



D3.1:

Good practices for innovative value-added approaches at farm level





D3.1

Good practices for innovative value-added approaches at farm level

Document Summary

Deliverable Title:	Good practices for innovative value-added approaches at farm level
Version:	Final version
Deliverable Lead:	CONSULAI
Related Work package:	WP3
Author(s):	Rui Almeida Joana Anjos
Contributor(s):	Rani Van Gompel (EV ILVO) Lisa Van den Bossche (EV ILVO) Alice Grazio (MIJARC)
Communication level:	PU Public
Grant Agreement Number:	101000573
Programme:	Horizon 2020 H2020-RUR-2020-1
Start date of Project:	01-01-2021
Duration:	42 months
Project coordinator:	Katholieke Universiteit Leuven





Table of contents

Document Summary.....	2
Table of contents	3
List of abbreviations.....	4
List of figures.....	5
List of tables.....	5
1. Introduction	6
2. NOFAs as innovative initiatives	7
2.1 Selecting the criteria	8
2.2 Multi-step process for selecting the 10-15 NOFAs.....	9
2.2.1 Pre-selection of a short-list of NOFAs.....	10
2.2.2 Selection of the final list.....	11
2.2.3 Final list of NOFAs	14
3. Identification of success factors and good practices.....	16
4. Next steps	20
5. References	21
6. Annex	22



List of abbreviations

AKIS	Agricultural Knowledge and Innovation systems
BSC	Baltic Study Centre
C&D	Communication and Dissemination
CEJA	Conseil Européen des Jeunes Agriculteurs
CONSULAI	Consulai, Consultoria Agroindustrial LDA
CSA	Community Supported Agriculture
DSS	Decision Support System
EV ILVO	Eigen vermogen van het instituut voor landbouw- en visserijonderzoek
INI	Iniciativas Innovadoras SAL
INTIA	Instituto Navarro de tecnologías e Infraestructuras Agroalimentarias SA
IPS	Institute of Philosophy and Sociology
JSI	Jozef Stefan Institute
KU Leuven	Catholic University Leuven
LUT	Lappeenranta-Lahden Teknillinen Yliopisto LUT
MA	Multi Actor
MIJARC	Mouvement International de la Jeunesse Agricole et Catholique - Europe
NOFA	Novel and fair food system
RYEurope	Rural Ypouth Europe SAL
SCC	Supply Chain Collaboration
UCPH	Copenhagen University
WP	Work Package



List of figures

Figure 1 - Results of the “Puzzle then Select it” workshop.....	8
Figure 2 - Overview of the methodology for the selection of the final list.....	10
Figure 3 - Excel matrix for the pre-selection of NOFAs.	10
Figure 4 - Ambassador Training workshop in Brussels.	11
Figure 5 - Poster used to vote and select NOFAs during the ambassador training.	12
Figure 6 - Evaluation questionnaire structure.	16

List of tables

Table 1 - List of NOFAs selected by the ambassadors and the respective partner.....	12
Table 2 - Final list of NOFAs	14



01

1. Introduction

COCOREADO is a project in the framework of Horizon 2020, which aims to bring balance in the food chain by strengthening the position of the farmer and reconnecting consumers and producers.

Traditionally, the role of the farmer in the food value chain has been defined as a "price taker", dependent on operators both up and downstream the value chain. Based on the multi-actor approach and a deep understanding of agricultural knowledge and innovation systems (AKIS), the project applies a three-fold approach to maximise impact, **relying on ambassadorship, good practices, and a focus on youth**. This approach will also help identify and co-create innovative solutions that can overcome current hurdles for farmers and respond to consumer needs, while simultaneously improving the conditions for sustainable public procurement of local and seasonal food.

One of COCOREADO's specific objectives is to **collect and analyse good practices, define solutions, and develop tools** that help farmers implement innovations that contribute to strengthening their position in the food chain. This builds on the fact that, across Europe, there are numerous examples demonstrating **concrete ways for farmers to collaborate on opportunities** which are both consumer driven and conducive to improving farmers' incomes.

Starting from the long list of novel and fair food systems (NOFAs) selected in WP2 (61 NOFAs in total), Task 3.1 objective was to **select 10-15 NOFAs**, with an **in-depth analysis** of their **good practices and success factors**, in the context of enhancing the position of the farmer in the value chain and bridging the gap between producers and consumers. On this basis, Deliverable 3.1 aims to detail the approach developed for the selection process of the final list of NOFAs, as well as the good practices identified and the respective success factors.



02

2. NOFAs as innovative initiatives

To have a clear understanding of the different concepts that are used, it is necessary to define first what is an **innovative initiative**, and in particular a **NOFA**, as to lay the grounds for the work that was conducted. These definitions were already established in **D2.2 Conceptual grounds and common understanding**, but for practicality will be repeated in this chapter.

Within the context of COCOREADO an innovative initiative is defined as a **collaboration between a set of actors seeking for innovative sustainable solutions. The main objective of such a collaboration is to rebalance the position of farmers in food supply chains and/or to connect consumers and producers.**

For the case of Work Package (WP) 3, the collaborations within these innovative initiatives are focused on novel and fair food systems (**NOFAs**). Again, as defined on D2.2, **NOFAs** are “**a (local) food systems (...) in which innovative ways of collaborations between farmers and other food system actors occur, entailing practices that connect consumers and producers to overcome unfair trading practices to rebalance the farmers position.**” More specifically these are collaborations that can make use of economies of scale, smarter distribution, reduction of environmental footprints, territorial approaches, etc, to improve farmers’ income.

As part of this innovative way to collaborate, you can encounter **good practices**, which according to D2.2 are “**a set of concrete practices that focus on the end result of a supply chain collaboration (SCC), supporting the success of NOFAs.**” The basis of a sustainable food system are the success factors on which these practices are build, considered common themes identified as the key aspect of that practice.

After establishing the different definitions on the concepts that are crucial in this document, the next step is to define the criteria and methodology for the selection of the 10-15 NOFAs, as well as identifying the good practices and success factors.



2.1 Selecting the criteria

After analysing Task 3.1 in the Grant Agreement, the methodology to correctly execute was not explicit. Considering co-creation and the MA approach are both important for COCOREADO, it was decided by the task leaders to get partners' input on the methodology and selection criteria.

In this context, a first workshop on the selection of NOFAS was organised during the 2nd project meeting, in September 2021 in Leuven. This workshop was conducted in a hybrid format, with 3 in-person groups and one group online (Figure 1), where 3 main topics were discussed:

1. Framework for the **selection criteria** (60-100 → 10-15 initiatives)
 - a. Who defines the criteria?
 - b. Which criteria?
2. **Selection Process** (10-15 initiatives)
 - a. Who selects?
 - b. Methodology?
3. **Profiling the 10-15 initiatives**
 - a. Who profiles?
 - b. How to profile?

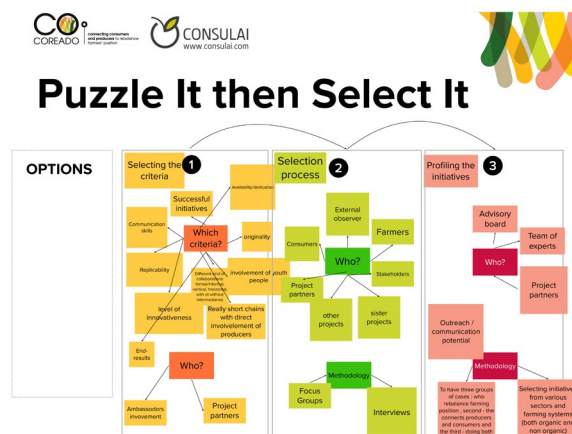


Figure 1 - Results of the “Puzzle then Select it” workshop of the online group (right) and one of the in-person groups (left)

From the results of this workshop, the WP3 leaders would take a more preeminent role during the 3 stages, but still have the support of project partners and feedback from the ambassadors and possibly the external advisory board, along the process. A multi-step process was decided, which will be further developed in the next chapter.

A diversified set of criteria was also proposed by the participants to the workshop:

- Data availability
- Potential for replication



D3.1

Good practices for innovative value-added approaches at farm level

- Use of good DSS tools
- Diversity
- Robustness of data
- Economically and/or socially successful
- Good communication skills
- Originality
- Availability/dedication
- Involvement of youth
- Based on COCOREADO end-results
- Different kind of collaborations
- Different sectors and farming systems.

Some of the criteria proposed were already taken into consideration during the initial stage of collecting and selecting the long list such as the end-results, data robustness and availability, type of collaboration, sectors, and farming systems. In the end, it was established that the selection of relevant NOFAs had to focus on the two end-results of COCOREADO and the replicability potential as one of the end-goals for WP3; however, additional criteria could be used during the next stages as to facilitate the decision-making process.

2.2 Multi-step process for selecting the 10-15 NOFAs

The multi-step process is a 3-stage methodology that involves using partners expertise and knowledge on the NOFAs, together with interactive workshops organised during the Ambassador Training.

In the first stage, a **long list with 61 NOFAs** was gathered by the COCOREADO partners. The main criteria were the sector, the region, and the type of collaboration. This combination is meant to represent the diversity in socio-cultural, economic, environmental, and legal contexts. The NOFA selection framework describes in detail the process of the selection of this long list ([D2.4. Long list of innovative initiatives](#)).

In the next stage, this long list was reduced by the partners to the **35 most-promising NOFAs**, where the main criteria were connecting consumers and producers, rebalancing farmer's positions, the potential to replicate the initiative in other contexts, and the 7 success factors of supply chain collaboration from Cao & Zhang (2011).

Afterwards, the **final selection of the 10-15 NOFAs** was done by the WP3 team with input from the ambassadors and based again on the main objectives of the project, as well as the replicability, potential to scale-up and innovative aspects. This process resulted in the selection and subsequent analysis of 14 NOFAs.

Figure 2 shows an overview of this process with the in-depth explanation on the upcoming chapters.

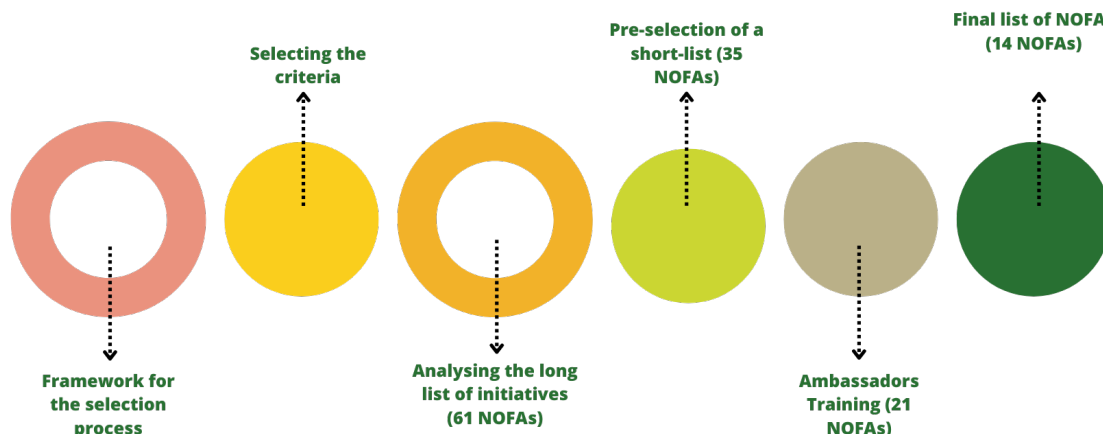



Figure 2 - Overview of the methodology for the selection of the final list.

2.2.1 Pre-selection of a short-list of NOFAs


As an intermediate step between the long list and the short list, 35 NOFAs were selected. The objective was to facilitate the selection, while guaranteeing a good diversity of NOFAs across Europe. In this sense, the partners were asked to revise the 5-7 NOFAs they had initially selected for the long list and select only three, based on a set of criteria defined by the WP2 and WP3 leaders. The criteria are described in the Annex.

An excel matrix was also developed (Figure 3), to classify all NOFAs with a score of 1-3, ranking the initiative as the least to most promising to fulfill each criterion. Only initiatives with a total score of 15 or more would be included in the short-list. All documents were uploaded on the project SharePoint.



connecting consumers
and producers to
improve farmers' position

Pre-selection of short-listed innovative
initiatives (NOFAs)



THIS PROJECT HAS RECEIVED FINANCING FROM THE
EUROPEAN UNION'S HORIZON 2020 RESEARCH
AND INNOVATION PROGRAMME UNDER GRANT
AGREEMENT NO 101000573

Instructions:

1) Open the NOFAs fact sheet created by WP2, that you filled-out with each initiative;

2) Use the score table to **classify all NOFAs initiatives** with a **score of 1-3**, ranking the initiative as the least to most promising to fulfill each criterion;

3) Based on the final score, **select the top 3 NOFAs initiatives** and write a small argumentation detailing your choice. This means that **although you classified all of your initiatives, you only need to write an argumentation for your top 3 choices**;

4) Send this **template** completed to f.faria@consul.com / c.mendes@consul.com until the **15th of february**.

Attention point: Only initiatives with a score above 15 should be included in the short-list.

Order of the initiative (Google Form)	COUNTRY	Objective of the initiative	Name of the initiative (if not blank template)	Strongpoint as the initiator of the former	Improve the connection between producer and consumer	Potential of scaling up / replicability	Information exchange between partners in the collaborative initiative	Economic factors						Willingness of the producers to cooperate (see above criteria)	Total	Included in the short-list?	Recommendation of the choice (if and when possible, please refer information about with criteria provided in the instructions to explain your choice)
								Revenue sharing	Cost consequence	Decision synchronization	Resource alignment	Collaborative communication	Joint knowledge creation				
CONSIDER4_L	Portugal	The Fresta initiative aims from the use of farmers' own stocks of shade-grown coffee and vegetable that have surplus to the daily demand and quality driver. Their product offers an added economic efficiency for consumers, alternative market for "leftovers" from and encourages them to consume, encourages producers to invest in surplus that generate value for farmers and consumers and creates both food waste and the necessary conditions of consumer and the production.	Fresta (Festa food)	2	3	3	1	3	2	1	3	2	Yes	23	Yes	The initiative deals with a waste by-product of the coffee production chain and addresses farmer and potential of consumers. That is because the initiative, alternative income generation, is supported by selling directly to the consumer, produce created by a selective selection of coffee. It also offers a directly paid certification to ensure the price paid and the fact that the producer is supported by a farmer-led social administration, one. Furthermore, this initiative is presented as Portugal that income share. Also, farmers, suppliers with a surplus of up to 2% to 3% to be able to access this has been. Because of this reason and the relatively easy logistics before it became a very transparent endeavor to which we hope the Portugal.	
CONSIDER4_L1	Portugal	The Municipality of Beira, located in the year 1990/91, 10 September declared the competence of direct management of capture and protection of abrad mole to the parish council of the municipality. To enhance food sustainability and production, and ensure the economy of their territory, the Urban Food Council decided to regularly make in a joint venture of their responsibility with a supplier and fresh produce market and direct. The products: <ul style="list-style-type: none">• Diversification and inclusion, especially of production and the local economy, creating a sustainable for a small producer and the farmer for the economy;• Diversify a local food product in the municipality of Beira supported by a shared management to create a value for the community;• Increase the number of food for children in the municipality's school by providing school meals; (initiatives and to improve the quality of the services received);• Strengthen the connection between the producer and the consumer; The Sustainable Development Goals (SDGs) present in the 17th line in Portugal. Beira is a member, responsible, promote model of production and consumption of organic food, to establish a mutual connection between consumer and their able to do production, transparency, the value of quality, and that the consumption of food (sharing the harvest community) from the farmer and the initiative. The consumer and more citizens and efficient distribution of risk and stable and diversified income. From the consumer perspective, the program facilitates the access to stable, fresh, production,	Fresta (Festa food)	3	3	2	3	1	3	3	1	Yes	23	No			
CONSIDER4_L2	Portugal	The Sustainable Development Goals (SDGs) present in the 17th line in Portugal. Beira is a member, responsible, promote model of production and consumption of organic food, to establish a mutual connection between consumer and their able to do production, transparency, the value of quality, and that the consumption of food (sharing the harvest community) from the farmer and the initiative. The consumer and more citizens and efficient distribution of risk and stable and diversified income. From the consumer perspective, the program facilitates the access to stable, fresh, production,	Fresta (Festa food)	3	3	3	3	3	3	3	3	2	Yes	28	Yes	This initiative was created through a Community Support Agriculture scheme, the farmer producer and has been established a closer connection between producer and consumer and created a community support farmer producer in the early days. This initiative, however an abundant events, such as harvesting the crop and seedlings, holding both consumer producer, which contribute their technical knowledge and through the connection between consumer.	

Figure 3 - Excel matrix for the pre-selection of NOFAs.



D3.1

Good practices for innovative value-added approaches at farm level

2.2.2 Selection of the final list

As mentioned in the introduction, the project applies a three-fold approach to maximise impact, **relying on ambassadorship, good practices, and a focus on youth**. This last aspect is achieved through the network of ambassadors established in WP5. These ambassadors are a diverse group of young food system activists which are an integral part of the co-creation process in COCOREADO and can help recognise the regional differences and barriers in terms of replicability of good practices.

A workshop was developed by CONSULAI for the 1st Ambassador Training in Brussels (March 2022) to analyse and shorten the 35 NOFAs list. This workshop was divided into two sessions of 1h10min and 1h30min respectively, with the objective of explaining what NOFAs are and to analyse, select and profile them (Figure 4, Figure 5).



Figure 4 - Ambassador Training workshop in Brussels.

Prior to the sessions, each ambassador received 5 of the [35 NOFAs factsheets](#) to carefully analyse. The objective was that each cluster of 5 NOFAs would be discussed and analysed by a group of ambassadors, focusing on replicability, potential to scale-up and the innovation aspect.

Each group received a poster with their NOFAs and sticky notes to vote from a scale of 1 to 3 (from least to most fulfilling) the 5 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?



D3.1

Good practices for innovative value-added approaches at farm level



Figure 5 - Poster used to vote and select NOFAs during the ambassador training.

Based on the answers, the group selected the top 3 most voted NOFAs to move on to the next stage. It was encouraged that good practices that contribute to above-mentioned end-results should be identified during the discussion, further contributing to the 2nd session of the workshop.

In the second session, the 3 NOFAs selected by each group were pitched to the audience, followed by a final vote on Mentimeter. Table 1 shows the list of 21 NOFAs selected by the Ambassadors during the first Ambassador Training workshop:

Table 1 - List of NOFAs selected by the ambassadors and the respective partner.

Project partners	Selected NOFA
KULeuven - Belgium	Farmer Steven PLNT
EV ILVO - Belgium	Plukboerderij Grondig Fairecoop
LUT - Finland	Gobbas gard & partner Reko networks (also in Sweden and Norway)
Consulai - Portugal	Fruta Freia PROVE
IPS - Bulgaria	Borovitza Wine club: Winwines Farmers' market Varna Good for you, Good for the Farm Milk ATM
UCPH - Denmark	ØsterGRO
BSC - Latvia	Food hub in Agenskalns

**D3.1**

Good practices for innovative value-added approaches at farm level

Project partners	Selected NOFA
JSI - Slovenia	STIK - taste LASKO Zelena točka
INTIA - Spain	Landare Ekoalde
INI - Spain	None
CEJA - Belgium	Poland: lokalny roltni
MIJARC - Belgium	None
RYEurope - Wales	WFC lamb initiative

As mentioned before, the concept of good practices was also introduced with a few being identified by the ambassadors:

1. **Fruta Feia:** easy to replicate, with a direct fight of food waste; education aspect;
2. **PROVE:** Partnerships with other sectors besides agriculture (agri-tourism); educational aspect;
3. **EKOALDE:** developing rural areas; dignifying the work of local producers;
4. **Landare:** mutual knowledge exchange between consumers and producer;
5. **Farmers' market Varna:** holistic approach of engaging food with other cultural aspects such as music - "It's not all about the food";
6. **Borima farm Milk vending machines:** innovative approach to selling fresh products with no added ingredients; expandable with other products included;
7. **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 smalltown 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 retailing and wholesale intermediaries. Also, they have no costs for logistics and transportation as those functions are performed by the founder of the initiative;
8. **Zelena točka:** usage of blockchain technology to connect farmers; short supply chain;
9. **STIK - Taste Laško:** showcases the importance of municipality with a public agenda that values local practices;
10. **Farmer Steven:** innovative business model that is low maintenance; only needs start-up investment;
11. **REKO networks:** easy to implement and it uses Facebook which makes it easier to reach different consumers;
12. **WFC Lamb Initiative:** lack of bureaucracy with access to a large market;
13. **ØsterGRO:** usage of unused area in urban regions.

**D3.1**

Good practices for innovative value-added approaches at farm level

2.2.3 Final list of NOFAs

After the workshop with the Ambassadors, CONSULAI created a matrix detailing the diversity of the 21 NOFAs, that was used to make the end-decision on which project partner was responsible for which NOFA. It was decided that each partner should analyse at least one NOFA, with a few exceptions due to organisation changes and lack of engagement from the NOFAs end.

Table 2 shows the final list of NOFAs. Each of these were the focus of an in-depth analysis from the partner assigned, focusing on factors that influence a successful supply chain collaboration. All the consortium countries were represented as well as one non-consortium country, demonstrating a good geographical diversity which will be further explored in Task 3.2. Replication in sites throughout Europe (M20-29).

Table 2 - Final list of NOFAs

Name of the initiative	Partner name	Country	More information
Food hub in Agenskalns	BSC	Latvia	https://cocoreado.eu/wp-content/uploads/2022/08/COCOREADO_PA19.pdf
Fruta Feia (Ugly fruit)	CONSULAI	Portugal	https://cocoreado.eu/wp-content/uploads/2022/08/COCOREADO_PA2.pdf
PROVE - Promote and Sell	CONSULAI	Portugal	https://cocoreado.eu/wp-content/uploads/2022/08/COCOREADO_PA8.pdf
Plukboerderij Grondig	EV ILVO	Belgium	https://cocoreado.eu/wp-content/uploads/2022/08/COCOREADO_PA18.pdf
LANDARE	INTIA	Spain	https://cocoreado.eu/wp-content/uploads/2022/08/COCOREADO_PA11.pdf
Borima farm Milk vending machines (milk ATM)	IPS	Bulgaria	https://cocoreado.eu/wp-content/uploads/2022/08/COCOREADO_PA5.pdf
Good for you, good for the farm	IPS	Bulgaria	https://cocoreado.eu/wp-content/uploads/2022/08/COCOREADO_PA4.pdf
Zelena točka (GREEN POINT)	JSI	Slovenia	https://cocoreado.eu/wp-content/uploads/2022/08/COCOREADO_PA7.pdf
STIK – Taste Laško (Okusiti Laško)	JSI	Slovenia	https://cocoreado.eu/wp-content/uploads/2022/08/COCOREADO_PA16.pdf
Farmer Steven	KULeuven	Belgium	https://cocoreado.eu/wp-content/uploads/2022/08/COCOREADO_PA14.pdf



D3.1

Good practices for innovative value-added approaches at farm level

Name of the	Partner	Country	More information
PLNT	KULeuven	Belgium	https://cocoreado.eu/wp-content/uploads/2022/08/COCOREADO_PA6.pdf
REKO networks	LUT	Finland (Sweden, Norway, Iceland, Italy, Romania, South-Africa, Canada, Australia)	https://cocoreado.eu/wp-content/uploads/2022/08/COCOREADO_PA9.pdf
ØsterGRO	UCPH	Denmark	https://cocoreado.eu/wp-content/uploads/2022/08/COCOREADO_PA17.pdf
Obživa	CEJA	Czech Republic	https://obziva.cz/



03

3. Identification of success factors and good practices

For the analysis of these 14 cases, an [evaluation framework](#) was prepared by WP2 that described the methodology for collecting additional information on the NOFAs. The output was a reporting template with a questionnaire structure that each partner had to complete for their NOFA(s) (Figure 6), that lay the foundation for the identification of success factors and good practices.

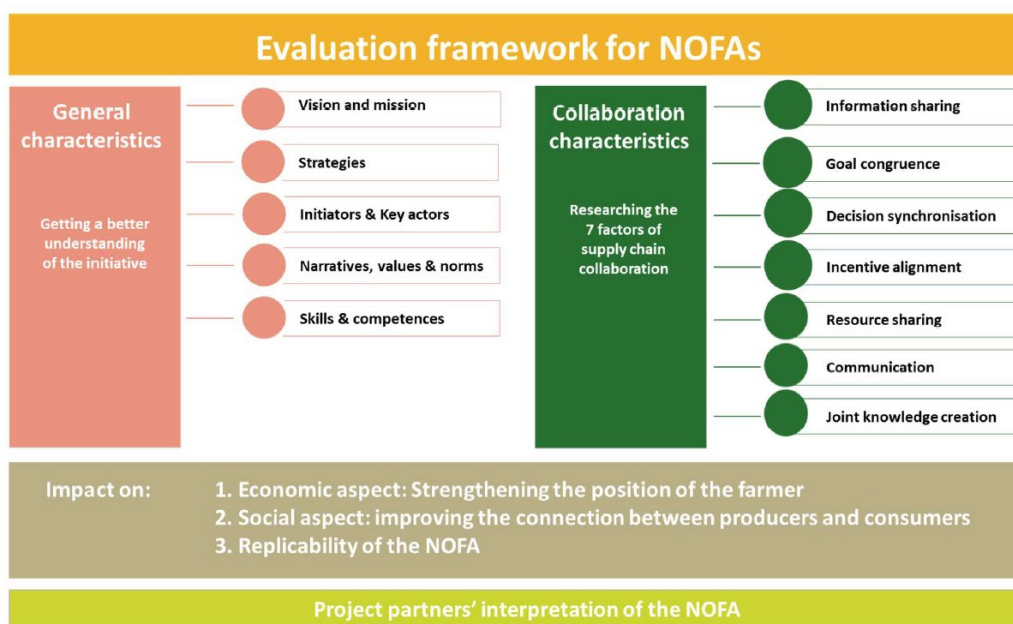


Figure 6 - Evaluation questionnaire structure.



As previously defined, good practices are considered concrete practices that support the success of innovative initiatives to reach their goals of strengthening the position of the farmer and connecting producers and consumers.

The different good practices that were identified in the evaluation reports translate a possible roadmap to the success of novel and fair food systems. These are, in fact, a mixed compilation of practices that the 14 NOFAs have, grouped based on a common success factor - identified as the key aspect of that practice. Below is the full list of 10 success factors and 38 associated good practices.

1. Success factor: Transparency and availability of information

- Key-aspects to establish trust.
 1. Being able to visit the farm (both consumer or a worker from the entity) that is producing the products purchased and or having the producer available in the selling location.
 2. Sharing a profile of every farmer that is a part of the initiative so that the consumers “know the face” of the people that are producing their food.
 3. Direct contact with end customers.
 4. In very different types of NOFAs the trust aspect is mentioned. Even when there are formal agreements, there is always a mentioning of trust between supply chain partners. NOFAs that sell products from more than one farmer often operate as a sort of quality label. Consumers may want organic, fair, local produce but don't have time to check this for every product they buy. Once they trust the NOFA, they know that all products purchased there are organic, fair, local.

2. Success factor: Engagement of the value-chain

- Key-aspect to connect producers to consumers.
 1. Both consumers and producers have an integral role in the initiative through an association or cooperative, in which they represent members who have decision-making powers.
 2. Exploring ways to maintain the community aspect important (way to attract local people).
 3. Setting up a collaboration with other farmers that ensure that all farmers can determine their own price but are incentivised to deliver good quality/on time/....
 4. Giving autonomy to the initiator by including production, packaging, and delivery within the initiative.

3. Success factor: Strategic production planning

- Key-aspect to reduce food waste at farm and consumer-level while maintaining a competitive advantage.
 1. The farmer can easily acquire knowledge on market demand and adjust production accordingly, thanks to a closer relationship between producer and consumer.
 2. Experimenting with different and more crops.



D3.1

Good practices for innovative value-added approaches at farm level

3. To help farmers plan ahead, implement a subscription model for consumers, where they can choose the frequency with which they order.

4. Success factor: Multidisciplinary partnership

- Key-aspect to ensure a comprehensive approach that can maximise success.
 1. Establishing long term partnerships with public and/or private entities can give a greater support in resources, finances, and training. This can include the support of the municipality or the government.
 2. Combining the initiative with a network of various food-related activities can bring profitability (e.g.: restaurants, shops, Agri-tourism).
 3. Partners of the initiative are responsible for collecting products from farmers (for minimum environmental and economic costs - less travelling).

5. Success factor: Goal congruence

- Key-aspect to ensure that all parts are satisfied.
 1. A common goal gives the participants a shared purpose and encourages them to work together as a team and achieve an end-result.
 2. Consumers or participants have similar vision, mission, and values.

6. Success factor: Financial resources/company structure

- Key-aspect for financial longevity.
 1. Applying for funding (e.g., LIFE funding, subsidies, ...).
 2. Crowd funding to kickstart project.
 3. Having more than one income source, so that the new initiative is only part of the total farm income.
 4. Adjusting the financial goals to the initiative structure. A non-profit organisation has different goals than a private farmer.

7. Success factor: Defined target market

- Key-aspect to ensure likelihood of purchase.
 1. Recognition of customer needs.
 2. Using market segmentation to your advantage (middle- or high-income families, families with children, retirees, consumers who are ecologically conscious). This type of initiatives usually focusses on a market niche.



D3.1

Good practices for innovative value-added approaches at farm level

8. Success factor: Quality certification and/or focus on high quality

- Key-aspect to differentiate offer.
 1. Innovative product (e.g.: products from vertical farming in city using controlled environmental).
 2. Offering local products.
 3. High-end product: focus on higher quality. Customer is aware the product might be more expensive due to its characteristics.

9. Success factor: External communication

- Key-aspect to build brand awareness.
 1. Participation in different marketplaces, fairs, events, catering.
 2. Use of communication tools to interact with consumers (newsletters, apps, web-based platforms).
 3. Communication strategy: A clear and strong story, from product-based marketing to story-based (uniqueness is important).

10. Success factor: Personality and skills of the initiators

- Key-aspect for a business mentality.
 1. Founders share the same goal and common motivation (innovation, food, sustainability).
 2. Founders have different backgrounds.
 3. Founders are passionate and curious.
 4. Education level of initiators on areas related to the agricultural sector and/or business management.
 5. Communication between initiators is well-thought off before starting the initiative. Define the tools to be used.
 6. A complementary team who founded the initiatives or only one initiator with an external sounding board (consultant, advisors, ...).
 7. Adapting the type of initiative to the personality of the farmers: e.g., a CSA requires a lot of social interaction with your customers. Vending machines do not require this.
 8. Knowledge/use of financial terms.
 9. Decision making based on sales data or other financial data.
 10. Price-setting mechanisms to promote certain buying behaviour: e.g., Landare supermarket takes lower margins on local products.



04

4. Next steps

The list of good practices and success factors is complex with trade-offs in-between and represents an ideal scenario for a fair and novel food system initiative. It is expected that not one initiative has all these factors, but rather an assortment, with some considered socially successful, economically successful, environmentally successful or a combination of them.

The next step will be focused on the replicability of these good practices, considering the context where they are embedded. With that, ***COCOREADO will go beyond collecting the good practices by undertaking a critical analysis of strengths - and the weaknesses - of these practices, as well as the external (micro and macro) characteristics of the regional and the national environment.***

Furthermore, good practices will feed into the education and training programme (Task 5.2 and 5.3), will be assessed for recommendations relevant for the policy briefs (Task 7.4), and further disseminated across the relevant C&D channels, in close collaboration with WP7.



D3.1

Good practices for innovative value-added approaches at farm level

5. References

Cao, M., & Zhang, Q. (2011). *supply chain collaboration: Impact on collaborative advantage and firm performance*. 29, 163–180.



6. Annex

Used pre-selection criteria

These criteria were chosen based on a literature review conducted by WP2, in connection with the main goals of WP3.

- **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 provenience, production, and consumption? Is there a mutual understanding of producers/consumers on needs and mutual benefits.

- **Potential for scaling-up/replicability**

Please think about and share your expert perception about the willingness of the key actors from the initiative to be pre-selected to further cooperate with the project. Do you think actors from the initiative you suggested would be willing to share information about their practices. E.g., through an interview or a visit to the farm/shop/market?

- **Willingness of key informants to cooperate (excluding criterion)**

Please think about and share your expert's perception about the willingness of the key actors from the initiative to be pre-selected to further cooperate with the project. Do you think actors from the initiative you suggested would be willing to share information about their practices, e.g., through an interview or a visit to the farm/shop/market?

- **7 success factors of successful supply chain collaboration from Cao & Zhang (2011)**

- i. **Information sharing between partners in the collaboration/chain**

Refers to exchange of relevant, accurate, complete, and confidential information between partners regarding sales, customers' needs, market structures, demand levels, distribution network (customers, orders, frequency of deliveries, etc.)

- ii. **Resource sharing**

Refers to the process of leveraging capabilities and assets and investing in capabilities and assets with supply chain partners. Examples: sharing of logistic infrastructure, management tools, storage space, sharing of under-exploited vehicle with other producers or joint purchase and management of a vehicle by a farmers' cooperative etc.

**D3.1**

Good practices for innovative value-added approaches at farm level

iii. Goal congruence

Supply chain partners perceive that their own objectives are satisfied by accomplishing the supply chain objectives. Supply chain partners may have agreements on the goals of the supply chain and work together towards achieving a common goal.

iv. Decision synchronisation

It is the process by which supply chain partners orchestrate decisions in the supply chain planning and the operations that optimise the supply chain benefits.

v. Incentive Alignment

This refers to the process of sharing costs, risks, and benefits among supply chain partners. It implies the question of “who gets what” in the collaboration (the partnership).

vi. Collaborative communication

Refers to the contact and message transmission process among supply chain partners in terms of frequency, direction, mode, and influence strategy.

vii. Joint knowledge creation

Refers to the extent to which supply chain partners develop a better understanding of and response to the market and competitive environment by working together. This involves activities where the supply chain partners jointly search and acquire new and relevant knowledge, jointly identify customer needs, jointly discover new or emerging markets, jointly learn the intentions and capabilities of their competitors, etc.

Final list of NOFAs and their objective.

Name of the initiative	Partner name	Country	Objective of the initiative
Food hub in Āgenskalns	BSC	Latvia	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.
Fruta Feia (Ugly fruit)	CONSULAI	Portugal	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.

**D3.1**

Good practices for innovative value-added approaches at farm level

PROVE - Promote and Sell	CONSULAI	Portugal	PROVE is an inter-territorial co-operation project that started with eight Local Action Groups located around Portugal to provide continuity to the experience and methodology developed as part of the Communitary Initiative EQUAL which is intended 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. This is a Leader co-operation project that 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.
Plukboerderij Grondig	EV ILVO	Belgium	This CSA adventure started at the CSA in Oogstgoed together with Benny and Rony (approx. 11 years ago). Then a few years later Elise joins the CSA. On 8 December 2020, after searching for land for some time, Benny and Elise start their CSA Plukboerderij Grondig. The CSA has 10ha of land (where 6ha is for nature restoring and 4ha for agriculture), close to nature area (Gentbrugsemeersen). Nature development is very important for them.
LANDARE	INTIA	SPAIN	Landare is a consumers' association of organic products in Pamplona and other towns in Navarra. It is a non-profit organisation 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, facilitating access to healthier products, taking into account other aspects: respect for the environment in production, boosting the local economy, fair prices for farmers, better conditions for workers, minimising 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.
Borima farm Milk vending machines (milk ATM) - combining technology and human care at local level to reach clients directly	IPS	Bulgaria	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

**D3.1**

Good practices for innovative value-added approaches at farm level

Good for you, good for the farm	IPS	Bulgaria	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
Zelena točka (GREEN POINT)	JSI	Slovenia	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.
STIK - Taste Laško (Okusiti Laško)	JSI	Slovenia	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 organisers of guided adventures, focusing on thermal and clean spring water, beer brewing, beekeeping, herbalism and excellent dishes with overheated cream.
Farmer Steven	KULeuven	Belgium	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.
PLNT	KULeuven	Belgium	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 CO ₂ 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.
REKO networks	LUT	Finland (Sweden, Norway, Iceland, Italy, Romania, South-Africa, Canada, Australia)	The aim and the driver of the initiative is to support local food production and give a higher income to the farmer by lowering the distribution channel costs.



D3.1

Good practices for innovative value-added approaches at farm level

ØsterGRO	UCPH	Denmark	An urban farm advancing local and sustainable urban food production in Copenhagen.
----------	------	---------	--



THIS PROJECT HAS RECEIVED FUNDING FROM THE
EUROPEAN UNION'S HORIZON 2020 RESEARCH
AND INNOVATION PROGRAMME UNDER GRANT
AGREEMENT NO 101000573

COCOREADO PARTNERS

