

# ENRD Seminar

## Forging the Link - Connecting the RDPs to the Food & Drink Supply Chain

*26 May 2016, Brussels*



## Report

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## I. Introduction

### Background

In its second year of activities under the 2014-2020 programming period, the European Network for Rural Development (ENRD) Contact Point developed a work stream dedicated to *Smart & Competitive Rural Areas*.

The focus of activity, following input at the Rural Assembly, Steering Group and from Thematic Group members, was determined for 2015/16 to be on Smart & Competitive Supply Chains. This highlighted the opportunity for development of access to markets, supply chain integration, producer support and new market development, and particularly for greater linkages to the RDPs and with national and regional strategies.

In light of this, a number of activities were put in place by the ENRD to highlight programming and strategic actions and to enhance the knowledge on opportunities and practical solutions that can be put in place. Such activities included the work of the Thematic Group, a series of training workshop sessions for Managing Authorities (MAs) and Paying Agencies (PAs), a factsheet, project and regional case studies, a dedicated Rural Review (No.22) a Projects Brochure and a Seminar.

### Objectives

The Seminar was part of the ENRD work on 'Smart and Competitive Rural Areas' where the main objective is to '*To maximise the impact that RDPs have on supporting farms and rural firms in accessing emerging markets*'.

The main focus for the activity has been on cooperation and investments which increase the competitiveness of sustainable products and services from farms, firms and other rural actors with particular attention to their links with urban areas. Opportunities are provided within the RDPs through the integration of measures such as Cooperation, Farm and Business development, Quality Schemes, Investment, Producer groups, Organic Farming, Advisory Services, Leader, Knowledge Transfer, Basic Services and Village Renewal.

Within this framework, the seminar aimed to bring together national and regional MAs and other stakeholders concerned with the implementation of RDPs to **prioritise actions which can enable rural areas to be more competitive through adding value throughout the supply chain**

### Participants and format

The Seminar brought together some 69 participants from **18 Member States**. Participants included national and regional Managing Authorities, Paying Agencies, Network Support Units, agricultural advisors, members of national organisations actively involved in the implementation of RDPs, DG AGRI officers and other rural development stakeholders.

The event focused on encouraging exchanges among participants about practical strategies and solutions to be put in place for identifying strategic supply chain development, market opportunities for rural producers and improving links to the RDPs. After an introductory session outlining some experiences and opportunities in developing new approaches and markets, **two sets of workshops** focused on:

- Share experiences about methods and approaches on adding value through the supply chain, including the identification of new markets which can deliver a comparative advantage
- Highlight how support for rural producers can be enhanced and enabled through the RDP Programmes, with a particular focus on food and drink supply chain
- Contribute to the creation of a “community of practice” at the EU level involving those responsible for designing and implementing RDPs.

Presentations from experts, practitioners, stakeholders, Managing Authorities and NRNs provided context for the workshops, with each workshop focussing on a specific area. In the morning workshops, the focus was on developing the routes to market, sharing experiences from practitioners who have achieved results at key points in the supply chains in three specific areas: public food, enabling access to markets and adding value.

In the afternoon workshops, the agenda turned to regional and national strategies, cooperation and local level delivery, where the focus was on how support could be delivered at local, regional and national level, and what support can be targeted through the RDPs.

*All presentations (including plenary & workshops) delivered during the seminar are available on the relevant [ENRD website page](#)<sup>1</sup>.*

### Content of the report

The main body of the report provides a summary of the discussions that took place during the event. It highlights key opportunities and examples, and where there may be challenges that can be overcome, and how to transfer best practice.

As far as possible, references to the examples presented and to other concrete experiences emerging from the discussions, are made throughout the text to support findings, recommendations and to encourage the exchange of practices at the EU level.

Despite the difficulty in providing an exhaustive summary of the discussions, detailed reports on each workshop are provided in Annex I (morning) and Annex II (afternoon) where the additional examples referred to in the main summary can be found.

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<sup>1</sup> <https://enrd.ec.europa.eu/en/en-rd-events-and-meetings/ENRD-Supply-Chains-Seminar-20160526>

## II. Opening remarks and introductory session

*Mihail Dumitru (Deputy Director General, DG AGRI)* opened the morning session by underlining that the Seminar built upon the work carried out by the ENRD in the last programming period on “Local food and short supply chains” and on a focus group organized last year by the EIP-Agri network on “Innovative short food supply chain management” which produced a series of recommendations for research and Operational Groups. It also reflected the discussions held this year by an ENRD thematic group on “Smart and competitive supply chains” which has led to this seminar.

It was outlined that the thematic group and this seminar try to move the debate forward in two ways:

- Firstly, by moving from short to smart supply chains. While including and fully supporting short supply chains we do not want to get trapped under a glass ceiling. By smart we mean all supply chains that strengthen the position of farmers and rural businesses, helping them to create as many jobs and retain as much value added in rural areas as possible.
- Secondly, by trying to go beyond the good projects on the ground to look at how the RDPs can be used to create the conditions for these projects.

### Why focus on Supply Chains?

Because all the evidence shows that strategic investments along key supply chains - backed up by other forms of support are the best way of creating jobs and growth

It was precisely in order to create more sustainable jobs and to keep more value added in rural areas the Commission created Focus Area 3A with a toolkit of measures to “improve the competitiveness of primary producers by better integrating them into the agrifood chain”. 101 RDPs covering 24 Member States will invest €11,1 billion in this focus area. We want to ensure that this investment produces the best results for farmers and rural areas Nearly 300 000 agricultural holdings will be supported.

Focus Area 3A is made up of a toolkit of measures which can be deployed at every stage of the supply chain and be adapted to the challenges and opportunities faced by each country or region. Of course other RDP focus areas can also play a role, but the 3A toolkit includes a powerful combination “hard” measures like physical investments together with “soft” measures like knowledge transfer and support for advisory services, cooperation, quality schemes and producer groups.

The two key messages in the opening speech were:

- it is not so much the size or number the individual measures that counts - but the way in which these are combined in strategic “smart ways” to fill the specific gaps and seize particular the opportunities that each of you face in your countries and regions.
- this seminar is definitely not the end of things. From the Commission’s point of view this is a policy field which will grow in importance. Mobilising strategic investments to create sustainable growth and jobs in key supply chains is a major priority for this Commission. The agri-food chain is just such a case and we want to ensure that the RDPs work alongside other EU instruments like EFSI to get the best deal for farmers and rural areas.

Following on from this, *Martina Pertoldi (JRC, Agro-Food Platform)* outlined where the areas of smart specialisation can apply across supply chains. The concept of smart specialisation strategies (S3) – otherwise known as Research and Innovation strategies for Smart Specialisation (RIS3) - began to emerge in response to an overly fragmented European research and innovation landscape.

Smart specialisation aims to promote collaboration among research and knowledge institutions, businesses and investors to reduce duplication in regional investments in science and technology. It aims to focus research activities on a limited number of promising priorities with high transformative potential for a territory.

23% of the collected priorities of the RIS3 categories (over 1260) focus on agro-food, and 3 out of 4 regions selected an agro-food priority. This means that there is a great deal of potential for collaboration and synergy between research, innovation and regional development.

There has therefore been the creation of a new agro-food platform, with objectives to:

- Support the development and enhancement of European interregional collaboration based on areas of Smart Specialisation.
- Facilitate the exchange of experience, mutual learning and cooperation to achieve better matching of business entities with research, as well as innovation actors with their business counterparts.
- Prepare guidance material on the role of regional authorities in co-creating and developing European value chains in key Smart Specialisation niches also through tailored guidance for access to finance for investment projects that result from the platform (ESIF, Horizon 2020, etc.)
- Better align and integrate the EU framework for innovation and investment policies to regional development, using a value chain approach.

*Jan -Willem van der Schans (Senior Researcher, Wageningen University)* presented a number of examples of where urban projects present an opportunity to develop links with rural areas, the development of smart supply chains and the opportunities to link the RDPs.

The presentation also drew on Jan-Willem's experience as a researcher, from within a Food Policy Council (in Rotterdam) and as part of the EIP Short Supply Chain focus group.

Urban food and regional short supply chains have grown through a desire to combat conditions in the market such as downward pressure on farm incomes, environmental pollution and resource degradation, loss of quality and diversity, consumer uncertainty and distrust and public health problems. The question is whether the approaches of civic society and urban consumers and rural producers can meet to resolve these problems.

#### Smart Specialisation: Five aspects of successful agri-food investment projects

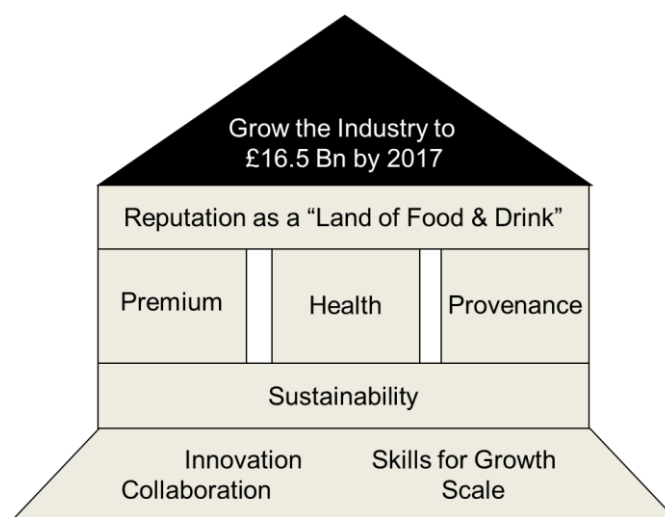
- (a) the Entrepreneurial Discovery Process (EDP) and community-led local development;
- (b) collaboration in agro-food value chains;
- (c) infrastructure building;
- (d) place-branding; and
- (e) knowledge dissemination and education.

The solutions that have been found are large scale efficient production units, but also smaller scale short chain outlets that are becoming more sophisticated. This has led to the development of new types of ventures with more citizen involvement such as farmers’ markets led and managed by consumers, web shops where the farmers deliver produce to interested citizens who manage the distribution in their own neighbourhood – ‘clicks not bricks’. Many of these models are becoming mainstream such as food halls. In Rotterdam this has been a major development, but with mixed successes as producers have to learn the new type of model, where consumers sometimes want to taste more than buy (so ready to eat producers are encountering greater success). Sometimes these models work not in competition with major retailers, but alongside or in collaboration with these outlets.

Models of urban policies and initiatives were presented, and the links to rural regions. There is an interdependence between cities and the countryside. In urban areas the focus is on consumption, on addressing food waste, healthy eating, obesity and accessible food for lower income families, while in rural areas the focus is on production. There has been a movement away from separation and silos of specialisation towards integrated approaches (agrarian urbanism and new urbanism try to integrate farmers into urban strategy) and cities becoming co-producers in the food system. This gives an opportunity to integrate with rural producers on inputs, production, processing, consumption which the RDP can address.

*James Withers (Chief Executive Scotland Food & Drink)* presented the integrated approach to the food and drink supply chain that has been taken through the creation of the umbrella organisation, which brings together a wide range of sectoral bodies, researchers, industry representatives, farmers’ unions, advisory services, government and enterprise agencies. The key to this is collaboration, where it is not perfect, but has made real progress.

Scotland has 75% of land under agricultural use, and with a long coastline lands 60 species of fish and 67% of the world’s langoustines. The history was of great raw material but unrealised potential. The example of Scotch Whisky (40 bottles of whisky leave Scotland every second to global destinations). Seafood was strong with 90% of farmed salmon in the EU farmed in Scotland.



To grow the industry, the devolved political administration in Scotland wanted to develop the industry, and the Scottish Governments National Food & Drink Policy was created in 2007. Very few countries have a food policy, but more should, and according to James “if you don’t have a food and drink policy, you should be knocking on your managing authority’s door to create one”.

The challenge was in bringing the industry together, to address issues such as tourism, health, and exports. This was done through the new organisation, which crucially brings farmers and fishermen to the table. The strategy is about economic sustainability, environmental sustainability and growth. The focus was on premium, health and provenance. This is underpinned by a focus on delivering innovation, skills, collaboration and scale, but this must link more to the RDPs.

### III - Morning workshops

#### Topics

In the introduction to the morning workshops *David Lamb (ENRD Contact Point)* reminded how the choice and definition of the discussion topics were articulated by the ENRD Thematic Group on 'Improving RDP implementation'. Several of the examples presented were also derived from the work of the TG.

The three workshops taking place in the morning dealt with focussing on sharing experiences from practitioners who have achieved results at key points in the supply chains

**Workshop 1** looked at **Improving Opportunities in Public Food**, enabling producers to effectively target and access public food opportunities, including using cooperation and smart technologies;

**Workshop 2** was geared towards **enabling access to markets** by considering new opportunities, support structures enabling technologies and the urban-rural dimension; and

**Workshop 3** was about **developing added value throughout the supply chain** thereby enhancing the producer return and the product offering

#### Method and key outcomes

Following the presentation of concrete examples, participants engaged in group discussions and in turn, were invited to exchange their experience and approaches in dealing with the issues considered by each workshop.

The facilitators looked to develop ideas around where there are tangible opportunities to do more to access the markets identified and to enhance delivery, and where there might be further examples which could be shared

Around six different examples of practices were presented during the morning workshops, which stimulated rich discussions about specific opportunities, and participants themselves were asked to lead on the feedback of the concrete conclusions.

Detailed outcomes of the group discussions are summarised in Annex 1 of this report. A summary of **key recommendations** per topic is provided below.

#### Workshop 1: Improving Opportunities in Public Food

*Robin Gourlay, Foodlinks, UK (Scotland)* presented on how to develop **access to markets** in **public food** using experience not only in developing a pilot scheme in Scotland (and then extending it to the whole country), but in cooperation on a transnational scheme (Foodlinks) to develop a partnership approach to developing public food opportunities, particularly for smaller rural producers.

*Vesna Erhart, Jarina, Slovenia* looked at how to **access public food markets** though **producer support** and **cooperation** using the example of the cooperative and then hub set up in Slovenia to enable a group of producers to access schools and kindergartens, which was delivered alongside a school education programme.



### Key findings and recommendations from the workshop:

1. To run a pilot for new projects to guarantee, after evaluation, an evidence based rollout.
2. NRNs as key influencers: to share knowledge on existing practices via targeted national campaigns, to promote decision making at local/municipal level (cities are easier interlocutor).
3. Standardised and accredited quality (e.g. environmental) criteria to inform new and harmonised procurement rules.

## Workshop 2: Enabling Access to Markets

*Amelia Oei, Food Cluster Rotterdam* presented the **Food Policy** in Rotterdam and how it links to South Holland. Building on the presentation from the Plenary session, she highlighted the importance of the urban consumer and the rural producers working together with common objectives.

*Krzysztof Kwatara, Dolina Raby LAG, Poland* looked at how to use **social enterprise to support farmers to access urban markets** in Krakow, where the key opportunities are through the farmer's markets and restaurants in the city.

### Key findings and recommendations from the workshop:

1. Adapting the scope of RDPs allowing/facilitating for rural-urban cooperation and consider support options offered under the EFRD
2. Promote the elaboration of food strategies for cities involving actors from the country side
3. Provision of technical support to farmers, e.g. provision of training in marketing (could e.g. be funded under RDPs or ESF)

## Workshop 3: Developing Added Value throughout the Supply Chain

*Vincenzo Carè, Italian NRN* covered **Added Value through Integrated Projects** and discussed how Italy will continue the integrated approach to producer support by looking at targeted project instruments to improve the competitiveness of agricultural sector where the objective is the creation or development of regional supply chain through integrated and complex projects that can address public intervention to specific needs of sector

*Patrick Pasgang Innovatiesteunpunt* looked at **Targeted Support for Producers** and developing a new proposition from a traditional base and was supported by *Linda van den Bulck, Belgian Saffron* and they relayed their experience of the business development approach taken in Flanders, where 24 producers were taken to retail outlets on a bus trip, supported by 6 food and drink experts, in order to create a business plan.

### Key findings and recommendations from the workshop:

There are opportunities to add value throughout the supply chain at different levels by improving product quality and increasing market access. Taking advantage of all these opportunities involves

1. Increase knowledge – this involves producer gaining the knowledge they need to make decisions, including product development and market awareness (the need to connect with research and advisory is key)
2. At programming level there is a need to think about effectively combining measure to support the adding of value at different levels of the value chain, and not in isolation
3. Effective approaches to adding value throughout the supply chain will not happen themselves. They need to be animated in order to make the necessary connections between supply chain actors and RDP opportunities. It is important to train the trainers and advisors and ensure they are able to offer consistent and long term support to rural producers.

## IV - Afternoon workshops

The three afternoon workshops looked at how support be delivered at local, regional and national level, and what support can be targeted. Specific questions were asked on how to opportunities and bottlenecks, and the value of the approaches presented, and participants asked to propose other approaches (examples) that can be used? Ultimately there was a desire to encourage the transfer of best practice, and to identify concrete examples.

**Workshop 4** considered how to develop support measures **regionally** and **nationally**

**Workshop 5** looked at how **cooperation** can be used as the **catalyst** to develop support

**Workshop 6** considered how to support **local level delivery**

### *Method and key outcomes*

In a similar format to the morning workshop, but focussing on the explicit links to the RDPs, following the presentation of concrete examples, participants engaged in group discussions and in turn, were invited to interact exchange their experience and approaches in dealing with the opportunities and approaches considered by each workshop.

The facilitators looked to consider concrete links with RDPs and strategic opportunities and defined actions.

Around six different examples of practice were presented during the afternoon workshops, which led to further discussions and feedback to the panel session.

Detailed outcomes of the group discussions are summarised in Annex 2 of this report. A summary of **key recommendations** per topic is provided below.

### Workshop 4: Developing Support Measures Regionally and Nationally

*Vera Ebner, Austrian Chamber of Agriculture* presented an example of an **integrated project** for **food and drink** focusing on the example of the SchmanklerNavi app which covers 1 400 farms and farmer's shops, 80 supermarket farmer-shelves, 380 markets (farmers and weekly markets) 175 wine taverns and 1 160 restaurants using a digital mobile app to enable consumers to find local Austrian food.

*David Lamb & Enrique Nieto, ENRD Contact Point* presented examples of **developing support** across the **supply chain**. Models for delivering support, including Ireland's Food and Drink Strategy 2015-2025 (Food Wise) and the Danish Food Cluster were presented.

### Key findings and recommendations from the workshop:

1. It is important to involve stakeholders and to this it is necessary to include farmers, consumers, other actors and even cities to explore the rural-urban linkages. E.g. assembly could include civil society groups that are linked to the food sector.
2. Coordination is crucial at EU level even meaning also between different DGs. At National level coordination is important between Managing Authorities from different funds. Coordination

should also concern the national and regional level. An overall national framework should ensure that operations and activities are carried out in a systematic and organised way and avoid overlaps.

3. For example, setting up a Focus Group within the EIP AGRI to explore the validity of this approach and explore the potentials.
4. Get the NRNs together to cooperate with other Member States that work on the supply chains. Share experiences and good practices.

## Workshop 5: Using Cooperation as the Catalyst

*Reve Lambur, Estonian NRN* presented an **Integrated approach** to cooperation, underlining how the development of a new food and drink strategy in Estonia brings together major food and drink businesses, but is led by the ministry of rural affairs, and targets both the domestic and export markets, short and long chains. It also links closely with RDP measures including the cooperation measure

*Karin Ellerman-Kuegler, Association of Chambers of Agriculture* looked at **packages of support measures** linked with **advisory services**. She underlined the importance of using advisors as a bridge to innovation linking with farmers and research. She also highlighted the opportunity to have advisor input into Operational Groups.

### Key findings and recommendations from the workshop:

1. To ensure continuity between programming periods and measures of networks and partnerships. (To draw on the lessons learnt from LEADER).
2. To facilitate the setting up of cooperation and providing support in the preparatory phase: partnership creation, business “early stage” support, funding business plans.
3. Placing incentives: advance payments, higher funding rate, more flexible selection criteria.

Also

4. To reduce administrative burdens that can discourage potential actors.
5. To encourage ‘one-stop-shops’ to cover a wide and integrated range of support services

## Workshop 6: Local Level Delivery

*Ivan McCutcheon, West Cork Development Partnership, Ireland* presented on **LAG strategies** and **networks of exchange**, highlighting that the focus had been on collaboration, developing the rural producers and creating a regional brand, with a focus on common needs and opportunities.

*Mariangeles Muriel Gonzalez, TAGUS*, looked at **Smart specialisation** at **local level** and how this had improved LEADER governance in Tajo-Salor-Almonte in Spain. This allowed a focus on food production and environmental activities, and using a regional protected cheese ‘La Torta’ as a catalyst for cooperation.

### Key findings and recommendations from the workshop:

1. It is essential to cooperate with all local actors up and down the chain in order to identify and agree local needs and opportunities
2. LEADER cooperation both at interterritorial and transnational offers real opportunities for local groups to learn from each other to develop successful approaches
3. The most successful approaches are likely to connect local strategy with regional innovation strategy in order to develop knowledge and skills (for example the TAGUS project)

## IV – Panel Discussion

The key recommendations were fed back in the panel session, with questions put to the panel which consisted of:

- James Withers, Scotland Food & Drink
- Georgios Mathioudakis, DG Agri
- Oana Neagu, Copa and Cogeca
- Kirsten Birke Lund, ELARD

The panel were asked to comment first on the most important recommendation they had heard from the afternoon workshops. The comments received from the panel included:

- Support LEADER - promote the bottom up approach and make sure stakeholders are involved.
- Cooperation is important and make sure to address the bureaucracy for the organisations that implement projects. The level of audit and controls are too much and we need to find the right balance between controllability and simplicity.
- There is a level of complexity at national level. The role of MAs, of expertise and of LAGs is crucial at national and regional level to exploit the 2014-2020 opportunities.
- Develop new business models and provide a package of tools that includes training, advisory services, and so on. Overall all the pieces need to be put together. Advisory services are crucial for farmers and need to be of high quality. Trust is also needed through simplification to farmers. A change of attitude is also needed from the authorities dealing with control and audit

**Question/comment:** Agri-food will be a big part of the RIS3 strategy, so regional focus should be put to smart specialisation.

Responses from the panel were:

- When it comes to the same type of operations it is up to the MAs to make sure they do not pay for the same service twice. These synergies / complementarities are very useful. Some types of operations can be co-funded from Pillar 1 and Pilar 2. There is the horizontal regulation for promotion for all quality schemes and where funding can be combined. So there are many opportunities and possibilities.

- The quality measure is very important. The RDP provide many opportunities but no strategies how to use it. Research needs to become more practice oriented. It will take time but it is crucial for farmers to be highly involved.

**Question/ comment:** We need an open debate. Rural areas and farmers need a debate through an enlarged meeting to discuss how to support supply chains. Long term measures are also needed, and from programming period to programming period it becomes more and more difficult. Breaks between RDPs need to be avoided.

Responses from the panel were:

- Part of the challenges that farmers are facing is that we work in short term cycles. Groups of industries should come together and meet with MAs in order to develop a common vision and decide on innovative measures. We need to use RDP support to build resilience in the industry.
- We need to involve farmers with respect especially from the side of the industry.
- Juncker's agenda is also about promoting the digital agenda, e-commerce, market to the urban centres, etc. By 2020 the aim is to connect all areas, even remote ones with new generation high speed broadband. This will help retain businesses and also attract new businesses in rural areas.
- We need to reconsider the partnership principle which is linked with better cooperation between MAs, NRN, LAGs, farmers organisations and so on. This did not work so well in the preparatory period. With good cooperation and coordination things can be improved. We should not be talking only about smart rural areas but also competitive rural areas.

## V - Next steps and final considerations

The Seminar was concluded with thanks given to all participants and speakers, the organising team and the interpretation and venue, and request for feedback to be given.

It was also highlighted that the work on developing supply chains will be ongoing, and this will include the forthcoming Rural Review on Smart & Competitive Supply Chains, the already published Projects Brochure, web content, case studies and the finalised factsheet, and future activity now under consideration, including how actions arising from the Seminar can be further disseminated at national and rural level.

*David Lamb, ENRD Contact Point* who chaired the meeting, conclude by highlighting the need for continued integration in supply chain support, and using packages of RDP measures to support that integration, and that the key words from the Seminar had been cooperation, simplification and cooperation.

## Annex I: Summary of morning workshops

<b>Workshop No. 1 – Improving Opportunities in Public Food</b>			
<b>Opportunities</b>	<b>Examples</b>	<b>Challenges</b>	<b>Recommendations</b>
<b>Rural-urban areas</b>		<p><b>Spain – low density areas</b> In Spain it is difficult to involve producers in supplying public food because many rural areas have a quite low population density, meaning not enough potential consumers, and the actual advantage will be too low to motivate them</p>	Producer support and cooperation to accessing public food markets works better in rural-urban areas
		<p><b>Wales – difficult cooperation</b> The Welsh experience proved how difficult is to persuade farmers to work together on the same project</p>	
	<p><b>Slovenia</b> Short supply chain: development of distribution systems for producers, combined with a direct ‘fork-to-farm’ approach</p>	The supply of food to schools has a weakness due to the limited length of the contract, which does not provide enough stability to producers in terms of re-arranging the production to respond to the requirements	Overcoming this sense of “uncertainty” is possible by convincing farmers to work together and to combine production so that there is more stability in the long term
<b>Public procurement provisions</b>	<p><b>The Netherlands</b> In Utrecht, a supply food service to the hospital canteen: an example of creating a real “demand” in connection with the consumers’ needs</p>		<ul style="list-style-type: none"> <li>- To extend public procurement eligibility to schools, hospitals, prisons</li> <li>- Public procurement better integrated as a part of business models</li> </ul>
<p><b>Main 3 Recommendations</b></p> <ol style="list-style-type: none"> <li>1. To run a pilot for new projects to guarantee, after evaluation, an evidence based rollout.</li> <li>2. NRNs as key influencers: to share knowledge on existing practices via targeted national campaigns, to promote decision making at local/municipal level (cities are easier interlocutor).</li> <li>3. Standardised and accredited quality (e.g. environmental) criteria to inform new and harmonised procurement rules.</li> </ol>			

Workshop No. 2 – Enabling access to markets			
Opportunities	Examples	Challenges	Recommendations
<p>Elaboration of Food strategies for cities and/or setting up Food Councils</p> <p>Target convenient shoppers &amp; fresh food demand</p> <p>Aim to alter/enhance urban culture on local food and stimulate demand</p>	<p>Food strategy and Food Council of Rotterdam</p> <p>Cork Food strategy</p> <p>Festivals in cities not only promoting the local food but also its preparation in Poland</p> <p>Food ambassadors (celebrity chefs/ restaurants in cities) promoting the distinct identity in Denmark</p>	<p>Lack of connection between food strategies and rural development</p>	<p>Involving farmers in cities’ Food Councils</p> <p>Regarding food as cultural identity within food strategies for cities</p> <p>Market intelligence is crucial as it can lead to innovation.</p> <p>National food agencies can support with market analysis.</p>
<p>Cooperation between farmers (horizontally) to achieve a critical mass</p> <p>Forming food clusters</p> <p>Create links to food processors and</p> <ul style="list-style-type: none"> <li>- Offer farmers’ products collectively</li> <li>- use the effects of complementarity in marketing (“innovative component, sponsored by the large”)</li> </ul>	<p>Hub in Finland – connecting the countryside with cities</p>	<p>Achieving the critical mass</p> <p>Requirement of having a legal form for cooperation</p> <p>Many initiatives are driven by key persons (who might be present in one region or not)</p> <p>Funding is project based while supporting food chain development requires long term support</p> <p>Long distances from the villages to the cities</p>	<p>Promote cooperation</p> <p>A regional approach is more suitable to stimulate cooperation linking different aspects (research, transportation, etc.)</p> <p>Provide support to small companies.</p>



<b>Workshop No. 2 – Enabling access to markets</b>			
<b>Opportunities</b>	<b>Examples</b>	<b>Challenges</b>	<b>Recommendations</b>
<p>Establishing selling points in cities for products from the country side</p> <p>Traditional food or food “from the region” might be sold for higher prices</p> <p>Add value to products through good ideas or extending the value chain</p> <p>Rural tourism can be combined with local food, helping also local people to gain a different perspective on their traditions.</p>	<p>Direct Marketing of meat in Sweden</p>	<p>Scope of many RDP programmes do not allow for projects in cities</p> <p>Addressing the question, where to best add value to a product through further processing and thus to create employment (in the rural or in the urban areas)</p>	
<p>Use the potential of online marketing</p> <p>Adaptation to consumers’ needs (e.g. with regard to packaging size, delivery services)</p>	<p>RECO (Sweden, Italy) <a href="http://www.rawfoodshop.se/">http://www.rawfoodshop.se/</a></p> <p>Initiatives of online selling in Sweden and Austria</p>	<p>Lack of knowledge in marketing on the side of the farmers</p> <p>“Tasting food” through the internet, and thus emphasizing the special value of local food, is not possible</p>	<p>Provide guidance for producers and consumers</p>
<p>Create linkages to tourism</p> <p>Especially coupling premium tourism with local food</p>			
<p><b>Main 3 Recommendations</b></p> <ol style="list-style-type: none"> <li>1. Adapting the scope of RDPs allowing/facilitating for rural-urban cooperation and consider support options offered under the EFRD</li> <li>2. Promote the elaboration of food strategies for cities involving actors from the country side</li> <li>3. Provision of technical support to farmers, e.g. provision of training in marketing (could e.g. be funded under RDPs or ESF)</li> </ol>			

Workshop No. 3 – Developing Added Value throughout the Supply Chain			
Opportunities	Examples	Challenges	Recommendations
Product Quality	Using advisory systems to support quality development; investment measures; umbrella projects	Connecting measures; effective link with research	Organise and actively engage with the right stakeholders (cross cutting) Be brave, be open, be curious, and accept help (cross cutting)
Producer Knowledge	Innovation & Knowledge transfer measures; training	Engaging with farmers (cross cutting)	Organise and actively engage with the right stakeholders (cross cutting) Be brave, be open, be curious, and accept help (cross cutting)
Market Awareness	Innovation & Knowledge transfer measures; training	Engaging with farmers (cross cutting); linking with research	Organise and actively engage with the right stakeholders (cross cutting) Be brave, be open, be curious, and accept help (cross cutting)
Market Access	Advisory Systems		Organise and actively engage with the right stakeholders (cross cutting) Be brave, be open, be curious, and accept help (cross cutting)
Territorial based promotion	Cooperation and networking; producer groups	Territorial based organisations need to be set up before cooperation can be created	Organise and actively engage with the right stakeholders (cross cutting) Be brave, be open, be curious, and accept help (cross cutting)
Food destinations and the creation of a food culture	Cooperation and networking; producer groups	Engaging with farmers (cross cutting)	Organise and actively engage with the right stakeholders (cross cutting) Be brave, be open, be curious, and accept help (cross cutting)

**Workshop No. 3 – Developing Added Value throughout the Supply Chain**

Opportunities	Examples	Challenges	Recommendations
<b>Main 3 Recommendations</b>			
<p>There are opportunities to add value throughout the supply chain at different levels by improving product quality and increasing market access. Taking advantage of all these opportunities involves</p>			
<ol style="list-style-type: none"> <li>1. Increase knowledge – this involves producer gaining the knowledge they need to make decisions, including product development and market awareness (the need to connect with research and advisory is key)</li> <li>2. At programming level there is a need to think about effectively combining measure to support the adding of value at different levels of the value chain, and not in isolation</li> <li>3. Effective approaches to adding value throughout the supply chain will not happen themselves. They need to be animated in order to make the necessary connections between supply chain actors and RDP opportunities. It is important to train the trainers and advisors and ensure they are able to offer consistent and long term support to rural producers.</li> </ol>			

## Annex II: Summary of afternoon workshops

Workshop No. 4 – Developing Support Measures Regionally and Nationally			
Opportunities	Examples	Challenges	Recommendations
<p><b>Stakeholder involvement.</b> The potential national and regional strategies should operate towards the needs of the sector. Key to involve all the actors of the agri-food supply chain in the development of the supply chain strategy (form rural and urban areas).</p>	<p>Scottish example in the development of their food strategy, with the cooperation between the private and the public sector.</p>	<p>Challenging find a balance between cooperation and competition among agri-food supply chain stakeholders.</p> <p>Connect different public authorities (e.g. from different ministries) which are used to work in silos.</p>	<p>Develop a common vision for the strategy that goes in line with the interest of the private and public sector.</p> <p>Maximise the rural urban linkages.</p> <p>Implement an EIP OG that works in exploring further the possibility to develop an integrated strategy for the agri-food supply chain.</p> <p>Involve additional stakeholders in the Rural Assembly (health stakeholders through the civil society group for instance)</p>
<p><b>Coordination at national and regional level.</b> An overall frame should be set up at the national level, while detailed measures at regional level will enable access to the local actors.</p>	<p>Integrated projects in Italy. This experience could be used to support other MS/Regions.</p>	<p>RDP programming in a flexible manner, that enable the use of other funding opportunities available in the territory.</p> <p>Enable access to local actors to the available support.</p> <p>Make use of new opportunities coming from new technologies should be matched with the strategies.</p>	<p>Develop an agri-food strategy that consider the complementarities of all the available funding opportunities, and set up coordination mechanisms between different public authorities.</p> <p>Share experiences through the NRNs</p> <p>Set up strategic priorities at provincial level.</p> <p>Make a strategy that is practical for the local actors as well.</p>

Workshop No. 4 – Developing Support Measures Regionally and Nationally			
Opportunities	Examples	Challenges	Recommendations
<p><b>Innovation:</b> test innovative actions in the local/regional markets (e.g. through LEADER) and then offer support to scale up</p>		<p>Connect LAG’s activities with other measures supported at the Regional/National level.</p>	<p>Share experiences and good practices</p>
<p><b>Main 3 Recommendations</b></p> <ol style="list-style-type: none"> <li>4. It is important to involve stakeholders and to this it is necessary to include farmers, consumers, other actors and even cities to explore the rural-urban linkages. E.g. assembly could include civil society groups that are linked to the food sector.</li> <li>5. Coordination is crucial at EU level even meaning also between different DGs. At National level coordination is important between Managing Authorities from different funds. Coordination should also concern the national and regional level. An overall national framework should ensure that operations and activities are carried out in a systematic and organised way and avoid overlaps.</li> <li>6. For example, setting up a Focus Group within the EIP AGRI to explore the validity of this approach and explore the potentials.</li> <li>7. Get the NRNs together to cooperate with other Member States that work on the supply chains. Share experiences and good practices.</li> </ol>			

Workshop No. 5 – Using Cooperation as the Catalyst			
Opportunities	Examples	Challenges	Recommendations
<p>Promoting multi-stakeholder cooperation</p>	<p><b>Germany - Schleswig-Holstein (SH)</b> In Schleswig-Holstein (SH), cooperation and innovation are stimulated and supported through innovation offices such as the “EIP Agrar Schleswig-Holstein”, which are linked, i.e., to the Chambers of Agriculture (<a href="http://www.eip-agrar-sh.de/home/">http://www.eip-agrar-sh.de/home/</a>).</p> <p>This is a regional support unit and innovation broker which</p> <ul style="list-style-type: none"> <li>- supports the implementation of EIP in SH;</li> </ul>	<p>Complexity can discourage farmers to cooperate within an OG</p>	<ul style="list-style-type: none"> <li>- Involve existing organisations and institutions to ensure a long-term process</li> <li>- Create synergies and complementarity between funding instruments</li> <li>- Use networks</li> <li>- Reduce administrative burdens</li> </ul>

Workshop No. 5 – Using Cooperation as the Catalyst			
Opportunities	Examples	Challenges	Recommendations
	<ul style="list-style-type: none"> <li>- support the work of Operational Groups;</li> <li>- Provide networking and public relations for projects and Operational Groups</li> </ul> <p>The Innovation Office EIP Agrar acts as the interface between practitioners, scientists and Managing Authority.</p> <p>It encourages farmers, researchers and entrepreneurs to engage in new forms of cooperation and aims at funding innovation projects that implement knowledge transfer and networking between academia, consultants and agricultural practices.</p>		
	<p><b>UK – Wales</b></p> <ul style="list-style-type: none"> <li>- The Welsh programme supports cooperation through a combination of knowledge transfer, advisory and innovation measures into the programme, making a virtuous cycle.</li> <li>- It is a unified system of Knowledge transfer and advisory services support.</li> <li>- This is put into effect through ‘Farming Connect’. The initiative</li> </ul>		<p>A very comprehensive example of the benefits of</p> <ul style="list-style-type: none"> <li>- an integrated ‘one-stop-shop’</li> <li>- a long term and evolutionary approach to practical support mechanisms for farmers.</li> </ul>

Workshop No. 5 – Using Cooperation as the Catalyst			
Opportunities	Examples	Challenges	Recommendations
	<p>started in 2001 and has evolved both in responding to farmers expressed needs and also to accommodate changes to policy.</p> <ul style="list-style-type: none"> <li>- For the current programming period ~45 OGs are foreseen.</li> <li>- A novel element of the programme is that it includes an exchange programme comprising 25 discussion groups. These will then, with mentoring support from Farming Connect, have the opportunity to transform into OGs.</li> <li>- Farming connect also includes an innovation brokering service, funded under the EAFRD.</li> <li>- How to usefully disseminate the outcomes of OGs is already built into the planning of the service.</li> </ul>		
	<p><b>Spain – Malaga</b></p> <ul style="list-style-type: none"> <li>- Promoting local branding;</li> <li>- Support through municipality and link to tourism</li> </ul>	<p>Going beyond the agri-sector/ cross-sectoral cooperation</p>	<p>Going beyond the agri-sector/ cross-sectoral cooperation Communicate the need for professional marketing</p>
	<p><b>Denmark</b></p> <p>Ongoing project since 1995 on “Culinary heritage”: an example of cooperation self-initiated by farmers</p>		<p>To encourage producers to self-organise themselves to trigger bottom-up inspired cooperation</p>

Workshop No. 5 – Using Cooperation as the Catalyst			
Opportunities	Examples	Challenges	Recommendations
	<p><b>Finland</b></p> <ul style="list-style-type: none"> <li>- Finnish hub “Connecting Countryside”</li> <li>- In FI “cooperation” is used as a criterion within the selection process of EAFRD projects</li> </ul>	<p>Actors are not aware of the benefits of cooperation or shy away of it (e.g. because of the cultural background)</p>	<p>Place incentives for cooperation</p>
<p><b>Main 3 Recommendations</b></p> <ol style="list-style-type: none"> <li>1. To ensure continuity between programming periods and measures of networks and partnerships. (To draw on the lessons learnt from LEADER).</li> <li>2. To facilitate the setting up of cooperation and providing support in the preparatory phase: partnership creation, business “early stage” support, funding business plans.</li> <li>3. Placing incentives: advance payments, higher funding rate, more flexible selection criteria.</li> </ol> <p>Also</p> <ol style="list-style-type: none"> <li>4. To reduce administrative burdens that can discourage potential actors.</li> <li>5. To encourage ‘one-stop-shops’ to cover a wide and integrated range of support services</li> </ol>			



<b>Workshop No. 6 – Local Level Delivery</b>			
<b>Opportunities</b>	<b>Examples</b>	<b>Challenges</b>	<b>Recommendations</b>
Clustering approach – pick a sector/ topic / product with unique local features	<b>TAGUS</b> example presented in the workshop; <b>Poland</b> also identified a clustering approach.	Clustering needs to be based on effective needs and means analysis. Need to ensure quality first and foremost before promotion (think about reputation).	Effectively engaging all actors up and down the supply chain
LAG cooperation interterritorial or transnational including sharing of ideas and facilities e.g. export or distribution		LAGs need to cooperate while maintaining their own specific identity	
Training for broader entrepreneurial skills		Connecting effectively to regional innovation strategies	Developing RIS3 strategies at regional and local level
Make effective use of funds & capacity to innovate			
<b>Main 3 Recommendations</b>			
<ol style="list-style-type: none"> <li>1. It is essential to cooperate with all local actors up and down the chain in order to identify and agree local needs and opportunities</li> <li>2. LEADER cooperation both at interterritorial and transnational offers real opportunities for local groups to learn from each other to develop successful approaches</li> <li>3. The most successful approaches are likely to connect local strategy with regional innovation strategy in order to develop knowledge and skills (for example the TAGUS project)</li> </ol>			