outcome

Did the activity produce the outcome desired. Was there enough time for the activity to be completed? What were the main outcomes (please, describe both the outcomes that were expected from the session as well as intangible outcomes – feeling that some ambassadors feel more engaged, more willing to talk, etc.)?

- ✓ The Ambassadors all got informed about the NOFA's and got inspiration from these cases
- ✓ Some Ambassadors would have loved to present their own projects at this point, this was a missed opportunity to increase engagement
- ✓ The Ambassadors had a chance to work together in another group and get to know new people
- ✓ We selected the NOFA's in a way that engaged the Ambassadors and used their knowledge and expertise. If this process is repeated I would provide some pitch training and also explain to the voters that they need to vote based on the idea, not



the pitch. I also would suggest to provide a list with all NOFA's, a short summary and a table to score them on the different criteria.

Ambassador observations

- Did ambassadors successfully share knowledge? Did ambassadors learn from each other? How and why was this achieved?
- How satisfied were the participants during the activity? Were they happy with how it went?
- Did the actions of any ambassador show leadership? What was the overall internal dynamics?

- ✓ During the discussion they shared knowledge on how for example certain NOFA's would be received in their regions, what the difficulties could be etc. There was not much time for the discussion part.
- ✓ The participants enjoyed the playful aspect of the exercise
- ✓ Some participants took leadership to make sure timing was respected and also to volunteer for the pitching

Decisions made (if any) and takeaway messages

Tips for facilitators:

- ✓ Provide a short training for pitching (actually this could have been done in a different session but linked to this one) - so as to provide an additional learning opportunity.
- ✓ The materials used were very well prepared and necessary: the summary of all projects to read and the posters used for voting
- ✓ Maybe we should have focused less on getting everyone to vote on all projects and more on the discussion in smaller groups – all NOFA's are interesting so there were no bad choices possible. Time limitations would not have allowed for both.

Day2 **Session 8: selection of NOFAs** **Note taker/ Talis, a group / table discussion facilitated by Casper**

Please upload filled forms to SharePoint ([here](#)) before April 6th.

Activity Observations

Overall flow of the session

What was the general flow of the session? What was the overall atmosphere of the session? What were the main topics discussed.

- ✓ Five participants
- ✓ Participants started to work with NOFAs ranking poster
- ✓ Participants had read the NOFAs descriptions at home and **proceed to voting without discussion, thereby expressing individual preferences**
- ✓ **Individual voting exercise prevailed** in the whole session over collective decision making

Teambuilding and participation

Did the activity encourage everyone to participate (how)? How well do ambassadors collaborate during activity/ work as a team? What were the main issues that triggered engagement and debates? Did the session managed to benefit from diverse expertise of ambassadors?

- ✓ Five participants
- ✓ **Not much interaction at the start**, each ambassador voted on NOFAs individually



- ✓ **Not all participants** felt fully engaged and clear about the tasks

Methods

Were the methods used successful for the activity goal? Which methods or activities were successful/not successful?

- ✓ Table discussion was supported by printouts of five NOFAS
 - ✓ The session moderator provided very clear instructions at the start of the session
- The session was split in two parts – the 1st part was individual voting
- 1st part of discussion, individual voting – 30 mins:**
- ✓ **Why was group meeting needed if little discussion happened?** Voting could have been done online
 - ✓ **Casting votes without explanation, deliberation** in the first 10-15 mins of group work was **a missed opportunity**
- 2nd part of discussion – 25 mins, identification of most promising NOFAs:**
- ✓ The moderator took the lead in conversation
 - ✓ Ambassadors engaged more in this part of discussion, everyone expressed her/his opinion

Outcome

Did the activity produce the outcome desired. Was there enough time for the activity to be completed? What were the main outcomes (please, describe both the outcomes that were expected from the session as well as intangible outcomes – feeling that some ambassadors feel more engaged, more willing to talk, etc.)?

- 1st part of discussion – 30 mins:**
- ✓ The procedure provided a NOFAs ranking list, **there was no much exchange of opinions, explanations WHY** a particular NOFA has been marked
 - ✓ The poster with votes was quite divergent with green orange and read votes under each initiative
 - ✓ **(I noticed the absence of discussion also at the other group table next to me** – only the note-keeper and one ambassador engaging in discussion)
 - ✓ **Some participants started to look in mobile phones**
 - ✓ **To fill the vacuum of discussion some participants started individual mutual conversations.**
 - ✓ **Three persons out of five did not say a word** during the 30 mins of voting!!
- 2nd part of discussion – 25 mins, identification of most promising NOFAs:**
- ✓ Several participants provided arguments why the green NOFAS should be shortlisted (e.g. strengthening the farmers position)
 - ✓ **Selection by colour prevailed (averaging the individual votes)**
 - ✓ Other arguments provided were emotional. E.g. “I like this initiative”
 - ✓ This led to a rather rapid identification of two winning NOFAs – **not with a much deliberation**
 - ✓ At the end of this part the **ambassadors wrote short explanations why the NOFAs were shortlisted, based on which good practices.**
 - ✓ The **short explanation writing generated a more lively and engaging discussion**, but **there was no time left for that.**

Ambassador observations

- Did ambassadors successfully share knowledge? Did ambassadors learn from each other? How and why was this achieved?



<p>- How satisfied were the participants during the activity? Were they happy with how it went?</p> <p>- Did the actions of any ambassador show leadership? What was the overall internal dynamics?</p>
<p><u>Decisions made (if any) and takeaway messages</u></p> <p><u>Tips for facilitators:</u></p> <ul style="list-style-type: none"> ✓ Try to give voice to ambassadors even if they are supposed to do a formal job (an individual voting) ✓ Do not impose the partner knowledge on ambassadors regarding NOFAs ✓ Allow sufficient time to crucial discussions and decisions (selecting NOFAs)

Day 2022/03/29

Session _8

Note taker/ Facilitator Paola (INTIA)/Sandra (BSC)

Please upload filled forms to SharePoint ([here](#)) before April 6th.

Activity Observations

<p><u>Overall flow of the session</u></p> <p>What was the general flow of the session? What was the overall atmosphere of the session? What were the main topics discussed.</p> <p>The general flow was excellent. The ambassadors understood what they had to do. Sandra answered some questions. Each ambassador read a NOFA and counted it to the group to proceed with the scoring (1 to 3).</p>
<p><u>Teambuilding and participation</u></p> <p>Did the activity encourage everyone to participate (how)? How well do ambassadors collaborate during activity/ work as a team? What were the main issues that triggered engagement and debates? Did the session managed to benefit from diverse expertise of ambassadors?</p> <p>All ambassadors worked as a team. After the scoring of each NOFA was completed, a debate ensued to decide between two tied NOFAs. The debate was enriching.</p>
<p><u>Methods</u></p> <p>Were the methods used successful for the activity goal? Which methods or activities were successful/not successful?</p> <p>The methods used was very successful. The document describing the NOFAs was very clear which allowed quick decisions to be made when scoring.</p>
<p><u>Outcome</u></p>



Did the activity produce the outcome desired. Was there enough time for the activity to be completed? What were the main outcomes (please, describe both the outcomes that were expected from the session as well as intangible outcomes – feeling that some ambassadors feel more engaged, more willing to talk, etc.)?

**The session went quickly and smoothly. The time was enough to complete the activity.
The expected outcomes/result was obtained.
The task was concrete and tangible, so the ambassadors felt good, safe and secure**

Ambassador observations

- Did ambassadors successfully share knowledge? Did ambassadors learn from each other? How and why was this achieved?
- How satisfied were the participants during the activity? Were they happy with how it went?
- Did the actions of any ambassador show leadership? What was the overall internal dynamics?

On this session the ambassadors were satisfied during the activity. They had to score 5 initiatives (Zelena Tocka, Gajbica, PLNT, Ostergro and Kobenhauns Kograesserlaug). The dynamic was equitative between all ambassadors, all of them discuss about all NOFAs.

Decisions made (if any) and takeaway messages



Imagen with the selection initiatives (W)

**Day 29 March 2022, Day 2, Session 8: Evaluation of innovative initiatives Group 6, Note taker Alice Minichini
Facilitator Ilze Mileiko.**

Please upload filled forms to SharePoint ([here](#)) before April 6th.

Activity Observations

Overall flow of the session

What was the general flow of the session? What was the overall atmosphere of the session? What were the main topics discussed.



Objective: The Ambassadors read the 5 NOFAs and consider the selection criteria. They need to identify 3 NOFAs.

Step one: They need to rank each NOFA according to each criteria giving from 1 to 3 rates.

Step two: They need to select the 3 most promising NOFAs and include a short description of the NOFAs selected. They decided to sum the rates for each NOFA and select the 3 NOFAs with the highest scores.

Interesting dynamics: after counting the votes, they realised that the 3 with the highest points were not the ones they liked the most. They came out with a method to choose the 3, taking into account the ones they preferred: Plukboerderij Grongig, Fairecoop, Ekoalde.

Step three: they need to describe the best practices of the 3 Nofas selected.

The came out with 3 good practices:

1. Building communities and exchanging knowledge.
2. Big potential to scale and existing infrastructure
3. Developing rural areas and dignifying the work of local producers.

Step four: each group prepares a pitch of 15 minutes on the three selected NOFAs.

Step five: they pitch

Step six: they need to vote on the three top pitches.

Teambuilding and participation

Did the activity encourage everyone to participate (how)? How well do ambassadors collaborate during activity/ work as a team? What were the main issues that triggered engagement and debates? Did the session managed to benefit from diverse expertise of ambassadors?

Yes, they asked clarifications on what NOFAs are and on the difference with seed initiatives. They discussed and agreed together on the methods to use when it was no clear what to do. It naturally emerged one leader among the Ambassadors. Spontaneous discussions during the free time.

Methods

Were the methods used successful for the activity goal? Which methods or activities were successful/not successful?

Yes.

When the methodology was not clear, they figured out autonomously the strategies to reach the objectives.



Outcome

Did the activity produce the outcome desired. Was there enough time for the activity to be completed? What were the main outcomes (please, describe both the outcomes that were expected from the session as well as intangible outcomes – feeling that some ambassadors feel more engaged, more willing to talk, etc.)?

The activity produced the desired outcomes.

In terms of tangible outcomes:

- They chose the 3 NOFAs Plukboerderij Grongig, Fairecoop, Ekoalde.
- They chose the following best practices for the three good practices:
 1. Building communities and exchanging knowledge.
 2. Big potential to scale and existing infrastructure
 3. Developing rural areas and dignifying the work of local producers.

In terms of intangible outcomes:

- feeling of cooperation
- interaction and cultural exchange
- negotiation over the division of roles

Ambassador observations

- Did ambassadors successfully share knowledge? Did ambassadors learn from each other? How and why was this achieved?
- How satisfied were the participants during the activity? Were they happy with how it went?
- Did the actions of any ambassador show leadership? What was the overall internal dynamics?

They seemed to be overall satisfied of the workshop and engaged in taking an active role in the project. It naturally emerged one leader among the Ambassadors.

<u>Decisions made (if any) and takeaway messages</u>



7.6 Appendix 6: Notes session 9

Day2 Session 9: Selection of NOFAs Note taker/ Talis, general discussion facilitated by Ruiz

Please upload filled forms to SharePoint ([here](#)) before April 6th.

Activity Observations

<p><u>Overall flow of the session</u></p> <p>What was the general flow of the session? What was the overall atmosphere of the session? What were the main topics discussed.</p> <ul style="list-style-type: none"> ✓ The session unfolded as a sequential presentation of 21 NOFAs selected by the 7 groups of ambassadors ✓ Each group presented 3 NOFAs according to a question – why this NOFA should/could be selected as a good example ✓ Each presentation of NOFAs lasted for approximately 2 mins ✓ The whole exercise seemed redundant at the end; it was quite difficult to follow 21 presentations in row
<p><u>Teambuilding and participation</u></p> <p>Did the activity encourage everyone to participate (how)? How well do ambassadors collaborate during activity/ work as a team? What were the main issues that triggered engagement and debates? Did the session managed to benefit from diverse expertise of ambassadors?</p> <ul style="list-style-type: none"> ✓ This was not really a participatory session, rather a predefined short presentations by groups ✓ The teambuilding manifested in consolidating, promoting and defending the group's opinion and assessment of particular NOFAs (like a beauty contest)
<p><u>Methods</u></p> <p>Were the methods used successful for the activity goal? Which methods or activities were successful/not successful?</p> <ul style="list-style-type: none"> ✓ Group presentations: in total 21 NOFAs were presented ✓ 21 sequential presentations, even short ones, was not the best method ✓ The forms of presentation could have been diversified ✓ The moderator could have played a more active role in invigorating and diversifying presentations ✓ Tip: never allow a big number of uniform presentations ✓ Tip: 2-3 min presentations per initiative is too long; if many initiatives are to be presented, better use speed-talk method (30 sec per initiative) ✓ Tip: at the end of the session ambassadors voted for initiatives on Sligo. But it was difficult to remember initiatives by names. It is advisable to shortly remind about the initiatives before voting.
<p><u>Outcome</u></p> <p>Did the activity produce the outcome desired. Was there enough time for the activity to be completed? What were the main outcomes (please, describe both the outcomes that were expected from the session as well as intangible outcomes – feeling that some ambassadors feel more engaged, more willing to talk, etc.)?</p> <ul style="list-style-type: none"> ✓ The ambassadors familiarised with a number of initiatives, formulated their consolidated group assessment and voted for the preferred ones



Ambassador observations

- Did ambassadors successfully share knowledge? Did ambassadors learn from each other? How and why was this achieved?
- How satisfied were the participants during the activity? Were they happy with how it went?
- Did the actions of any ambassador show leadership? What was the overall internal dynamics?

Decisions made (if any) and takeaway messages



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