

Delivery of 10 GCAs

WP 3, T 3.3



Document title:

1. D3.5: Delivery of 10 GCAs - WP 3, T 3.3

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Abstract

The Deliverable D.3.5. "Delivery of 10 GCAs", related to WP3, T3.3 "Analysis of the SFSC models and selection of 30 Golden Cases", aims to select the second group of ten Golden Cases, in addition to the first five GCs group previously selected in D.3.4.

The deliverable is structured in the following sections: 1) the first section defines the main goal of this deliverable; 2) The second section outlines the definition of Golden Cases and primary criteria required for their selection, such as governance, impacts, local markets, etc.; 3) the third section elaborates an additional supportive and in-depth selected criteria of the Golden Cases to investigate how advisory practice translates into improved SFSC performance; 4) the fourth section lists the 10 GCs selected justifying the choice according to the reasons, location and characteristics; 5) the fifth section presents, in a matrix format, which criteria have been met by the selected GCs.; 6) The final section contains the 10 Golden Cases nomination forms filled out by each potential and selected GC, checked by the COREnet Selection Committee.

Finally, this deliverable highlights the links between the other deliverables already developed in WP3, which represent all the steps followed by the COREnet partnership to select the 10 Golden Cases, in accordance with fundamental criteria.



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2. Technical references

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1. Objective of the derivable

1.1. Objective

Derivable 3.5. "Delivery of 10 GCAs" aims to select the 10 Golden Cases of the COREnet according to T.3.3. "Analysis of the SFSC models and selection of 30 Golden Cases". This task will deliver in total 30 Golden Cases. The information collected in the SFSC forms (T.3.2, D3.3) will be analysed to identify the models that provide exemplary practices in terms of organisation of the supply chain and elements of success (or failure) in relation to the role played by advisors. The analysis will involve all COREnet partners, collaborating with SFSCs and "associated local advisors". The 30 cases selected in this task will be labelled as Golden Cases of exemplary advisory practices and services that translate into improved SFSC performance and greater impact in the food value chain, as well as for territories, society and planet. In order to nominate 30 final cases, the COREnet team will select 15 other golden cases with the Derivable 3.6 "Delivery of 15 GCAs."

Moreover, the activities of T3.3. are held in parallel with T3.5. **"In-depth analysis of the Golden Cases and field visits"** which is related to the in-depth analysis of Golden Cases, aiming at understanding how advisory practices enhance SFSC performance across various perspectives. In-depth analysis involves transferring key guidance into a Business-Support Tool for various stakeholders, following a large vision of business as both embedded in societies, and contributing to societal issues. Whereas the Field visits will facilitate verification, learning, and peer-to-peer knowledge sharing coming from Golden Cases contents. Field visits will include meetings, data analysis, observation, and workshops. Golden Cases documentation will be disseminated for project purposes in WP6. Currently, the COREnet team (leader UniFG) is developing a methodology to conduct an in-depth analysis of GCAs.

All these activities will be also directly connected to T.4.1 **"Organisation and implementation of the European Roadshows (ERs)"** and T.4.2. **"Elaborating a guide for design & implementation of Lighthouse projects"**.

Specifically, in T.4.1 the European Roadshow (ER) showcases Golden Case results and characteristics, providing participants the chance to: i) delve into how advisory practices translate to improved SFSC performance, ii) discuss success factors, iii) expand networks, and iv) identify Lighthouse Projects. Customised ERs may include plenary sessions, webinars, discussions, matchmaking, and workshops, highlighting various advisory solutions. Whereas, the main purpose of T.4.2 is to develop a guide for design and implementation of Lighthouse projects to serve proposers, in-country advisors, KNCPs and consortium partners of T.4.2. A Lighthouse project is defined as any activity deploying or adapting advisory practices and services identified in one or more Golden Case in a specific country situation or context. Lighthouse projects are kind of pilots where the information and knowledge of a certain Golden Case & the advisory behind can be used into another Member State & setting, trying to adapt them at regional level. The motivation and purpose of the Lighthouse projects are to accelerate, enable and empower improvements in the design and delivery of SFSC advisory practices and services.

According to the aforementioned description, the overall objective of this deliverable, and the related tasks, is to provide a series of efficient cases (Golden Cases), enhancing innovation capacities for the improvement of SFSCs advisors' knowledge and their support services to farmers.



2. Selection of 10 Golden Cases

2.1. Definition of Golden Cases

SFSC offers advisory and support services in different formats that vary based on the content, delivery method and support provider. The GOLDEN CASES (GCs) in SFSC aim to provide practical examples of the various advisory and support services available, helping SFSC operators and advisors to understand what is needed and what is lacking for building more inclusive, resilient and sustainable food systems.

The selected GCs are from across the EU-27 that illuminate the interplay of two main aspects of Short Food Supply Chain (SFSC) initiatives operating in a specific place or territory highlighting:

- operational performance & impact on economy, environment and society;
- advisory services & practices provided within the policy and regulatory frameworks of EU member states in line with EU priorities, to further give policy recommendations and make the AKIS system evolve for the inclusion of SFSC advisors in all EU-27.

2.2. Golden Cases' criteria

According to **Deliverable 3.1 Elaboration of a handbook and evaluation form for working with SFSC Golden Cases**, GOLDEN CASES are SFSCs that display the following features or criteria:

1. **OPERATING.** CORENET interest is in SFSC models that are growing local markets for locally produced food with producers and consumers in the driving seat. In other words, arrangements of buyers and sellers who are entering into transactions with one another on mutually defined and accepted terms and conditions. The preference is for SFSC models in which the technology adopted is controlled by the producers and consumers involved as opposed to third parties, where they can and do decide upon or directly influence the price for the consumer, as well as those which are explicitly concerned with contributing to environmental improvement and the transition to sustainability.
2. **COLLABORATIVE.** CORENET interest is with all types of SFSC and hybrids thereof, which bring together producers, consumers and stakeholders in configurations of collaboration that enable improved performance and increased impact.
3. **LEADER.** Operating SFSCs are typically associated with a leader or leadership group concerned with operations and impact. In many cases the initiator or initiators of the SFSC are today part of the leadership group. But this is not always the case. Leadership can also be formally enshrined in governance arrangements, or it may be more informal associated with a charismatic and motivated individual.
4. **MARKET-ORIENTED.** Many SFSCs are dependent on subsidies or active grant seekers. CORENET interest lies with SFSC models that have adopted a market orientation that is aimed at competing in the marketplace in ways that costs can be (eventually) fully covered with financial surpluses generated for investment.
5. **INNOVATING.** SFSCs must compete in an ever-changing marketplace whether as



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businesses, social businesses or some other organisational form. This means innovation capacities and capabilities are essential to responding to market trends and identifying market opportunities through adopting novel organisational, technological and other solutions.

6. **PARTNERING.** There is no one best way of operating an SFSC. The initial operating model may prove irrelevant in the face of market trends, regulatory changes and advances in technology. A key response to dealing with change relates not only to an ability and readiness to learn from own experience and the experience of others, but a readiness to translate that learning into adapting or reforming SFSC operations through collaboration with others. Learning capabilities are closely related to a capability to work in partnership with others that is based on mutual support and a sharing of risks, benefits and costs rather than on transferring them onto others. As partners, SFSCs can provide important feedback and guidance for the design or improvement of regulatory frameworks and support programmes of government.
7. **GOVERNING.** To sustain and/or scale in terms of numbers participating, range and diversity of products offered for sale, number and volume of transactions and social, environmental and economic impact, an SFSC will have some form of governance or management arrangement that deals with ongoing problems, sets strategies, identifies opportunities, undertakes decisions and ensures sustainability over time, including succession in management and leadership. CORENET interest is in SFSCs that are aspiring pro-actively to address the challenges of governance of collective or partnership action.
8. **IMPACTING.** CORENET acknowledges that SFSCs can be operated as business undertakings, where the primary motivation and objective is generating profits or financial returns. But CORENET interest is in SFSC operations that deliberately also seek to generate impacts in the wider community and society that contribute to rural development, food security, climate protection, social exclusion, biodiversity conservation and other dimensions of sustainable development.
9. **SCALABLE.** CORENET acknowledges that in the experience of those most directly involved, many SFSC have limited interest in scaling or expanding. CORENET interest lies in SFSC models that can be scaled in terms of numbers participating, products offered for sale, sales volumes and impacts. In this regard, the interest is in SFSC models that can be scaled through replication and adaption in other geographical contexts.
10. **SELF-ORGANIZING.** Many SFSCs are dependent on external public and other support, especially in their early stages of development and in situations where a policy and/or regulatory framework needs to be introduced. Partnerships with local authorities have proven favourable in the start-up phase. Yet reducing dependence on public and other forms of external support is closely related to building up a self-organising capability where no single person or organisation can derail the operation of a self-regulating local market for locally produced food. Such self-organisation can be achieved through deployment of technologies and other forms of innovation and renewal that sustain and strengthen the other 9 GOLDEN CASE features outlined in the previous points.

All these criteria are used to create the "Short Food Supply Chains (SFSC) Golden Case nomination" form; this is a form which aims to identify and collect the main feature of the food chain and the supportive role of the advisors for improving its different activities; the form is structured in eight sections, which includes: nominating Party; SFSC description; SFSC Business Model (Canvas Model); performance & impacts; Advisory Support (overview); essential features



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for Golden Case; additional features on what makes the nominated SFSC "Golden"; and finally follow-up & further information.



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3. In-depth analysis of GCAs

3.1. Perspective of the in-depth analysis

COREnet project aims to do an in-depth analysis of the Golden Cases (Task 3.5 - *In-depth analysis of the Golden Cases and field visits*), to investigate how advisory practice translates into improved SFSC performance in specific situations from different perspectives.

The COREnet team, under the lead of UniFG, is developing a methodology for in-depth analysis, considering the following perspectives.

1) **Cost-effectiveness and margins**, which involve factors such as the number of monthly transactions, the average value of transactions, and other data that directly impact each farm's profitability. Cost-effectiveness measures the relationship between the resources consumed and the results achieved, aiming at understanding the company's ability to achieve its goals and objectives with optimisation of resources use. COREnet will achieve this pillar by collecting economic, social, environmental, and effectiveness indicators data, notably throughout the business model canvas.

2) **Identification of primary producers and their market positioning**, which, considering the pivotal role of primary producers in SFSCs as those individuals or businesses involved in the initial stages of food production, typically farmers, ranchers, or fishermen, will be primarily focused on their identification to evaluate the level of proximity to consumers, and its relationship with the farm's size or degree of success. For these reasons, COREnet aims to evaluate the "primary producers' identification" by observing the number of participating producers and consumers and which actors are involved in the SFSC business model. Moreover, COREnet will go deeply through the volumes (e.g. number of products offered for sale), number of monthly transactions, average value of transaction in euros, the location and related local markets. Besides that, COREnet will also analyse the form of connecting producers and consumers (describing in detail how the SFSC operates, i.e. enables transactions, organises logistics, undertakes marketing) and ownership/governance arrangements (describing who owns or controls the SFSC and what formal/legal basis).

3) **Availability of advisors**: the landscape of advisory services could include several categories, like agricultural extension services, rural development associations, local government agencies, industry associations, sustainable agriculture organisations, business development centres, university and research institutions, consulting firms, civic associations, online platforms and networks, etc. Considering that the main strategic point for this project is the selection of key national contact points in each country, during the selection of best golden cases, we have evaluated the following support capabilities: the advisory support needed at "start-up" and "now", asking what (content) and how (mode) advice was provided, as well as who provides the advice and pays for it; the context which provide information/remarks about the nominated SFSC is operating, e.g. information on how advisory support services operate in the country of interest, suggestions and possible innovations going forward.



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4) **Involvement of consumers:** Involving consumers in the SFSC is a key aspect of creating a sustainable and mutually beneficial food system, which contributes to the advisory support level. The identification of connections between producers and consumers and their visuals, describing in detail how they operate in SFSC, could be done. The farms (and other efficient cases selected as companies, networks, associations, cooperatives, etc) we have selected are all interested in joining the network, and they usually publish several materials on their website or social network, and organise events directly in their premises (open farms, direct selling, leisure and collective harvesting initiatives, etc) in order to provide further information & detail of the SFSC. Involving consumers in a short food supply chain can offer several benefits, both for the consumers themselves and for the overall food system, and promotes a more sustainable, resilient, community-oriented food system. For instance, SFSC systems typically involve less transportation and storage time for food products. Moreover, consumers often have better visibility into the production methods, farming practices, and the origin of their food in SFSC and this increased transparency contributes to build trust between consumers and producers, allowing consumers to make more informed choices about the food they purchase and at the same time producers are more aware about consumers' demand and preferences (Astill et al., 2019).

5) **Demonstration capacity, potentiality for transferability & functioning within European Member States:** When considering demonstration capacity, potentiality for transferability, and functioning within European Member States in the short food supply chains' context, it becomes crucial to assess how initiatives or practices in local and regional food systems can be effectively showcased, replicated, and integrated across diverse European contexts; it requires a comprehensive understanding of local contexts, regulatory frameworks, consumer behaviour, and collaborative structures.

One way used to measure their positioning effectiveness and evaluate the impact of advisory services and knowledge sharing among local actors, is to observe and analyse data from various sources, such as customer feedback, surveys, reviews, testimonials, social media (including local language media), web analytics, sales reports, market research, papers, documents, leaflets and other materials available in all languages.

Finally, as regards the transferability, the selected Golden Cases come from different consortium partner countries. The aim is not to be comprehensive in terms of geographical representation but rather in terms of the different SFSC types or models and advisory practices and service arrangements deployed to support them, with a clear effort to understand the relationship between advisory services deployment and improved SFSC performance and increased impact.

To sum up, with this in-depth analysis, COREnet project aims to evaluate all the aspects (benefits, costs, feasibility and transferability) to select Golden Cases as the best examples of SFSC.

3.2. The selection process of GCAs

As shown in **Figure 1**, the detection of the Golden Cases follows a specific selection process guided by the COREnet Consortium, named the **Selection Committee of the COREnet project**, and composed of internal members with experience/know-how that covers the three types of SFSC regulatory/policy context and the advisory/support types that prevail across the EU-27 (i.e. well developed, partially developed, not developed at all).



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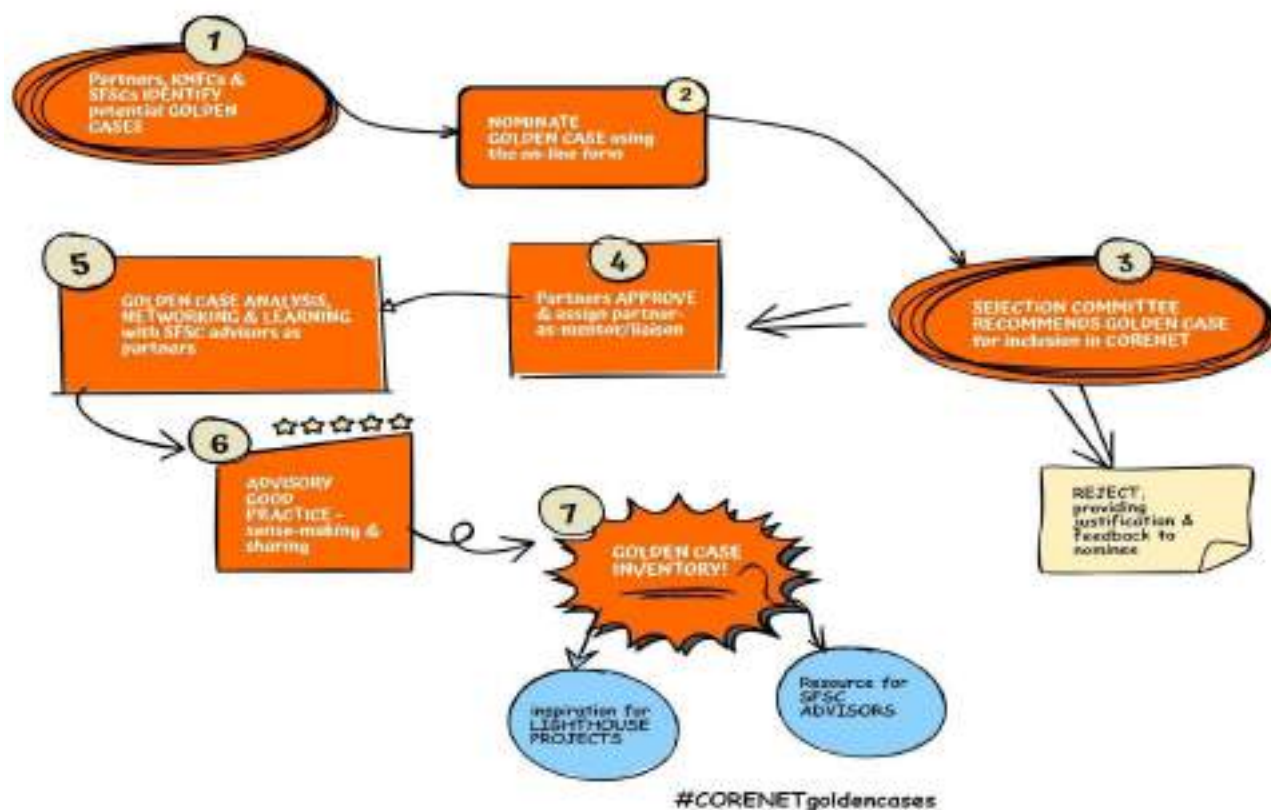


Figure 1: Selection process of GCAs (Source: Golden Cases Nomination Form)

For the second set, the Selection Committee has selected 10 Golden Cases, through different online meetings and consultations, managed by the ISP and TREBAG teams.

The participants are reported in **Table 1**.

Table 1: List of Selection Committee's members

	Name	Organisations
Members of Selection Committee	Anne-Cécile Brit	INRAE
	Artur Filipe Gregório	IN LOCO
	Christian Jochum	LKÖ - Austrian Chamber of Agriculture
	Fedele Colantuono	UNIFG - University of Foggia
	Jan Willem van der Schans	TKK - STICHTING TASKFORCE KORTE KETEN
	Judith Molnár	Civitas Alapítvány
	Katalin Kujáni	TREBAG
	Patrick Pasgang	ISP - Boerenbond Projecten
	Piermichele La Sala	UNIFG - University of Foggia
	Rafal Serafin	Iso-Tech
	Yuna CHIFFOLEAU	INRAE



4. The Selected Golden Cases

4.1. The selected 10 Golden Cases

According to the Deliverable 3.5. Inventory of SFSC models, the SFSCs types of the selected 10 Golden Cases are reported in **Table 2**.

Table 2: Nominated Golden Cases (Source: Deliverable 3.5. Inventory of SFSC models)

Title of Nominated Golden Case	Country	SFSC Type
Cabaz Fresco do Mar (Fresh Sea Basket),	Portugal	Other: Internal self-organization through 70 members that centralized their fish captures in a structure that sells for collective consumers (restaurants and other sellers) but also sells "baskets" for final consumers.
Fruta Feia (Ugly Fruit)	Portugal	Producer-Consumer Collaboration (PCC)
Sociedade Agrícola Industrial do Algarve / Quinta do Mel e Quinta do Freixo	Portugal	(Single) producer-processor-seller (PPS)
Programa de Sustentabilidade na Alimentação Escolar (PSAE) – Food Sustainability School Program	Portugal	Producer-Consumer collaboration (PCC)
SOCIETA' AGRICOLA SANTU MARCIALIS DEI FRATELLI BROGI S.S	Italy	(Single) producer-process-seller (PPS)
PO ORTO SESTU	Italy	(Single) producer-process-seller (PPS)
MagosVölgy	Hungary	(Collaborations on processing, distribution, sales (CPDS)
Cooperative Green Heart Regional Products (Groene Hart Streekproducten)	Netherlands	Collaborations on processing, distribution, sales (CPDS)
Herenboeren Nederland (HB)	Netherlands	PCA (producer consumer agreement)
Masterchefs/Ellan Farm IE	Ireland	(Single) producer-process-seller (PPS) Producer-Consumer collaboration (PCC) PCA (producer consumer agreement)

As reported in the deliverable 3.2, during the evaluation of the nominated Golden Cases, all partners have expressed their reasons about their selection as Golden Cases.

Table 3 summarises the best practices of knowledge sharing from them which are analysed as replicated and adopted.



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Table 3: Reason of selected Golden Cases (Source: Deliverable 3.2. Inventory of SFSC models)

Title of Nominated Golden Case	What makes the nominated SFSC "golden"?
Cabaz Fresco do Mar (Fresh Sea Basket),	It is the first and only Fish and seafood basket in the Algarve Region, led by the "fisherman's" organizations, and with a focus on the consumers. This initiative contributes to increasing the consumption of fresh fish because it delivers prepared fish for immediate cooking, close to home regularly. The advisory support services were private and regarded financial support, marketing and website.
Fruta Feia (Ugly Fruit)	The innovation in this SFSC is the possibility of consumers making responsible choices, avoiding food waste and environmental impacts. This is possible thanks to the advisory system which provides support in sharing data regarding environmental impacts, developing workshops in schools regarding food waste and responsible consumption.
Sociedade Agrícola Industrial do Algarve / Quinta do Mel e Quinta do Freixo	It is not very common for an agricultural company in Algarve to have a restaurant with their own products including vegetables and goat meat. Also this initiative contributes to increasing the consumption of fresh organic food and meals. They received advisory support services that were private and regarded financial issues, as well as marketing and website development.
Programa de Sustentabilidade na Alimentação Escolar (PSAE) – Food Sustainability School Program	The main innovation in this case is the use of public funds to support the local economy, sustainable school meals and activities, improve the quality of school meals, and improve environmental impacts. The advisory system is public, since the internal experts from the municipality give all the support.
SOCIETA' AGRICOLA SANTU MARCIALIS DEI FRATELLI BROGI S.S	This agrotourism keeps investing to improve its activity and hospitality system day-by-day. Investments are covered by internal resources. The role of the advisor is always linked to the identification and application of funding opportunities. In some cases, participation in training courses provided by the advisors of the regional AKIS (LAORE) may be necessary.
PO ORTO SESTU	PO ORTO SESTU has opened its own shops called "Casa Ortofrutta" oriented towards the direct sale of the PO products, but also many niche products, directly to consumers. The producers deliver their products to the collection point, which are then transferred to the grocery stores of "Casa Ortofrutta", which are specialised in fruit and vegetables market. Furthermore, in the same stores it is possible to find many other food products that enhance and promote the short supply chain.
MagosVölgy SeedsValley	SeedsValley (MagosVölgy) operates as a CSA, where consumers pre-purchase shares of the harvest, covering 1/150 of yearly costs (2024) in exchange for weekly organic vegetables. Partner farmers sell extra products on delivery days through a traditional market system, offering a diverse, local, and healthy supply.
Cooperative Green Heart Regional Products (Groene	The Green Heart Cooperative stands out for its efficient B2B network, with its main sales through Hoogvliet supermarket and a diverse range of clients, including restaurants, farm shops, and catering services.



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Hart Streekproducten)	Centralized logistics management, with refrigerated storage and dedicated transport, ensures efficiency and reliability. Additionally, the unified ordering and payment system simplifies operations for all members, who also maintain direct sales channels, enhancing economic sustainability and product diversification.
Herenboeren Nederland (HB)	Herenboeren NL is an initiative of citizens who strive for the transition of agriculture by means of facilitating non commercial SFSC cooperatives within the field of regenerative organic production. The local cooperatives are supported by a national umbrella organization from the early beginning to the realization of running a mixed farm. Afterwards they also give several support.
Masterchefs/Ellan Farm IE	The SFSC is an organic farm connected to a catering company (Masterchefs). The aim of the SFSC is to provide local, good quality, organic produce to all customers of Masterchefs.

In **Figure 2** it is possible to appreciate the territorial representation of the Golden Cases and SFSC advisors numbers for each country registered so far in the COREnet database and network. The map is accessible on the COREnet official website (<https://shortfoodchain.eu/>).



Figure 2: Map of advisors and Golden Cases geographical distribution.



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In particular, Cabaz Fresco do Mar, Quinta do Freixo, Programa de Sustentabilidade na Alimentação Escolar (PSAE) – Food Sustainability School Program were the subject of the third field visits in November 2024, in Portugal. The COREnet partnership went on a field visit engaging with both producers and their advisors, offering a unique opportunity to unravel the various dimensions and nuances of the connection between SFSC advising and the performance/impact of SFSC. For more details, see the COREnet news at <https://shortfoodchain.eu/news/from-roundtable-to-golden-cases-visits-corenet-second-european-roadshow-highlights/>.

Moreover, Agriturismo Santu Marcialis was one of the subjects of the second field visit in June 2024, in Italy. For more details, see the COREnet news at <https://shortfoodchain.eu/news/from-agrimarkets-to-wineries-corenet-showcases-italian-sfsc-advisory-successes-in-cagliari-field-visits/>.

The fourth roadshow will be organised by CORENET on 14-15th May 2025 in Hungary.

Both field visits represented a great opportunity to directly experience the reality, functioning, and history behind two SFSC good practices nominated as Golden Cases.

In addition, the success of the activities carried out by the entire COREnet partnership shows that the identification of Golden Cases, as well as all the objectives envisaged for WP3, are being achieved in practice, through the interaction of different tasks and the commitment of all partners and advisors.



5. Matrix of GCAs' key features

5.1. Summary of the key factors of GCAs

The main features of the new 10 GCs selected are reported in this matrix (**Table 4**), where the "X" indicates the fulfilment of the selection criteria (explained in the paragraph 2. Selection of 5 Golden Cases). Where it is evident that all selected GCs present almost all the main criteria that qualify a good case in a Golden Case.

Table 4: Matrix of GCAs' Key Factors

CRITERIA OF GCAs	GC 1	GC 2	GC 3	GC 4	GC 5	GC 6	GC 7	GC 8	GC 9	GC 10
OPERATING	X	X	X	X	X	X	X	X	X	
COLLABORATIVE		X	X	X			X	X	X	X
LEADER	X	X	X	X	X		X	X	X	X
MARKET-ORIENTED		X		X	X	X	X	X	X	X
INNOVATING	X	X	X	X	X	X	X	X	X	X
PARTNERING	X	X		X			X			
GOVERNING	X	X	X	X	X	X	X	X	X	
IMPACTING	X	X		X	X	X	X	X	X	X
SCALABLE /REPLICABLE	X	X	X	X	X	X	X	X	X	X
SELF-ORGANIZING	X	X	X			X	X	X	X	X



6. The Ten Golden Cases

Annexes

In attached the "Short Food Supply Chains (SFSC) Golden Case nomination form" of the following 10GCAs:

- **GC1** Cabaz Fresco do Mar (Fresh Sea Basket) - Ana Arsénio
- **GC2** Fruta Feia (Ugly Fruit) - Ana Arsénio
- **GC3** Sociedade Agrícola Industrial do Algarve / Quinta do Mel e Quinta do Freixo - Ana Arsénio
- **GC4** Programa de Sustentabilidade na Alimentação Escolar (PSAE) – Food Sustainability School Program- Ana Arsénio
- **GC5** SOCIETA' AGRICOLA SANTU MARCIALIS DEI FRATELLI BROGI S.S - Claudio Orefice
- **GC6** PO ORTO SESTU - Fabrizio Farris
- **GC7** MagosVölgy - Anna Mészár
- **GC8** Cooperative Green Heart Regional Products (Groene Hart Streekproducten) - Mariska van Koulil
- **GC9** Herenboeren Nederland (HB) - Bart Willems and Jan Willem van der Schans
- **GC10** Masterchefs/Ellan Farm IE - Eva Jennings



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6.1. Cabaz Fresco do Mar (Fresh Sea Basket) (Portugal)

Short Food Supply Chains (SFSC)

Golden Case Nomination Form

(Cabaz Fresco do Mar - Fresh Sea Basket)

(Fuseta - Algarve - Portugal)



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OVERVIEW of SFSC Golden Case nomination**GOLDEN CASE SELECTION PROCESS****I. NOMINATING PARTY****II. SFSC DESCRIPTION****III. SFSC BUSINESS MODEL (canvas)****IV. PERFORMANCE & IMPACT****V. ADVISORY SUPPORT (overview)****VI. ESSENTIAL FEATURES FOR GOLDEN CASE****VII. ADDITIONAL FEATURES - WHAT MAKES THE NOMINATED SFSC "GOLDEN"?****VIII. FOLLOW-UP & FURTHER INFORMATION**

OVERVIEW of SFSC Golden Case nomination

The form was created as part of T3.1 (GOLDEN CASE Handbook & Evaluation Form – lead Iso-Tech) for Consortium Partners, KEY NATIONAL FOCAL POINTS (KNFP) and interested SFSC organisers to nominate candidate SFSCs for inclusion in the CORENET project as GOLDEN CASES.

GOLDEN CASES are:

- learning resources that illuminate how advisory practices translate into improved SFSC performance/impact. Collaboration with GOLDEN CASES over the lifetime of the CORENET Project is intended to contribute to building “bottom-up” an Europe-wide resource and network of SFSCs and associated advisors;
- “living labs” that can support and learn from each other through CORENET;
- become part of an European wide network of SFSC advisors that is to be the main outcome of CORENET. In turn, those working to make their SFSC’s more effective and impactful will be able to access learning resources through the Europe-wide network of SFSC advisors.

Iso-Tech/ISP will provide secretariat services for the selection process as described here and support for T3.5 In-depth analysis and field visits - lead UNFIG. At least 10 visits to GOLDEN CASES are to be completed during the lifetime of CORENET.

THE NOMINATION FORM (IN WHAT FOLLOWS) HAS THE FOLLOWING SECTIONS:

I. Nominating party

II. SFSC description - In this section, we would like to describe the essence of the SFSC being nominated as a GOLDEN CASE that provides important insights on how advising translates into improved performance and impact.

III. SFSC business model canvas

IV. Performance & impact - In this section, please provide information on the performance of the nominated SFSC and also its social, environmental and economic impact.

V. Advisory support - In this section, the focus is on advisory support (broadly defined) that has contributed to the development of the nominated SFSC.

VI. Essential features - In this section, the potential of the nominated SFSC as a learning resource for the CORENET project is explored. The concern is with features that are ESSENTIAL for SFSCs to be included in the project and with a range of possible ADDITIONAL FEATURES features that contribute to improving SFSC performance and impact. To qualify as a GOLDEN CASE, an SFSC must be judged to meet the ESSENTIAL FEATURES and at least some of the ADDITIONAL FEATURES.

VII. Additional features - Several operational features or criteria of successful SFSCs have been identified. In this section, please indicate which features are relevant to the nominated SFSC and how advisory services (and other support) has been provided in the past or is currently being provided. Please indicate if no advice is being provided, but there is a need for such advice. If there is no need for advice on a specific feature or criterium, please indicate this, too.

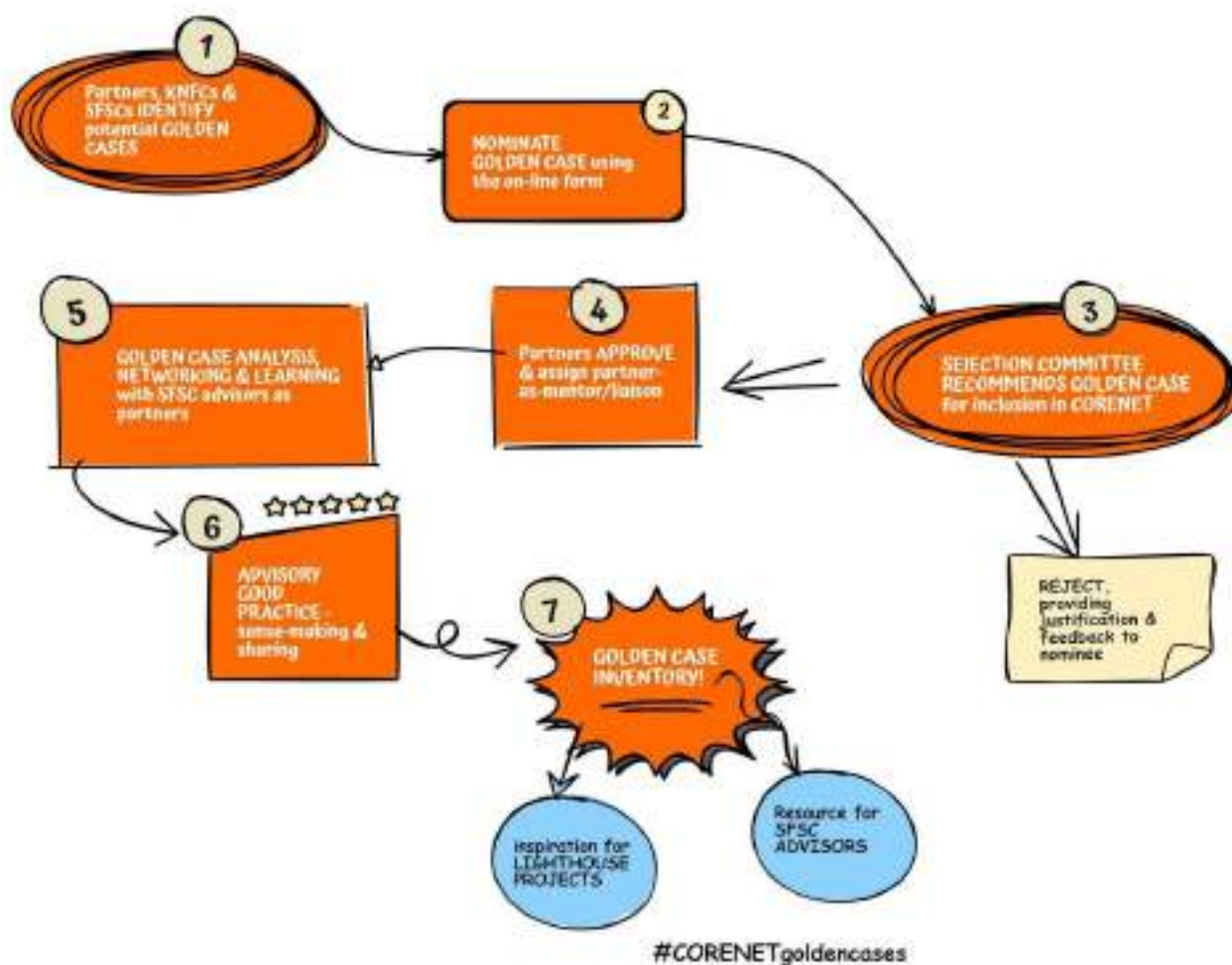
VIII. Follow-up - This section is concerned with setting up a collaboration between the nominated SFSC and the CORENET project in ways that respond to the aspirations and expectations of those associated with the nominated SFSC directly or indirectly.



Derivable 3.5. "Delivery of 10 GCAs"

The GOLDEN CASE selection process (T3.3 Analysis of the SFSC models & selection of 30 Golden Cases – lead ISP) is as portrayed below:

GOLDEN CASE SELECTION PROCESS



Derivable 3.5. "Delivery of 10 GCAs"

Golden Case Nomination

I. NOMINATING PARTY	
This case is nominated by:	
(a) Consortium partner (name, country & email):	Associação In Loco Portugal corenet@in-loco.pt
(b) Key National contact point (name, country, email):	
(c) Self-nominated (name, country & email):	
II. SFSC DESCRIPTION	
SFSC name:	Cabaz Fresco do Mar (Fresh Sea Basket)
Location (place/territoire covered, country):	Portugal - Algarve - Fuseta/Olhão
SFSC type:	Other
If other, please describe:	Internal self-organization through 70 members that centralized their fish captures in a structure that sales for collective consumers (restaurants and other sellers) but also sells "baskets" for final consumers.
FORM OF CONNECTING PRODUCERS AND CONSUMERS (describe in detail how the SFSC operates, ie. enables transactions, organises logistics, undertakes marketing):	This organization have members that are fishermen and shipowners, that remains with a volume of fishing capture that can sell to the final consumer. In their warehouse, fish and shellfish are received, prepared and packed in styrofoam boxes with ice, that keeps the temperature, and the transport is made in cold conditions. Orders are received through a form on the website that gathers personal consumer information and about their taste and needs.
OWNERSHIP/GOVERNANCE ARRANGEMENTS (describe who owns or controls the SFSC and on what formal/legal basis)	Associação de Armadores de Pesca da Fuzeta – AAPF (https://aapf.pt/)
Year established:	2016
NUMBER OF PARTICIPATING PRODUCERS (please estimate to provide a sense of scale):	70 Shipowners/producers
NUMBER OF PARTICIPATING CONSUMERS (please estimate to provide a sense of scale):	100
NUMBER OF PRODUCTS OFFERED FOR SALE (please list product	More than 50 products. Seafood, octopus, fish (35 different varieties).



Derivable 3.5. "Delivery of 10 GCAs"

categories and provide detail to provide a sense of scale/diversity):	
WEB PAGE, SOCIAL MEDIA ETC (please provide if available, include also local language media)	https://cabazfrescomar.pt/#cabazes
INFORMATION/ANALYSIS AVAILABLE (provide any papers, documents, leaflets and other materials where available. In local languages & English as available):	https://aapf.pt/quem-somos/ Associação de Armadores de Pesca da Fuzeta (AAPF) aapfuzeta@gmail.com Portugal
VISUALS (please provide or reference photos, publications or other materials that provide further information & detail:	https://cabazfrescomar.pt/nossa-historia/



Derivable 3.5. "Delivery of 10 GCAs"

III. SFSC BUSINESS MODEL (canvas)

SFSC GOLDEN CASE DESCRIPTION

(adapted from Business Model Canvas Alexander Osterwalder)



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Derivable 3.5. "Delivery of 10 GCAs"

SFSC BUSINESS MODEL:

PROBLEM: The fish caught by AAPF is typically sold to restaurants and other traders in the Sales Station at Fuseta. The final consumer can not buy our Fresh Fish from our coast line in this Sale Station. AVAILABLE SOLUTIONS: Organized and direct online sales, with guaranteed payment for the products. A wide range of products available, depending on the season, fish and seafood prepared for immediate cooking, and recipe suggestions on the website.	SOLUTION: Create a short circuit with fresh fish and seafood, prepared and delivered directly to consumers. The fish is prepared for cooking, and separated in vacuum bags, packet with ice, in a styrofoam box and transported in cold temperatures. INDICATORS: Economic: Improve fishermen's businesses Increase in Local Jobs Reduction of social support Reduction of energy costs and others resources costs Social: Change in consumption patterns (local and from season) Dynamization of Local Entities (space and role) Citizens integration Fish Consumption Promotion Mediterranean and healthy Diet Promotion Local Fish and Gastronomy Valorization Fishery Activity Maintenance Environmental: Reduction of food waste Reduction of CO2 avoided Reduction outside resources with more needs for conservation	UNIQUE VALUE PROPOSITION: Better prices for shipowners. Better quality for consumers. MISSION: Valorization of fish through SFSC. Improve responsible consumption that contributes to sustainable fishing and to fair prices for everyone in the supply chain.	PRODUCTS: More than 50 products. Seafood, octopus, fishes (35 different varieties). ACTIVITIES: AAPF shipowners capture fish and take them to the "sale station" and part of this fish is sold to restaurants and other commercial agents and a small part can be sold directly to the final consumers. This volume of fish is prepared, vacuum packed and transported in boxes with ice inside a camera at low temperatures in the vehicle.	ACTORS: 70 Shipowners/producers; 7 persons from internal staff and 100 consumers. GOVERNANCE: 70 shipowners are members of AAPF. This organization establishes, through internal regulations, the operational model. They have regular meetings with the members to inform and plan the activities.
COST STRUCTURE: The main costs are for keeping the website for orders of "fish and seafood baskets" and to pay the salary of the delivery person, and maintenance of the vehicle and fuel. The normal structure already has a budget.				



IV. PERFORMANCE & IMPACT

HOW IS PERFORMANCE MONITORED/ASSESSED?

(describe any formal or informal arrangements that are in place. Explain if they are systematic or ad hoc? Internal or external?)

The organisation makes annual reports that are shared with the members. Financial information is supported by data on monthly income and expenses. These reports are formal, regular and made by experts.

HOW IS IMPACT MONITORED/ASSESSED – SOCIAL, ECONOMIC, ENVIRONMENTAL?

(describe any formal or informal arrangements that are in place. Explain if they are systematic or ad hoc? Internal or external?)

Only economic impact can have an analysis from the annual reports. These reports are formal, regular and made by experts.

But from this report we can easily see the social impact (ex.: jobs maintenance and fisher activity maintenance in the south region of Portugal).

Are there any specific indicators of **PERFORMANCE** being used or which potentially can be used?

- Number of consumers;
- Volume and Type of fish and shellfish sold;
- Volume and Type of fish and shellfish not sold;
- "Fresh Sea baskets" Prices.

Indicators of **IMPACT** being used or which potentially can be used?

- Number of consumers;
- Volume and Type of fish and shellfish sold;
- Volume and Type of fish and shellfish not sold;
- "Fresh Sea baskets" Prices.

V. ADVISORY SUPPORT (overview)

ADVISORY SUPPORT AT

START-UP: What (content) & how (mode) was advice was provided? Who provided the advice and who paid for it?

Internal staff provide support regarding the implementation of SFSC to sell "Fresh Sea baskets" directly to the final consumer. The marketing and website was supported by a financial programme and paid for experts.

The advisory support services are private and normally aimed for a specific type of service (marketing, business, financial supports) and not for the conception of the all SFSC.

ADVISORY SUPPORT NOW:

What (content) & how (mode) is advice being provided now? Who provides the advice and who pays for it?

Internal staff maintain the logistics of "Fresh Sea baskets", manage the orders to deliver to the final consumers, within the normal functioning of the organization with other several tasks. This is considered a new work line that is supported by the organization and by the sales of "Fresh Sea baskets".

ADVISORY SUPPORT NEEDED

- what advice is needed & how should it be provided? Who should provide for it and who should pay?

If the number of "Fresh Sea baskets" increase because of the promotion made by clients and made by the website and Facebook, AAPF will need more employees to organize the orders, prepare and transport the "Fresh Sea baskets".



Derivable 3.5. "Delivery of 10 GCAs"

CONTEXT please provide information/remarks about the advisory context in which the nominated SFSC is operating, e.g. information on how advisory support services operate in the country of interest, suggestions and possible innovations going forward:	AAPF works directly with shipowners and has specific rules for fish captures activities. The internal expert staff keeps these members updated with legislation and other issues permanently.
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VI. ESSENTIAL FEATURES FOR GOLDEN CASE

MEETS EU DEFINITION (i.e. "a supply chain involving a limited number of economic operators, committed to cooperation, local economic development, and close geographical and social relations between producers, processors and consumers" - Article 2 of Regulation (EU) No 1305/2013 on support for rural development by the European Agricultural Fund for Rural Development (EAFRD)"	Yes
THE SFSC IS OPERATING, i.e transactions between buyers and sellers are taking place with no more than 2 intermediaries.	Yes
LOCAL MARKET - Focused on a local market for locally-produced products confined to a defined place, region or territoire:	Yes
ADVISING - Making deliberate/strategic use of advising & support services to improve performance/increase impact - or has the intention of doing so:	Yes
If YES, please elaborate:	External expert to prepare the apply to Financial Support European Union Funds.
SELF-GOVERNMENT. Seeking to restore autonomy to those co-creating local markets for locally-produced food (food producers, traditional food processors, food distributors,	Yes



Derivable 3.5. "Delivery of 10 GCAs"

advisors, communities, researchers, consumers, citizens) with a view to making the food system fairer, more secure and respectful of the life-support processes that underpin economy, environment & society:	
Please elaborate/explain the context of the nominated SFSC:	Since 2016, a private organization (Associação de Armadores de Pesca da Fuzeta – AAPF) launched an online platform for selling a "Fresh Sea Basket". This organization from shipowners opened a direct food channel to promote the fresh fish consumption, the valorization of many different types of fishes and to promote fair relations between fishermen and consumers. During this time they keep the business on a small but regular scale.
LOCAL LEADER - Is there an INDIVIDUAL AND/OR ORGANIZATION willing to work with, contribute to & benefit from CORENET, who can provide information and insights during the lifetime of CORENET:	Yes
If YES, please provide details about the role of the KEY PERSON and contact information:	Associação de Armadores de Pesca da Fuzeta – AAPF aapfuzeta@gmail.com TEL: (00351) 289 147 223 Mobile: (00351) 912 811 946

VII. ADDITIONAL FEATURES - WHAT MAKES THE NOMINATED SFSC "GOLDEN"?

THE SFSC INVOLVES A COLLABORATION OF FARMERS AND CONSUMERS, i.e. collective organisational arrangements in which farmers and consumers come together in many-to-many arrangements.

A. Description:	There is no formal contract or agreement between AAPF and consumers. Only a registration in the order website is made, and a commitment from the consumer is expected to pick up the "fresh sea basket".
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	The management of the orders are made by internal staff, who give information to prepare the baskets to the other colleagues from internal staff.

THE SFSC IS MARKET-ORIENTED & SO CAN BE (EVENTUALLY) SUSTAINED WITHOUT SUBSIDIES, i.e. operating in accordance with a business model that seeks to generate a financial surplus by covering costs from revenues.

A. Description:	At this moment the "Fresh Sea Basket" don't have extra marketing and advertising regarding the needs to call for more employees.
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Derivable 3.5. "Delivery of 10 GCAs"

B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Other advisory support services are private and normally aimed for a specific type of service (marketing, business, financial supports) and not for the conception of the all SFSC.
THE SFSC IS INNOVATING , i.e. there are ongoing & deliberate efforts to respond to market trends, adopt new technologies and introduce new ways of working.	
A. Description:	Is the first and only Fish and seafood basket in the Algarve Region, led by the "fisherman's" organizations, and with a focus on the consumers. There are others but they include intermediaries (one or two companies). Also this initiative contributes to increasing the consumption of fresh fish because it delivers prepared fish for immediate cooking, close to home regularly.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Other advisory support services were private regarding financial support, marketing and website.
THE SFSC IS BASED ON COLLABORATING , i.e. the interrelationships between those co-creating the SFSC are based on sharing risks, costs & benefits as opposed to shifting these onto others.	
A. Description	The fair prices methodology is the basis of this SFSC. For that risk, costs & benefits are more shared regarding a balance.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Internal experts maintained the prices update with the economic and social contexts.
THE SFSC HAS GOVERNANCE ARRANGEMENTS , i.e. has adopted rules, rule-making and strategies for operating and growing the SFSC as a joint or collective undertaking. The governance arrangements may be formal or informal.	
A. Description	The shipowners already have rules defined by the AAPF to comply with. But regarding the consumers there are no formal rules to obligate maintain the commitment.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	More information to consumers to see the impact of this SFSC and the importance of their food habits.
THE SFSC IS HAVING AN IMPACT ON ECONOMY, ENVIRONMENT & SOCIETY , i.e. benefits from operations are not confined to generating financial surpluses for those most directly involved, but also contribute to sustainable development.	
A. Description	Economic: Improve fishermen businesses Increase in Local Jobs Reduction of social support Reduction of energy costs and others resources costs Social: Change in consumption patterns (local and from season) Dynamization of Local Entities (space and role) Citizens integration Fish Consumption Promotion Mediterranean and healthy Diet Promotion Local Fish and Gastronomy Valorization Fishery Activity Maintenance Environmental: Reduction of food waste Reduction of CO2 avoided Reduction outside resources with more needs for conservation



Derivable 3.5. "Delivery of 10 GCAs"

B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	The economic impacts are related to the annual reports. These reports are formal, regular and made by experts.
THE SFSC MODEL IS SCALABLE/REPLICABLE , i.e. there is a model for scaling in terms of numbers participating, products offered for sale, sales volumes and impacts.	
A. Description	This SFSC Model is scalable and replicable in others places with conditions to fishing and seafood economic activity. More examples exist in the country (Portugal).
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Others shipowners and fishermen organizations; experts and local municipalities and public organizations.
THE SFSC IS SELF-ORGANIZING , i.e. the SFSC has an ability to adapt to the changing marketplace in which it operates in ways that are not dependent on any external support or any single individual or organisation. Adaptation and renewal is assured.	
A. Description	Yes. This model is self-organized and is adapted to different contexts. Because this is an alternative work line of an organization that already exists and knows very well the market and the players. With a low budget this model can be replicable, because it uses the equipment and the spaces that already exist. It only needs a website to make orders, reach the consumer and promote the sales between shipowners and consumers, and also styrofoam boxes, a vehicle well-prepared with low temperatures for deliveries.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Others shipowners and fishermen organizations; experts and local municipalities and public organizations.
ADDITIONAL COMMENTS (Is there some other feature of SFSC performance/impact and advising not mentioned above that is worth learning from and sharing?)	
VIII. FOLLOW-UP & FURTHER INFORMATION	
Is there an advisor or someone who is familiar with advisory support provided to the SFSC who can be contacted for further information, clarification & conversation to better understand the dynamics of the SFSC of interest? If so, please name the key individuals and describe their contribution and their aspirations/expectations.	(internal expert from Associação de Armadores de Pesca da Fuseta - AAPF)



Derivable 3.5. "Delivery of 10 GCAs"

Please provide contact details for the representative of the SFSC who will be the key contact point for collaboration with CORENET should the SFSC be selected as a GOLDEN CASE.	Fuzeta - Portugal E-mail: aapfuzeta@gmail.com
ARE THERE ANY SPECIFIC EXPECTATIONS WITH RESPECT TO THE CORENET PROJECT & WHAT A COLLABORATION MIGHT LOOK LIKE? Please explain	Learn with other experiences in this network.
Are there any specific needs or aspirations that motivate those organising the GOLDEN CASE to engage with the CORENET project?	Learn with other experiences in this network.
ADDITIONAL COMMENTS – the focus of CORENET is on advisory/support services. But other factors are also important. Please describe what other factors are important in the context of the nominated SFSC.	Different contexts need different approaches. Diversity of legislation, and other specific procedures for each entity in each country.
WHO COMPLETED THIS FORM – - Please note for the record who completed this form & the date. This will help us follow-up for clarification and further information if needed	Ana Arsénio (InLoco) old template / first date: 09/09/2023 new template /first date:17/04/2024 new template and update 13/05/2024



6.2 Fruta Feia (Ugly Fruit)

Short Food Supply Chains (SFSC)

Golden Case Nomination Form

(Cooperativa Fruta Feia -Ugly Fruit Cooperative)

(Lisbon - Portugal)



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OVERVIEW of SFSC Golden Case nomination**GOLDEN CASE SELECTION PROCESS****I. NOMINATING PARTY****II. SFSC DESCRIPTION****III. SFSC BUSINESS MODEL (canvas)****IV. PERFORMANCE & IMPACT****V. ADVISORY SUPPORT (overview)****VI. ESSENTIAL FEATURES FOR GOLDEN CASE****VII. ADDITIONAL FEATURES - WHAT MAKES THE NOMINATED SFSC "GOLDEN"?****VIII. FOLLOW-UP & FURTHER INFORMATION**

OVERVIEW of SFSC Golden Case nomination

The form was created as part of T3.1 (GOLDEN CASE Handbook & Evaluation Form – lead Iso-Tech) for Consortium Partners, KEY NATIONAL FOCAL POINTS (KNFP) and interested SFSC organisers to nominate candidate SFSCs for inclusion in the CORENET project as GOLDEN CASES.

GOLDEN CASES are:

learning resources that illuminate how advisory practices translate into improved SFSC performance/impact. Collaboration with GOLDEN CASES over the lifetime of the CORENET Project is intended to contribute to building “bottom-up” an Europe-wide resource and network of SFSCs and associated advisors;

“living labs” that can support and learn from each other through CORENET;

become part of an European wide network of SFSC advisors that is to be the main outcome of CORENET. In turn, those working to make their SFSC’s more effective and impactful will be able to access learning resources through the Europe-wide network of SFSC advisors.

Iso-Tech/ISP will provide secretariat services for the selection process as described here and support for T3.5 In-depth analysis and field visits - lead UNFIG. At least 10 visits to GOLDEN CASES are to be completed during the lifetime of CORENET.

THE NOMINATION FORM (IN WHAT FOLLOWS) HAS THE FOLLOWING SECTIONS:

I. Nominating party

II. SFSC description - In this section, we would like to describe the essence of the SFSC being nominated as a GOLDEN CASE that provides important insights on how advising translates into improved performance and impact.

III. SFSC business model canvas

IV. Performance & impact - In this section, please provide information on the performance of the nominated SFSC and also its social, environmental and economic impact.

V. Advisory support - In this section, the focus is on advisory support (broadly defined) that has contributed to the development of the nominated SFSC.

VI. Essential features - In this section, the potential of the nominated SFSC as a learning resource for the CORENET project is explored. The concern is with features that are ESSENTIAL for SFSCs to be included in the project and with a range of possible ADDITIONAL FEATURES features that contribute to improving SFSC performance and impact. To qualify as a GOLDEN CASE, an SFSC must be judged to meet the ESSENTIAL FEATURES and at least some of the ADDITIONAL FEATURES.

VII. Additional features - Several operational features or criteria of successful SFSCs have been identified. In this section, please indicate which features are relevant to the nominated SFSC and how advisory services (and other support) has been provided in the past or is currently being provided. Please indicate if no advice is being provided, but there is a need for such advice. If there is no need for advice on a specific feature or criterion, please indicate this, too.

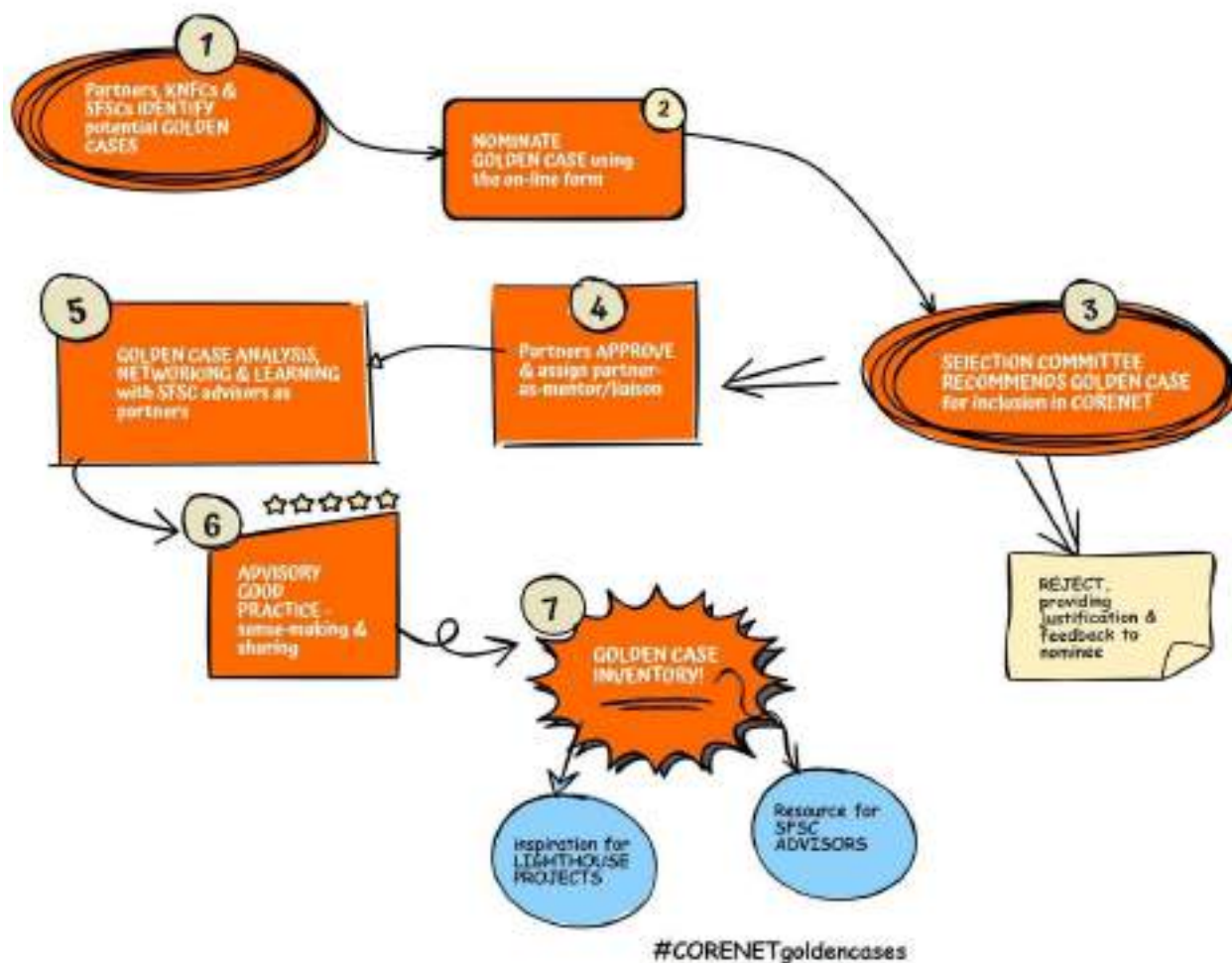
VIII. Follow-up - This section is concerned with setting up a collaboration between the nominated SFSC and the CORENET project in ways that respond to the aspirations and expectations of those associated with the nominated SFSC directly or indirectly.



Derivable 3.5. "Delivery of 10 GCAs"

The GOLDEN CASE selection process (T3.3 Analysis of the SFSC models & selection of 30 Golden Cases – lead ISP) is as portrayed below:

GOLDEN CASE SELECTION PROCESS



Derivable 3.5. "Delivery of 10 GCAs"

Golden Case Nomination

I. NOMINATING PARTY	
This case is nominated by:	
(a) Consortium partner (name, country & email):	Associação In Loco Portugal corenet@in-loco.pt
(b) Key National contact point (name, country, email):	
(c) Self-nominated (name, country & email):	
II. SFSC DESCRIPTION	
SFSC name:	Cooperativa Fruta Feia (Ugly Fruit Cooperative)
Location (place/territoire covered, country):	Portugal - Lisboa
SFSC type:	Producer-Consumer Collaboration (PCC) 
If other, please describe:	--
FORM OF CONNECTING PRODUCERS AND CONSUMERS (describe in detail how the SFSC operates, ie. enables transactions, organises logistics, undertakes marketing):	This cooperative contacts producers near the Lisbon and Porto area or in some cases with more distance. Collects the products in the farms to prepare and distribute the baskets in 16 delegations/places around these 2 main cities. Before distribution, promote among consumers the products and receive orders by the website registration. Consumers can choose big or small baskets. Every week they pick up the selected basket from a predefined location.
OWNERSHIP/GOVERNANCE ARRANGEMENTS (describe who owns or controls the SFSC and on what formal/legal basis)	Fruta Feia CRL Lisboa
Year established:	2013
NUMBER OF PARTICIPATING PRODUCERS (please estimate to provide a sense of scale):	375 producers
NUMBER OF PARTICIPATING CONSUMERS (please estimate to provide a sense of scale):	9136 consumers



Derivable 3.5. "Delivery of 10 GCAs"

NUMBER OF PRODUCTS OFFERED FOR SALE (please list product categories and provide detail to provide a sense of scale/diversity):	More than 50 products (fruits, vegetables, roots and herbs). In the website https://frutafeia.pt/pt/rede-ff/os-nossos-produtores for each producer they list the products.
NUMBER OF MONTHLY TRANSACTIONS (please provide an estimate of monthly sales to provide a sense of scale)	
AVERAGE VALUE OF TRANSACTION IN EUROS (please provide an estimate to give a sense of scale):	
WEB PAGE, SOCIAL MEDIA ETC (please provide if available, include also local language media) https://frutafeia.pt/	https://frutafeia.pt/
INFORMATION/ANALYSIS AVAILABLE (provide any papers, documents, leaflets and other materials where available. In local languages & English as available):	https://frutafeia.pt/pt/noticias/lista
VISUALS (please provide or reference photos, publications or other materials that provide further information & detail:	https://frutafeia.pt/pt/videoteca



Derivable 3.5. "Delivery of 10 GCAs"

III. SFSC BUSINESS MODEL (canvas)

SFSC GOLDEN CASE DESCRIPTION

(adapted from Business Model Canvas Alexander Osterwalder)



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Derivable 3.5. "Delivery of 10 GCAs"

SFSC BUSINESS MODEL:

SPECIFIC BUSINESS MODEL:				
PROBLEM: Need to reduce fresh food waste (fruits and vegetables) because they are out of normalization trends, like shape and size. AVAILABLE SOLUTIONS: Create an alternative market for “ugly” fruit and vegetables that can change consumption patterns.	SOLUTION: Create a short circuit with fresh vegetables and fruits and deliver baskets directly to consumers.	UNIQUE VALUE PROPOSITION: Better prices for producers. Better quality for consumers. Alternative way to consume food. MISSION: Valorization of local trough SFSC. Improve responsible consumption that contributes to food waste reduction and to fair prices for everyone in the supply chain.	PRODUCTS: More than 50 Fresh products: cabbage, lettuce, tomatoes, figs, oranges, pumpkins, quinces, onions, potatoes, apple, apricot, avocado, plums, peaches, oranges, beans, strawberries, asparagus, carrots, eggplant, broccoli, spinach, melon, water melon, garlic, cucumber, sweet potato, lemon, cress, pear, grape, turnip, passion fruit, aromatic herbs...	ACTORS: 1 cooperative, 375 farmers; 9136 consumers. GOVERNANCE: 1 cooperative brings together consumers who are willing to buy agricultural products from producers who are unable to sell in the main food system. The consumers are members of Fruta Feia Cooperative, through an agreement with rules.
INDICATORS: Economic: Improve farm businesses Increase in Local Jobs (direct and indirect) Reduction of social support Reduction of energy and others resources costs Improve one of the most important economic sector Local Production Valorization Soil and Territory Conservation Social: Change in consumption channels and patterns Inclusion of family farmers in the local food market Citizens integration in the food system Promotion of Fresh Food Consumption Mediterranean and healthy Diet Promotion Local Food and Gastronomy Valorization Agriculture Activity Maintenance Dynamization of Local Entities (space and role) Environmental: 4 524 tonnes of food waste avoided Reduction in the volume of Organic Waste in landfills Reduction of transport from cities to landfills 6 338 226 m3 of water valorized 5141 tonnes CO2 avoided 137 ha of soil valorized 8 281 008 kWh not wasted Improve of water retention Landscape Maintenance Reduction of energy and others resources costs		ACTIVITIES: The main goal is to save the local production that is excluded from the main food system. The production volume is mainly for baskets and also for sales to the small trade channel (restaurantes, cantines, groceries shops).		
COST STRUCTURE: The main costs are with internal staff to pay the salary, costs of the delivery service, and maintenance of the vehicle and fuel. Also for keeping the website for orders of "ugly fruit basket"				



IV. PERFORMANCE & IMPACT

HOW IS PERFORMANCE MONITORED/ASSESSED?

(describe any formal or informal arrangements that are in place. Explain if they are systematic or ad hoc? Internal or external?)

The website regularly informs about the production, the consumers, and environmental impacts.

Also the cooperative has an obligation to share formal reports (annual) with the members.

HOW IS IMPACT MONITORED/ASSESSED –

SOCIAL, ECONOMIC, ENVIRONMENTAL? (describe any formal or informal arrangements that are in place. Explain if they are systematic or ad hoc? Internal or external?)

Economic impact can have an analysis from the annual reports. These reports are formal, regular and made by experts.

From this report we can easily see the social impact (ex.: jobs maintenance).

Agronomic/environmental impacts can have an analysis from the perception of the managers, and the volume of production.

Are there any specific indicators of **PERFORMANCE** being used or which potentially can be used?

- Number of consumers;
- Number of farmers;
- Volume of production and of sales;
- Volume not sold;
- Products Prices;

Indicators of **IMPACT** being used or which potentially can be used?

- Number of consumers;
- Number of farmers;
- Volume of production and of sales;
- Volume of food waste avoided;
- Products Prices;
- Water, Soil, Energy and CO2 indicators;

V. ADVISORY SUPPORT (overview)

ADVISORY SUPPORT AT

START-UP: What (content) & how (mode) was advice was provided? Who provided the advice and who paid for it?

Internal staff provide support to farmers regarding the implementation of SFSC to sell local products in "Ugly Fruit Baskets" directly to the final consumer. And provide support to consumers to make the registration to be a responsible consumer buying an "Ugly Fruit Basket".

The marketing and website was supported by the cooperative to pay for the external experts' work.

The advisory support services are private and normally aimed for a specific type of service (marketing, account, business, financial supports) and not for the conception of the SFSC.

ADVISORY SUPPORT NOW:

What (content) & how (mode) is advice being provided now?

Internal staff maintain the logistics for planning and manage the production regarding the fresh products orders from final consumers and manage the deliveries. New delegations created are also a responsibility from the internal staff.



Derivable 3.5. "Delivery of 10 GCAs"

Who provides the advice and who pays for it?	
ADVISORY SUPPORT NEEDED - what advice is needed & how should it be provided? Who should provide for it and who should pay?	Other advisory support needed are private and normally aimed for a specific type of service (marketing, account, business, financial supports) and not for the conception of the SFSC.
CONTEXT please provide information/remarks about the advisory context in which the nominated SFSC is operating, e.g. information on how advisory support services operate in the country of interest, suggestions and possible innovations going forward:	The manager's staff keeps updated with legislation and other issues permanently, and share with all internal staff the main information.

VI. ESSENTIAL FEATURES FOR GOLDEN CASE

MEETS EU DEFINITION (i.e. "a supply chain involving a limited number of economic operators, committed to cooperation, local economic development, and close geographical and social relations between producers, processors and consumers" - Article 2 of Regulation (EU) No 1305/2013 on support for rural development by the European Agricultural Fund for Rural Development (EAFRD)"	Yes
THE SFSC IS OPERATING, i.e transactions between buyers and sellers are taking place with no more than 2 intermediaries.	Yes
LOCAL MARKET - Focused on a local market for locally-produced products confined to a defined place, region or territoire:	Yes
ADVISING - Making deliberate/strategic use of advising & support services to improve performance/increase impact - or has the intention of doing so:	Yes



Derivable 3.5. "Delivery of 10 GCAs"

If YES, please elaborate:	External expert to prepare the application to Financial Support European Union Funds and marketing campaigns. Some technical support is voluntary.
SELF-GOVERNMENT. Seeking to restore autonomy to those co-creating local markets for locally-produced food (food producers, traditional food processors, food distributors, advisors, communities, researchers, consumers, citizens) with a view to making the food system fairer, more secure and respectful of the life-support processes that underpin economy, environment & society:	Yes
Please elaborate/explain the context of the nominated SFSC:	This SFSC appears as an alternative channel for local fresh products that don't meet the standards imposed by the global market. With this it's open a direct food channel to promote the fresh and "ugly" food consumption in a circular model, changing consumption habits, valorizing and promoting fair and responsible relations between producers and consumers.
LOCAL LEADER - Is there an INDIVIDUAL AND/OR ORGANIZATION willing to work with, contribute to & benefit from CORENET, who can provide information and insights during the lifetime of CORENET:	Yes
If YES, please provide details about the role of the KEY PERSON and contact information:	(Manager Fruta Feia Organization)

VII. ADDITIONAL FEATURES - WHAT MAKES THE NOMINATED SFSC "GOLDEN"?

THE SFSC INVOLVES A COLLABORATION OF FARMERS AND CONSUMERS, i.e. collective organisational arrangements in which farmers and consumers come together in many-to-many arrangements.

A. Description:	There is an formal contract or agreement between the cooperative and consumers. Also there is a registration in the order website is made, and is expected a commitment from the consumer to pick up the "ugly fruit basket".
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	The management of the orders are made by internal staff, that shares to the other colleagues from internal staff, giving



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Derivable 3.5. "Delivery of 10 GCAs"

	information to pick up the products, and to prepare the baskets.
THE SFSC IS MARKET-ORIENTED & SO CAN BE (EVENTUALLY) SUSTAINED WITHOUT SUBSIDIES , i.e. operating in accordance with a business model that seeks to generate a financial surplus by covering costs from revenues.	
A. Description:	This SFSC is oriented towards a financial autonomy.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Only to developed the SFSC
THE SFSC IS INNOVATING , i.e. there are ongoing & deliberate efforts to respond to market trends, adopt new technologies and introduce new ways of working.	
A. Description:	The innovation in this SFSC is the possibility of consumers making responsible choices, avoiding food waste and environmental impacts.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Share data regarding environmental impacts, develop workshops in schools regarding food waste and responsible consumption.
THE SFSC IS BASED ON COLLABORATING , i.e. the interrelationships between those co-creating the SFSC are based on sharing risks, costs & benefits as opposed to shifting these onto others.	
A. Description	The fair prices methodology is the basis of this SFSC. For that risks, costs & benefits are more shared regarding a balance.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Internal experts maintained the prices update with the economic and social contexts.
THE SFSC HAS GOVERNANCE ARRANGEMENTS , i.e. has adopted rules, rule-making and strategies for operating and growing the SFSC as a joint or collective undertaking. The governance arrangements may be formal or informal.	
A. Description	The producers and consumers have rules defined by the cooperative to comply with. https://frutafeia.pt/pt/projecto
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	More information to consumers to see the impact of this SFSC and the importance of their food habits.
THE SFSC IS HAVING AN IMPACT ON ECONOMY, ENVIRONMENT & SOCIETY , i.e. benefits from operations are not confined to generating financial surpluses for those most directly involved, but also contribute to sustainable development.	
A. Description	Economic: Improve farm businesses Increase in Local Jobs (direct and indirect) Reduction of social support Reduction of energy and others resources costs Improve one of the most important economic sector Local Production Valorization Soil and Territory Conservation Social: Change in consumption channels and patterns Inclusion of family farmers in the local food market Citizens integration in the food system



Derivable 3.5. "Delivery of 10 GCAs"

	Promotion of Fresh Food Consumption Mediterranean and healthy Diet Promotion Local Food and Gastronomy Valorization Agriculture Activity Maintenance Dynamization of Local Entities (space and role) Environmental: 4 524 tonnes of food waste avoided Reduction in the volume of Organic Waste in landfills Reduction of transport from cities to landfills 6 338 226 m3 of water valorized 5141 tonnes CO2 avoided 137 ha of soil valorized 8 281 008 kWh not wasted Improve of water retention Landscape Maintenance Reduction of energy and others resources costs
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	The economic impact is related to the annual reports. These reports are formal, regular and made by experts.
THE SFSC MODEL IS SCALABLE/REPLICABLE , i.e. there is a model for scaling in terms of numbers participating, products offered for sale, sales volumes and impacts.	
A. Description	This SFSC Model is scalable and replicable in other places with farmers near the consumption places. More examples are spread across the country (16 delegations operating Portugal).
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Others farmers, consumers, other organizations; experts and local municipalities and public organizations. .
THE SFSC IS SELF-ORGANIZING , i.e. the SFSC has an ability to adapt to the changing marketplace in which it operates in ways that are not dependent on any external support or any single individual or organisation. Adaptation and renewal is assured.	
A. Description	Yes. This model is self-organized and is adapted to different contexts. Because this is an alternative channel to local farmers that already exists and know very well how to produce. With some budget this model can be replicable. The spaces to deliver and farmers already exist. It only needs a website to make orders, reach the consumer and promote the sales between farmers and consumers. The budget is necessary for internal staff maintenance, to buy boxes, to maintain the vehicle well-prepare for deliveries, and the fuel.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Others farmers and consumers, other organizations; experts and local municipalities and public organizations.
ADDITIONAL COMMENTS (Is there some other feature of SFSC performance/impact and advising not mentioned above that is worth learning from and sharing?)	



VIII. FOLLOW-UP & FURTHER INFORMATION

Is there an advisory or someone who is familiar with advisory support provided to the SFSC who can be contacted for further information, clarification & conversation to better understand the dynamics of the SFSC of interest? If so, please name the key individuals and describe their contribution and their aspirations/expectations.

Fruta Feia CRL
Lisboa

Please provide contact details for the representative of the SFSC who will be the key contact point for collaboration with CORENET should the SFSC be selected as a GOLDEN CASE.

(Manager Fruta Feia Organization)
frutafeia@gmail.com

ARE THERE ANY SPECIFIC EXPECTATIONS WITH RESPECT TO THE CORENET PROJECT & WHAT A COLLABORATION MIGHT LOOK LIKE? Please explain

Learn with other experiences in this network.

Are there any specific needs or aspirations that motivate those organising the GOLDEN CASE to engage with the CORENET project?

Learn with other experiences in this network.

ADDITIONAL COMMENTS – the focus of CORENET is on advisory/support services. But other factors are also important. Please describe what other factors are important in the context of the nominated SFSC.

Different contexts need different approaches. Diversity of legislation, and other specific procedures for each entity in each country.

WHO COMPLETED THIS FORM

- Please note for the record who completed this form & the date. This will help us follow-up for clarification and further information if needed

Ana Arsénio (InLoco)
old template / first date: 09/09/2023
new template /first date:17/04/2024
new template and update 20/05/2024



Derivable 3.5. "Delivery of 10 GCAs"

6.3 Sociedade Agrícola Industrial do Algarve / Quinta do Mel e Quinta do Freixo

Short Food Supply Chains (SFSC)

Golden Case Nomination Form

(Agricultural Company - Organic Basket and Restaurant Km0)

(SAIA - cabaz biológico e restaurante Km0)

(Benafim - Algarve - Portugal)



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OVERVIEW of SFSC Golden Case nomination**GOLDEN CASE SELECTION PROCESS****I. NOMINATING PARTY****II. SFSC DESCRIPTION****III. SFSC BUSINESS MODEL (canvas)****IV. PERFORMANCE & IMPACT****V. ADVISORY SUPPORT (overview)****VI. ESSENTIAL FEATURES FOR GOLDEN CASE****VII. ADDITIONAL FEATURES - WHAT MAKES THE NOMINATED SFSC "GOLDEN"?****VIII. FOLLOW-UP & FURTHER INFORMATION**

OVERVIEW of SFSC Golden Case nomination

The form was created as part of T3.1 (GOLDEN CASE Handbook & Evaluation Form – lead Iso-Tech) for Consortium Partners, KEY NATIONAL FOCAL POINTS (KNFP) and interested SFSC organisers to nominate candidate SFSCs for inclusion in the CORENET project as GOLDEN CASES.

GOLDEN CASES are:

learning resources that illuminate how advisory practices translate into improved SFSC performance/impact. Collaboration with GOLDEN CASES over the lifetime of the CORENET Project is intended to contribute to building “bottom-up” an Europe-wide resource and network of SFSCs and associated advisors;

“living labs” that can support and learn from each other through CORENET;

become part of an European wide network of SFSC advisors that is to be the main outcome of CORENET. In turn, those working to make their SFSC's more effective and impactful will be able to access learning resources through the Europe-wide network of SFSC advisors.

Iso-Tech/ISP will provide secretariat services for the selection process as described here and support for T3.5 In-depth analysis and field visits - lead UNFIG. At least 10 visits to GOLDEN CASES are to be completed during the lifetime of CORENET.

THE NOMINATION FORM (IN WHAT FOLLOWS) HAS THE FOLLOWING SECTIONS:

I. Nominating party

II. SFSC description - In this section, we would like to describe the essence of the SFSC being nominated as a GOLDEN CASE that provides important insights on how advising translates into improved performance and impact.

III. SFSC business model canvas

IV. Performance & impact - In this section, please provide information on the performance of the nominated SFSC and also its social, environmental and economic impact.

V. Advisory support - In this section, the focus is on advisory support (broadly defined) that has contributed to the development of the nominated SFSC.

VI. Essential features - In this section, the potential of the nominated SFSC as a learning resource for the CORENET project is explored. The concern is with features that are ESSENTIAL for SFSCs to be included in the project and with a range of possible ADDITIONAL FEATURES features that contribute to improving SFSC performance and impact. To qualify as a GOLDEN CASE, an SFSC must be judged to meet the ESSENTIAL FEATURES and at least some of the ADDITIONAL FEATURES.

VII. Additional features - Several operational features or criteria of successful SFSCs have been identified. In this section, please indicate which features are relevant to the nominated SFSC and how advisory services (and other support) has been provided in the past or is currently being provided. Please indicate if no advice is being provided, but there is a need for such advice. If there is no need for advice on a specific feature or criterion, please indicate this, too.

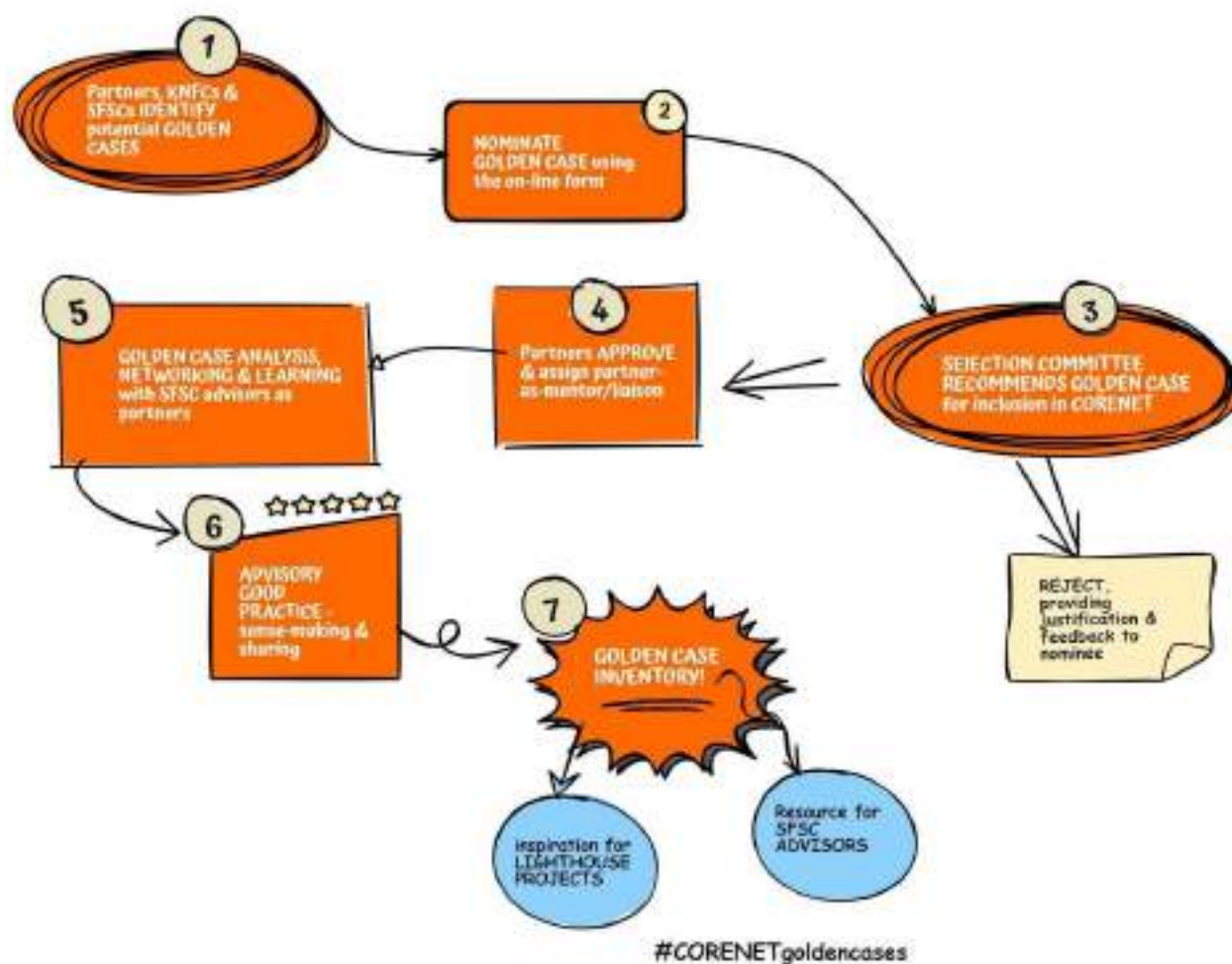
VIII. Follow-up - This section is concerned with setting up a collaboration between the nominated SFSC and the CORENET project in ways that respond to the aspirations and expectations of those associated with the nominated SFSC directly or indirectly.



Derivable 3.5. "Delivery of 10 GCAs"

The GOLDEN CASE selection process (T3.3 Analysis of the SFSC models & selection of 30 Golden Cases – lead ISP) is as portrayed below:

GOLDEN CASE SELECTION PROCESS



Derivable 3.5. "Delivery of 10 GCAs"

Golden Case Nomination

I. NOMINATING PARTY	
This case is nominated by:	
(a) Consortium partner (name, country & email):	Associação In Loco Portugal corenet@in-loco.pt
(b) Key National contact point (name, country, email):	
(c) Self-nominated (name, country & email):	
II. SFSC DESCRIPTION	
SFSC name:	Sociedade Agrícola Industrial do Algarve / Quinta do Mel (Açoteia-Albufeira) e Quinta do Freixo (Benafim-Loulé)
Location (place/territoire covered, country):	Portugal - Algarve - Benafim/Loulé
SFSC type:	(Single) producer-processor-seller (PPS)
If other, please describe:	--
FORM OF CONNECTING PRODUCERS AND CONSUMERS (describe in detail how the SFSC operates, ie. enables transactions, organises logistics, undertakes marketing):	This producer, with to farms separated, is the only producer in this SFSC. Orders are received through a SMS with the list of products available to sell. Consumers confirm the order and pick up the basket directly in Benafim (main farm) or Açoteias (the other farm). Also the other way to implement this SFSC is through the restaurant, coffee shop and local shop that exist in the to farms. The clients that stay in the accommodations and others that visit the restaurant and coffee shop are the main consumers of this SFSC.
OWNERSHIP/GOVERNANCE ARRANGEMENTS (describe who owns or controls the SFSC and on what formal/legal basis)	Agricultural Company call Sociedade Agrícola Industrial do Algarve (formed on Quinta do Mel and Quinta do Freixo)
Year established:	before 1990
NUMBER OF PARTICIPATING PRODUCERS (please estimate to provide a sense of scale):	1 producer



Derivable 3.5. "Delivery of 10 GCAs"

NUMBER OF PARTICIPATING CONSUMERS (please estimate to provide a sense of scale):	Average of: Basket - 10 consumers (start) ; Accommodation – 120 clients (consumers)/year; Restaurants – 400 clients; Buyers/ Group Client: 10; Final Buyer: several
NUMBER OF PRODUCTS OFFERED FOR SALE (please list product categories and provide detail to provide a sense of scale/diversity):	More than 40 products. Jam's (4 different types), Aromatic Herbs, Fresh and Dried Fruits, Fig Brandy, Carob, Cows, Sheeps, pigs and cork
NUMBER OF MONTHLY TRANSACTIONS (please provide an estimate of monthly sales to provide a sense of scale)	
AVERAGE VALUE OF TRANSACTION IN EUROS (please provide an estimate to give a sense of scale):	
WEB PAGE, SOCIAL MEDIA ETC (please provide if available, include also local language media)	
INFORMATION/ANALYSIS AVAILABLE (provide any papers, documents, leaflets and other materials where available. In local languages & English as available):	https://www.saia.pt/
VISUALS (please provide or reference photos, publications or other materials that provide further information & detail:	https://www.saia.pt/



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III. SFSC BUSINESS MODEL (canvas)

SFSC GOLDEN CASE DESCRIPTION

(adapted from Business Model Canvas Alexander Osterwalder)



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Derivable 3.5. "Delivery of 10 GCAs"

SFSC BUSINESS MODEL:

PROBLEM: Need to diversificate activities and use the land to produce animal, fruits and vegetables in the organic way and use internally in the accommodation, in the restaurant, in the coffee shop and final consumers. AVAILABLE SOLUTIONS: Consumers from rural tourism and other visitors can eat in the restaurant local products and buy organic products in the shop. Promote organic vegetable boxes for final consumers.	SOLUTION: Create a short circuit with fresh vegetables and goat meat, consumed through the restaurant and boxes deliver directly to consumers.	UNIQUE VALUE PROPOSITION: Better prices for producers. Better quality for consumers. Alternative ways of supply. MISSION: Valorization of local and organic food through SFSC. Improve responsible consumption that contributes to sustainable agriculture and to fair prices for everyone in the supply chain.	PRODUCTS: Fresh products: tomatos, figs, oranges, pumpkins, quinces, onions, potatoes, apricot, aromatic herbs... Processed Food: Jams, Dried Fruits, Fig Brandy, Aromatics; Animal Production: Cows, Sheep, pigs; Dry: aromatic herbs Figs and carob Forest: Cork ACTIVITIES: SAIA is based on forest and agricultural activities. Including animal production. The main destiny for the production is for Processed Food, for the restaurant and the extra volume is for baskets and also for sales to the organic channel.	ACTORS: 1 agricultural company with 2 different farms ; about 70 persons from internal staff and more than 700 consumers (final, collective). GOVERNANCE: 2 farms are members of SAIA (mother company). This organization establishes, through internal strategy, a sustainable agriculture model. They have a manager staff that planned the activities.
COST STRUCTURE: The main costs with internal staff already exist and have a budget that all months depends on the profits. This diversity of activities can give more income sources.				



IV. PERFORMANCE & IMPACT

HOW IS PERFORMANCE MONITORED/ASSESSED?

(describe any formal or informal arrangements that are in place. Explain if they are systematic or ad hoc? Internal or external?)

The managers make annual reports, regularly monitor production and sales. But they also evaluate the implementation of the regenerative model and share the evolution and results with all companies.

HOW IS IMPACT MONITORED/ASSESSED –

SOCAL, ECONOMIC, ENVIRONMENTAL? (describe any formal or informal arrangements that are in place. Explain if they are systematic or ad hoc? Internal or external?)

Economic impact can have an analysis from the annual reports. These reports are formal, regular and made by experts.

From this report we can easily see the social impact (ex.: jobs maintenance and farmers activity maintenance in the south region of Portugal).

Agronomic/environmental impacts can have an analysis from the perception of the managers, and the volume of production. Also some indicators can be collected within the scope of research projects that are being developed.

Are there any specific indicators of **PERFORMANCE** being used or which potentially can be used?

- Number of consumers;
- Volume of production and of sales;
- Volume not sold;
- Products Prices;
- Pasture biomass volume;
- Biodiversity of the plots;
- Organic matter %;
- Other biochemical indicators;

Indicators of **IMPACT** being used or which potentially can be used?

- Number of consumers;
- Volume of production and of sales;
- Volume not sold;
- Products Prices;
- Pasture biomass volume;
- Biodiversity of the plots;
- Organic matter %;
- Other biochemical indicators;

V. ADVISORY SUPPORT (overview)

ADVISORY SUPPORT AT

START-UP: What (content) & how (mode) was advice was provided? Who provided the advice and who paid for it?

Internal staff provide support regarding the implementation of SFSC to sell Organic products in the restaurant, in the accommodation and coffee shop, and in the local shop, and to sell "Organic Fresh Vegetables Baskets" directly to the final consumer.

The marketing and website was supported by the company to pay for the experts' work.



Derivable 3.5. "Delivery of 10 GCAs"

	The advisory support services are private and normally aimed for a specific type of service (marketing, account, business, financial supports) and not for the conception of the SFSC.
ADVISORY SUPPORT NOW: What (content) & how (mode) is advice being provided now? Who provides the advice and who pays for it?	Internal staff maintain the logistics of all business, manage the production, the orders from all types of clients, from accommodation, restaurant, agrifood and fresh products and to deliver to the final consumers, within the normal functioning of the organization with other several tasks.
ADVISORY SUPPORT NEEDED - what advice is needed & how should it be provided? Who should provide for it and who should pay?	The advisory support needed are private and normally aimed for a specific type of service (marketing, account, business, financial supports) and not for the conception of the SFSC.
CONTEXT please provide information/remarks about the advisory context in which the nominated SFSC is operating, e.g. information on how advisory support services operate in the country of interest, suggestions and possible innovations going forward:	The manager's staff keeps updated with legislation and other issues permanently, and share with all internal staff the main information.

VI. ESSENTIAL FEATURES FOR GOLDEN CASE

MEETS EU DEFINITION (i.e. "a supply chain involving a limited number of economic operators, committed to cooperation, local economic development, and close geographical and social relations between producers, processors and consumers" - Article 2 of Regulation (EU) No 1305/2013 on support for rural development by the European Agricultural Fund for Rural Development (EAFRD))	Yes
THE SFSC IS OPERATING, i.e. transactions between buyers and sellers are taking place with no more than 2 intermediaries.	Yes
LOCAL MARKET - Focused on a local market for locally-produced products	Yes



Derivable 3.5. "Delivery of 10 GCAs"

confined to a defined place, region or territoire:	
ADVISING - Making deliberate/strategic use of advising & support services to improve performance/increase impact - or has the intention of doing so:	Yes
If YES, please elaborate:	External expert to prepare the application to Financial Support European Union Funds and marketing campaigns.
SELF-GOVERNMENT. Seeking to restore autonomy to those co-creating local markets for locally-produced food (food producers, traditional food processors, food distributors, advisors, communities, researchers, consumers, citizens) with a view to making the food system fairer, more secure and respectful of the life-support processes that underpin economy, environment & society:	Yes
Please elaborate/explain the context of the nominated SFSC:	Before 1990, this private organization (SAIA) existed and shared with all different concepts of agriculture. This organization starts to produce in the organic way, organize different activities inside the company, gathering the cluster agricultural - forest- livestock with tourism. With this SFSC opened a direct food channel to promote the fresh and organic food consumption in a circular model, to value and to promote fair relations between producers and consumers.
LOCAL LEADER - Is there an INDIVIDUAL AND/OR ORGANIZATION willing to work with, contribute to & benefit from CORENET, who can provide information and insights during the lifetime of CORENET:	Yes
If YES, please provide details about the role of the KEY PERSON and contact information:	SAIA Manager info@quintadofreixo.pt

VII. ADDITIONAL FEATURES - WHAT MAKES THE NOMINATED SFSC "GOLDEN"?



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Derivable 3.5. "Delivery of 10 GCAs"

THE SFSC INVOLVES A COLLABORATION OF FARMERS AND CONSUMERS , i.e. collective organisational arrangements in which farmers and consumers come together in many-to-many arrangements.	
A. Description:	There is no formal contract or agreement between SAIA and consumers. Only a message to order is made by SMS or email, and a commitment from the consumer is expected to pick up the "organic basket" or to stay at the accommodation or at the restaurant.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	The management of the orders are made by internal staff, that gives information to prepare the baskets, to prepare the meals and other orders.
THE SFSC IS MARKET-ORIENTED & SO CAN BE (EVENTUALLY) SUSTAINED WITHOUT SUBSIDIES , i.e. operating in accordance with a business model that seeks to generate a financial surplus by covering costs from revenues.	
A. Description:	The restaurant and coffee shop already have enough clients. At this moment the "Organic Basket" don't have extra marketing and advertising regarding the need to call for more employees.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Other advisory support services are private and normally aimed for a specific type of service (marketing, business, financial supports) and not for the conception of the all SFSC.
THE SFSC IS INNOVATING , i.e. there are ongoing & deliberate efforts to respond to market trends, adopt new technologies and introduce new ways of working.	
A. Description:	Is not very common for an agricultural company in Algarve to have a restaurant with their own products including vegetables and goat meat. Also this initiative contributes to increasing the consumption of fresh organic food and meals.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Other advisory support services were private regarding financial support, marketing and website.
THE SFSC IS BASED ON COLLABORATING , i.e. the interrelationships between those co-creating the SFSC are based on sharing risks, costs & benefits as opposed to shifting these onto others.	
A. Description	The fair prices methodology is the basis of this SFSC. For that risk, costs & benefits are more shared regarding a balance.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Internal experts maintained the prices update with the economic and social contexts.
THE SFSC HAS GOVERNANCE ARRANGEMENTS , i.e. has adopted rules, rule-making and strategies for operating and growing the SFSC as a joint or collective undertaking. The governance arrangements may be formal or informal.	
A. Description	The company is ruled by the 2 farms and they have an internal organization to comply with, and the internal staff have a contract. But regarding the consumers there are no formal rules to obligate maintain the commitment.



Derivable 3.5. "Delivery of 10 GCAs"

B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	More information to consumers to see the impact of this SFSC and the importance of their food habits.
THE SFSC IS HAVING AN IMPACT ON ECONOMY, ENVIRONMENT & SOCIETY , i.e. benefits from operations are not confined to generating financial surpluses for those most directly involved, but also contribute to sustainable development.	
A. Description	Economic: Improve farmers businesses Increase in Local Jobs Reduction of social support Reduction of energy costs and others resources costs Social: Change in consumption patterns (local and from season) Dynamization of Local Entities (space and role) Citizens integration Organic food Consumption Promotion Mediterranean and healthy Diet Promotion Local Food and Gastronomy Valorization Agriculture Activity Maintenance Environmental: Reduction of food waste Reduction of CO2 avoided Reduction outside resources with more needs for conservation
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	The economic impact is related to the annual reports. These reports are formal, regular and made by experts.
THE SFSC MODEL IS SCALABLE/REPLICABLE , i.e. there is a model for scaling in terms of numbers participating, products offered for sale, sales volumes and impacts.	
A. Description	This SFSC Model is scalable and replicable in other places with conditions to diversify activities (restaurant, accommodation, processed food and basket). More examples are spread across the country (Portugal).
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Others individual farmers and farmers organizations; experts and local municipalities and public organizations.
THE SFSC IS SELF-ORGANIZING , i.e. the SFSC has an ability to adapt to the changing marketplace in which it operates in ways that are not dependent on any external support or any single individual or organisation. Adaptation and renewal is assured.	
A. Description	Yes. This model is self-organized and is adapted to different contexts. Because this is an alternative work line of an organization that already exists and knows very well the market and the players. With a low budget this circular model can be replicable, because it uses the equipment and the spaces that already exist. It only needs a website to promote and make orders, reach the client and the consumer and promote the sales between them and consumers, and also boxes, a vehicle well-prepared for deliveries.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Others farmers and organizations; experts and local municipalities and public organizations.



Derivable 3.5. "Delivery of 10 GCAs"

ADDITIONAL COMMENTS (Is there some other feature of SFSC performance/impact and advising not mentioned above that is worth learning from and sharing?)

VIII. FOLLOW-UP & FURTHER INFORMATION

Is there an advisory or someone who is familiar with advisory support provided to the SFSC who can be contacted for further information, clarification & conversation to better understand the dynamics of the SFSC of interest? If so, please name the key individuals and describe their contribution and their aspirations/expectations.

(Manager and internal expert from SAIA)

Please provide contact details for the representative of the SFSC who will be the key contact point for collaboration with CORENET should the SFSC be selected as a GOLDEN CASE.

info@quintadofreixo.pt

ARE THERE ANY SPECIFIC EXPECTATIONS WITH RESPECT TO THE CORENET PROJECT & WHAT A COLLABORATION MIGHT LOOK LIKE? Please explain

Learn with other experiences in this network.

Are there any specific needs or aspirations that motivate those organising the GOLDEN CASE to engage with the CORENET project?

Learn with other experiences in this network.

ADDITIONAL COMMENTS – the focus of CORENET is on advisory/support services. But other factors are also important. Please describe what other factors are important in the context of the nominated SFSC.

Different contexts need different approaches. Diversity of legislation, and other specific procedures for each entity in each country.

WHO COMPLETED THIS FORM

- Please note for the record

Ana Arsénio (InLoco)



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who completed this form & the date. This will help us follow-up for clarification and further information if needed

old template / first date: 21/02/2024
new template and update: 20/05/2024



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6.4 Programa de Sustentabilidade na Alimentação Escolar (PSAE) – Food Sustainability School Program- Ana Arsénio

Short Food Supply Chains (SFSC)

Golden Case Nomination Form

Programa de Sustentabilidade na Alimentação Escolar (PSAE)

**(Food Sustainability School Program using
public procurement to purchase food)**

(Torres Vedras - Portugal)



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OVERVIEW of SFSC Golden Case nomination**GOLDEN CASE SELECTION PROCESS****I. NOMINATING PARTY****II. SFSC DESCRIPTION****III. SFSC BUSINESS MODEL (canvas)****IV. PERFORMANCE & IMPACT****V. ADVISORY SUPPORT (overview)****VI. ESSENTIAL FEATURES FOR GOLDEN CASE****VII. ADDITIONAL FEATURES - WHAT MAKES THE NOMINATED SFSC "GOLDEN"?****VIII. FOLLOW-UP & FURTHER INFORMATION**

OVERVIEW of SFSC Golden Case nomination

The form was created as part of T3.1 (GOLDEN CASE Handbook & Evaluation Form – lead Iso-Tech) for Consortium Partners, KEY NATIONAL FOCAL POINTS (KNFP) and interested SFSC organisers to nominate candidate SFSCs for inclusion in the CORENET project as GOLDEN CASES.

GOLDEN CASES are:

learning resources that illuminate how advisory practices translate into improved SFSC performance/impact. Collaboration with GOLDEN CASES over the lifetime of the CORENET Project is intended to contribute to building “bottom-up” an Europe-wide resource and network of SFSCs and associated advisors;

“living labs” that can support and learn from each other through CORENET;

become part of an European wide network of SFSC advisors that is to be the main outcome of CORENET. In turn, those working to make their SFSC’s more effective and impactful will be able to access learning resources through the Europe-wide network of SFSC advisors.

Iso-Tech/ISP will provide secretariat services for the selection process as described here and support for T3.5 In-depth analysis and field visits - lead UNFIG. At least 10 visits to GOLDEN CASES are to be completed during the lifetime of CORENET.

THE NOMINATION FORM (IN WHAT FOLLOWS) HAS THE FOLLOWING SECTIONS:

I. Nominating party

II. SFSC description - In this section, we would like to describe the essence of the SFSC being nominated as a GOLDEN CASE that provides important insights on how advising translates into improved performance and impact.

III. SFSC business model canvas

IV. Performance & impact - In this section, please provide information on the performance of the nominated SFSC and also its social, environmental and economic impact.

V. Advisory support - In this section, the focus is on advisory support (broadly defined) that has contributed to the development of the nominated SFSC.

VI. Essential features - In this section, the potential of the nominated SFSC as a learning resource for the CORENET project is explored. The concern is with features that are ESSENTIAL for SFSCs to be included in the project and with a range of possible ADDITIONAL FEATURES features that contribute to improving SFSC performance and impact. To qualify as a GOLDEN CASE, an SFSC must be judged to meet the ESSENTIAL FEATURES and at least some of the ADDITIONAL FEATURES.

VII. Additional features - Several operational features or criteria of successful SFSCs have been identified. In this section, please indicate which features are relevant to the nominated SFSC and how advisory services (and other support) has been provided in the past or is currently being provided. Please indicate if no advice is being provided, but there is a need for such advice. If there is no need for advice on a specific feature or criterium, please indicate this, too.

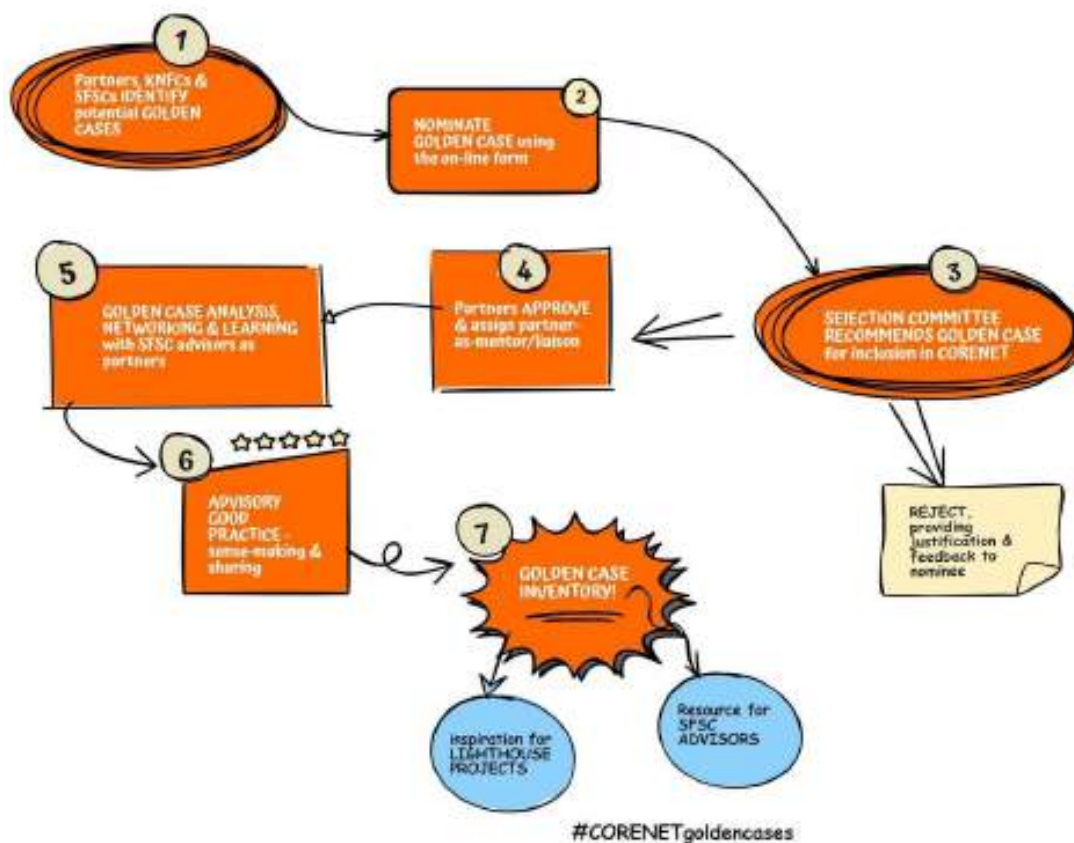
VIII. Follow-up - This section is concerned with setting up a collaboration between the nominated SFSC and the CORENET project in ways that respond to the aspirations and expectations of those associated with the nominated SFSC directly or indirectly.



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The GOLDEN CASE selection process (T3.3 Analysis of the SFSC models & selection of 30 Golden Cases – lead ISP) is as portrayed below:

GOLDEN CASE SELECTION PROCESS



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Golden Case Nomination

I. NOMINATING PARTY	
This case is nominated by:	
(a) Consortium partner (name, country & email):	Associação In Loco Portugal corenet@in-loco.pt
(b) Key National contact point (name, country, email):	--
(c) Self-nominated (name, country & email):	--
II. SFSC DESCRIPTION	
SFSC name:	Programa de Sustentabilidade na Alimentação Escolar (PSAE) – Food Sustainability School Program
Location (place/territoire covered, country):	Torres Vedras (Portugal)
SFSC type:	 Producer-Consumer Collaboration (PCC)
If other, please describe:	--
FORM OF CONNECTING PRODUCERS AND CONSUMERS (describe in detail how the SFSC operates, i.e. enables transactions, organises logistics, undertakes marketing):	The municipality is responsible for purchasing food for schools. Based on school menus, they have a list of fresh products and quantities. They prepare several documents to purchase different groups of products through public purchases. These documents include criteria that valorize local production and organic farming. Some examples are distance made, freshness and quality. Before launching the notice and work in another school, they have an idea of local production based on previous contacts with local farmers. At the end of the procedure, the municipality buys local, fresh products from several farmers, and they deliver directly to schools to prepare meals. Also they monitor the farmers, doing visits in the farms. Some farmers have the capacity to join other farmers' production and store in good conditions to distribute to the schools or social organizations responsible to prepare the meals.
OWNERSHIP/GOVERNANCE ARRANGEMENTS (describe who owns or controls the SFSC and on what formal/legal basis)	Torres Vedras Municipality
Year established:	2014



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NUMBER OF PARTICIPATING PRODUCERS (please estimate to provide a sense of scale):	6 farmers
NUMBER OF PARTICIPATING CONSUMERS (please estimate to provide a sense of scale):	3000 meals/day
NUMBER OF PRODUCTS OFFERED FOR SALE (please list product categories and provide detail to provide a sense of scale/diversity):	More than 50 different products (vegetables, fruits, aromatic herbs)
WEB PAGE, SOCIAL MEDIA ETC (please provide if available, include also local language media)	http://www.cm-tvedras.pt/educacao/saude-e-alimentacao/programa-de-sustentabilidade-na-alimentacao-escolar/ https://www.cm-tvedras.pt/artigos/detalhes/programa-de-sustentabilidade-na-alimentacao-escolar-3
INFORMATION/ANALYSIS AVAILABLE (provide any papers, documents, leaflets and other materials where available. In local languages & English as available):	https://aproximar.rederural.gov.pt/pdfs/restauracao/torres_vedras.pdf https://aproximar.rederural.gov.pt/videos/restauracao/torres_vedras.mp4
VISUALS (please provide or reference photos, publications or other materials that provide further information & detail:	



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III. SFSC BUSINESS MODEL (canvas)

SFSC GOLDEN CASE DESCRIPTION

(adapted from Business Model Canvas Alexander Osterwalder)



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SFSC BUSINESS MODEL:

PROBLEM: Need to make school meals with quality, with more sustainable impacts and create/maintain jobs.	SOLUTION: Keep the direct management for preparing school meals, with local products, fresh and not fresh (bread, fish, meat, agricultural products) from local producers, stores and other local businesses.	UNIQUE VALUE PROPOSITION: Better meals in quality and sustainability. Better conditions to local producers and local trade.	PRODUCTS: 3000 meals prepared with local products, fresh (vegetables, fruits, roots, aromatic herbs) and not fresh (bread, fish, meat, agricultural products).	ACTORS: 5 municipal kitchens, 22 school establishments, 6 farmers, 1 municipality
AVAILABLE SOLUTIONS: Existence of farmers, school kitchens, municipalities concerned with the quality and sustainability of school meals.	INDICATORS: Economic: Improve farmers businesses Increase in Local Jobs (direct and indirect) Reduction of social support Reduction of energy and others resources costs Improve one of the most important economic sector Local Production Valorization Social: Change in using public procurement for improve social impacts Dynamization of local entities and collective consumers Citizens integration in the food system Promotion of local and fresh food consumption Mediterranean and healthy diet promotion Local food and gastronomy valorization Agriculture activity maintenance Environmental: Landscape maintenance Organic production: sustainable, chemicals free, water retention, improve organic matter Reduction of transport from farm to consumers CO2 emissions avoided Improve of water retention	MISSION: Use public procurement to invest in a Sustainable Food Programme	ACTIVITIES: Public Purchasing food for school meals, from local producers. Schools prepare in their kitchens the meals with local products. Schools and municipality dinamizes some activities regarding food waste, organic farming, composting, Mediterranean Diet, responsible consumption.	GOVERNANCE: One municipality has the responsibility for the education and social sector. The school meals are one of their tasks. This municipality uses public procurement to purchase local products. The municipality staff prepare a list of products according to the meals. They have regular meetings with the school and farmers to inform and plan the activities.
COST STRUCTURE: The main costs refers to the difference of price that is need to guarantee the quality, the freshness and "safety" food.				



IV. PERFORMANCE & IMPACT	
HOW IS PERFORMANCE MONITORED/ASSESSED? (describe any formal or informal arrangements that are in place. Explain if they are systematic or ad hoc? Internal or external?)	The municipality makes annual public acquisitions of products to supply school kitchens, and shares in the website these acquisitions (amounts, products, producers/enterprises). Also the school meals programme has data and other information for each month. At the end of the school year it is possible to make annual reports. They are formal, regular and made by internal experts.
HOW IS IMPACT MONITORED/ASSESSED – SOCIAL, ECONOMIC, ENVIRONMENTAL? (describe any formal or informal arrangements that are in place. Explain if they are systematic or ad hoc? Internal or external?)	Environmental impact is the most important issue, regarding the sustainable programme goals. Criteria like local production, the good practices made, distance and freshness criteria and also if the delivery is sustainable, are important for this public procurement can be successful. The score in the public procurement benefits environmental impact criteria. Economic impact can be analysed from the annual reports. The municipality shares in the website annual reports that are formal, regular and made by experts. Also social impact (ex.: jobs maintenance and farmers maintenance) are measured.
Are there any specific indicators of PERFORMANCE being used or which potentially can be used?	- Number of meals; - Volume (tonnes) of fresh products purchase; - Volume (tonnes) of fresh products waste; - Fresh products prices.
Indicators of IMPACT being used or which potentially can be used?	- Number of meals; - Number of farmers involved; - Number of jobs maintained; - Number of schools involved; - Volume (tonnes) of fresh products purchase; - Volume (tonnes) of fresh products waste; - Agricultural Area occupied for this SFSC; - Fresh products prices.
V. ADVISORY SUPPORT (overview)	
ADVISORY SUPPORT AT START-UP: What (content) & how (mode) advice was provided? Who provided the advice and who paid for it?	Internal staff provide support regarding the implementation of SFSC through public procurement. The internal support prepares the school meals, the public documents to launch based on the number of meals and the volume and type of local products. The team is multifaceted, with nutritionist, legislation, food and management experts.
ADVISORY SUPPORT NOW: What (content) & how (mode) is advice being provided now?	Internal staff maintain the logistics of the Food Sustainability School Program using public procurement to purchase local food. They monitor the food supply regularly, within the normal functioning of the schools. This is considered in the



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Who provides the advice and who pays for it?	strategy of the municipality, and the annual municipality budget supports the Food Sustainability School Program.
ADVISORY SUPPORT NEEDED - what advice is needed & how should it be provided? Who should provide for it and who should pay?	This initiative has already an initial phase. Then there was a growth covering more schools, increasing the number of meals, and volume of local fresh products. The nuclear team is the same since the beginning. More jobs were created in the kitchens.
CONTEXT please provide information/remarks about the advisory context in which the nominated SFSC is operating, e.g. information on how advisory support services operate in the country of interest, suggestions and possible innovations going forward:	To implement this SFSC "Food Sustainability School Program" using public procurement to purchase food the municipality is responsible for purchasing fresh and local food for school meals. The team works to have better school menus, with local products, made by good practices, with freshness and from the season. At the end they have a list of different types of agricultural products and quantities. They prepare several documents to purchase different groups of products through public purchases. These documents include criteria that valorize local production and organic farming. Other criteria are distance made, freshness and quality. Before launching the notice, they have an idea of local production based on previous contacts with local producers. At the end of the procedure, the municipality buys local, fresh products from several farmers, and they deliver directly to schools to prepare meals. Also they monitor the farmers, doing visits in their farms. The internal expert staff keeps contact with farmers and schools to monitor this supply.

VI. ESSENTIAL FEATURES FOR GOLDEN CASE

MEETS EU DEFINITION (i.e. "a supply chain involving a limited number of economic operators, committed to cooperation, local economic development, and close geographical and social relations between producers, processors and consumers" - Article 2 of Regulation (EU) No 1305/2013 on support for rural development by the European Agricultural Fund for Rural Development (EAFRD)")	Yes
THE SFSC IS OPERATING, i.e. transactions between buyers and sellers are taking place with no more than 2 intermediaries.	Yes



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LOCAL MARKET - Focused on a local market for locally-produced products confined to a defined place, region or territoire:	Yes
ADVISING - Making deliberate/strategic use of advising & support services to improve performance/increase impact - or has the intention of doing so:	No
If YES, please elaborate:	--
SELF-GOVERNMENT. Seeking to restore autonomy to those co-creating local markets for locally-produced food (food producers, traditional food processors, food distributors, advisors, communities, researchers, consumers, citizens) with a view to making the food system fairer, more secure and respectful of the life-support processes that underpin economy, environment & society:	Yes
Please elaborate/explain the context of the nominated SFSC:	Municipal strategy to boost the local economy, implement an ecological transition in the food system and improve the food quality of school meals. The Food Sustainability School Program using public procurement to purchase food started in 2014/2015.
LOCAL LEADER - Is there an INDIVIDUAL AND/OR ORGANIZATION willing to work with, contribute to & benefit from CORENET, who can provide information and insights during the lifetime of CORENET:	Yes
If YES, please provide details about the role of the KEY PERSON and contact information:	Câmara Municipal de Torres Vedras Torres Vedras www.cm-tvedras.pt
VII. ADDITIONAL FEATURES - WHAT MAKES THE NOMINATED SFSC "GOLDEN"?	
THE SFSC INVOLVES A COLLABORATION OF FARMERS AND CONSUMERS , i.e. collective organisational arrangements in which farmers and consumers come together in many-to-many arrangements.	



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A. Description:	The municipality is the player between farmers and consumers. The schools are the collective consumers and they have a municipal budget that is managed by the municipality. The Food Sustainability School Program using public procurement to purchase food is made through public calls that have criteria to be responded to by suppliers. The winners need to make a contract to agree to the conditions, rights and duties, deadlines and amounts.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	The internal experts from the municipality give all the support.
THE SFSC IS MARKET-ORIENTED & SO CAN BE (EVENTUALLY) SUSTAINED WITHOUT SUBSIDIES , i.e. operating in accordance with a business model that seeks to generate a financial surplus by covering costs from revenues.	
A. Description:	The Food Sustainability School Program using public procurement to purchase food has internal financial support from the municipality.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	The internal experts from the municipality give all the support.
THE SFSC IS INNOVATING , i.e. there are ongoing & deliberate efforts to respond to market trends, adopt new technologies and introduce new ways of working.	
A. Description:	The main innovation is using public funds to support the local economy, sustainable school meals and activities, improve the quality of school meals, and improve environment impacts.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	The internal experts from the municipality gives all the support.
THE SFSC IS BASED ON COLLABORATING , i.e. the interrelationships between those co-creating the SFSC are based on sharing risks, costs & benefits as opposed to shifting these onto others.	
A. Description	By using public funds to support the local economy, sustainable school meals and activities, improve the quality school meal, improve environmental impacts, the risks, cost and benefits are mainly supported by the municipality at the beginning. Final consumers contribute a minimal part, and farmers have good conditions to maintain the activity.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	The internal experts from the municipality give all the support.
THE SFSC HAS GOVERNANCE ARRANGEMENTS , i.e. has adopted rules, rule-making and strategies for operating and growing the SFSC as a joint or collective undertaking. The governance arrangements may be formal or informal.	
A. Description	To operate in this SFSC the rules are established in the public contracts between the municipality and farmers/suppliers.



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B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	The internal experts from the municipality give all the support.
THE SFSC IS HAVING AN IMPACT ON ECONOMY, ENVIRONMENT & SOCIETY , i.e. benefits from operations are not confined to generating financial surpluses for those most directly involved, but also contribute to sustainable development.	
A. Description	The Food Sustainability School Program using public procurement to purchase food contributes specially for sustainable development, because there is no financial profit. It already contributes to the local economy, by creating and maintaining jobs and economic activities, contributes to social cohesion and integration, and specially contributes to a better food ecological footprint.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	The internal experts from the municipality give all the support.
THE SFSC MODEL IS SCALABLE/REPLICABLE , i.e. there is a model for scaling in terms of numbers participating, products offered for sale, sales volumes and impacts.	
A. Description	This SFSC can be scalable and replicable. Every municipality can use the public procurement to invest in the local economy, in the landscape, in the environment and at a social and cultural level buying local products. They can start with one school and go step by step involving all schools, at the same time the local economy responds to this impulse.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	The internal experts from the municipality give all the support.
THE SFSC IS SELF-ORGANIZING , i.e. the SFSC has an ability to adapt to the changing marketplace in which it operates in ways that are not dependent on any external support or any single individual or organisation. Adaptation and renewal is assured.	
A. Description	This SFSC depends only on the municipality budget, for that this is assured and doesn't depend on external support. But there is a risk that if political staff change this sustainability plan can change.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	The internal experts from the municipality give all the support.
ADDITIONAL COMMENTS (Is there some other feature of SFSC performance/impact and advising not mentioned above that is worth learning from and sharing?)	All municipality strategy and all education programmes are oriented to implement the Food Sustainability School Program and the municipality budget is used on it.
VIII. FOLLOW-UP & FURTHER INFORMATION	



Derivable 3.5. "Delivery of 10 GCAs"

Is there an advisory or someone who is familiar with advisory support provided to the SFSC who can be contacted for further information, clarification & conversation to better understand the dynamics of the SFSC of interest? If so, please name the key individuals and describe their contribution and their aspirations/expectations.	
Please provide contact details for the representative of the SFSC who will be the key contact point for collaboration with CORENET should the SFSC be selected as a GOLDEN CASE.	
ARE THERE ANY SPECIFIC EXPECTATIONS WITH RESPECT TO THE CORENET PROJECT & WHAT A COLLABORATION MIGHT LOOK LIKE? Please explain	Learn with other experiences in this network.
Are there any specific needs or aspirations that motivate those organising the GOLDEN CASE to engage with the CORENET project?	Learn with other experiences in this network.
ADDITIONAL COMMENTS – the focus of CORENET is on advisory/support services. But other factors are also important. Please describe what other factors are important in the context of the nominated SFSC.	Use municipality budget, through public procurement, with criterias that valorize local farmers.
WHO COMPLETED THIS FORM - Please note for the record who completed this form & the date. This will help us follow-up for clarification and further information if needed	Ana Arsénio (InLoco) old template / first date: 09/09/2023 new template /first date:17/04/2024 new template and update 13/05/2024



6.5 SOCIETA' AGRICOLA SANTU MARCIALIS DEI FRATELLI BROGI S.S

Short Food Supply Chains (SFSC) Golden Case nominations

Agritourism Santu Marcialis (ITALY)

D3.2: Inventory of SFSC models -
WP 3, T3.2 Identification and collection of SFSC models

Authors: Claudio Orefice (CAMP)

NOTE:

This nomination is based on D3.1 COREnet Handbook and SFSC evaluation form, which are products of T3.1 Elaboration of a handbook and evaluation form for working with SFSC Golden Cases. The nomination was submitted via an internet-based questionnaire in August 2023 and constitutes an input into T3.2 Identification and collection of SFSC models and T3.3 Analysis of the SFSC models and selection of 30 GOLDEN CASES.



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Technical references

Project Acronym	CORENET
Project Title	Connecting advisors toward a European network for consumer-producer chains
Project Coordinator	Francesco Contò , UNIVERSITÀ DI FOGGIA - UNIFG <i>francesco.conto@unifg.it</i> Fedele Colantuono, UNIVERSITÀ DI FOGGIA - UNIFG <i>fedele.colantuono@unifg.it</i>
Project Duration	September 2022 – August 2027 (60 months)

Deliverable No.	D3.2 Inventory of SFSC models
Dissemination level*	
Work Package	WP 3 – Golden Case selection of exemplary SFSC models
Task	T3.2 – Identification and collection of SFSC models
Lead beneficiary	Partner number 8 (TREBAG)
Contributing beneficiary/ies	Partner No. 3 (ISP), Partner No. 4 (ISO-TECH), Partner No. 13 (CAMP),
Due date of deliverable	DD Month 201Y
Actual submission date	DD Month 201Y

*PU – Public, fully open, e.g. web (Deliverables flagged as public will be automatically published in CORDIS project's page)

SEN – Sensitive, limited under the conditions of the Grant Agreement

Classified R-UE/EU-R – EU RESTRICTED under the Commission Decision No2015/444

Classified C-UE/EU-C – EU CONFIDENTIAL under the Commission Decision No2015/444

Classified S-UE/EU-S – EU SECRET under the Commission Decision No2015/444

v	Date	Beneficiary	Author
1.0			
1.1			



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VIII. FOLLOW-UP & FURTHER INFORMATION



Agriturismo Santu Marcialis (ITALY)

Short Food Supply Chains (SFSC) Golden Case nomination -

I. NOMINATING PARTY	
This case is nominated by:	
(a) Consortium partner (name, country & email):	Campagna Amica Cagliari (Claudio Orefice, Italy, claudio.orefice@coldiretti.it)
(b) Key National contact point (name, country, email):	
(c) Self-nominated (name, country & email):	
II. SFSC DESCRIPTION	
SFSC name:	SOCIETA' AGRICOLA SANTU MARCIALIS DEI FRATELLI BROGI S.S.
Location (place/territoire covered, country):	Soleminis, South Sardinia, Italy
SFSC type:	(Single) producer-process-seller (PPS)  The products of the Agrotourism are sold directly to consumers without intermediaries.
If other, please describe:	
FORM OF CONNECTING PRODUCERS AND CONSUMERS (describe in detail how the SFSC operates, ie. enables transactions, organises logistics, undertakes marketing):	The producer meets the consumer on the agro-tourism location and during the educational farm activities.
OWNERSHIP/GOVERNANCE ARRANGEMENTS (describe who owns or controls the SFSC and on what formal/legal basis)	The ownership and governance are entirely managed by the farm.
Year established:	The farm started its operation in the '70s. The agrotourism activities was established in 1992.
NUMBER OF PARTICIPATING PRODUCERS (please estimate to provide a sense of scale):	Only one
NUMBER OF PARTICIPATING CONSUMERS (please estimate to provide a sense of scale):	600



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NUMBER OF PRODUCTS OFFERED FOR SALE (please list product categories and provide detail to provide a sense of scale/diversity):	At least 10 different products are sold in the agro-tourism, which include vegetables (tomatoes, aubergines, broad beans, peas, green beans, courgettes, artichokes, artichokes transformed into pickles, certified organic oil, Vermentino and Cannonau wine)
WEB PAGE, SOCIAL MEDIA ETC (please provide if available, include also local language media)	Website: https://www.agriturismosantumarcialis.com/ Facebook Instagram
INFORMATION/ANALYSIS AVAILABLE (provide any papers, documents, leaflets and other materials where available. In local languages & English as available):	
VISUALS (please provide or reference photos, publications or other materials that provide further information & detail:	https://www.agriturismosantumarcialis.com/

III. SFSC BUSINESS MODEL (canvas)

SFSC GOLDEN CASE DESCRIPTION

(adapted from Business Model Canvas Alexander Osterwalder)



Derivable 3.5. "Delivery of 10 GCAs"

SFSC BUSINESS MODEL:

PROBLEM: The main opportunity was to intercept potential consumers in the metropolitan city of Cagliari (a vast urbanized area) to offer them quality local food products, which are transformed into delicious dishes and served in the agro-tourism premises. A further necessity but also opportunity was to enhance awareness about the production activities and the importance of eating local quality products. To this end, the farm has developed the educational farm model as an integrative tool to raise consumers' awareness (especially young people) regarding the importance of local production and healthy diets. The integration of these two concepts contributed to diversify the farm's activities and income.	SOLUTION: With the support of an advisor, the farm developed the project and received the funding from public tenders. The funding supported the development of the agrotourism as a formula to sell and add value to the farm products through the restaurant and catering services. AVAILABLE SOLUTIONS: The available solution was identified in participating in public funding calls to modernize the farm, which envisaged the diversification of the company activities to create the agrotourism and, subsequently, the educational farm.	UNIQUE VALUE PROPOSITION: The model is successful as the consumer has the opportunity to have access to quality, fresh, zero-mile products at a fair price. The products bring with them a story that can be told to the customers of the agrotourism and during the workshops of the educational farm. INDICATORS: Economic: diversification of income through catering, accommodation and educational farm activities. Add value to farm products through the restaurant and catering services. Social: civic education about biodiversity, healthy diets, and farm activities. Environmental: processing and selling the products directly in the farm contributes to cut CO2 emissions by reducing logistic activities such as the transportation of the farm products. Also, the farm promotes biodiversity and produces with sustainable and environmentally friendly practices.	PRODUCTS: The products sold, especially those processed for the catering, are vegetables (tomatoes, aubergines, broad beans, peas, green beans, courgettes, artichokes, artichokes transformed into pickles, certified organic oil, Vermentino and Cannonau wine) ACTIVITIES: The main activities are the provision of meals using the fresh products from the farm; provide accommodation to visitors in the facility of the farm; educational farm activities and immersive pasta making experience.	ACTORS: The Farm, consumers, citizens, Advisors GOVERNANCE: Centralized. The Governance is entirely followed by the farm itself. MISSION: Provide fresh zero-mile products produced on the farm and raise consumers' awareness about the quality and authenticity of local productions.
COST STRUCTURE: The costs are essentially those for the catering and restaurant service and those linked to the management of the farm: personnel, production costs (water, electricity, equipment), machinery, etc.	REVENUE STREAM: The revenues originate from the activities of the Agritourism (lunch, dinners, accommodation), and from the activities of the educational farm.			

IV. PERFORMANCE & IMPACT

HOW IS PERFORMANCE MONITORED/ASSESSED? (describe any formal or informal arrangements that are in place. Explain if they are systematic or ad hoc? Internal or external?)	The performance is assessed by monitoring the number of entries/transactions.
HOW IS IMPACT MONITORED/ASSESSED – SOCIAL, ECONOMIC, ENVIRONMENTAL? (describe any	The economic and social impact is fundamentally assessed through the analysis of the volume of transactions and to monitor the willingness of the customers to become regular clients of the agrotourism.



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formal or informal arrangements that are in place. Explain if they are systematic or ad hoc? Internal or external?)	
Are there any specific indicators of PERFORMANCE being used or which potentially can be used?	Number of customers in year Number of transactions in year Number of visitors in the educational farm Type of food products requested by the customers
Indicators of IMPACT being used or which potentially can be used?	Number and quality of references left by customers Promotion of the agrotourism by its customers
ADVISORY SUPPORT AT START-UP: What (content) & how (mode) was advice was provided? Who provided the advice and who paid for it?	The role of the advisor was fundamental to develop a multifunctional farm with the activities of the agritourism and educational farms (support received by LAORE – the regional advisory agency in agriculture)
ADVISORY SUPPORT NOW: What (content) & how (mode) is advice being provided now? Who provides the advise and who pays for it?	The farm operators are constantly subjected to training courses, provided by the farmer association, the regional agencies and the advisors who support the farm in applying for funding opportunities (CAP funding).
ADVISORY SUPPORT NEEDED - what advice is needed & how should it be provided? Who should provide for it and who should pay?	The advisory service needed is mostly related to innovation opportunities (and the related funding), that can encourage the development and application of innovative models and practices.
CONTEXT please provide information/remarks about the advisory context in which the nominated SFSC is operating, e.g. information on how advisory support services operate in the country of interest, suggestions and possible innovations going forward:	In this case, the advisor's support was provided by both the farmer association and the regional advisory agency in agriculture.

VI. ESSENTIAL FEATURES FOR GOLDEN CASE

MEETS EU DEFINITION (i.e. "a supply chain involving a limited number of economic operators, committed to cooperation, local economic development, and close geographical and social relations between producers, processors and consumers" - Article 2 of Regulation (EU) No 1305/2013 on support for rural development by the European	Yes
--	-----



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Agricultural Fund for Rural Development (EAFRD)"	
THE SFSC IS OPERATING, i.e transactions between buyers and sellers are taking place with no more than 2 intermediaries.	Yes
LOCAL MARKET - Focused on a local market for locally-produced products confined to a defined place, region or territoire:	Yes, it operates at the local level only. The model meets the definition of Agritourism where customers can visit the farm premises and taste directly its food products through the catering/restaurant services.
ADVISING - Making deliberate/strategic use of advising & support services to improve performance/increase impact - or has the intention of doing so:	Yes
If YES, please elaborate:	Different type of advisors involved: - Regional agency for training on agrotourism and education farm practices - Advisors of Campagna Amica for marketing and promotion of the business in the territory
SELF-GOVERNMENT. Seeking to restore autonomy to those co-creating local markets for locally-produced food (food producers, traditional food processors, food distributors, advisors, communities, researchers, consumers, citizens) with a view to making the food system fairer, more secure and respectful of the life-support processes that underpin economy, environment & society:	The farm is autonomous and self-governed
Please elaborate/explain the context of the nominated SFSC:	
LOCAL LEADER - Is there an INDIVIDUAL AND/OR ORGANIZATION willing to work with, contribute to & benefit from CORENET, who can provide information and insights during the lifetime of CORENET:	Yes.
If YES, please provide details about the role of the KEY PERSON and contact information:	Claudio Orefice



VII. ADDITIONAL FEATURES - WHAT MAKES THE NOMINATED SFSC "GOLDEN"?

THE SFSC INVOLVES A COLLABORATION OF FARMERS AND CONSUMERS, i.e. collective organisational arrangements in which farmers and consumers come together in many-to-many arrangements.

A. Description:	No. There is no formal agreement between consumer and producers.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	No advisory support needed for this activity.

THE SFSC IS MARKET-ORIENTED & SO CAN BE (EVENTUALLY) SUSTAINED WITHOUT SUBSIDIES, i.e. operating in accordance with a business model that seeks to generate a financial surplus by covering costs from revenues.

A. Description:	The company is market-oriented and generates revenues to pay its own costs. However, at the beginning, public funding was needed to start up the agrotourism.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	The advisors support the company in submitting applications for receiving CAP funding.

THE SFSC IS INNOVATING, i.e. there are ongoing & deliberate efforts to respond to market trends, adopt new technologies and introduce new ways of working.

A. Description:	The agrotourism keeps investing to improve its activity and hospitality system day-by-day. Investments are covered by internal resources.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	The role of the advisor is always linked to the identification and application of funding opportunities. In some cases, participation to training courses provided by the advisors of the regional AKIS (LAORE) may be necessary.

THE SFSC IS BASED ON COLLABORATING, i.e. the interrelationships between those co-creating the SFSC are based on sharing risks, costs & benefits as opposed to shifting these onto others.

A. Description	No, the company is independent and takes full responsibility of all the risks and benefits of its own management.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	No advisory support was needed for this activity. Everything is managed with internal staff.

THE SFSC HAS GOVERNANCE ARRANGEMENTS, i.e. has adopted rules, rule-making and strategies for operating and growing the SFSC as a joint or collective undertaking. The governance arrangements may be formal or informal.

A. Description	The company is governed and managed centrally by the owners without any external support.
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B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	The owners and managers of the agritourism attended a mandatory training course provided by the regional advisory agency, which include knowledge on the legal and management aspects to operate an Agrotourism.
THE SFSC IS HAVING AN IMPACT ON ECONOMY, ENVIRONMENT & SOCIETY , i.e. benefits from operations are not confined to generating financial surpluses for those most directly involved, but also contribute to sustainable development.	
A. Description	The benefit of the company's activity is not limited to the farm alone, but embrace the whole area around: Economy: the company collaborates with other production activities and uses various services in the territory. Social: In addition to employing staff for the catering and restaurant services, the company is engaged in an important social education activity on the importance of the agricultural activity, the local production and the benefit of healthy diets. Environment: The farm helps to take care of the environment and promote biodiversity and organic products in the territory.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	None, everything is managed with internal staff.
THE SFSC MODEL IS SCALABLE/REPLICABLE , i.e. there is a model for scaling in terms of numbers participating, products offered for sale, sales volumes and impacts.	
A. Description	Yes. The agritourism model in Italy has proven to be a scalable and replicable practice.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Regional Advisory agencies and farmers' associations provide training and advisory support to initiate and operate an agritourism activity in the farms.
THE SFSC IS SELF-ORGANIZING , i.e. the SFSC has an ability to adapt to the changing marketplace in which it operates in ways that are not dependent on any external support or any single individual or organisation. Adaptation and renewal is assured.	
A. Description	Not always. The agrotourism is self-organized and can adapt to the market in which it operates. However, the support of the Regional Advisory agency together with the network of Campagna Amica is needed to adapt to a changing market.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	The Regional Advisory Agency provides agrotourism with news and updates about any changes in the national regulatory framework for Agrotourisms, including management concepts. The Campagna Amica Network together with the mission Terra Nostra contribute to enhance the visibility of agrotourism and improve its knowledge and contribution to the natural ecosystem.
ADDITIONAL COMMENTS (Is there some other feature of SFSC performance/impact and advising not mentioned above)	//



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that is worth learning from and sharing?)	
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VIII. FOLLOW-UP & FURTHER INFORMATION

Is there an advisory or someone who is familiar with advisory support provided to the SFSC who can be contacted for further information, clarification & conversation to better understand the dynamics of the SFSC of interest? If so, please name the key individuals and describe their contribution and their aspirations/expectations.	Yes
ARE THERE ANY SPECIFIC EXPECTATIONS WITH RESPECT TO THE CORENET PROJECT & WHAT A COLLABORATION MIGHT LOOK LIKE? Please explain	Learn about the development and management of similar business models around Europe, including the advisory support received for their activities.
Are there any specific needs or aspirations that motivate those organising the GOLDEN CASE to engage with the CORENET project?	Connect to similar initiatives around Europe and learn about activities or services that can improve the operations of the agrotourism.
ADDITIONAL COMMENTS – the focus of CORENET is on advisory/support services. But other factors are also important. Please describe what other factors are important in the context of the nominated SFSC.	//
WHO COMPLETED THIS FORM - Please note for the record who completed this form & the date. This will help us follow-up for clarification and further information if needed	Claudio Orefice



6.6 PO ORTO SESTU (ITALY)

Short Food Supply Chains (SFSC) Golden Case nominations

PO ORTO SESTU (ITALY)

D3.2: Inventory of SFSC models -
WP 3, T3.2 Identification and collection of SFSC models

Authors: Zusepe Zidda (CAMP)

NOTE:

This nomination is based on D3.1 COREnet Handbook and SFSC evaluation form, which are products of T3.1 Elaboration of a handbook and evaluation form for working with SFSC Golden Cases. The nomination was submitted via an internet-based questionnaire in August 2023 and constitutes an input into T3.2 Identification and collection of SFSC models and T3.3 Analysis of the SFSC models and selection of 30 GOLDEN CASES.



Technical references

Project Acronym	CORENET
Project Title	Connecting advisors toward a European network for consumer-producer chains
Project Coordinator	Francesco Contò , UNIVERSITÀ DI FOGGIA - UNIFG <i>francesco.conto@unifg.it</i> Fedele Colantuono, UNIVERSITÀ DI FOGGIA - UNIFG <i>fedele.colantuono@unifg.it</i>
Project Duration	September 2022 – August 2027 (60 months)

Deliverable No.	D3.2 Inventory of SFSC models
Dissemination level*	
Work Package	WP 3 – Golden Case selection of exemplary SFSC models
Task	T3.2 – Identification and collection of SFSC models
Lead beneficiary	Partner number 8 (TREBAG)
Contributing beneficiary/ies	Partner No. 3 (ISP), Partner No. 4 (ISO-TECH), Partner No. 13 (CAMP),
Due date of deliverable	DD Month 201Y
Actual submission date	DD Month 201Y

*PU – Public, fully open, e.g. web (Deliverables flagged as public will be automatically published in CORDIS project's page)

SEN – Sensitive, limited under the conditions of the Grant Agreement

Classified R-UE/EU-R – EU RESTRICTED under the Commission Decision No2015/444

Classified C-UE/EU-C – EU CONFIDENTIAL under the Commission Decision No2015/444

Classified S-UE/EU-S – EU SECRET under the Commission Decision No2015/444

v	Date	Beneficiary	Author
1.0			
1.1			

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PO ORTO SESTU (ITALY)

Short Food Supply Chains (SFSC) Golden Case nomination -

I. NOMINATING PARTY	
This case is nominated by:	
(a) Consortium partner (name, country & email):	
(b) Key National contact point (name, country, email):	
(c) Self-nominated (name, country & email):	PO ORTO SESTU, Italy
II. SFSC DESCRIPTION	
SFSC name:	PO ORTO SESTU
Location (place/territoire covered, country):	Sestu – Cagliari - Quartu Sant'Elena -
SFSC type:	(Single) producer-process-seller (PPS)  The products of the PO (Producer Organisation) are sold directly to consumers without intermediaries.
If other, please describe:	
FORM OF CONNECTING PRODUCERS AND CONSUMERS (describe in detail how the SFSC operates, ie. enables transactions, organises logistics, undertakes marketing):	PO ORTO SESTU has opened its own shops called "Casa Ortofrutta" oriented towards the direct sale of the PO products, but also many niche products, directly to consumers. The producers deliver their products to the collection point, which are then transferred to the grocery stores of "Casa Ortofrutta", which are specialised in fruit and vegetables market. Furthermore, in the same stores it is possible to find many other food products that enhance and promote the short supply chain.
OWNERSHIP/GOVERNANCE ARRANGEMENTS (describe who owns or controls the SFSC and on what formal/legal basis)	PO Ortosestu owns the governance and follows the overall supply chain, including the direct sales and, in some cases, the processing and packaging of the products.
Year established:	2017
NUMBER OF PARTICIPATING PRODUCERS (please estimate to provide a sense of scale):	The PO entails 36 producers
NUMBER OF PARTICIPATING CONSUMERS (please estimate to provide a sense of scale):	5.000



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NUMBER OF PRODUCTS OFFERED FOR SALE (please list product categories and provide detail to provide a sense of scale/diversity):	More than 20 products which include, but are not limited to, fruit and vegetables, bread, pasta, sauces, jams, oils, wines, cured meats, cheeses, flavorings.
WEB PAGE, SOCIAL MEDIA ETC (please provide if available, include also local language media)	Orto Sestu: https://www.facebook.com/ortosestu Website: https://shop.casaortofrutta.it/
INFORMATION/ANALYSIS AVAILABLE (provide any papers, documents, leaflets and other materials where available. In local languages & English as available):	
VISUALS (please provide or reference photos, publications or other materials that provide further information & detail:	https://shop.casaortofrutta.it/

III. SFSC BUSINESS MODEL (canvas)

SFSC GOLDEN CASE DESCRIPTION

(adapted from Business Model Canvas Alexander Osterwalder)



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SFSC BUSINESS MODEL:

PROBLEM: The main need was to ensure the business sustainability of small producers and give them the opportunity to sell local niche products, even at small batches. At the same time, there was the need to enhance consumers' awareness about local and high-quality food. AVAILABLE SOLUTIONS: Create proximity sales point (grocery stores) close to consumers to reduce dependence from GDO and OD supply chain. The objective of the PO Orto Sestu was to provide high-quality and niche food products in direct sales by creating its own organization and sales structures under its own direct management. This allows the producers to sell their limited yet high-quality production directly to consumers.	SOLUTION: Small markets for direct sales have been established in the province to sell food products directly to consumer. The strategy is based on a mix marketing. INDICATORS: Economical: - Possibility to place in the market even small batches of niche and high-quality food products that wouldn't otherwise find a place in conventional supply chains. - Reduction of costs for the organization of the supply chain which is managed centrally by Ortosestu. - Possibility for producers to diversify income and improve profit margin thanks to fairer prices of the products. Social: - Possibility to interact and communicate with the consumers about the quality and origin of the products. - New jobs in the grocery shops Environmental: - Minimize food waste and pollution. - Better knowledge of the food production processes. - Protection of the environment by keeping the use of potentially harmful substances under control	UNIQUE VALUE PROPOSITION: There is an ongoing niche trend which is in contrast to the most common habit of buying from hypermarkets, discount stores and supermarkets. There is a large number of consumers that are demanding high quality products and direct social relationships with the producer/seller who, in turn, is constantly committed to identify and satisfy the needs of its customers. MISSION: Enhance the opportunity of producers to sell even small quantities of niche high-quality food products directly to consumers. This also enhances the possibility to diversify sales and improve profit margins.	PRODUCTS: Fruit and vegetables, bread, pasta, sauces, jams, oils, wines, cured meats, cheeses, flavourings. ACTIVITIES: Market study, choice of location, creation of the location for the direct sales, selection and training of staff, setting up of the point of sale, logistics, fruit and vegetable laboratory, marketing.	ACTORS: The entire supply chain, from producers to consumers. GOVERNANCE: The overall governance is managed by the OP Orto Sestu.
COST STRUCTURE: Equipment, purchase or lease of sales facility, personnel, utilities, consumables, marketing costs, taxes and duties. The costs are sustained by the OP.	REVENUE STREAM: The revenue stream is originating from the products sold at the two shops "Casa Orto Frutta", located in the cities of Sestu and Cagliari. A third shop will be opening soon in the city of Quartu.			

IV. PERFORMANCE & IMPACT

HOW IS PERFORMANCE MONITORED/ASSESSED? (describe any formal or informal arrangements that are in place. Explain if they are systematic or ad hoc? Internal or external?)	The sales points have been equipped with the best management software to monitor every detail relating to the sales activity. The supply chain is monitored by the "PO Ortosestu" which is also supervising the activities of direct sales.
HOW IS IMPACT MONITORED/ASSESSED – SOCIAL, ECONOMIC, ENVIRONMENTAL? (Describe any formal or informal arrangements that	There is not a formal model to monitor the impacts, however we can monitor some impact and performance indicators by following the management results directly on the software.



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are in place. Explain if they are systematic or ad hoc? Internal or external?)	
Are there any specific indicators of PERFORMANCE being used or which potentially can be used?	The Company uses conventional indicators for business management such as: - Number of customers - Type of products requested by consumers and proposed by the producers - Possibility of including new niche products, even small batches - Quantity of products sold - Average transaction
Indicators of IMPACT being used or which potentially can be used?	- Invite/acquire more producers in the business model, i.e. the PO becomes an aggregating element for selling directly to consumers - Improve product quality and become a point of reference for customers that require niche and high-quality products
ADVISORY SUPPORT AT START-UP: What (content) & how (mode) was advice was provided? Who provided the advice and who paid for it?	It all started within the PO itself, which dedicated some of its human resources and professionals to develop the "Casa Ortofrutta" project, with the aim of selling fruit and vegetables directly to end consumers. Some of the professional figures included: - Production manager - Marketing manager - IT manager
ADVISORY SUPPORT NOW: What (content) & how (mode) is advice being provided now? Who provides the advise and who pays for it?	The operators of the OP are autonomous and work in conjunction with some consultants in the IT area if the system requires updates or assistance.
ADVISORY SUPPORT NEEDED - what advice is needed & how should it be provided? Who should provide for it and who should pay?	Currently, no additional support is needed. The PO has organized itself and, with its own resources, is trying to promote its direct sales activity and experience.
CONTEXT please provide information/remarks about the advisory context in which the nominated SFSC is operating, e.g. information on how advisory support services operate in the country of interest, suggestions and possible innovations going forward:	The advisory framework in the country sees a combination of private and public organisation. The public advisory services are usually provided by regional agencies or research centres (either private or public). The private advisory sector is characterised by freelancer or natural persons that specialised in one or more agricultural domain.
VI. ESSENTIAL FEATURES FOR GOLDEN CASE	



Derivable 3.5. "Delivery of 10 GCAs"

MEETS EU DEFINITION (i.e. "a supply chain involving a limited number of economic operators, committed to cooperation, local economic development, and close geographical and social relations between producers, processors and consumers" - Article 2 of Regulation (EU) No 1305/2013 on support for rural development by the European Agricultural Fund for Rural Development (EAFRD)"	Yes
THE SFSC IS OPERATING, i.e transactions between buyers and sellers are taking place with no more than 2 intermediaries.	Yes
LOCAL MARKET - Focused on a local market for locally-produced products confined to a defined place, region or territoire:	Yes, it operates locally. It is a physical local grocery store.
ADVISING - Making deliberate/strategic use of advising & support services to improve performance/increase impact - or has the intention of doing so:	Yes
If YES, please elaborate:	The advisory activity is provided by the employees working within the PO itself.
SELF-GOVERNMENT. Seeking to restore autonomy to those co-creating local markets for locally-produced food (food producers, traditional food processors, food distributors, advisors, communities, researchers, consumers, citizens) with a view to making the food system fairer, more secure and respectful of the life-support processes that underpin economy, environment & society:	Yes
Please elaborate/explain the context of the nominated SFSC:	The PO Sestu is autonomous and self-governed, which does not require external management support.
LOCAL LEADER - Is there an INDIVIDUAL AND/OR ORGANIZATION willing to work with, contribute to & benefit from CORENET, who can provide information and insights during the lifetime of CORENET:	Yes.



Derivable 3.5. "Delivery of 10 GCAs"

If YES, please provide details about the role of the KEY PERSON and contact information:	The President of the PO is willing to share its experience with the COREnet project.
VII. ADDITIONAL FEATURES - WHAT MAKES THE NOMINATED SFSC "GOLDEN"?	
THE SFSC INVOLVES A COLLABORATION OF FARMERS AND CONSUMERS , i.e. collective organisational arrangements in which farmers and consumers come together in many-to-many arrangements.	
A. Description:	Not now, but it could be a possibility for the future.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	The support comes from their own resources and personnel.
THE SFSC IS MARKET-ORIENTED & SO CAN BE (EVENTUALLY) SUSTAINED WITHOUT SUBSIDIES , i.e. operating in accordance with a business model that seeks to generate a financial surplus by covering costs from revenues.	
A. Description:	The model was designed to manage itself and become sustainable within the medium term.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Also in this case, the support comes from own resources and personnel, which have specific competences and long experience in the food market and business management.
THE SFSC IS INNOVATING , i.e. there are ongoing & deliberate efforts to respond to market trends, adopt new technologies and introduce new ways of working.	
A. Description:	Absolutely yes, the model has a highly innovative nature.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Since the start of the project, the advisory support came from internal resources and personnel, who provided advisory support in the business development and innovation capacity of the initiative.
THE SFSC IS BASED ON COLLABORATING , i.e. the interrelationships between those co-creating the SFSC are based on sharing risks, costs & benefits as opposed to shifting these onto others.	
A. Description	No. The PO is managed centrally by the PO Ortosestu, which assumes the related risks, costs and benefits.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	No advisory support required on this approach.
THE SFSC HAS GOVERNANCE ARRANGEMENTS , i.e. has adopted rules, rule-making and strategies for operating and growing the SFSC as a joint or collective undertaking. The governance arrangements may be formal or informal.	
A. Description	As the start-up phase has been completed, the PO is defining the participation rules to guarantee greater participation of short supply chain producers. In any case, the governance will stay under the "PO Orto Sestu".
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	The advisory activity is managed internally by the PO itself, with the participation of the manager and the main



Derivable 3.5. "Delivery of 10 GCAs"

	employees responsible for implementing the governance arrangements.
THE SFSC IS HAVING AN IMPACT ON ECONOMY, ENVIRONMENT & SOCIETY , i.e. benefits from operations are not confined to generating financial surpluses for those most directly involved, but also contribute to sustainable development.	
A. Description	Yes, the model contribute to the following impacts: Economical: Possibility to place in the market even small batches of niche and high-quality food products that wouldn't otherwise find place in conventional supply chains. Reduction of costs for the organization of the supply chain which is managed centrally by OrtoSestu. Possibility for producers to diversify income and improve profit margin thanks to fairer prices of the products. Social: Possibility to interact and communication with the consumers about the quality and origin of the products. - Creation of new jobs in the grocery stores Environmental: - Minimize food waste and pollution. - Better knowledge of the food production processes. - Protection of the environment by keeping the use of potentially harmful substances under control
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	At the moment, the impact monitoring is done internally without the need of specific advisory support.
THE SFSC MODEL IS SCALABLE/REPLICABLE , i.e. there is a model for scaling in terms of numbers participating, products offered for sale, sales volumes and impacts.	
A. Description	Yes, it is the main goal of this model. Several grocery shops have been already established for direct sales in the territory, all locally.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	The strategy to scale and replicate this model has been developed internally by the organisation's manager and its collaborators.
THE SFSC IS SELF-ORGANIZING , i.e. the SFSC has an ability to adapt to the changing marketplace in which it operates in ways that are not dependent on any external support or any single individual or organisation. Adaption and renewal is assured.	
A. Description	Yes, the self-organisation is an important aspect of this model.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	The advisory support came internally from the knowledge and experience of the people working at PO Orto Sestu. At the moment, no external support is needed for this activity.
ADDITIONAL COMMENTS (Is there some other feature of SFSC performance/impact and advising not mentioned above that is worth learning from and sharing?)	//
VIII. FOLLOW-UP & FURTHER INFORMATION	
Is there an advisory or someone who is familiar with advisory support	Yes



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provided to the SFSC who can be contacted for further information, clarification & conversation to better understand the dynamics of the SFSC of interest? If so, please name the key individuals and describe their contribution and their aspirations/expectations.	
Please provide contact details for the representative of the SFSC who will be the key contact point for collaboration with CORENET should the SFSC be selected as a GOLDEN CASE.	
ARE THERE ANY SPECIFIC EXPECTATIONS WITH RESPECT TO THE CORENET PROJECT & WHAT A COLLABORATION MIGHT LOOK LIKE? Please explain	Share the experience of the Casa Ortofrutta model with COREnet participants.
Are there any specific needs or aspirations that motivate those organising the GOLDEN CASE to engage with the CORENET project?	Discuss and meet with professionals that are interested to develop or even just learn about similar approaches in SFSC.
ADDITIONAL COMMENTS – the focus of CORENET is on advisory/support services. But other factors are also important. Please describe what other factors are important in the context of the nominated SFSC.	//
WHO COMPLETED THIS FORM - Please note for the record who completed this form & the date. This will help us follow-up for clarification and further information if needed	PO ORTO SESTU



6.7 SeedsValley (MagosVölgy) (Hungary)

Short Food Supply Chains (SFSC) Golden Case nominations

SeedsValley (MagosVölgy) (Hungary)

Golden Case Nomination

I. NOMINATING PARTY	
This case is nominated by:	TREBAG
(a) Consortium partner (name, country & email):	Ágnes Szegedyné Fricz, Hungary szfriczagnes@gmail.com
(b) Key National contact point (name, country, email):	--
(c) Self-nominated (name, country & email):	--
II. SFSC DESCRIPTION	
SFSC name:	MagosVölgy
Location (place/territoire covered, country):	Terény, Hungary
SFSC type:	 Basically, MagosVölgy is type 1, but other producers regularly join us in transfers, so we have moved to type 2



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If other, please describe:	--
FORM OF CONNECTING PRODUCERS AND CONSUMERS (describe in detail how the SFSC operates, ie. enables transactions, organises logistics, undertakes marketing):	SeedsValley (MagosVölgy) operates in a CSA "community supported agriculture" system, which means that our consumers buy shares of our farm's harvest in advance. This practically means that they pay the 1/150 part (in 2024) of our yearly costs and in return we provide organic, local, fresh and healthy vegetables and vegetable products on a weekly basis for them. We do not sell any of our products through other sales channels. In the last few years some other farmers and manufacturers have joined us as partner suppliers. This means that they sell their products on our weekly delivery days. They sell not in a CSA, but in a traditional market scheme. So these products are not part of our shares but the consumers (our shareholders) can buy their products as an extra on the spot. Thus we provide a stable and fair source of supply of relatively diverse, small scale, local and healthy products for them.
OWNERSHIP/GOVERNANCE ARRANGEMENTS (describe who owns or controls the SFSC and on what formal/legal basis)	The Farm is owned by Zoltán Dezsény and his wife, Judit Boros Dezsényné. The legal form of our operation is family owned company/family farm.
Year established:	2013
NUMBER OF PARTICIPATING PRODUCERS (please estimate to provide a sense of scale):	As a main actor MagosVölgy is the only one who delivers to the customers week by week. Cc. 12 of other small scale farmers sell on our delivery days in a very varying frequency (depending on the season or capacity).
NUMBER OF PARTICIPATING CONSUMERS (please estimate to provide a sense of scale):	190 We have 150 shares that are bought by 190 members all together (we support half shares as well).
NUMBER OF PRODUCTS OFFERED FOR SALE (please list product categories and provide detail to provide a sense of scale/diversity):	More than 100 species of vegetable Cc. 15 types of other products delivered by our partners.
NUMBER OF MONTHLY TRANSACTIONS (please	4



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provide an estimate of monthly sales to provide a sense of scale)

AVERAGE VALUE OF TRANSACTION IN EUROS (please provide an estimate to give a sense of scale): Cc 21.600

WEB PAGE, SOCIAL MEDIA ETC (please provide if available, include also local language media) www.magosvolgy.hu
<https://www.facebook.com/magosvolgy>

INFORMATION/ANALYSIS AVAILABLE (provide any papers, documents, leaflets and other materials where available. In local languages & English as available):

VISUALS (please provide or reference photos, publications or other materials that provide further information & detail: https://drive.google.com/drive/folders/1W0qWqmJ1uHT19eUedKNQf-yo8ExJrgTA?usp=drive_link



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III. SFSC BUSINESS MODEL (canvas)

SFSC GOLDEN CASE DESCRIPTION

(adapted from Business Model Canvas Alexander Osterwalder)



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SFSC BUSINESS MODEL:

PROBLEM: Relative lack of healthy, local food around Hungary Farmers' financially unstable position AVAILABLE SOLUTIONS: Bio products coming from abroad Farmers can sell their products to big food chains	SOLUTION: CSA model: local, healthy food available directly from the farmer Stable financial source for the farmer INDICATORS: Nr. of CSA members Nr. of CSA systems nation-wide Nr. of CSA members nation-wide Nr. of products available in the CSA system other than vegetable	UNIQUE VALUE PROPOSITION: Oldest and biggest CSA in Hungary Other (than veggie) products are channeled in Transparency, regular (weekly) personal meeting with the customers MISSION: This the RIGHT way of producing and selling food ecologically, economically and socially	PRODUCTS: Own: organic vegetables Other farmers' products: egg, fruits, different kinds of meat, bread, honey, sweet potato (not included in CSA box), buckthorn products ACTIVITIES: Weekly vegetable delivery where other farmers' join us flexibly depending on the supply of their products (organized and driven by MagosVölgy)	ACTORS: MagosVölgy farmers and colleagues Connecting farmers CSA members GOVERNANCE: MagosVölgy founders are the main drivers of the system + dedicated colleagues on different areas - communication with CSA, gardener colleagues contributing by the vegetable delivery, - CSA members contributing by the vegetable delivery, colleague dedicated to manage other farmers
COST STRUCTURE:	REVENUE STREAM:			



IV. PERFORMANCE & IMPACT	
HOW IS PERFORMANCE MONITORED/ASSESSED? (describe any formal or informal arrangements that are in place. Explain if they are systematic or ad hoc? Internal or external?)	The main indicator is the number of CSA members year by year. In each season customers have to renew their intention to be a CSA member – churn or retention is our main performance monitoring indicator. This happens in every January-February. This process is usually followed by a self-assessment: why people leave the system, why do they return? This process sets the next years main focuses, priorities (within the main frame of CSA of course).
HOW IS IMPACT MONITORED/ASSESSED – SOCIAL, ECONOMIC, ENVIRONMENTAL? (describe any formal or informal arrangements that are in place. Explain if they are systematic or ad hoc? Internal or external?)	There are no formal impact monitoring arrangements. We have rather impressions based on the feedbacks and interest around our activity: - cc. 2 visits per month on average from schools (from kindergarten to university), NGOs - 4-5 media inquiry per year - Invitations to appear on podcasts and thematic events as conversation partners
Are there any specific indicators of PERFORMANCE being used or which potentially can be used?	As mentioned above the main indicator is the number of CSA members (and how quickly the full capacity is reached).
Indicators of IMPACT being used or which potentially can be used?	Potentially we might use the number of people whom we reached with our message either on the consumer side or the farmer side.
V. ADVISORY SUPPORT (overview)	
ADVISORY SUPPORT AT START-UP: What (content) & how (mode) was advice was provided? Who provided the advice and who paid for it?	Before the MagosVölgy Community Supported Agriculture (CSA) was started the founders' attended multiple workshops organized by the Conscious Consumers Association (Hungary). As part of Erasmus+ and previously Grundtvig projects Conscious Consumers Association frequently organizes workshops and informal trainings for prospective CSA farmers and also coordinates a CSA farm network in Hungary. MagosVölgy was one of the founders of this network called Small Scale Community Farms' Alliance which serves as a peer-to-peer learning and experience sharing hub for all the CSA farmers who join.
ADVISORY SUPPORT NOW: What (content) & how (mode) is advice being provided now? Who provides the advise and who pays for it?	MagosVölgy has initiated a mentoring activity for farmers about the farming techniques with an option for advisory support on CSA or other SFSC opportunities. The mentoring consists of modules around vegetable production, farm management and sales. This is a service that MagosVölgy provides to farmers who pay for this.



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ADVISORY SUPPORT NEEDED - what advice is needed & how should it be provided? Who should provide for it and who should pay?	- Small-scale farming supported by the state (in many ways) - Consumers' education campaigns - training for advisers who help organize and run the SFSC
CONTEXT please provide information/remarks about the advisory context in which the nominated SFSC is operating, e.g. information on how advisory support services operate in the country of interest, suggestions and possible innovations going forward:	In the Hungarian Agricultural system small scale farming - this the scale where SFSC is feasible – is almost invisible. There are motivated individuals who do farming like this but this is a relatively small number of farmers. Either the demand (consumers) or the supply (small farms) should grow in Hungary to make a SFSC a well-known model for consumers and a reasonable choice for farmers.

VI. ESSENTIAL FEATURES FOR GOLDEN CASE

MEETS EU DEFINITION (i.e. "a supply chain involving a limited number of economic operators, committed to cooperation, local economic development, and close geographical and social relations between producers, processors and consumers" - Article 2 of Regulation (EU) No 1305/2013 on support for rural development by the European Agricultural Fund for Rural Development (EAFRD)"	yes
THE SFSC IS OPERATING, i.e transactions between buyers and sellers are taking place with no more than 2 intermediaries.	yes
LOCAL MARKET - Focused on a local market for locally-produced products confined to a defined place, region or territoire:	yes
ADVISING - Making deliberate/strategic use of advising & support services to improve performance/increase impact - or has the intention of doing so:	yes
If YES, please elaborate:	Mentoring on farming techniques, management and SFSC sales opportunities



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SELF-GOVERNMENT. Seeking to restore autonomy to those co-creating local markets for locally-produced food (food producers, traditional food processors, food distributors, advisors, communities, researchers, consumers, citizens) with a view to making the food system fairer, more secure and respectful of the life-support processes that underpin economy, environment & society:	yes
Please elaborate/explain the context of the nominated SFSC:	--
LOCAL LEADER - Is there an INDIVIDUAL AND/OR ORGANIZATION willing to work with, contribute to & benefit from CORENET, who can provide information and insights during the lifetime of CORENET:	Yes
If YES, please provide details about the role of the KEY PERSON and contact information:	project manager at MagosVölgy
VII. ADDITIONAL FEATURES - WHAT MAKES THE NOMINATED SFSC "GOLDEN"?	
THE SFSC INVOLVES A COLLABORATION OF FARMERS AND CONSUMERS , i.e. collective organisational arrangements in which farmers and consumers come together in many-to-many arrangements.	
A. Description:	no
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	no
THE SFSC IS MARKET-ORIENTED & SO CAN BE (EVENTUALLY) SUSTAINED WITHOUT SUBSIDIES , i.e. operating in accordance with a business model that seeks to generate a financial surplus by covering costs from revenues.	
A. Description:	The yearly operation and development costs are financed by the CSA members.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	The mentoring activity operates as a market-based service for predefined fees.
THE SFSC IS INNOVATING , i.e. there are ongoing & deliberate efforts to respond to market trends, adopt new technologies and introduce new ways of working.	



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A. Description:	Yes, we react to CSA members' needs – we have regular personal contact with them. We constantly experiment with new vegetables and vegetable products to meet their needs.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	The mentoring service is a relatively new activity so we are in the phase of constant learning.
THE SFSC IS BASED ON COLLABORATING , i.e. the interrelationships between those co-creating the SFSC are based on sharing risks, costs & benefits as opposed to shifting these onto others.	
A. Description	Yes. CSA model shares the risks, costs and benefits by definition.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Mentoring service follows a traditional service provider-to-client setup
THE SFSC HAS GOVERNANCE ARRANGEMENTS , i.e. has adopted rules, rule-making and strategies for operating and growing the SFSC as a joint or collective undertaking. The governance arrangements may be formal or informal.	
A. Description	A CSA has a natural limit to grow. We can extend CSA operation by mentoring more CSAs. The limit is our main rule.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Mentoring other vegetable gardens and showing them how to sell in a SFSC model is our best option to grow our SFSC model. We do not set rules for our partner gardens and farmers because at this point we do not collaborate with them as a movement but as business partners.
THE SFSC IS HAVING AN IMPACT ON ECONOMY, ENVIRONMENT & SOCIETY , i.e. benefits from operations are not confined to generating financial surpluses for those most directly involved, but also contribute to sustainable development.	
A. Description	Yes, our farm produces bio, fresh, healthy and ecologically sustainable products. We have a solidarity option for those members who cannot afford the full monthly fee. We operate in a small village in the poorest county of Hungary – although we sell our products in Budapest, we provide jobs for locals and selling opportunity for the villagers (i.e. locally produced eggs, fruits and nuts are sold through our system)
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	We believe that our model has a multiple positive effect on many fronts (see above) therefore we provide mentoring for those who would like to get the same and has the same affects.
THE SFSC MODEL IS SCALABLE/REPLICABLE , i.e. there is a model for scaling in terms of numbers participating, products offered for sale, sales volumes and impacts.	
A. Description	In terms of increasing the number of CSAs, the model is easily replicable. One CSA has its own size limit.



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B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Our mentoring model aims to replicate our model (or help to find other SFSC models where CSA is not the right choice)
THE SFSC IS SELF-ORGANIZING , i.e. the SFSC has an ability to adapt to the changing marketplace in which it operates in ways that are not dependent on any external support or any single individual or organisation. Adaptation and renewal is assured.	
A. Description	Yes, we are independent from any external support, individual or organization.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Same
ADDITIONAL COMMENTS (Is there some other feature of SFSC performance/impact and advising not mentioned above that is worth learning from and sharing?)	-
VIII. FOLLOW-UP & FURTHER INFORMATION	
Is there an advisory or someone who is familiar with advisory support provided to the SFSC who can be contacted for further information, clarification & conversation to better understand the dynamics of the SFSC of interest? If so, please name the key individuals and describe their contribution and their aspirations/expectations.	-
Please provide contact details for the representative of the SFSC who will be the key contact point for collaboration with CORENET should the SFSC be selected as a GOLDEN CASE.	
ARE THERE ANY SPECIFIC EXPECTATIONS WITH RESPECT TO THE CORENET PROJECT & WHAT A COLLABORATION MIGHT LOOK LIKE? Please explain	-
Are there any specific needs or aspirations that motivate those organising the GOLDEN CASE	-



Derivable 3.5. "Delivery of 10 GCAs"

to engage with the CORENET project?	
ADDITIONAL COMMENTS – the focus of CORENET is on advisory/support services. But other factors are also important. Please describe what other factors are important in the context of the nominated SFSC.	-
WHO COMPLETED THIS FORM - Please note for the record who completed this form & the date. This will help us follow-up for clarification and further information if needed	



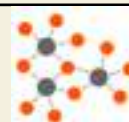
6.8 Green Heart Regional Products (Groene Hart Streekproducten) (The Netherlands)

Short Food Supply Chains (SFSC) Golden Case nominations

Green Heart Regional Products (Groene Hart Streekproducten) (The Netherlands)

Golden Case Nomination

I. NOMINATING PARTY	
This case is nominated by:	
(a) Consortium partner (name, country & email):	Taskforce Short Supply Chains (TKK) The Netherlands, mariska.van.koulil@gmail.com
(b) Key National contact point (name, country, email):	--
(c) Self-nominated (name, country & email):	--
II. SFSC DESCRIPTION	
SFSC name:	Cooperative Green Heart Regional Products (Groene Hart Streekproducten)
Location (place/territoire covered, country):	Zoeterwoude, province Zuid-Holland (region between The Hague, Amsterdam and Utrecht). The Netherlands
SFSC type:	Network of producers Collaborations on processing, distribution, sales (CPDS) No collective processing, the individual entrepreneurs/producers process their own products.
If other, please describe:	



Derivable 3.5. "Delivery of 10 GCAs"

FORM OF CONNECTING PRODUCERS AND CONSUMERS (describe in detail how the SFSC operates, ie. enables transactions, organises logistics, undertakes marketing):	Label 'REGION' ('STREEK'), since 2020 Delivering business-to-business: -supermarket (shop and online sales) Hoogvliet → main thing -caterer companies (lunch and meals including boxes), restaurants, farm shops, market traders, festival managers, bakers, butchers and delivery services. The farmers-cooperation takes care of the logistics (rents a business and cold storage space and has access to two trucks from Duivenvoorde Transport), financial administration, and (with a sales-employee) acquiring of new b2b-customers. A total of three people work there. The connected producers have their own sales besides, mostly by a farm shop and other smaller sales channels. The online ordering and payment system is used by all members of the cooperative for all customers.
OWNERSHIP/GOVERNANCE ARRANGEMENTS (describe who owns or controls the SFSC and on what formal/legal basis)	The legal form is a cooperative. The members are the farmers and craft producers. The board is formed by members. The members share the profits. There is a foundation for the certification of the products in accordance with the conditions of 'Regional Products The Netherlands'. There is a business relationship with the customers (b2b). For example in case supermarket Hoogvliet decides to cancel a product, they will pay the irreversible costs of this product. Of course everything is done in consultation as much as possible.
Year established:	2010
NUMBER OF PARTICIPATING PRODUCERS (please estimate to provide a sense of scale):	34 in general supply to the food catering companies and restaurants by the cooperative. 14 of them deliver to Hoogvliet supermarket shop (70 locations) and online sales; the other 20 have various reasons for not supplying to Hoogvliet. For example: either they have a product that the supermarket does not consider suitable for their range, or the producer cannot handle the required volumes or the producer does not want his/her product to be sold by a supermarket.
NUMBER OF PARTICIPATING CONSUMERS (please estimate to provide a sense of scale):	In addition to the Hoogvliet supermarket, the farmers cooperation has approximately 70 other b2b customers/sales channels (caterer companies, restaurants, farm shops, market traders, festival managers, bakers, butchers and delivery services).
NUMBER OF PRODUCTS OFFERED FOR SALE (please list product categories and provide detail to provide a sense of scale/diversity):	Dairy products (cheese -16 producers-, icecream, milk, yogurt and so on) eggs, potatoes -2 producers-, vegetables -4 producers-, fruit -2 producers-, fruit juice, meat (beef, chicken) https://groenehartstreekproducten.nl/wie-wij-zijn Products offered by supermarket Hoogvliet (including webshop), june 2024:



Derivable 3.5. "Delivery of 10 GCAs"

	Cheese (13 varieties) Dairy products (4 varieties) and eggs Fruit juice (2 varieties)
NUMBER OF MONTHLY TRANSACTIONS (please provide an estimate of monthly sales to provide a sense of scale)	2023 3,2 million sales (was € 2,5 million in 2019). It is estimated that the cooperative generates approximately € 100.000 in turnover per member/company. The coöperation members realize mostly 30% to 50% (sometimes until 100%) of their own sales through this collective chain channel. They achieve the remaining turnover through their own sales, mostly by their farm shop and other smaller sales channels.
AVERAGE VALUE OF TRANSACTION IN EUROS (please provide an estimate to give a sense of scale):	The transaction figures are available every four weeks per category. An estimate of this can be included in the further elaboration. Payment is made every two weeks based on the invoice sent by the cooperative.
WEB PAGE, SOCIAL MEDIA ETC (please provide if available, include also local language media)	www.groenehartstreekproducten.nl www.hoogvliet.com/streek (supermarket cooperation) Supermarket Hoogvliet webshop https://www.facebook.com/streekproductengroenehart https://www.instagram.com/groenehartstreekproducten/
INFORMATION/ANALYSIS AVAILABLE (provide any papers, documents, leaflets and other materials where available. In local languages & English as available):	
VISUALS (please provide or reference photos, publications or other materials that provide further information & detail:	



Derivable 3.5. "Delivery of 10 GCAs"

III. SFSC BUSINESS MODEL (canvas)

SFSC GOLDEN CASE DESCRIPTION

(adapted from Business Model Canvas Alexander Osterwalder)



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Derivable 3.5. "Delivery of 10 GCAs"

SFSC BUSINESS MODEL:

PROBLEM: Small-scale producers who individually serve regional markets find it difficult to scale up their sales volume. They also meet fellow entrepreneurs who approach the same market parties. In addition, everyone does not work equally professional in terms of organization, appearance, etc. AVAILABLE SOLUTIONS: *Settle for the current sales and keep trying *Developing new products for existing market *Collaboration to reach other customers with existing products	SOLUTION: Forming a collective (cooperative) with other producers in the region Jointly approach (larger) potential B2B customers Developing an IT system to process orders and administration Developing a joint label INDICATORS: Turnover through the cooperative since 2010 had grown to 2 million per year in 2016. By 2023, 3,2 million sales have been reached. It is estimated that the cooperative generates approximately € 100.000 in turnover per member/company. Coöperation members realize mostly 30% to 50% (sometimes until 100%) of their own sales through this collective chain channel. Approximately 70 b2b customers/sales channels (supermarket-company with 70 locations, caterer companies, restaurants, farm shops, market traders, festival managers, bakers, butchers and delivery services). 34 producers work together.	UNIQUE VALUE PROPOSITION: Food grown and made in the region that is fresh and tasty, which is widely available to consumers through B2B sales, Advisory support was/is necessary for logistic, sales analysis, order and invoicing system, collective label name/logo MISSION: Stronger together Professionalization Increasing the market reach	PRODUCTS: Dairy products (cheese -16 producers-, icecream, milk, yogurt and so on) eggs, potatoes -2 producers-, vegetables -4 producers-, fruit -2 producers-, fruit juice, meat (beef, chicken) ACTIVITIES: Promotion, sales, ordering and invoicing system, financial administration analyze figures by own work organization. Logistic (cold storage space and trucks) in cooperation with external company Guaranteeing regional product certification by an external foundation	ACTORS: Farmers and food producers B2B customers Logistic company Ad hoc advisors GOVERNANCE: Sales to B2B under the joint label and ordering/administration system. Certification of the products with the conditions of 'Regional Products Netherlands'(regional production, socially responsible and sustainable). The board makes decisions and is formed by members (farmers and craft producers). Members share the profits.
COST STRUCTURE: Salary (3 employees) Financial administration Promotion materials Ordering and payment system Logistics -Costs of production, packaging and the so on are borne by the producer-		REVENUE STREAM: A certain percentage of the collective sales is for central costs.		



IV. PERFORMANCE & IMPACT	
HOW IS PERFORMANCE MONITORED/ASSESSED? (describe any formal or informal arrangements that are in place. Explain if they are systematic or ad hoc? Internal or external?)	The cooperative's board analyzes the figures every month.
HOW IS IMPACT MONITORED/ASSESSED – SOCIAL, ECONOMIC, ENVIRONMENTAL? (describe any formal or informal arrangements that are in place. Explain if they are systematic or ad hoc? Internal or external?)	There is an own administration system which accurately and structurally keeps track of the numbers of products sold, volumes and financial amounts.
Are there any specific indicators of PERFORMANCE being used or which potentially can be used?	<i>[will be completed at a later stage]</i>
Indicators of IMPACT being used or which potentially can be used?	<i>[will be completed at a later stage]</i>
V. ADVISORY SUPPORT (overview)	
ADVISORY SUPPORT AT START-UP: What (content) & how (mode) was advice was provided? Who provided the advice and who paid for it?	During the start-up and follow-up, knowledge from the members was mainly used. For logistics, company 'Duivenvoorde' already served the Hoogvliet supermarket which also started transporting the cooperative's products. A driver from Duivenvoorde wanted to start his own business and subsequently took over. The cooperative has its own bookkeeper and he delivers everything completely to an accounting firm. The cooperative's board analyzes the figures every month. An external party was engaged to determine the salary for a new position. An external party developed the ordering and invoicing system, as the existing system was not good (and safe) enough. 2019 development (in consultation with supermarket Hoogvliet) new label name and logo by a publicity agency. Farmers-cooperative paid this and afterwards they came up with the materials and organized the production. 'STREEK'/'REGION' is the brand owned by the cooperative and is only used for collective sales. The label always states which farmer/gardener/craftsman the product comes from.



Derivable 3.5. "Delivery of 10 GCAs"

ADVISORY SUPPORT NOW: What (content) & how (mode) is advice being provided now? Who provides the advice and who pays for it?	Recently someone was involved to analyze the corporate liability and insurance in case of recall and so on. Company regulations had also been drawn up. The cooperative is exploring the installation of collective vending machines. An advisor writes a business case and looks for financing/subsidy. This is in line with the ‘Appeltje-Eitje’ concept .
ADVISORY SUPPORT NEEDED - what advice is needed & how should it be provided? Who should provide for it and who should pay?	Inventory and analysis (by an expert and paid by the cooperation) of potential new market opportunities (promising additional b2b sales channels) for further growth. Exploring new products to be developed by the producers with expert advice paid by the entrepreneurs (to be organized collectively).
CONTEXT please provide information/remarks about the advisory context in which the nominated SFSC is operating, e.g. information on how advisory support services operate in the country of interest, suggestions and possible innovations going forward:	A part is peer to peer advisory. The rest is by professionals, mostly independent, who work at a company or are self employed and ask for financial compensation for it.

VI. ESSENTIAL FEATURES FOR GOLDEN CASE

MEETS EU DEFINITION (i.e. "a supply chain involving a limited number of economic operators, committed to cooperation, local economic development, and close geographical and social relations between producers, processors and consumers" - Article 2 of Regulation (EU) No 1305/2013 on support for rural development by the European Agricultural Fund for Rural Development (EAFRD)"	Yes
THE SFSC IS OPERATING , i.e. transactions between buyers and sellers are taking place with no more than 2 intermediaries.	Yes
LOCAL MARKET - Focused on a local market for locally-produced products confined to a defined place, region or territoire.	Yes



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ADVISING - Making deliberate/strategic use of advising & support services to improve performance/increase impact - or has the intention of doing so:	Yes
If YES, please elaborate:	They know very well what knowledge and capabilities the entrepreneurs who form the cooperative have, and how this can be used. If they determine that it is necessary to call in specific expertise and/or support for a particular component, they involve this externally. This is carefully considered to keep costs and benefits in balance.
SELF-GOVERNMENT. Seeking to restore autonomy to those co-creating local markets for locally-produced food (food producers, traditional food processors, food distributors, advisors, communities, researchers, consumers, citizens) with a view to making the food system fairer, more secure and respectful of the life-support processes that underpin economy, environment & society:	Yes
Please elaborate/explain the context of the nominated SFSC:	<i>[will be completed at a later stage]</i>
LOCAL LEADER - Is there an INDIVIDUAL AND/OR ORGANIZATION willing to work with, contribute to & benefit from CORENET, who can provide information and insights during the lifetime of CORENET:	Yes
If YES, please provide details about the role of the KEY PERSON and contact information:	Cooperative Green Heart Regional Products
VII. ADDITIONAL FEATURES - WHAT MAKES THE NOMINATED SFSC "GOLDEN"?	
THE SFSC INVOLVES A COLLABORATION OF FARMERS AND CONSUMERS , i.e. collective organisational arrangements in which farmers and consumers come together in many-to-many arrangements.	
A. Description:	The cooperative of 34 farmers and craft producers



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B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Guidance by lawyer for organizational form
THE SFSC IS MARKET-ORIENTED & SO CAN BE (EVENTUALLY) SUSTAINED WITHOUT SUBSIDIES , i.e. operating in accordance with a business model that seeks to generate a financial surplus by covering costs from revenues.	
A. Description:	Approximately 70 b2b customers/sales channels. Turnover through the cooperative was 3,2 million sales in 2023. It is estimated that the cooperative generates approximately € 100.000 in turnover per member/company. Coöperation members realize mostly 30% to 50% (sometimes up to 100%) of their own sales through this collective chain channel. No subsidies are used.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Analysis and adjustment by board of the cooperative with support from its own bookkeeper and external accounting firm. Acquiring new b2b customers with the help of your own sales employee.
THE SFSC IS INNOVATING , i.e. there are ongoing & deliberate efforts to respond to market trends, adopt new technologies and introduce new ways of working.	
A. Description:	Developed a logistic system. Developed an (new) IT system to process orders and administration. Developed a new contemporary joint label. Acquiring new b2b customers.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Logistic system with support from transport company 'Duivenvoorde'. Ordering and invoicing system developed by an external party. New label and logo by a publicity agency. Acquiring new b2b customers with the help of your own sales employee.
THE SFSC IS BASED ON COLLABORATING , i.e. the interrelationships between those co-creating the SFSC are based on sharing risks, costs & benefits as opposed to shifting these onto others.	
A. Description	The cooperative is based on collaborating. The members share the risks, costs and benefits.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	-



Derivable 3.5. "Delivery of 10 GCAs"

THE SFSC HAS GOVERNANCE ARRANGEMENTS , i.e. has adopted rules, rule-making and strategies for operating and growing the SFSC as a joint or collective undertaking. The governance arrangements may be formal or informal.	
A. Description	Regular regulations for food safety etc are complied with. Certification of the products in accordance with the conditions of 'Regional Products The Netherlands'.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	External foundation for the certification
THE SFSC IS HAVING AN IMPACT ON ECONOMY, ENVIRONMENT & SOCIETY , i.e. benefits from operations are not confined to generating financial surpluses for those most directly involved, but also contribute to sustainable development.	
A. Description	Yes [<i>will be completed at a later stage</i>]
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	-
THE SFSC MODEL IS SCALABLE/REPLICABLE , i.e. there is a model for scaling in terms of numbers participating, products offered for sale, sales volumes and impacts.	
A. Description	Yes [<i>will be completed at a later stage</i>]
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	-
THE SFSC IS SELF-ORGANIZING , i.e. the SFSC has an ability to adapt to the changing marketplace in which it operates in ways that are not dependent on any external support or any single individual or organisation. Adaption and renewal is assured.	
A. Description	Yes [<i>will be completed at a later stage</i>]
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	-
ADDITIONAL COMMENTS (Is there some other feature of SFSC performance/impact and advising not mentioned above that is worth learning from and sharing?)	-
VIII. FOLLOW-UP & FURTHER INFORMATION	
Is there an advisory or someone who is familiar with advisory support provided to the SFSC who can be contacted for further information, clarification	Yes [<i>will be completed at a later stage</i>]



Derivable 3.5. "Delivery of 10 GCAs"

& conversation to better understand the dynamics of the SFSC of interest? If so, please name the key individuals and describe their contribution and their aspirations/expectations.	
Please provide contact details for the representative of the SFSC who will be the key contact point for collaboration with CORENET should the SFSC be selected as a GOLDEN CASE.	<i>[will be completed at a later stage]</i>
ARE THERE ANY SPECIFIC EXPECTATIONS WITH RESPECT TO THE CORENET PROJECT & WHAT A COLLABORATION MIGHT LOOK LIKE? Please explain	No, not yet.
Are there any specific needs or aspirations that motivate those organising the GOLDEN CASE to engage with the CORENET project?	They like to learn from other short food chain concepts. They can use advisory support for: *Inventory and analysis (by an expert and paid by the cooperation) of potential new market opportunities (promising additional b2b sales channels) for further growth. *Exploring new products to be developed by the producers with expert advice paid by the entrepreneurs (to be organized collectively).
ADDITIONAL COMMENTS – the focus of CORENET is on advisory/support services. But other factors are also important. Please describe what other factors are important in the context of the nominated SFSC.	<i>[will be completed at a later stage]</i>
WHO COMPLETED THIS FORM - Please note for the record who completed this form & the date. This will help us follow-up for clarification and further information if needed	Mariska van Koullil (partner TKK) 20 juni 2024



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6.9 Herenboeren (The Netherlands)

Short Food Supply Chains (SFSC) Golden Case nominations

Herenboeren (The Netherlands)

Golden Case Nomination

I. NOMINATING PARTY	
This case is nominated by:	
(a) Consortium partner (name, country & email):	TaskForce Short Supply Chains (TKK) The Netherlands, janwillemvanderschans@outlook.com
(b) Key National contact point (name, country, email):	
(c) Self-nominated (name, country & email):	Bart Willems, The Netherlands, bwillems@dds.nl
II. SFSC DESCRIPTION	



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SFSC name:	Herenboeren Nederland
Location (place/territoire covered, country):	Head quarters: Boxtel, The Netherlands. There are 22 local Heren Boeren groups up and running, and 35 citizen groups starting new initiatives
SFSC type:	 Each HB location is a PCA (producer consumer agreement). The whole network also exhibits collaborative features, as several functions are dealt with collectively, such as access to land, legal support, political representation, hiring and educating farmers, etc. Currently there is no structural exchange between Herenboerderij locations to share produce, but sometimes part of the harvest from one farm is available free of charge to another that has too little of the product in question. Machines are also occasionally loaned or resold among each other.
If other, please describe:	-- Herenboeren NL is an initiative of citizens who strive for the transition of agriculture by means of facilitating non commercial SFSC cooperatives within the field of regenerative organic production. The local cooperatives are supported by a national umbrella organization from the early beginning to the realization of running a mixed farm. Afterwards they also give several support.



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FORM OF CONNECTING PRODUCERS AND CONSUMERS (describe in detail how the SFSC operates, ie. enables transactions, organises logistics, undertakes marketing):	Each Herenboerderij is created by a group of citizens in a region taking the initiative to make this happen. A Herenboerderij is a mixed farm of about 20 hectares that supplies vegetables, fruit, eggs and - for those who want - meat. It is owned by a cooperative of 250 households who divide the harvest among themselves. Each farm employs 1 to 3 professional farmers (part-time). Cooperative members are encouraged to work on the farm or participate in working groups or the board. Together they strive for a small cycle with as little outside input as possible. As a national organization, the Herenboeren Nederland Foundation, coordinates the setting up and successful operation of all Herenboerderijen. The consumers (approx 200/250 per local cooperative) are at the same time owners of the farm. They pay at the start an entrance fee to make investments possible and from the start of production they pay for the weekly delivered food (vegetables, fruits and meat). The "consumers/owners" collect their food weekly at the farm. Logistics is therefore operated by the members themselves, marketing is limited to explaining how the system works to members and to stakeholders related to the initiatives (such as land owners and local governments) licensing certain activities at certain locations. Active marketing is done to spread the idea and name of Herenboeren in order to constantly increase the number of farms all over the country. This is done by means of all possible social media and also by TV, newspapers, magazines, open door days and public meetings.
OWNERSHIP/GOVERNANCE ARRANGEMENTS (describe who owns or controls the SFSC and on what formal/legal basis)	The local cooperatives produce according to the principles of the umbrella foundation "Herenboeren nl": https://herenboeren.nl/wp-content/uploads/De-3-pijlers-en-7-uitgangspunten-van-het-Herenboerenconcept.pdf Herenboeren is a kind of franchise organization with no commercial goals. The brand Herenboeren strives to empower citizens to take the agricultural transition in their own hands
Year established:	2014
NUMBER OF PARTICIPATING PRODUCERS (please estimate to provide a sense of scale):	Date June 2024: 22 cooperatives/farms of 15 -20 ha spread across the country. This corresponds with approx. 3500 members/owners (one member/owner can be one person, but usually he/she represents a couple or family). Because they are co-owners, we could call them all Herenboeren/ producers. There are 44 farmers hired to work on the farms (average 1,5 fte per location)
NUMBER OF PARTICIPATING CONSUMERS (please estimate to provide a sense of scale):	The average family numbers 2.5/3 people. If we call family members consumers □ 9000
NUMBER OF PRODUCTS OFFERED FOR SALE (please list product categories and	The objective of Herenboeren is to provide 60% of the daily need for food of families: meat, fruits, vegetables (incl. herbs), eggs . Sometimes mushrooms and flowers. No dairy products yet. There



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provide detail to provide a sense of scale/diversity):	are differences between the range of fresh produce per Herenboerderij location due to local soil conditions or limitations in land use. (no foil tunnels, glasshouses or orchards permitted)
WEB PAGE, SOCIAL MEDIA ETC (please provide if available, include also local language media)	website https://herenboeren.nl/ (about umbrella foundation; there are also websites of the local cooperatives) https://www.herenboeren.nl/wp-content/uploads/2017/11/Here_nboeren-Engels.pdf https://wilhelminapark.herenboeren.nl/2017/09/19/herenboeren-op-zijn-frans/ (video in French) https://www.facebook.com/herenboeren/ https://www.instagram.com/herenboeren/ https://www.linkedin.com/company/herenboerennederland/?originalSubdomain=nl
INFORMATION/ANALYSIS AVAILABLE (provide any papers, documents, leaflets and other materials where available. In local languages & English as available):	Website herenboeren.nl and websites/facebook pages of the local cooperatives
VISUALS (please provide or reference photos, publications or other materials that provide further information & detail:	Website : Herenboeren.nl



Derivable 3.5. "Delivery of 10 GCAs"

III. SFSC BUSINESS MODEL (canvas)

SFSC GOLDEN CASE DESCRIPTION

(adapted from Business Model Canvas Alexander Osterwalder)



Derivable 3.5. "Delivery of 10 GCAs"

SFSC BUSINESS MODEL:

PROBLEM: Consumers want sustainable food from known local origins all year round and want involvement in production AVAILABLE SOLUTIONS: - Buy at farm shop - Start own production - adopt a part of food production - Participate in CSA	SOLUTION: Running a farm by a community, consumers are co-owner	UNIQUE VALUE PROPOSITION: self provide 60% of the daily need for food by collective ownership	PRODUCTS: organic vegetables, fruits, eggs and meat	ACTORS: - Herenboeren Netherlands (umbrella foundation) - 22 local cooperatives producers - 3.500 members / co-owners (they are couples/families representing 8000 consumers)
	INDICATORS: Feeling ownership Part of a 'community' Part of a 'larger' movement that makes its voice heard in society Participation/Control through the general meeting of members of the cooperative Working in the field is allowed (healthy exercise), but not necessary Appreciation for contribution to 'the whole' Contribution to transition in agriculture Contribution to the realization of nature values	MISSION: Produce sustainable food together Show that production of daily food can be done differently, better and more sustainably	ACTIVITIES: organization network (HR, community building, public affairs) and facilitate production (coördination quality/occupational safety/environment, IT by umbrella foundation) - food cultivation and harvest by local farmers with help of the members	GOVERNANCE: Obligations (involvement and purchase of food produced) associated with membership. Clear model throughout the organization where members have a say.



IV. PERFORMANCE & IMPACT	
HOW IS PERFORMANCE MONITORED/ASSESSED? (describe any formal or informal arrangements that are in place. Explain if they are systematic or ad hoc? Internal or external?)	Performance is yearly monitored at all the local cooperative farms. This involves food production in kg., diversity and overall satisfaction of coop members
HOW IS IMPACT MONITORED/ASSESSED – SOCIAL, ECONOMIC, ENVIRONMENTAL? (describe any formal or informal arrangements that are in place. Explain if they are systematic or ad hoc? Internal or external?)	<i>Social:</i> As members collect their boxes weekly, there is intensive weekly informal contact. When members stop their participation they are interviewed. At least once a year at the general membership meeting (GMM) the impact can be discussed. Monitoring on external impact: hits on the website; number of visitors at "open door days" twice a year. <i>Economic:</i> Once a year around November, the finished year is evaluated and the budget for the next year is presented to the members and must be approved. <i>Environmental:</i> Soil and water quality are monitored depending on local situations (former land use). Within local membergroups
Are there any specific indicators of PERFORMANCE being used or which potentially can be used?	The brand awareness is measured in 2024 (4% of the Dutch populations are familiar with the brand "Herenboeren")
Indicators of IMPACT being used or which potentially can be used?	 The total amount of Herenboeren- hectares and cooperatives 400 ha, 21 farms (May 2024). The pinpoint map indicates the numbers of interested people all over the country.
V. ADVISORY SUPPORT (overview)	
ADVISORY SUPPORT AT START-UP: What (content) & how (mode) was advice was	The Herenboeren NL foundation (umbrella organization) provides advisory support at all levels: legal regulations,



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provided? Who provided the advice and who paid for it?	permits, human resource management, organizing a cooperative, finances and agricultural knowledge. Paid by the entrance fee of the local cooperative (200 x 2000€)
ADVISORY SUPPORT NOW: What (content) & how (mode) is advice being provided now? Who provides the advice and who pays for it?	Herenboeren NL supports local cooperatives with: 1. HR management: The local farmers are employees of HBNL seconded at the local farms. 2. ICT 3. Quality supervision / guarantee: Produce, Labour and Environment 4. Knowledge sharing (agronomic, financial, current affairs, ...) 5. 'Community building' (information, inspiration, new members) 6. Brand awareness and lobbying 7. Public affairs /supporting the board members 8. Monitoring / evidence provision This support is financed by the fee of 20K per cooperative per year.
ADVISORY SUPPORT NEEDED - what advice is needed & how should it be provided? Who should provide for it and who should pay?	Additional advice deals with specialized agricultural knowledge. This is sometimes paid by the local farm and in case of common interest paid by HBNL.
CONTEXT please provide information/remarks about the advisory context in which the nominated SFSC is operating, e.g. information on how advisory support services operate in the country of interest, suggestions and possible innovations going forward:	Dutch Agriculture is a highly specialized sector. Herenboeren farms on the other hand are organic mixed farms. Therefore a broad spectrum of knowledge is needed. Within the HBNL organization 2 agricultural advisors are coordinating the circle of Q & A. (Bart Willems: Msc Horticulture; Marjon Wijdeven BSC Food Technology). The advisers use their own network in research stations, universities and supply companies. Because the farms are more or less comparable, a lot of questions are asked on the Whatsapp internal platform and answered within an hour. At the same Whatsapp-group all kinds of farm news is shared. This delivers a strong social cohesion between the 44 farmers spread all over the country. Over the years the level of expertise is increasing rapidly.
VI. ESSENTIAL FEATURES FOR GOLDEN CASE	
MEETS EU DEFINITION (i.e. "a supply chain involving a limited number of economic operators, committed to cooperation, local economic development, and close geographical and social relations between producers,	Yes



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processors and consumers" - Article 2 of Regulation (EU) No 1305/2013 on support for rural development by the European Agricultural Fund for Rural Development (EAFRD)"	
THE SFSC IS OPERATING, i.e transactions between buyers and sellers are taking place with no more than 2 intermediaries.	Yes
LOCAL MARKET - Focused on a local market for locally-produced products confined to a defined place, region or territoire:	Yes
ADVISING - Making deliberate/strategic use of advising & support services to improve performance/increase impact - or has the intention of doing so:	Yes
If YES, please elaborate:	Because the HB farms aim for organic production, constantly seeking and making steps to zero input, soil regeneration and reducing the Carbon footprint, there is a constant need to be in contact with researchers, other innovators and specialist advisors.
SELF-GOVERNMENT. Seeking to restore autonomy to those co-creating local markets for locally-produced food (food producers, traditional food processors, food distributors, advisors, communities, researchers, consumers, citizens) with a view to making the food system fairer, more secure and respectful of the life-support processes that underpin economy, environment & society:	Yes
Please elaborate/explain the context of the nominated SFSC:	Herenboeren is a citizen movement. "As the government is too slow to realize the needed agricultural transition, the citizens do it themselves". This is the shortest food chain possible.
LOCAL LEADER - Is there an INDIVIDUAL AND/OR ORGANIZATION willing to work with, contribute to & benefit from CORENET, who can	Yes



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provide information and insights during the lifetime of CORENET:	
If YES, please provide details about the role of the KEY PERSON and contact information:	Herenboeren Netherlands Bureau members Key Person : Geert vd Veer or Bart Willems
VII. ADDITIONAL FEATURES - WHAT MAKES THE NOMINATED SFSC "GOLDEN"?	
THE SFSC INVOLVES A COLLABORATION OF FARMERS AND CONSUMERS , i.e. collective organisational arrangements in which farmers and consumers come together in many-to-many arrangements.	
A. Description:	In this concept the farmer is salaried by the consumers/owners of the farm. There is a strong social relation between the cooperative members and "their farmer". There is also more equality between the citizens and the farmer, who has a stable income, paid holidays, social insurance and a pension.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Within the group of 9000 consumers there are all kinds of specific skills available for free. (Landscape architects, lawyers, civil servants on any level, financial specialists, politicians and so on)
THE SFSC IS MARKET-ORIENTED & SO CAN BE (EVENTUALLY) SUSTAINED WITHOUT SUBSIDIES , i.e. operating in accordance with a business model that seeks to generate a financial surplus by covering costs from revenues.	
A. Description:	The base of Herenboeren Netherlands runs without subsidy. They are keen to rely on its rich network of parties to claim priority with access to land, etc.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	
THE SFSC IS INNOVATING , i.e. there are ongoing & deliberate efforts to respond to market trends, adopt new technologies and introduce new ways of working.	
A. Description:	The model of CSA is perfected and duplicated. Thus a common frame is developed which can be more easily communicated at each (potentially new) location. Because of this standardization Herenboeren is able to exploit economies of scale and to organize an adequately staffed head office.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	
THE SFSC IS BASED ON COLLABORATING , i.e. the interrelationships between those co-creating the SFSC are based on sharing risks, costs & benefits as opposed to shifting these onto others.	



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A. Description	The cooperative is owned by individuals who share the risk of operating a farm at a certain location together.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	
THE SFSC HAS GOVERNANCE ARRANGEMENTS , i.e. has adopted rules, rule-making and strategies for operating and growing the SFSC as a joint or collective undertaking. The governance arrangements may be formal or informal.	
A. Description	The national cooperative works according to certain principles and standards explicated in statutes and policy documents. The local cooperatives also work according to principles and standards including those explicated and enforced by the national cooperative. The whole network operates as a (non-profit) franchise agreement.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	
THE SFSC IS HAVING AN IMPACT ON ECONOMY, ENVIRONMENT & SOCIETY , i.e. benefits from operations are not confined to generating financial surpluses for those most directly involved, but also contribute to sustainable development.	
A. Description	The Herenboeren initiative makes it easier for local groups of citizens to start a Producer Consumer Agreement SFSC. It has also helped to popularize this kind of citizen activation in the transition to more sustainable agriculture and food. It has become "fashionable" to be a Herenboer. Some of the themes put on the agenda by Herenboeren have been picked up elsewhere (for example access to land: Aardpeer)
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	
THE SFSC MODEL IS SCALABLE/REPLICABLE , i.e. there is a model for scaling in terms of numbers participating, products offered for sale, sales volumes and impacts.	
A. Description	The Herenboeren stands out in its ability to be adapted to a variety of locations with each a unique natural and productive environment, a unique group of co-owners, and a unique farmer, animating all these components in a unique way, but still within the rules and regulations developed and enforced at headquarters.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	
THE SFSC IS SELF-ORGANIZING , i.e. the SFSC has an ability to adapt to the changing marketplace in which it operates in ways that are not dependent on any external support or any single individual or organisation. Adaption and renewal is assured.	



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A. Description	The Herenboeren organization has its own staff but will always rely on other inputs to be able to address specific problems. For example specialists in land management and biodiversity protection.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	
ADDITIONAL COMMENTS (Is there some other feature of SFSC performance/impact and advising not mentioned above that is worth learning from and sharing?)	

VIII. FOLLOW-UP & FURTHER INFORMATION

Is there an advisory or someone who is familiar with advisory support provided to the SFSC who can be contacted for further information, clarification & conversation to better understand the dynamics of the SFSC of interest? If so, please name the key individuals and describe their contribution and their aspirations/expectations.	
Please provide contact details for the representative of the SFSC who will be the key contact point for collaboration with CORENET should the SFSC be selected as a GOLDEN CASE.	
ARE THERE ANY SPECIFIC EXPECTATIONS WITH RESPECT TO THE CORENET PROJECT & WHAT A COLLABORATION MIGHT LOOK LIKE? Please explain	
Are there any specific needs or aspirations that motivate those organising the GOLDEN CASE to engage with the CORENET project?	
ADDITIONAL COMMENTS – the focus of CORENET is on advisory/support services. But	



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other factors are also important. Please describe what other factors are important in the context of the nominated SFSC.	
WHO COMPLETED THIS FORM - Please note for the record who completed this form & the date. This will help us follow-up for clarification and further information if needed	Bart Willems and Jan Willem van der Schans 25 June 2024



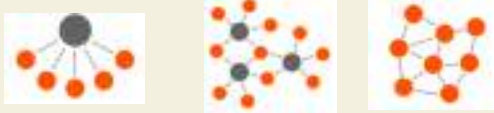
6.10 Masterchefs/Ellan Farm (Ireland)

Short Food Supply Chains (SFSC)

Golden Case nominations

Masterchefs/Ellan Farmer (Ireland)

Golden Case Nomination

I. NOMINATING PARTY	
This case is nominated by:	
(a) Consortium partner (name, country & email):	Teagasc, Ireland, eva.jennings@teagasc.ie /aine.mackenwalsh@teagasc.ie
(b) Key National contact point (name, country, email):	--
(c) Self-nominated (name, country & email):	--
II. SFSC DESCRIPTION	
SFSC name:	Masterchefs/Ellan Farm
Location (place/territoire covered, country):	Co. Limerick, Ireland
SFSC type:	 The aim of the SFSC is to provide local, good quality, organic produce to all customers of Masterchefs.
If other, please describe:	--
FORM OF CONNECTING PRODUCERS AND CONSUMERS (describe in detail how the SFSC operates, ie. enables transactions,	The SFSC is an organic farm connected to a catering company (Masterchefs). The 20 acre farm was bought by the company and is being developed into an organic farm to directly



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organises logistics, undertakes marketing):	provide produce to the catering company. They are currently growing 4.5/5 acres of mixed produce and field crops. All transactions are processed through Masterchefs, and all logistics, marketing and transportation is facilitated by Masterchefs.
OWNERSHIP/GOVERNANCE ARRANGEMENTS (describe who owns or controls the SFSC and on what formal/legal basis)	Ellan Farm is owned by Masterchefs catering company, and was established to directly provide high-quality, organic and locally grown produce to the catering company. Masterchefs is owned by Pat O'Sullivan, CEO.
Year established:	Masterchefs 2001, Ellan Farm 2021
NUMBER OF PARTICIPATING PRODUCERS (please estimate to provide a sense of scale):	1 Masterchefs; 200 Ellan Farm;2
NUMBER OF PARTICIPATING CONSUMERS (please estimate to provide a sense of scale):	Too difficult to calculate, Masterchefs is a large company with contracts in a number of public and private organizations.
NUMBER OF PRODUCTS OFFERED FOR SALE (please list product categories and provide detail to provide a sense of scale/diversity):	200 menu items offered by Masterchefs Ellan Farm is growing 20 items/types of produce
WEB PAGE, SOCIAL MEDIA ETC (please provide if available, include also local language media) INFORMATION/ANALYSIS AVAILABLE (provide any papers, documents, leaflets and other materials where available. In local languages & English as available): VISUALS (please provide or reference photos, publications or other materials that provide further information & detail:	



III. SFSC BUSINESS MODEL (canvas)

SFSC GOLDEN CASE DESCRIPTION

(adapted from Business Model Canvas Alexander Osterwalder)



Derivable 3.5. "Delivery of 10 GCAs"

SFSC BUSINESS MODEL:

PROBLEM: Addressing problem of food sourcing and quality – locally grown, organic and high quality produce	SOLUTION: Solution to scaling – predefined and well-established market for produce.	UNIQUE VALUE PROPOSITION: Unique model of farm to fork within one company.	PRODUCTS: Organic fruit and vegetables, with plans to upscale to secondary products (juices, sauces etc.)	ACTORS: Farmer & food producers, processors and growers, chefs, advisors, customers, staff of catering company.
	AVAILABLE SOLUTIONS: Grow their own food, purchase from local suppliers,		INDICATORS: Success and scale of the farm in short period of time, catering company is well established.	
COST STRUCTURE: All costs are paid for by the catering company.		REVENUE STREAM: Revenue comes directly from the catering company and covers the costs of infrastructure, implementation of the SFSC etc.		



IV. PERFORMANCE & IMPACT	
HOW IS PERFORMANCE MONITORED/ASSESSED? (Describe any formal or informal arrangements that are in place. Explain if they are systematic or ad hoc? Internal or external?)	Ellan Farm – assessment and analysis on the basis of quality of output, value of output, quantity of output. Masterchefs have their own KIPs etc.
HOW IS IMPACT MONITORED/ASSESSED – SOCIAL, ECONOMIC, ENVIRONMENTAL? (Describe any formal or informal arrangements that are in place. Explain if they are systematic or ad hoc? Internal or external?)	Educational impact – production centre not built yet, but they will add that. They currently do educational sessions for local school children on the farm, and the production centre will be an additional location for those sessions. No assessment on this yet.
Are there any specific indicators of PERFORMANCE being used or which potentially can be used?	
Indicators of IMPACT being used or which potentially can be used?	
V. ADVISORY SUPPORT (overview)	
ADVISORY SUPPORT AT START-UP: What (content) & how (mode) was advice was provided? Who provided the advice and who paid for it?	Direct support and advice from Teagasc organics advisor Joe Kelleher. Masterchefs and their staff had very little farming experience prior to start-up, so the relationship with Joe Kelleher was very important. Advice included transition to organic land and general farm advice and was provided in person. Kevin Fitzgerald (Teagasc advisor in Newcastle West) provided advice in regards to grant and funding applications. BIA Innovation Hub: https://biainnovatorcampus.ie/ Food technologist Colm Foley provided advice on food processing and development of a processing unit. Legal/taxation support: Masterchefs have their own in house accountants etc. not necessary to help transition to farming and development of Ellan Farm. Peer-to-peer support from other farmers and growers working in SFSCs. Pat found it challenging to get advice on



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	specific matters (i.e. regulations on water tanks on non-livestock farms), and thus reached out to other organic farmers in a similar position. This peer-to-peer advice was instrumental. Irish Organics Association – provided advice on organic processing and horticulture. Employed their own specialists.
ADVISORY SUPPORT NOW: What (content) & how (mode) is advice being provided now? Who provides the advice and who pays for it?	Ellan Farm has employed an organics expert/head gardener who has implemented a growing plan, in consultation with the chefs and other members of staff in Masterchefs. The relationship with Teagasc and Joe Kelleher is ongoing, as is the collaboration with Colm and the BIA Innovator Campus.
ADVISORY SUPPORT NEEDED - what advice is needed & how should it be provided? Who should provide for it and who should pay?	The relationship with Teagasc advisor Joe, and food technologist Colm at BIA is ongoing and their support is still needed.
CONTEXT please provide information/remarks about the advisory context in which the nominated SFSC is operating, e.g. information on how advisory support services operate in the country of interest, suggestions and possible innovations going forward:	Formal agricultural SFSC advisory support (through Teagasc) in Ireland is underdeveloped and the supports that do exist have emerged by necessity through the organics departments, or through diversification officers/advisors. Some advice is available through Local Enterprise Offices, but it is not specific to agriculture, and has no coordination with formal agricultural advice. Informal advice plays a large role here, with established farms and businesses (Ballymaloe, Beech Lawn Organics), and some food hubs (Leitrim Food Hub) acting as informal centres of advice.
VI. ESSENTIAL FEATURES FOR GOLDEN CASE	
MEETS EU DEFINITION (i.e. "a supply chain involving a limited number of economic operators, committed to cooperation, local economic development, and close geographical and social relations between producers, processors and consumers" - Article 2 of Regulation (EU) No 1305/2013 on support for rural development by the European Agricultural Fund for Rural Development (EAFRD)")	Yes



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THE SFSC IS OPERATING, i.e transactions between buyers and sellers are taking place with no more than 2 intermediaries.	Yes
LOCAL MARKET - Focused on a local market for locally-produced products confined to a defined place, region or territoire:	Yes
ADVISING - Making deliberate/strategic use of advising & support services to improve performance/increase impact - or has the intention of doing so:	Yes
If YES, please elaborate:	Advisory support was fundamental in the establishment of the SFSC, they have a background in the food industry rather than agriculture. Initial advice from Joe Kelleher (organics advisor, Teagasc) on the feasibility of the project was invaluable.
SELF-GOVERNMENT. Seeking to restore autonomy to those co-creating local markets for locally-produced food (food producers, traditional food processors, food distributors, advisors, communities, researchers, consumers, citizens) with a view to making the food system fairer, more secure and respectful of the life-support processes that underpin economy, environment & society:	Indirectly, yes. Both the farm and the catering company are an important local actor in the local food economy. They are working with University of Limerick Digital Futures Lab on those issues, involving students in conversations and research around the future of food.
Please elaborate/explain the context of the nominated SFSC:	--
LOCAL LEADER - Is there an INDIVIDUAL AND/OR ORGANIZATION willing to work with, contribute to & benefit from CORENET, who can provide information and insights during the lifetime of CORENET:	Yes
If YES, please provide details about the role of the KEY PERSON and contact information:	CEO of Masterchefs



VII. ADDITIONAL FEATURES - WHAT MAKES THE NOMINATED SFSC "GOLDEN"?	
THE SFSC INVOLVES A COLLABORATION OF FARMERS AND CONSUMERS , i.e. collective organisational arrangements in which farmers and consumers come together in many-to-many arrangements.	
A. Description:	Yes in future
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	
THE SFSC IS MARKET-ORIENTED & SO CAN BE (EVENTUALLY) SUSTAINED WITHOUT SUBSIDIES , i.e. operating in accordance with a business model that seeks to generate a financial surplus by covering costs from revenues.	
A. Description:	Yes
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	SFSC was already market-oriented, and now has diversified into growing and producing food. Advisory services were instrumental to that transition.
THE SFSC IS INNOVATING , i.e. there are ongoing & deliberate efforts to respond to market trends, adopt new technologies and introduce new ways of working.	
A. Description:	Yes. Development of the SFSC itself is an example of innovative response to market trends and consumer demands for locally produced, organic produce in the food they consume.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	
THE SFSC IS BASED ON COLLABORATING , i.e. the interrelationships between those co-creating the SFSC are based on sharing risks, costs & benefits as opposed to shifting these onto others.	
A. Description	Yes. As the catering company was well-established and successful, with a guaranteed customer base, they could take on the financial risk of buying land and other costs associated with establishing a new farm. These costs were not passed on to customers.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	
THE SFSC HAS GOVERNANCE ARRANGEMENTS , i.e. has adopted rules, rule-making and strategies for operating and growing the SFSC as a joint or collective undertaking. The governance arrangements may be formal or informal.	
A. Description	No
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	



Derivable 3.5. "Delivery of 10 GCAs"

THE SFSC IS HAVING AN IMPACT ON ECONOMY, ENVIRONMENT & SOCIETY , i.e. benefits from operations are not confined to generating financial surpluses for those most directly involved, but also contribute to sustainable development.	
A. Description	Environment: organic and low-impact farming practices Society: SFSC already hosts educational days and school visits, and plans to increase these in the future. These events aim to connect with the local community and provide children with hands-on experience on how food is grown. Organic produce has known health benefits for society.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	
THE SFSC MODEL IS SCALABLE/REPLICABLE , i.e. there is a model for scaling in terms of numbers participating, products offered for sale, sales volumes and impacts.	
A. Description	Yes. Ellan Farm is currently building a production unit onsite to allow them to grow, harvest and process more onsite, ready for chefs to use. They currently cannot produce even close to the amount of produce required by Masterchefs, but the potential to scale (and guaranteed customer) is present.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	
THE SFSC IS SELF-ORGANIZING , i.e. the SFSC has an ability to adapt to the changing marketplace in which it operates in ways that are not dependent on any external support or any single individual or organisation. Adaption and renewal is assured.	
A. Description	Yes, Ellan Farm/Masterchefs operates independently, without reliance on external funding or support. Their market-orientation requires them to be flexible to changing market requirements, while also allowing them to do so.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	
ADDITIONAL COMMENTS (Is there some other feature of SFSC performance/impact and advising not mentioned above that is worth learning from and sharing?)	
VIII. FOLLOW-UP & FURTHER INFORMATION	
Is there an advisory or someone who is familiar with advisory support provided to the SFSC who can be contacted for	Eva Jennings eva.jennings@teagasc.ie



Derivable 3.5. "Delivery of 10 GCAs"

further information, clarification & conversation to better understand the dynamics of the SFSC of interest? If so, please name the key individuals and describe their contribution and their aspirations/expectations.	
Please provide contact details for the representative of the SFSC who will be the key contact point for collaboration with CORENET should the SFSC be selected as a GOLDEN CASE.	Eva Jennings eva.jennings@teagasc.ie
ARE THERE ANY SPECIFIC EXPECTATIONS WITH RESPECT TO THE CORENET PROJECT & WHAT A COLLABORATION MIGHT LOOK LIKE? Please explain	
Are there any specific needs or aspirations that motivate those organising the GOLDEN CASE to engage with the CORENET project?	
ADDITIONAL COMMENTS – the focus of CORENET is on advisory/support services. But other factors are also important. Please describe what other factors are important in the context of the nominated SFSC.	
WHO COMPLETED THIS FORM - Please note for the record who completed this form & the date. This will help us follow-up for clarification and further information if needed	Eva Jennings

