

Delivery of 5 GCAs

WP 3, T 3.3



Document title:

1. D3.4.: Delivery of 5 GCAs WP 3, T 3.3

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Abstract

The Deliverable D.3.4. “Delivery of 5 GCAs”, related to WP3, T3.3 “Analysis of the SFSC models and selection of 30 Golden Cases”, aims to select the first group of five Golden Cases.

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 5 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 5 Golden Cases nomination forms filled out by each potential and selected GC, checked by the CORnet Selection Committee.

Finally, this deliverable highlights the links between the other deliverables already developed on the WP3, which represent all the steps followed by the COREnet partnership to select the first 5 Golden Cases, in accordance with fundamental criteria.



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Derivable 3.4. "Delivery of 5 GCAs"

2. Technical references

Project Acronym	CORENET
Project Title	Connecting advisors toward a European network for consumer-producer chains
Project Coordinator	Gianluigi De Pascale, UNIVERSITÀ DI FOGGIA - UNIFG <i>gianluigi.depascale@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.	D3.4
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Task	T3.3 - Analysis of the SFSC models and selection of 30 Golden Cases
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*PU – Public, fully open, e.g. web (Deliverables flagged as public will be automatically published in CORDIS project's page)

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1. Objective of the derivable

1.1. Objective

Derivable 3.4. "Delivery of 5 GCAs" aims to select the first 5 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 10 other golden cases in the month 30 with the Derivable 3.5 "Delivery of 10 GCAs", and 15 other golden cases with the Derivable 3.6 "Delivery of 15 GCAs."

Moreover, the activities of T.3.3. are held in parallel of T.3.5. "**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. 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 5 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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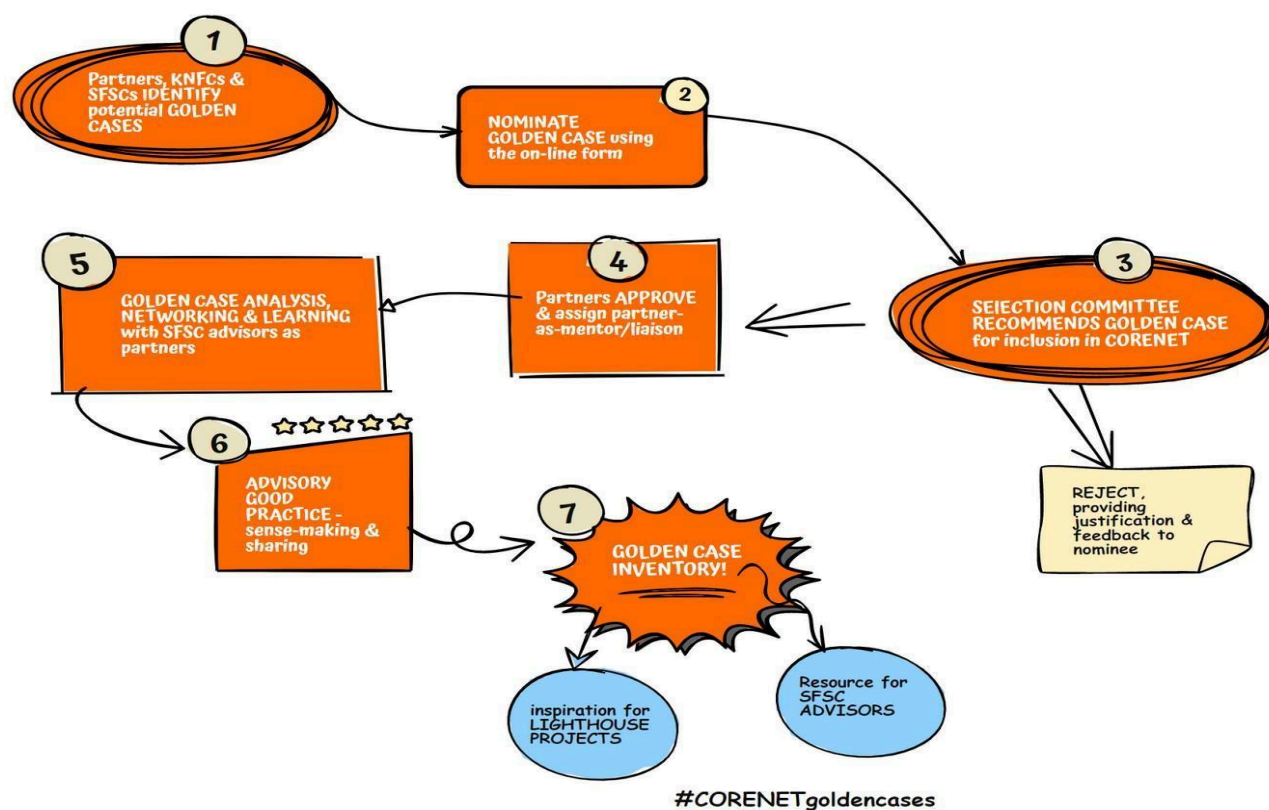


Figure 1: Selection process of GCAs (Source: Golden Cases Nomination Form)

For the first set, the Selection Committee has selected 5 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
	Fedele Colantuono	UNIFG
	Jan Willem van der Schans	TKK
	Judith Molnár	Civitas
	Katalin Kujáni	TREBAG
	Patrick Pasgang	ISP
	Piermichele La Sala	UNIFG
	Rafal Serafin	Iso-Tech
	Yuna CHIFFOLEAU	INRAE
	Ágnes Szegedyné Fricz	TREBAG
	Andrea Kövesd	TREBAG
	Myrtill Lenkefi	TREBAG
	Ana Arsenio	IN LOCO



4. The Selected Golden Cases

4.1. The selected 5 Golden Cases

According to the Deliverable 3.2. Inventory of SFSC models, the SFSCs types of the selected 5 Golden Cases are reported in **Table 2**.

Table 2: Nominated Golden Cases (Source: Deliverable 3.2. Inventory of SFSC models)

Title of Nominated Golden Case	Country	SFSC Type
Ijshoeve De Boey	Belgium	(Single) producer-processor-seller (PPS)
Campagna Amica	Italy	(Single) producer-processor-seller (PPS)
Helyenvalo SRL	Romania	Other: Food HUB
Appetit Network	Poland	Producer-Consumer collaboration (PCC)
Kaas Baas	Netherlands	Collaborations on processing, distribution, sales (CPDS)

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.

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"?
Ijshoeve De Boey	Ijshoeve De Boey is taken part to most of the Inspiration Tours (Academy On Tour) from BB/ISP. Hoping to find new ideas & opportunities. Sometimes (like with the A2A2 idea) they will contact themselves BB/ISP to discuss the possibility/innovation. On this intensive day we will try to inspire farmers with new ideas/business opportunities and will discuss together with experts in the field, if this could be an opportunity to work on. When discussing the innovation idea, we will look at: is there a market, what with legislation, SWOT analysis, eventually making a Business Model Canvas, are there possible ways for financing/subsidies, are there similar examples in the European market and can we make provide contacts.
Campagna Amica	Currently there is no formal agreement between consumer and producer. However, the Campagna Amica model was born from a pact with the consumer which has been consolidated over the years through the collaboration and mutual trust between the many producers and consumers that worked and attended the farmer markets. The producers in the initial phase and always are supported by the managers of the agrimarket association, by the Campagna Amica foundation and by the advisors who work at Coldiretti. The advisors that work and supervise the agrimarket are also providing support to consumers by promoting the local productions and facilitating the identification of specific products or the connection with producers.



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Helyenvalo SRL	We are organising food tasting events, we are visiting farmers, bringing children, students to the farms, we are organising events in schools, we are making films about producers, we are participating together with our producers to different fairs, events. We are asking our producers about their needs for training, meetings with regulators, and we are organising these trainings, meetings. There is a new network of village advisors in our region, we are collaborating with them to help our producers with useful information.
Appetit Network	Each of the SFSCs participating has its own formula for enabling producer-consumer interactions, which they are seeking to enhance through adaption/deployment / further development of the APPETIT software The APPETIT network is evolving primarily as a mutual learning and support network that enables peer advisory services that don't distinguish between public or private, but rather to effectiveness in solving practical problems.
Kaas Baas	KaasBaas is a b2b type of arrangement. Consumer relations do play a role but this is handled by the dairy farmers who are part of the model of cooperation. It is supposed that these dairy farmers are indeed developing more b2c relations as the range of products they sell directly at the farm is expanded by raw milk cheese. KaasBaas is a b2b type of arrangement. Consumer relations do play a role but this is handled by the dairy farmers who are part of the model of cooperation. It is supposed that these dairy farmers are indeed developing more b2c relations as the range of products they sell directly at the farm is expanded by raw milk cheese.

In **Figure 2** it is **possible to appreciate** the territorial representation of the five Golden Cases selected (in yellow boxes), whereas it is also possible to observe on the map the number of advisors for each country registered so far in the COREnet database and network. The map is accessible on the COREnet official website (<https://shortfoodchain.eu/>).

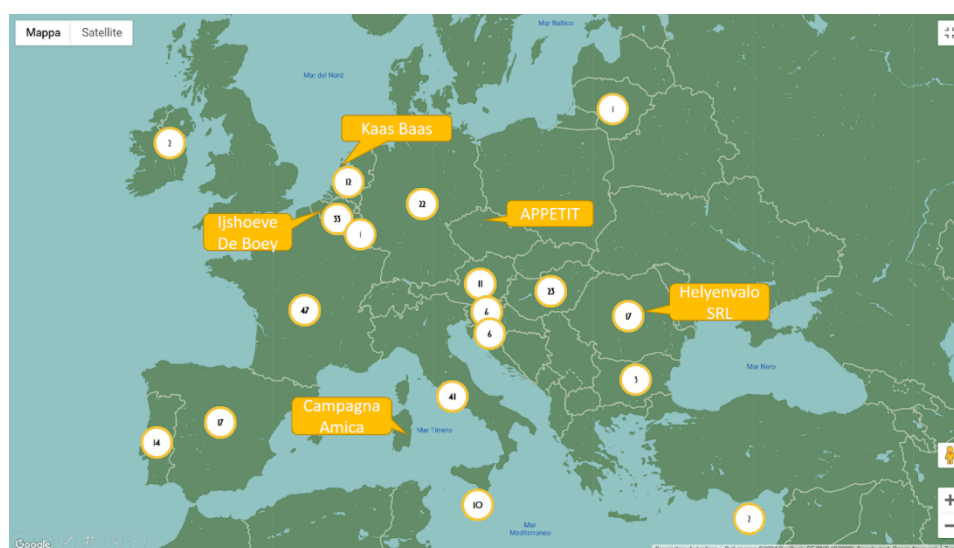


Figure 2: Map of advisors of the five Golden Cases



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In particular, KaasBaas and Ijshoeve De Boey were the subject of the first field visits in October 2023, in Belgium. Together with EU4Advice, 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/leveraging-cross-project-collaboration-to-promote-short-food-supply-chains-within-the-food-system/>.

Instead, a forthcoming field visit is organised by Campagna Amica, and will take place on the next 26-27th June 2024, in Cagliari-Italy.

Both field visits represent 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 first 5 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 4	GC 4	GC 5
OPERATING	X	X	X	X	X
COLLABORATIVE	X	X	X	X	X
LEADER	X	X	X	X	X
MARKET-ORIENTED	X	X	X	X	X
INNOVATING	X	X	X	X	X
PARTNERING	X	X			X
GOVERNING	X	X	X	X	X
IMPACTING		X	X		X
SCALABLE /REPLICABLE	X	X	X	X	
SELF-ORGANIZING	X		X		X



6. The five Golden Cases

Annexes

In attached the "Short Food Supply Chains (SFSC) Golden Case nomination form" of the following 5GCAs:

- GC1 -Ijshoeve De Boey- Patrick Pasgang
- GC2 -Campagna Amica - Zusepe Zidda
- GC3 - Helyenvalo SRL- Judith Molnar
- GC4 -APPETIT- Rafal Serafin
- GC5 -Kaas Baas (Cheese Boss) - Jan Willem van der Schans



6.1. Ijshoeve De Boey (BELGIUM)

Short Food Supply Chains (SFSC) Golden Case nominations

Ijshoeve De Boey (BELGIUM)

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

Authors: Patrick Pasang (ISP)

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
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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),
Due date of deliverable	DD Month 201Y
Actual submission date	DD Month 201Y

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

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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	31/08/2023	ISP	Patrick Pasang



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● 1 Ijshoeve De Boey (BELGIUM)

Short Food Supply Chains (SFSC) Golden Case nomination -

○ I. NOMINATING PARTY	
This case is nominated by:	
(a) Consortium partner (name, country & email):	Boerenbond/ISP, Belgium, Patrick.Pasgang@boerenbond.be
(b) Key National contact point (name, country, email):	--
(c) Self-nominated (name, country & email):	--

○ II. SFSC DESCRIPTION	
SFSC name:	Ijshoeve De Boey
Location (place/territoire covered, country):	Sint-Gillis-Waas, Belgium
SFSC type:	(Single) producer-processor-seller (PPS)
If other, please describe:	Also sells through a local cooperative 'Smaak Van Waas'



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Derivable 3.4. "Delivery of 5 GCAs"

FORM OF CONNECTING PRODUCERS AND CONSUMERS (describe in detail how the SFSC operates, ie. enables transactions, organises logistics, undertakes marketing):	They sell dairy products, partly bulk through a dairy factory, partly directly on the farm (take-away & packed icecream, milk, yoghurt & desserts), partly through cooperative 'Smaak van Waas' (oriented to local sales B2B & B2C). Smaak van Waas has his own logistics, not fully cost-efficient at the moment. Marketing through their website & social media. As by being part in different local stakeholder groups (politics, tourism,...) and by participating in projects/awards/event they manage to get a lot of local media coverage.
OWNERSHIP/GOVERNANCE ARRANGEMENTS (describe who owns or controls the SFSC and on what formal/legal basis)	Family owned company. Marc De Boey is fully in charge. They presently are looking to change the structure, making it possible to involve whole family.
Year established:	1982, moved to new farm 1989.
NUMBER OF PRODUCTS OFFERED FOR SALE (please list product categories and provide detail to provide a sense of scale/diversity):	Own dairy products (fresh milk, icecream, icecream cakes, yoghurt, desserts), products from 'Smaak van Waas' (local beers, wine, cookies, coffee, gift baskets,...)
WEB PAGE, SOCIAL MEDIA ETC (please provide if available, include also local language media)	https://ijshoevedeboey.be/ https://www.facebook.com/ijshoevedeboey/
INFORMATION/ANALYSIS AVAILABLE (provide any papers, documents, leaflets and other materials where available. In local languages & English as available):	https://www.innovatiesteunpunt.be/nl/inspiratie/innovatie-ve-ondernemers-boeren-goed
VISUALS (please provide or reference photos, publications or other materials that provide further information & detail:	https://www.waasland.be/wase-ondernemer-ijshoeve-de-boey-aan-het-woord https://www.innovatiesteunpunt.be/nl/inspiratie/%E2%80%9Cik-wil-een-gezond-lokaal-product-aanbieden%E2%80%9D https://fb.watch/gQokq2Pupf/ https://youtu.be/KqnNhHNZBs https://www.melkveebedrijf.be/actueel/melkveehouder-marc-de-boey-gehuldigd-als-verdienstelijke-oost-vlaming-video/



o III. SFSC BUSINESS MODEL (canvas)

SFSC BUSINESS MODEL:

PROBLEM: Provide income for 4 families which is economic sustainable. AVAILABLE SOLUTIONS: Making it a diversified multi-functional farm (cattle, dairy production, direct sales at farm and B2B; Farm tourism, education & recreation) with his own USP	SOLUTION: Transferring from A1A2 (Hollstein) to A2A2 (Jersey) production, making this milk as his USP, from which they will develop all their products, use it within the story-telling, beind part of the farm DNA. Boerenbond/ISP is helping them in this search (market potential, product development, marketing).	UNIQUE VALUE PROPOSITION: Providing unique products from A2A2 milk, providing better taste and health potentials. Easy to find and buy, solded and produced on a unique farm open to visit. MISSION: Providing income for 4 families, making the farm sustainable proof for the future, building a USP with potential, creating an environment which is adaptive to possible future changes whatever the origin.	PRODUCTS: Dairy products originating from A2A2 milk (Jersey cattle), together with services like education, recreation and tourism on the farm.	ACTORS: Daily customers (which sometimes are asked for their opinion), producers from Smaak Van Waas, local administrators & regulators, different advisors (animals, feed, regulation, marketing & strategic advise, production, product development,...) GOVERNANCE: At the moment it is still family arranged. Marc is in charge. They work with a kind of 'family board' in which they can discuss and decide on important matters. They are busy in changing the structure where all have specific responsibilities.
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Derivable 3.4. "Delivery of 5 GCAs"

	INDICATORS: Economic: - Turnover – Production figures : regular sales versus SFSC – Number of customers – Successful story where a regular dairy farm (with sales to dairy company) due to a business accident and an ongoing investment in a brand new dairy stable, caused a 100% turn in business model. Close contact with advisors & ongoing innovation and future vision exercises made this a economic sustainable farm operating within the SFSC. – Financing using different kind of subsidies & awards (Innovation Awards, Agriculture Subsidies, Operational Group,) Information from customers using A2A2 milk (& coming from other parts of the country) can be captured. – Farmer open for working together in capturing data where needed/possible. Open for sharing his knowledge & vision to others. Social: - Customer studies/survey were made on the market potential & needs for A2A2 milk (instead of A1A2) – Being part of the local Cooperative (Smaak van Waas https://www.smaakvanwaas.be/) he works together with local farmers/producers helping them to increase their sales (selling products within his farm, using products as ingredients, organising events, combining sales-platform,...) – Engaged in a lot of local commitments / organisations Environmental – Farm is situated short to the Antwerp Harbour and close to nature (Saeftinghe park), willing to incorporated this within his business model		ACTIVITIES: Own production of milk and dairy products, for direct sales on the farm and/of B2C/B2B through 'Smaak Van Waas'. Fruit production as ingredients for icecream. Inviting schoolchildren on the farm for education. Organisation small family events and recreation on the farm. Providing opportunity for camping. Renting meeting space.	
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Derivable 3.4. "Delivery of 5 GCAs"

	– Producing on a small scale fruit for use in his ice-cream – Looks at possibilities to environmentally friendly farming where possible			
COST STRUCTURE: Main costs at the moment is the transfer from A1A2 to A2A2 milk and the cost for product development (adapting recipes, changing packaging, marketing) and the turnover in making the farm more open for the public. They are working on transferring the production of icecream making it visible for customers, opening the stable so people can see the cattle, making a new indoor consumption area and widening the outside sitting space. Future costs will involve tourism (glamping, cottages,...)		REVENUE STREAM: Revenue coming from : bulk sales of milk to dairy factory, direct sales on the farm, direct sales through Smaak Van Waas, income from school visits and family events, renting income from meeting rooms, income from camping/campers.		

o 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?)	Formal & internal: number of customers, sales & production figures. Ad hoc informal family meetings discussing past period. (Probably others which I do not know at the moment)
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?)	?
Are there any specific indicators of PERFORMANCE being used or which potentially can be used?	Product margin is important to follow up. Certainly because the change withing the cattle makes milk production more expensive, recipes will change and where the final products & additional activities on the farm should make it possible to earn more money and attract more customers has to be proved. Monitoring this is very important.
Indicators of IMPACT being used or which potentially can be used?	Product Margin, average basket change, customer satisfaction



o 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?	Courses in ice-cream making, legal advice concerning food safety regulations by Knowledge Centre SFSC https://steunpuntkorteketen.be/ (Ann Detelder). Financed through Flemish government dotation's. Information on spatial planning and agriculture legislation starting ice-cream production & sales on a farm by GMC (Geldof Milieu Consulting). Long-term vision & business-plan by ISP (Patrick Pasgang) – Financed within a Interreg Programme Fish & Chips. Own market studies & discussions with other farmers. Being part of RDP 'Ondernemerscoach' (Antwerp region), where besides individual coaching (Patrick Pasgang & Greet Aernouts – Rurant), workshops on business planning were provided (Business Model Canvas, SWOT analysis, Marketing Plan, Market research, cost & financial analysis,...). Afterwards a 'learning network' is formed where all participants can meet and join on specific topics. Financed by a regional RDP- Platteland+ As winner from the 'Innovation Award ISP' in 2020, Marc was granted with a trajectory guidance by ISP, helping him realising his business-idea: This farmer discovered potential for A2A2 milk in South-East Asia, where this milk is used by consumers with milk intolerance. He thinks he can offer his clients with the same problem an alternative for water/fruit ice by using 100% A2A2 milk. He now started to change from Hollstein to Jersey cows having this kind of milk. But still a lot of questions stay : are healthy claims proven, adapting recipes, separating 2 milk streams, how test cows for A2A2, promotion , potential in the market,... A mix of advisors is helping him to realise the project: Coordination, Business planning, subsidies and start of EIP Operational Group – ISP, license and regulations food safety – Knowledge Centre SFS, production tests – ILVO Food Pilot. Project idea started beginning 2020, first product tests available end of 2022. (A2A2 milk in ice-cream & desserts).
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Derivable 3.4. "Delivery of 5 GCAs"

ADVISORY SUPPORT NOW: What (content) & how (mode) is advice being provided now? Who provides the advice and who pays for it?	ISP (Patrick Pasgang) is besides bringing in his own SFSC advise & knowledge, coordinating the contacts with other necessary information (technological, legal, cost-price calculation, market research, product testing, researchers). ISP also helps in finding money/subsidies where. He is in contact with the farmer whenever he feels free to discuss ideas, problems, relevant topics,...
ADVISORY SUPPORT NEEDED - what advice is needed & how should it be provided? Who should provide for it and who should pay?	Overall needed: Further advisory is needed in transforming the farm into a future proof sustainable company, making sure all children of the family can make a living of it. Spatial planning & agriculture guidance needed transforming the present production area & degustation area to a new building. Further developing idea on recreation & tourism, looking at opportunities within B2C market. Working on financial and business plan. Looking at the decision on how to develop the 100% A2A2 by transforming all to Jersey or still having Jersey & Hollstein breed? Yearly review of business-plan & SWOT analysis, keeping the business economic sustainable. Looking for financing & possibilities in working together with other producers/business in joining forces.
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:	Most of the advisory provided is official/easy available, coming from providers of cattle feed and production machinery. Information on SFSC legislation is available from 'Steunpunt Korte Keten' who are now partly financed by regional and federal government & projects. This will partly change through the development of 'AKIS cheques', where farmers can spend a certain amount of money yearly for advice and/or training. Boerenbond/ISP provides overaal guidance, most of the time free of charge through the use of different projects involving farmers.



o 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:	I am advising Marc since 2015, where we started with a long term vision, which we regularly update and see where opportunities & threats may be. We meet yearly on a regular basis.



Derivable 3.4. "Delivery of 5 GCAs"

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:	Patrick Pasgang

○ 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 need for this
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	no advice provided
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:	Selling farm-made dairy products from A2A2 milk



Derivable 3.4. "Delivery of 5 GCAs"

B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	- Product development: change in recipes needed/or not depending on the change of type of milk ==> provided by ILVO - Food Pilot & provider of ingredients - Tasting test measuring the change of type of milk ==> provided by ILVO-Food Pilot - Market research on the claims of A2A2 milk ==> provided by BB/ISP , ILVO & UZ Gent - Market research on product penetration, what is already available ==> BB/ISP - Advise on labelling and food safety ==> provided by Steunpunt Korte Keten - Advise on the use of a 'family board', being able to make decisions as a group ==> provided by BB/Kenniscentrum bedrijfsopvolging - Advise on building permits ==> provided by BB/ISP - Strategic advise (mission, vision) & long term vision ==> provide by BB/ISP & Rurant - Sales & Marketing advise ==> provided by BB/ISP - Advise on costing & pricing ==> provided by Steunpunt Korte Keten & BB/ISP
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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:	Ijshoeve De Boey is taken part to most of the Inspiration Tours (Academy On Tour) from BB/ISP. Hoping to find new ideas & opportunities. Sometimes (like with the A2A2 idea) they will contact themselves BB/ISP to discuss the possibility/innovation.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	On this intensive day we will try to inspire farmers with new ideas/business opportunities and will discuss together with experts in the field, if this could be an opportunity to work on. When discussing the innovation idea we will look at: is there a market, what with legislation, SWOT analysis, eventually making a Business Model Canvas, are there possible ways for financing/subsidies, are there similar examples in the European market and can we make provide contacts.

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	Ijshoeve De Boey is part of the cooperative Smaak Van Waas, of which Marc is presently chairman of the board, willing to expand sales in a B2B and B2C setting.
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Derivable 3.4. "Delivery of 5 GCAs"

B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	BB/ISP (Anne Marie Vangeenberghe) provided them with information on how to start a cooperative and necessary administration/legislation matters. We also provided them with sales, marketing & logistic advise. In the startup we also help them with moderating the meetings.
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	Ijshoeve De Boey have both informal (daily meetings) as formal meetings (family board). Smaak van Waas has mainly formal meetings connected to a 'cooperative structure'.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	BB / Centrum voor bedrijfsopvolging provided consulting on the best way of working / discussing and interfering within a family business, making sure everybody has his position, can open discussions and feels appreciated. This was done during several meetings where current problems & ambiguities were discussed, solutions were proposed and ideas have been tested and evaluated. The purpose was installing a 'family board' which will discuss on a formal way. It is also a learning on how to communicate more, better and on an effective way.
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	not at the moment
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	no advice provided
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 idea of producing dairy products 100% on A2A2 milk is surely replicable. They started with only 20% of the cattle being A2A2, willing to go to 100%
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	How to test cattle on A2A2 - ILVO-animal department provided several options, contact & prices .
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.	



Derivable 3.4. "Delivery of 5 GCAs"

A. Description	Ijshoeve De Boey is always looking for new and innovative solutions and/or ideas. They have the ability do look for market information, compare options, make financial calculations,...
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	BB/ISP is mostly a final partner in the strategic decisions, being a second opinion, helping if there are still some missing ends. We also provide them constantly wit new opportunities when we see them on the European Market. With this information they mostly are capable to see if it could feed in their strategic plan.
ADDITIONAL COMMENTS (Is there some other feature of SFSC performance/impact and advising not mentioned above that is worth learning from and sharing?)	By looking into new markets, diversifying risks in different activities, testing ideas & discussing potential ideas with different stakeholders provides a way on how using available advice to maximise knowledge and minimise risks. Working as an advisor on a long term basis, we call this 'the advisory journey' makes it possible for the advisor to learn himself how his advise was put into practice, what difficulties came on the way, which solutions have been found. Their failures and success stories throughout this journey and the willing to share this with us and others makes this a 'golden case'. We provide advise, we learn and have the possibility to share these learnings with others, bringing them into contact.

o 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.	Patrick Pasgang
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.	Patrick Pasgang



Derivable 3.4. "Delivery of 5 GCAs"

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?	Use this case as first fieldtrip / test during the partner meeting in Belgium
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	Patrick Pasgang



6.2. Campagna Amica (ITALY)

Short Food Supply Chains (SFSC) Golden Case nominations

Campagna Amica (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.



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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	31/08/2023	CAMP	Zusepe Zidda



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● Campagna Amica (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 (Italy) zusepezidda@gmail.com
(b) Key National contact point (name, country, email):	--
(c) Self-nominated (name, country & email):	--
○ II. SFSC DESCRIPTION	



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SFSC name:	Agrimercato Cagliari - Campagna Amica
Location (place/territoire covered, country):	Total of 9 local markets operating in 7 cities Cagliari (2 markets) - Selargius (two markets) - Quartu Sant'Elena - Monserrato - Assemini - Sant'Antioco - Iglesias
SFSC type:	(Single) producer-process-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):	Agrimarket Cagliari is an association of SFSC promoted by Coldiretti Sardinia within the Campagna Amica network, which is coordinated at national level by the Campagna Amica Foundation. It is the largest direct sales network in the world under the same "market brand". The farms and agri-businesses that operate in the network of Campagna Amica are initially Coldiretti members, which is an important aspect of the business model. Agrimarket Cagliari takes care of the logistics of the markets: for example, the authorizations needed for the public spaces where the markets are held; the transportation and organisation of the booths (which are all the same throughout Italy: yellow with the brand Campagna Amica and Coldiretti). The agrimarket association has at least one operative manager (or representative) who verifies that all companies are working according to the regulatory indications i.e., that the products are managed and stored in a safe way; that price tags are clearly visible and readable and include the price and origin of the product. They also check that the scales used by the producers are working well and are visible to the consumers, that all aprons and gloves have been kept tidy and clean and that products are delivered in shopping bags with the Campagna Amica logo. The opening and closing times of the market are decided by the board of directors of the farmers' market. Anyone who does not respect the rules at the market or shows irregularities is sanctioned or, in some cases, banned from the market.
OWNERSHIP/GOVERNANCE ARRANGEMENTS (describe who owns or controls the SFSC and on what formal/legal basis)	Agrimercato Cagliari is a registered association represented by a President and supported by a board of directors.
Year established:	2009



Derivable 3.4. "Delivery of 5 GCAs"

NUMBER OF PARTICIPATING PRODUCERS (please estimate to provide a sense of scale):	140 members – 110 of which attend regularly the markets. The rest are seasonal sellers based on type of production
NUMBER OF PARTICIPATING CONSUMERS (please estimate to provide a sense of scale):	500.000 yearly visitors to the market
NUMBER OF PRODUCTS OFFERED FOR SALE (please list product categories and provide detail to provide a sense of scale/diversity):	120
WEB PAGE, SOCIAL MEDIA ETC (please provide if available, include also local language media)	Facebook: Campagna Amica Cagliari; IG: campagnaamicacagliari
INFORMATION/ANALYSIS AVAILABLE (provide any papers, documents, leaflets and other materials where available. In local languages & English as available):	https://www.campagnamica.it/la-nostra-rete/mercati-a-km-0/
VISUALS (please provide or reference photos, publications or other materials that provide further information & detail:	

o III. SFSC BUSINESS MODEL (canvas)

SFSC BUSINESS MODEL:

PROBLEM: Main problems before the establishment of a producers' organisation Local sales existed but were not structured and organised: individual vendors without a common market place or located in civic markets without any coordination and without a "market brand". Fewer opportunities for the consumer to meet and talk with the producer. Less knowledge on the part of consumers about the products	SOLUTION: Solution Adopted: Establishment of an association for the management of local agrimarkets. INDICATORS: Some of the indicators used are: number of producers participating in the agrimarket, number of consumers who buy in the agrimarket, number of transactions for the	UNIQUE VALUE PROPOSITION: From a market perspective: Better revenues for producers through direct sales to consumers, thus avoiding intermediaries. The agrimarket brings local, safe, high quality and seasonal products. Consumers have a better knowledge of the producer's activities and can be guided in the product choices, for example learn about nutritional properties, recipes, and conservation methods. The food sold in the agrimarket have fair and sustainable prices.	PRODUCTS: The agrimarket offers a wide variety of products: vegetables, fruit, meat, fish, cheese, honey, rice, wine, beer and much more. Particular attention is paid to seasonality and local varieties. Some producers are also offering different types of processed products such as canned food, jams, pasta and traditional desserts.	ACTORS: Producers, advisors and representatives of the agrimarket, consumers GOVERNANCE: The agreement for the participation to the agrimarket is signed between the producers and the local agrimarket association. The producers who want to sell in the agrimarkets must necessarily be members of
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offered by the producer. Prices highly variable and difficult to monitor. AVAILABLE SOLUTIONS: Organize direct sales producers-to-consumer s in local/municipal markets Support producers in organising sales to companies in large-scale distribution Support producers in the collaboration and sale of their products to large companies participating in public tenders for the supply of food to school canteens, hospitals, or catering services Support producers with digital solutions for online sales	purchase of products, average amount paid by the consumers. Economic, social and environmental indicators: Economic: better profit margin for producers and fair prices for consumers Social: A buyer in a farmer's market has an average of 15 to 20 social interactions, while a consumer in a supermarket has an average of one or two interactions. Agrimarkets also implement activities of social inclusion. Environmental: Campagna Amica agrimarkets make a great effort to involve small producers, even those located in marginal areas. This contributes to counteract the abandonment of the territories, the desertification and overbuilding of rural areas. It is also an opportunity to promote and establish connections between the rural and urban areas. Less packaging is needed and the use of heavy vehicles for the transportation of the products is avoided. The agrimarkets are also an opportunity to promote and protect biodiversity (they trigger “commercial dignity” to those niche products that otherwise would not find space in large-scale distribution).	From the point of view of advisory and support received: Producers receive organisational, logistic and promotional support for selling their products The producers receive support in the organization of the market and on the prices The Campagna Amica markets have a constant and organized presence on the territory. MISSION: From an economic perspective, in the agrimarkets of Campagna Amica producers are confident of having a constant flow of customers, which translates into greater sales opportunities. The products sold in the market go through quality checks (the agrimarket is synonymous of food quality and security for the consumer). From a social point of view, a direct relationship is established with the consumer and both the producer and the consumer take part in the various social initiatives organized in the agrimarkets. This helps create a sense of community as well as a social and cultural identity.	ACTIVITIES: Presence of the producers in the local market of Campagna Amica or in the indoor markets. The sales takes place directly to the consumer against a price. In the agrimarkets there are no intermediaries between the producer and the consumer.	Coldiretti and sell products coming from their crops and/or production activities. Consumers are not directly involved in the formal agreement. The Campagna Amica model was created both in the interest of the producers who can carry out their sales in an organized manner and under the market brand of Campagna Amica, but also in the interest of the consumers by offering a steady presence of the markets at local level and with controlled activities both in terms of products and prices.
COST STRUCTURE: Markets are physically organized in a public place or venue. The costs for the organization of the markets are supported by the agrimarket association. Producers or farms pay an annual fee to join the producers’ organization plus an additionally fee when they participate physically to the local market. These fees are used to pay for logistics, public space, electricity, booths, etc.)		REVENUE STREAM: The revenues from the sales go directly to the producers. The association does not take percentages on the sale of products. Producers contribute to the costs through the annual agrimarket membership and the cost for participating to the local market.		



o 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?)	Every year, the association collects data on the activities of the agrimarket, including information about consumer satisfaction. With this data it is possible to verify if the market is acquiring more consumers but also receive feedback from a quality and price perspective. In addition, it is possible to check the habits of consumers when shopping in the markets (average money spent and preferred products). This monitoring is systemic and is done several times throughout the year.
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?)	A formal method for monitoring the social and environmental impacts has not been adopted yet. Instead, a little economic monitoring is done on sales and consumer flows in the market.
Are there any specific indicators of PERFORMANCE being used or which potentially can be used?	- Product prices - Number of producers selling in the agrimarkets - Number of consumers shopping at the agrimarket - Average consumer spending - Price linked to quality - Product losses Possible indicators to use - logistics costs - Types of products sold
Indicators of IMPACT being used or which potentially can be used?	- Product prices - Number of producers selling in the agrimarkets - Number of consumers shopping at the agrimarket - Average consumer spending - Price linked to quality - Product losses



o 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?	The producers in the initial phase and always are supported by the managers of the agrimarket association, by the Campagna Amica foundation and by the advisors who work in Coldiretti. The advisory costs is already included in the annual fees.
ADVISORY SUPPORT NOW: What (content) & how (mode) is advice being provided now? Who provides the advise and who pays for it?	The advisory services and support provided to the producers: Logistical support: Producers are provided with a booth, table, access to public space, and electricity. Producers also receive support to gain visibility though the major regional press and television broadcasts for the purpose of promoting their local products but also enhance awareness on short food supply chain and the territory. With the support of the agrimarket association and the farmers' federation Coldiretti, there are possibilities to establish agreements with collective canteens, for example for the sale of local and seasonal products.
ADVISORY SUPPORT NEEDED - what advice is needed & how should it be provided? Who should provide for it and who should pay?	More support may be needed to advise producers on product quality, but also on how to improve the consumer sales experience, and more support to improve cost management of their farms or agri-businesses. This support could be provided by the representatives of the agrimarkets supported by external advisors.
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 advisors and representatives of the Campagna Amica association work closely with the producers and physically supervise the agrimarkets. Support on the agrimarket activities is provided constantly with close collaboration between consultants and producers. They receive support on how to display price tags, organise the products in the market table or shelves, how to properly keep and pack the food and how to set and check the scales.



o 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:	--
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



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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:	Representatives of the agrimarket association
o 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:	Currently there is no formal agreement between consumer and producer. However, the Campagna Amica model was born from a pact with the consumer which has been consolidated over the years through the collaboration and mutual trust between the many producers and consumers that worked and attended the farmer markets.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	The producers in the initial phase and always are supported by the managers of the agrimarket association, by the Campagna Amica foundation and by the advisors who work at Coldiretti. The advisors that work and supervise the agrimarket are also providing support to consumers to consumers by promoting the local productions and facilitate the identification of specific products or the connection with producers.
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 current model of Campagna Amica does not receive subsidies for the agrimarket.



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B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Representatives of the Campagna Amica agrimarket and advisors working at Coldiretti
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 Campagna Amica foundation is exploring alternative sales opportunities such as the presence of an online food market, a virtual space in which the consumer who cannot physically go to the market can buy products directly from the internet. - Another platform, on the other hand, will put farms in direct contact with agritourisms and soon also with restaurants. - A series of synergies are being launched with new platforms such as the "Too good to go" app which an additional opportunity to promote farmers' products with different types of consumers (for example toward young people who usually don't often go to food markets). At the same time it is an important solution for fighting food waste. - An e-learning platform has also been created, made available free of charge by the Campagna Amica foundation - all companies registered to Campagna Amica have access to it. Here they will find information on the producer's network, ideas and opportunities in the SFSC, regulations, etc. The Platform will also provide marketing trends and many other useful information for direct sales.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Representative of the Campagna Amica agrimarket supported by experts on digital and online marketing.
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 risks, costs and benefits are shared between the main players, the agrimarket association and all the producers who are part of it. In a certain sense also with consumers, because without them the possibility of offering this service in the area would be lost.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Representatives of the Campagna Amica agrimarket supported by additional advisors working at/for Coldiretti.
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.	



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A. Description	The agrimarket association has to make sure that the participating producers comply with the rules of the statute and the regulations, as well as follow the rules for the organization of the local markets.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Representatives of the Campagna Amica agrimarket and the advisors working at/for Coldiretti.
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 impact: direct sales have allowed companies to increase their profit margin. With the farmer's market they have a congruous and immediate margin. At the same time, the consumer receives a fair price. The producers who joined the agrimarkets had offered the possibility of growth in terms of turnover and job opportunities. Furthermore, thanks to direct sales, companies are able to sell the entire product (at differentiated prices if needed). Social impact: Those who buy in a farmer's market have from 15 to 20 social exchanges, while those who buy in a supermarket reduce the interactions to 1 maximum 2 exchanges. It is one of the many advantages of the Campagna Amica markets also from a social point of view where the added value is precisely given by the direct relationship between those who produce and those who purchase the food products. It is also an opportunity to discuss the farming activities, conservation methods and how to cook the products. Society benefits in terms of knowledge, culture and identity. Campagna Amica has become a large community. It was first established as a pact with the consumer, which has been consolidated over the years. The agrimarkets are also important venues to develop and implement initiatives that promote solidarity and social inclusion. Educational activities and workshops are carried out with the involvement of children or consumers themselves, with the aim of enhancing awareness about food seasonality and the value of individual products. Nutritionists are often invited to the activities to improve young people's knowledge on how to eat healthy and quality food. Environmental impact: Campagna Amica agrimarket makes a strong effort to involve small farms and agribusinesses, even those located in marginal areas. This helps counteract the abandonment of the rural areas while also avoiding desertification and overbuilding. While producers can offer fresh, healthy and genuine products (while also promoting biodiversity), the consumers are aware of its origin and the quality of the food they are buying. Food waste is also avoided thanks to seasonal products, which are harvested the evening or the morning before being taken to the market and which can last even longer at home. In



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	addition, food sold in the local market requires less packaging.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	The representatives of the Campagna Amica agrimarket and the advisors of Coldiretti provide constant support to producers at any time, from the production phase to marketing, including service for business management and accountancy.
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 model has already proved to be replicable and scalable having been integrated in all Italian provinces. However, the success its scalability does not lie only in the number of producers participating to the agrimarket but in the constant presence as well as the social role and significance that the market represents for the territory.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Representatives of the Campagna Amica agrimarket supported by advisors working at/for Coldiretti.
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 and no. The model is capable of adapting, evolving and innovating in the context in which it is located. However, the presence of a centralized governance that provides rules (such as the establishment of an association) is a necessary step to organize sales and provide support to producers. Without an organisation with a central governance individualism may emerge to the detriment of a collaborative approach.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	It is important that the producer organisation is constantly supported and governed by representatives of the agrimarket association.
ADDITIONAL COMMENTS (Is there some other feature of SFSC performance/impact and advising not mentioned above that is worth learning from and sharing?)	The Campagna Amica model provides an example of the type of advisory services but also of technical support, quality control and administrative control needed to build a strong and organized short food supply chain system.



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o 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.	Zusepe Zidda
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.	zusepezidda@gmail.com
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?	Opportunities to learn about SFSC models operating in other EU regions.
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	Zusepe Zidda



6.3. Helyenvalo SRL (ROMANIA)

Short Food Supply Chains (SFSC) Golden Case nominations

Helyenvalo SRL (ROMANIA)

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

Authors: Judith Molnar (CIVITAS)

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. 9 (CIVITAS),
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	31/08/2023	CIVITAS	Judith Molnar



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● Helyenvalo SRL (ROMANIA)

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):	Judith Molnar, Romania, Civitas Foundation
○ II. SFSC DESCRIPTION	
SFSC name:	Helyenvalo SRL
Location (place/territoire covered, country):	Romania, Seclerland



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SFSC type:	Other
If other, please describe:	Food hub means a centrally located facility with a business management structure that facilitates the aggregation, storage, processing, distribution, marketing, and sale of locally or regionally produced food products, and which may include a small-scale retail grocery operation.
FORM OF CONNECTING PRODUCERS AND CONSUMERS (describe in detail how the SFSC operates, ie. enables transactions, organises logistics, undertakes marketing):	The Helyénvaló (The Appropriate) food hub has been operating since 2018 in the middle of Romania, on the outskirts of Transylvania, in the Eastern Carpathians, specifically in Odorheiu Secuiesc. They have our own shop and their shop. They operate as a social enterprise owned by the Civitas Foundation. Our opening was preceded by 15 years of work with villages, communities, and farmers in the region. They have helped them to re-evaluate their relationship with the land, orchards and vegetable gardens, and organized fruit festivals for them, showing them that it is worth bringing their own produce to market. The Foundation has also set up a small fruit processing plant together with the Szekler Fruit Association. They provide farmers in the area (within a 75 km radius) with sales opportunities in the shop, but also with training, advice, and tastings, which they involve consumers in. They have started with 23 producers and now have over 1,500 products from 108 producers. Consumers can find a wide range of food products from small producers: meat products, bakery products, fresh and processed vegetables, fruit, teas, spices, cold pressed oils, apple cider vinegar specialties, beekeeping products, sugar-free products, wine and brandy, and some artisan products. They work in a short distribution chain, sourcing all products directly from the producers and passing them on to the consumer. This gives our consumers a choice of healthy, fresh, locally sourced products.
OWNERSHIP/GOVERNANCE ARRANGEMENTS (describe who owns or controls the SFSC and on what formal/legal basis)	The owner is the Civitas Foundation (an NGO), the SFSC works as a social enterprise.
Year established:	2017
NUMBER OF PARTICIPATING PRODUCERS (please estimate to provide a sense of scale):	103
NUMBER OF PARTICIPATING CONSUMERS (please estimate to provide a sense of scale):	300



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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 1300: meat products, bakery products, fresh and processed vegetables, fruit, teas, spices, cold pressed oils, apple cider vinegar specialties, beekeeping products, sugar-free products, wine and brandy, and some artisan products.
WEB PAGE, SOCIAL MEDIA ETC (please provide if available, include also local language media)	www.helyenvalo.ro
INFORMATION/ANALYSIS AVAILABLE (provide any papers, documents, leaflets and other materials where available. In local languages & English as available):	The Helyenvalo/Cumsecade Food Hub project is an adaptation of a US initiative aimed at developing short food supply chains. The main funder of the project is the Romanian American Foundation. From 2022 we are integrated into the NESST-IKEA Accelerator Programme for Social Enterprises. The trading company Helyenvalo SRL is a social enterprise, an alternative institution trying to incorporate a new concept in the business world. Customers of the shop can find products brought from the area 75 km away from Odorheiu Secuiesc. We operate since 2018 as a physical shop in Odorheiu Secuiesc, and as a webshop for consumers in Romania. We have 1526 products from 108 producers (we started with 23 producers): dairy products, meat products, bakery products, fresh fruit vegetables, processed fruit vegetables, teas and spices, bee products, sweets, handicraft products. In a geo-economic context: The number of farms with an area between 2-5 ha is much higher in Romania than anywhere else in Europe. In Szeklerland, this type of agriculture is reflected in the specific character of the landscape, but also in the low environmental impact of farms. Although small farms are economically inefficient, they save for future generations a form of agriculture that should be treated, preserved and passed on as a "treasure". According to the European Green Pact, the role of small farms is growing in the coming period and small farmers must be prepared for this role and for the development of new products demanded by the market. The registration of the Cumsecade social enterprise was preceded by 15 years of community work by the Civitas Foundation, and plays the role of a knowledge centre in the lives of farmers. We are convinced that the Foodhub represents the commercial form of the future for local food systems. The social problem faced by small producers is not limited to farmers, but affects us all. The growth strategy is to diversify products by launching innovative products. In the course of our work, we have noticed that the 25-35 age group is missing from the consumer palette. They demand healthy, low-calorie foods without preservatives and allergenic components. These products need to be developed from local ingredients. By paying attention to economic and environmental trends on the planet, a healthy shift towards local products and services with a reduced environmental footprint is emerging. We believe that a conscious consumer will more insistently choose local and healthy food, but to do so we



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	need to keep small producers alive. The more we can help both target groups, the more we can hope for a more sustainable future.
VISUALS (please provide or reference photos, publications or other materials that provide further information & detail:	https://www.google.com/maps/uv?pb=!1s0x474b175db0e88c05%3A0x543c859c05b6b95a15sHely%C3%A9nval%C3%B3%20Helyi%20Bolt!15sCglgARICEAE

o III. SFSC BUSINESS MODEL (canvas)

SFSC BUSINESS MODEL:

PROBLEM: Due to the landscape of Szeklerland, a large number of small farms have developed. For them, the marketing of the food products produced is a problem, as they are primarily producers and not marketing specialists. Romanian legislation does not help them, but rather hinders their work, as they have to meet roughly the same requirements as an industrial food producer. So they need to be helped to meet food safety requirements, labelling and legal compliance. At the same time, getting products to market and making them available is also a problem, so the food hub shop helps them. The food hub staff provide advice, organise training and facilitate networking. The food hub can apply for marketing costs and can employ online marketing specialists.. AVAILABLE SOLUTIONS: There are many levels of solutions for small farmers: the County Council organises monthly fairs for small producers who have the Szeklerproduct trademark, MERKUR is a local chain of shops where Góbé trademark holders can sell their products, and since COVID, a huge Facebook trade has developed, which is not always white	SOLUTION: In Romania, 5 food hubs were established in 2017 with the support of the Romanian American Foundation (https://foodhubs.ro/). Since then we have been working on the development of a national food hub model: registration steps, legislation, development of economic, social indicators, ethical trade, educational materials for farmers, food hub newsletter, common website, quarterly meetings, consultations. We participated in an Erasmus plus project (RURALTACILITATOR TRAINING IN AGRICULTURAL SHORT FOOD SUPPLY CHAINS), where we developed a training material for SFSC professionals. We are in constant contact with the county agricultural and food authorities INDICATORS: We monitor monthly economic indicators, the number of customers, the value of the shopping basket, the number of producers in the shop. Quarterly we track the ratio of female to male producers, social media indicators, changes in employee wages. Annually, we follow the change in the number of employees of small producers (how many are family members, how many are not), the change in their economic indicators. The environmental	UNIQUE VALUE PROPOSITION: For our foodhub, the most important thing is to comply with the legislation and to teach small producers how to do this. Only those who have all the licences and laboratory tests can sell with us. By participating in Erasmus, Horizon projects, we have created a real knowledge centre for small producers, which also means safety for consumers. A network of village advisers is in operation, where we can find a specialist adviser for all problems. The Village Farmers' Network is supported by the Hungarian Ministry of Agriculture. We also have a potential producer list of producers who are not yet ready to sell in the shop, but who we provide with professional advice and who will in time reach the stage where they can sell in the shop. MISSION: The creator of the food hub, the Civitas Foundation, has been working with farmers in the area for decades, providing training and organising fairs, and it was discovered that there was a lack of a sales platform where they could sell their goods 6 days a week. This is why the foundation created the food hub. And for the producers, it's clearly about caring: helping them to write labels,	PRODUCTS: Meat products, bakery products, fresh and processed vegetables, fruit, teas, spices, cold pressed oils, apple cider vinegar specialties, beekeeping products, sugar-free products, wine and brandy, and some artisan products. We are also selling certified bio products: honey, tea, spices, dairy products.	ACTORS: All the above-mentioned groups and actors are involved in the daily operations. An other actor is the Via Transilvanica management https://www.viatransilvanica.com/en/ because for our food hub is very important to be in contact with touristic services providers. GOVERNANCE: Producers are interviewed by the food hub staff and the Civitas Foundation's Professional Panel decides whether they can be admitted to the shop based on their performance in the region (producers involved in scandals, political battles, environmental pollution, professional errors are excluded). We affirm that our food hub, our producers, our customers are independent of political parties. We partner with anyone who will commit to the SFSCs, support the local economy, and take an environmental approach.
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economically. However, farmers also sell from their own farm. In addition to these, our food hub offers farmers a fully traceable, legal sale six days a week.	impact is difficult to track because the farms are so small that they do not need an environmental permit, but we do educate them on good environmental practices.	comply with legislation, sending them newsletters about changes, tendering opportunities and selling their products in the shop and on the webshop. We also take on the marketing costs.	ACTIVITIES: The food hub visits the producers, checks their licences (whether they can sell in the shop or only in the market), the Foundation's Board decides whether the producer can enter the shop with his products or not, then the contract is signed, the terms of supply are discussed (usually the producer delivers on order - the order can be by email or phone), the price of the products is discussed with the shop manager, the payment method is fixed and the fate of the products out of guarantee is determined. The store manager assesses the producer's expectations, educational needs, and encourages cooperation with other producers. Discuss whether the producer is willing to hold product tastings	
COST STRUCTURE: All our costs are related to the maintenance of the food hub: rent and maintenance of the premises, staff salaries (sales assistants, manager, part-time administrator, project assistant - paid by the Foundation), licences, purchase of goods, marketing - in-store and online (Facebook, Google, Instagram), accountant, administrator, security services, office supplies, cleaning supplies, fuel costs. The shop has not yet reached the viability threshold, we are using grant funding to cover marketing costs, part of the wages, rent.		REVENUE STREAM: Our income is provided by sales and grants from the Romanian American Foundation, NESst IKEA social funds.		



o 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?)	We report to both funders on a quarterly and semi-annual basis on both economic and social/environmental indicators. They also provide technical assistance. And we report annually to the Board of Trustees of the Civitas Foundation on all indicators.
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?)	We report to both funders on a quarterly and semi-annual basis social/environmental indicators. And we report annually to the Board of Trustees of the Civitas Foundation on all indicators. (number of employees-female/man, number of family members-female/men)
Are there any specific indicators of PERFORMANCE being used or which potentially can be used?	We analyse the monthly financial balance sheet, as well as the economic performance, the RAF expects us to produce a separate economic statement every month and we analyse it together. At the same time, we keep a monthly breakdown of boli and online sales indicators: revenue, number of customers, shopping basket.
Indicators of IMPACT being used or which potentially can be used?	Number of producers, number of employees, distribution of employees by gender, number of contracts, annual income of producers, size of farm, change in number of employees, including number of family members. What will also need to be measured is environmental performance. Here we propose to make a preliminary ecological footprint calculation for each producer, which could be updated annually to track progress.



o 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?	For our food hub it was financed by RAF. But it was a self learning procedure. - Linking accounting software and the webshop to track realistic stock levels - Is it necessary to have your own means of transport? If so, it must be refrigerated - How many coolers or freezers will they need? - Obtaining licences for the shop and the webshop - Marketing strategy for the shop and e-commerce - Legal relationship with producers, delivery conditions, licences, guarantee, perisage, education, advice needs, openness to joint programmes, tastings, farm visits
ADVISORY SUPPORT NOW: What (content) & how (mode) is advice being provided now? Who provides the advice and who pays for it?	We are in daily contact with all the regulators, with the network of village responsables, and a lot of project partners from Europe (mainly Hungary). All these activities are paid from the European projects, and RAF and NESst projects.
ADVISORY SUPPORT NEEDED - what advice is needed & how should it be provided? Who should provide for it and who should pay?	We need support for cooperation between farmers. We are looking for European projects for it.
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:	No consultant has facilitated the creation of the Helyenvalo Food Hub. We learned from donations what SFSC is, what the legal requirements are, how to start a social enterprise, how to run the shop. We read literature, looked for sustainable SFSCs and research on them. Very soon we were invited to participate in an ERASMUS plus project, where together with partners from 5 countries we looked at the expectations for SFSC organisers. We are happy to share our 5 years of experience with anyone.



o 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:	Support from RAF, NESst, food hub network from Romania, IKEA, Kislépték Hungary, etc.



Derivable 3.4. "Delivery of 5 GCAs"

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 Helyénvaló (The Appropriate) food hub has been operating since 2018 in the middle of Romania, on the outskirts of Transylvania, in the Eastern Carpathians, specifically in Odorheiu Secuiesc. They have our own shop and theyb shop. They operate as a social enterprise owned by the Civitas Foundation. Our opening was preceded by 15 years of work with villages, communities, and farmers in the region. They have helped them to re-evaluate their relationship with the land, orchards and vegetable gardens, and organized fruit festivals for them, showing them that it is worth bringing their own produce to market. The Foundation has also set up a small fruit processing plant together with the Szekler Fruit Association. They provide farmers in the area (within a 75 km radius) with sales opportunities in the shop, but also with training, advice, and tastings, which they involve consumers in. They have started with 23 producers and now have over 1,500 products from 108 producers. Consumers can find a wide range of food products from small producers: meat products, bakery products, fresh and processed vegetables, fruit, teas, spices, cold pressed oils, apple cider vinegar specialties, beekeeping products, sugar-free products, wine and brandy, and some artisan products. They work in a short distribution chain, sourcing all products directly from the producers and passing them on to the consumer. This gives our consumers a choice of healthy, fresh, locally sourced products.



Derivable 3.4. "Delivery of 5 GCAs"

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:	Molnár Judith, administrator of food hub, judith.molnar@civitas.ro

o 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:	We are organizing food tasting events, we are visiting farmers, bringing children, students to the farms, we are organising events in schools, we are making films about producers, we are participating together with our producers to different fairs, events.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	We are asking from our producers about their needs for training, meetings with regulators, and we are organising these trainings, meetings. There is a new network of village advisors in our region, we are collaborating with them to help our producers with useful information.

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:	Our food hub model is not financially sustainable yet. We need project funds to cover our expenses.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Civitas Foundation, Food Hub network

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.



Derivable 3.4. "Delivery of 5 GCAs"

A. Description:	We are collaborating with local universities, participating in a lot of conferences to find out what are the young generation's expectations toward local food: what they want to consume. We are trying to convince our producers to innovate the local food production according to the young generation's expectation.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Civitas Foundation, Food Hub network
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 owner of the food hub is the Civitas Foundation, so they and the administrator of the food hub (Molnar Judith) are taking all the risk of the function.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Civitas Foundation, Food Hub network
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	Our food hub is a social enterprise with all legal requirements. There is also implemented an ISO 9001 quality management system.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Civitas Foundation
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	Everything we do is about ensuring that small-scale farmers in our community survive, in the belief that they provide healthy, environmentally friendly food for the people who live here.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Civitas Foundation, Food Hub network
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	Our model is under construction



Derivable 3.4. "Delivery of 5 GCAs"

B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Civitas Foundation, Supp.li Hungary
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	being a limited company we are able to adapt out work to the changing marketplace.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Civitas Foundation
ADDITIONAL COMMENTS (Is there some other feature of SFSC performance/impact and advising not mentioned above that is worth learning from and sharing?)	For us, the biggest lesson is the need to combine the economic and NGO approach in the SFSC's operations. A lot of patience and funds are needed.
o 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.	Judith MOLNAR- administrator, SFSC advisor, Gábor KOLUMBÁN- president, Civitas Foundation
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.	Judith MOLNÁR: judith.molnar@civitas.ro
ARE THERE ANY SPECIFIC EXPECTATIONS WITH RESPECT TO THE CORENET PROJECT & WHAT A COLLABORATION MIGHT LOOK LIKE? Please explain	--



Derivable 3.4. "Delivery of 5 GCAs"

Are there any specific needs or aspirations that motivate those organising the GOLDEN CASE to engage with the CORENET project?	We want to see the development of viable SFSC models across Europe.
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	Judith MOLNÁR



6.4. APPETIT Network (POLAND)

Short Food Supply Chains (SFSC) Golden Case nominations

APPETIT Network (POLAND)

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

Authors: Rafal Serafin (IsoTech)

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),
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	31/08/2023	IsoTech	Rafal Serafin



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● APPETIT Network (POLAND)

Short Food Supply Chains (SFSC) Golden Case nomination -

○ I. NOMINATING PARTY	
This case is nominated by:	Rafal Serafin
(a) Consortium partner (name, country & email):	IsoTech, Poland, rafalserafin59@gmail.com
(b) Key National contact point (name, country, email):	--
(c) Self-nominated (name, country & email):	--

○ II. SFSC DESCRIPTION	
SFSC name:	APPETIT Network
Location (place/territoire covered, country):	Chojnice, Krakow, Czestochowa, Kamienna Gora (Poland)
SFSC type:	Producer-Consumer Collaboration (PCC)
If other, please describe:	



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Derivable 3.4. "Delivery of 5 GCAs"

FORM OF CONNECTING PRODUCERS AND CONSUMERS (describe in detail how the SFSC operates, ie. enables transactions, organises logistics, undertakes marketing):	APPETIT is a network of 5 SFSCs, which organize producers and consumers in a specific geographical area in the form of an IT-enabled local market for locally-produced processed and unprocessed food. APPETIT is a software system that enables organization of the local market in different organizational configurations tailored to the specific needs, circumstances and opportunities of producers and consumers in each of the 5 locations. In each location, the SFSC is self-organising and self-governing with its own version of APPETIT, which succeeds an earlier software package called IT PLM which was developed and used specifically for a many-to-many box scheme near Krakow called the Liszki Basket. Each of the 5 SFSCs has a market organizer who provides 'intermediary services' to operate the SFSC in its location with support from IT PLM (now APPETIT). Each SFCS has its own branding and its own distribution, sales & marketing arrangements. The 'market organisers' in each location are also primary users & administrators/developers of APPETIT software. Through the APPETIT network they share experiences, learn from one another and develop/co-create new functionalities in the APPETIT software. The key driving factor in each location is to automate 'intermediary services' to the extent possible and to make use of unused resources of producers & consumers involved to reduce transaction costs and build a local producer-consumer organizational culture that is embedded locally. Transactions take place in each location independently and the rules operation (e.g. which producers and consumers are involved, branding etc...). The 5 SFSCs are also at different stages of development, scale etc... The 5 SFSCs are: • Koszyk Chojnicki – Chojnice • Spiżarnia Częstochowska – Częstochowa • Marchewka Mobilna – Michałowice (Kraków) • Koszyk Lisiecki – Liszki (Kraków) • Z Ziemi – Kamienna Góra Transactions are orchestrated through a system of "sales sessions" which involve (a) an offer being generated; (b) transactions; (c) delivery of purchased products. No of sessions, scope of offer and geography of delivery/pick-up are determined in each case in response to needs and opportunities of both producers and consumers. Offers are generated individually by participating farmers, who also price their products with the market-place operating just as a physical market-place facilitated by IT-PLM/APPETIT software and related support.
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Derivable 3.4. "Delivery of 5 GCAs"

OWNERSHIP/GOVERNANCE ARRANGEMENTS (describe who owns or controls the SFSC and on what formal/legal basis)	Each of the 5 SFSCs in the APPETIT network are self-governing and ownership is with those operating in the specific location. The market organizer institutionally is different in each location. It is a farmers' owned NGO in Kamienna Gora where the local government is providing support, a farmers' consortium in Marchewka Mobilna in Michalowice (Krakow) and in the Spiżarnia in Częstochowa. In Chojnice, a farmers' coalition is being animated by the Local Action Group. In the case of the Liszki Basket it is an NGO formed of food producers selling who are involved. The APPETIT network is animated by Iso-Tech in conjunction with IGPM, which is an IT company that has been involved over several years in providing/developing IT functionalities to meet the needs of SFSCs. APPETIT is part of the support that is offered by IsoTech, which co-owns APPETIT with IGPM with the 5 SFSCs treated as stakeholders, who in time will become shareholders.
Year established:	The APPETIT network was established in 2022 with the participating SFSCs, which established operations at different times: Liszki Basket (2015); Marchewka Mobilna (2022), Spiżarnia Czeszochowska (2020), Koszyk Chojnicki (2023), Z Ziemi (2020). The APPETIT network grew out of informal collaboration enabled by the Polish Environmental Partnership Foundation, which has been continued by IsoTech
NUMBER OF PARTICIPATING PRODUCERS (please estimate to provide a sense of scale):	In each case, there is a core group of producers driving the SFSC with others joining with surpluses or seasonal or occasional (see map). The numbers provided above refer to the number participating or selling through the relevant SFSC regularly, but who are not all involved in growing or managing the SFSC in any way.
NUMBER OF PARTICIPATING CONSUMERS (please estimate to provide a sense of scale):	Numbers of participating consumers are a direct function of the maturity of each of the SFSCs and the extent to which farmers participating see their individual sales benefiting from being part of a basket of products.
NUMBER OF PRODUCTS OFFERED FOR SALE (please list product categories and provide detail to provide a sense of scale/diversity):	Each of the SFSCs is focused on engaging producers who can together provide a wide range of products covered both processed and unprocessed products, seasonal products etc... In terms of numbers of products offered, the average numbers are as below: As with producers, the numbers of products offered is a function of the maturity of the SFSC or its track record.
WEB PAGE, SOCIAL MEDIA ETC (please provide if available, include also local language media)	See below. The APPETIT network itself is organizing and does not have its own external presence in the media as it is primarily about serving the participating SFSCS and enabling interactions between them.



Derivable 3.4. "Delivery of 5 GCAs"

INFORMATION/ANALYSIS AVAILABLE (provide any papers, documents, leaflets and other materials where available. In local languages & English as available):	FILM introducing the LISZKI BASKET https://youtu.be/GS3ig6fr_80 FAO – LISZKI BASKET STORY https://www.fao.org/agroecology/database/detail/en/c/1539185/ More materials are available. See especially: https://prostoodrolnika.pl
VISUALS (please provide or reference photos, publications or other materials that provide further information & detail:	

o III. SFSC BUSINESS MODEL (canvas)

SFSC BUSINESS MODEL of SFSCs participating in the APPETIT network:

PROBLEM: Decrease transaction costs of direct selling for both consumers & producers participating in local market, while at the same time increasing access/convenience and reducing costs/risks of entry for additional producers & consumers – especially small & part-time farmers who do not today sell in the marketplace. AVAILABLE SOLUTIONS: On-line shopping solutions coupled with on-line payment systems. Physical markets and other direct sales opportunities, incl. on-farm sales.	SOLUTION: Focus on identifying intermediary services and working out how to provide them at reduced cost through automation combined with engaging resources available from participating producers and consumers (eg. storage, vehicles, marketing).	UNIQUE VALUE PROPOSITION: Providing APPETIT software as an opportunity for 'market organisers' to configure their SFSCs organizationally so that transaction costs can be minimized. The UVP is that software functionalities are adapted to local needs, circumstances, resources & opportunities as articulated by producers & consumers – and not the other way around! MISSION: To enable small-scale food producers (part-time & small farmers) to	PRODUCTS: Whole range of products in all categories as long as they are produced locally.	ACTORS: Key actors are market organisers, producers, consumers, promoters (local governments & other public agencies, which do not constitute a transaction cost), regulators charged with enforcing sanitary and tax rules. GOVERNANCE: Each SFSC participating in the APPETIT network is independent & self-governing. The APPETIT network is animated/organized by IsoTech as part of its ongoing R&D on SFSC organization solutions. Network is open and requires those participating
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Derivable 3.4. "Delivery of 5 GCAs"

	INDICATORS: Economic: - Turnover & sales volumes broken down by product and by session. - Transaction costs, ie. cost of different configurations and provision arrangements of intermediary functionalities. - New and/or additional products/service generated in response to needs/opportunities Social: - no of food producers involved, including farmers who have not hitherto sold in the marketplace Environmental - Calculation of food miles & 'food shed' of an SFSC - Reporting on production profiles and origin-of food	participate in the marketplace through direct sales so as to keep them 'in business' of providing a range of social, environmental and economic benefits to the communities in which they operate.	ACTIVITIES: Mutual learning & support of SFSC 'market organisers' in different locations. Interpretation and lobbying related to regulations – sanitary & tax impacting SFSCs Identifying intermediary functionalities, mapping these and developing/testing APPETIT software. Ongoing trouble shooting related to using IT-PLM/APPETIT software to support SFSC growth & development in specific locations	to cover their own costs.
COST STRUCTURE: Main costs are related to R&D of the APPETIT software, including implementation/testing. This is both a cost in time and money. But for each SFSC the costs to market organisers relate to the type and extent of 'intermediary services' that need to be provided.	REVENUE STREAM: Revenue stream for each SFSC is related to the volume of transactions and the extent to which 'intermediary services' are provided from within the SFSC community generating additional income to those involved, e.g. a farmer gets paid for her product, for services provided, such as storage or delivery, and other third party services, e.g. insurance....			



o 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?)	Ongoing performance of each participating SFSC is assessed in terms of the number of transactions and the extent to which the cost of 'intermediary services' provided can be covered through % of each transactions. Each participating producer assesses their own benefits in relation to costs of securing sales through other channels. The idea is to increase individual benefits from joint action.
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?)	The larger impact is not assessed in any direct way, but this is a priority in coming months/years. Mainly because customers are increasingly interested in reducing environmental impacts and increasing social benefits.
Are there any specific indicators of PERFORMANCE being used or which potentially can be used?	Key indicator is transaction costs, which are a function of intermediary services need to operate and grow the local market that is the SFSC.
Indicators of IMPACT being used or which potentially can be used?	Key impact is food miles coupled with producers, consumers and other stakeholders opting to engage, use and otherwise support the SFSCs. An important rule of thumb relates to engagement/enthusiasm to contribute (also new solutions) of the children of the food producers involved.

o 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?	Each of the participating SFSCs needed support at start-up, which was a combination of money, advice and leadership. The idea of an SFSC is attractive, but not easy to turn into an operating reality beyond the single individual.
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Derivable 3.4. "Delivery of 5 GCAs"

	Advisory services at start-up were as follows: Liszki Basket – the SFSC idea came from participation of local leaders in a multi-year project of the Polish Environmental Partnership Foundation, which teamed up with the Agricultural Chamber in Malopolska to campaign for regulatory changes. The Foundation provided also start-up funding for the initiative and provided 'intermediary services' in early days & organized the co-development with local farmers, the IT-PLM software for organizing the SFSC. Mobilna Marchewka – benefited primarily from the expertise and practical experience of the 6 farmers, who formed a consortium with IsoTech to access (successfully) grant-aid for start-up from a Ministry of Agriculture SFSC support scheme. The content centred on organizing a logistics centre to support the growth of the SFSC in terms of numbers involved, sales volumes. Z Ziemi – a group of farmers were inspired by the Liszki Basket to establish their own initiative. The Municipality of Kamienna Gora through its Enterprise Incubator, purchased a license to the IT-PLM software and helped local farmers organise themselves and adapt the software functionalities to their own needs. Spiżarnia Czeszowska – a group of farmers set up their own initiative as a spin-off from participating in the Jurajski Food Coop. They organised a physical marketplace in the centre of Czeszowa, formed a consortium and secured grant-aid from a Ministry of Agriculture SFSC support scheme. They used part of the money to purchase an IT-PLM license to introduce an internet platform into their ongoing operation. Advisory support was provided by peers from other SFSCs and also Iso-Tech. Koszyk Chojnicki – leaders from the Local Action Group encountered the SFSC idea at workshops organised by Iso-Tech and as a result organised a consortium of local farmers to access start-up funds from the Ministry of Agriculture SFSC support scheme. The backdrop for all these activities was campaigning that led to the introduction, starting in 2017, of a series of regulatory changes to enable farmers to process and sell their food directly to customers without having to register themselves as businesses. SFSCs came to be a priority of public policy at the national level, which resulted in the Ministry of Agriculture organising an SFSC support scheme that provided farmers with the opportunity to set up consortia and access start-up funds.
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Derivable 3.4. "Delivery of 5 GCAs"

ADVISORY SUPPORT NOW: What (content) & how (mode) is advice being provided now? Who provides the advice and who pays for it?	In terms of content advisory support being provided to the 5 participating SFSCs (to different degrees) relate to 2 aspects: 1. Regulatory concerns related to interpretation/application/compliance with sanitary and tax rules and 2. Identifying 'intermediary services' for the purposes of optimizing organizational configurations with IT-PLM/APPETIT software. With respect to (1), there are a range of providers, including public advisors. With respect to (2) it is primarily the mutual support network facilitated by Iso-Tech, which taking on an R&D role for individual SFSCs which have no R&D capacity of their own.
ADVISORY SUPPORT NEEDED - what advice is needed & how should it be provided? Who should provide for it and who should pay?	Key advisory support that is needed relates to the regulatory environment and to changing regulations in the field of sanitary/safety and tax to fit SFSC needs. Part of the solution is peer learning & support. But important is also engaging with regulators as partners to ensure compliance is consistent across different jurisdictions. This should be provided through public advisory services. Another area of advisory support relates to organizing joint action/operation based on sharing economy solutions in a situation where regulations & funding programmes are directed primarily individual producers. A key need relates to organizing/working in partnership based on sharing risks, benefits and how to provide the legal basis for such activity.
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 political context in Poland for SFSCs is that they are now treated as national government priority. The public Agricultural Advisory Centres are being systematically supported and encouraged to undertake their own SFSC initiatives and to provide support for SFSCs in their jurisdiction. The reality is that SFSC initiatives primarily rely on peer support. Going forwards, government policy is to support the growth and development SFSCs through EIP-Operational Groups and through Local Action Groups.



o 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:	The APPETIT network is primarily about mutual learning and support aka advising on organizational parameters, reducing transaction costs and reporting social, environmental, economic benefit.



Derivable 3.4. "Delivery of 5 GCAs"

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:	All the SFSCs forming part of the APPETIT network are part of a local effort to promote a rural development that engages/makes use of small & part-time farmers as a way of preventing their decline and disappearance.
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. Each of the participating SFSCs has a local leader in the form of the 'market organiser' who is primarily concerned with 'intermediary services' for enabling growth and development of the SFSC as local market.
If YES, please provide details about the role of the KEY PERSON and contact information:	Local market organisers: Liszki Basket – Dagmara Pilis Mobilna Marchewka – Maria Gorzkowska Spiżarnia Częstochowska – Renata Goner Koszyk Chojnicki – Dominika Majer Kamienna Góra – Krzysztof Solarz

o 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:	Each of the SFSCs participating has its own formula for enabling producer-consumer interactions, which they are seeking to enhance through adaption/deployment / further development of the APPETIT software



Derivable 3.4. "Delivery of 5 GCAs"

B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	The APPETIT network is evolving primarily as a mutual learning and support network that enables peer advisory services that don't distinguish between public or private, but rather to effectiveness in solving practical problems.
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 ambition is that each of the SFSCs participating will be able to organize and reduce the costs of transactions in their marketplaces to enable growth, development and effective competition.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Business planning Designing organizational arrangements Interpretation/compliance with sanitary and tax rules, especially where joint action is involved. Aspects of IT-enabled solutions Agro-ecology production methods.
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. The whole point of the APPETIT network is for each SFSC to secure support and learning to innovate in order to compete successfully in the marketplace
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Iso-Tech is driving the process of working out innovative ways of building mutual learning and mutual support into the operating cultures of each of the participating SFSCs. The aim and motivation is to develop a form of advising that is ongoing and part of business operations and not seen as an "add on".
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	Participating SFSCS and the APPETIT Network as a whole operate as collaborations.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Iso-Tech is provided advisory services on how to make collaboration effective and impactful in the context of each of the SFSCs. And through working directly on SFSC issues with the National Agriculture Advisory Centre and the Ministry of Agriculture.
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.	



Derivable 3.4. "Delivery of 5 GCAs"

A. Description	Each of the SFSCs in the APPETIT Network has adopted a charter or set of rules that govern the way they operate.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Iso-Tech helps access relevant advisory services from where this is available and works to facilitate mutual learning in the APPETIT Network. The Network is open, so that advisory services are not confined only to the SFSCs that are participating formally on account of their being IT PLM/APPETIT software users.
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	Each of the SFSCs does have an impact on local economy and the market organisers have the ambition to have such impact.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	This is not so much a topic for advisory services as a focus for research & development to develop ways of assessing impact that can be used also as part of marketing and customer engagement.
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	Thanks to the IT-PLM/APPETIT software to support/enable organizational arrangements of SFSCs that optimize and reduce 'intermediary services' transaction costs, SFSC solutions can be replicated and contribute to scaling SFSC operations.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	The APPETIT user group is also a developer group participating an ongoing process of co-creating SFSC solutions that have immediate applicability and relevance.
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	Each of the SFSCs participating are self-organising, through in the cases different actors take on the facilitating/leadership role.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Key advisory services relate to accessing funds & other types of resources to grow the SFSC as a local marketplace, as well as developing financial services tailored to SFSC needs, opportunities. Going forwards there is a need to address practical issues of organizing and deploying sharing economy solutions.



Derivable 3.4. "Delivery of 5 GCAs"

ADDITIONAL COMMENTS (Is there some other feature of SFSC performance/impact and advising not mentioned above that is worth learning from and sharing?)	The distinguishing feature of the APPETIT Network is its emphasis on peer learning and support. An important aspect of this is also a solidarity in the face of adversity. Market organizers often feel isolated or 'prisoners' of their own success in not being able to move on or retire for the lack of a succession arrangement. The feeling and the reality of not being isolated or alone should not be underestimated. This is difficult to quantify, but is an important aspect of the APPETIT approach and motivation.
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o 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.	Local market organisers: Liszki Basket – Dagmara Pilis Mobilna Marchewka – Maria Gorzkowska Spiżarnia Częstochowska – Renata Goner Koszyk Chojnicki – Dominika Majer Kamienna Góra – Krzysztof Solarz
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.	Rafał Serafin
ARE THERE ANY SPECIFIC EXPECTATIONS WITH RESPECT TO THE CORENET PROJECT & WHAT A COLLABORATION MIGHT LOOK LIKE? Please explain	Hitherto, the SFSCs making up the APPETIT Network have been confined to Polish experience and expertise. An important expectation is to connect with peer-SFSCs, and more specifically the market organisers, who are seeking to enable many-to-many transactions.
Are there any specific needs or aspirations that motivate those organising the GOLDEN CASE to engage with the CORENET project?	To identify and connect with SFSCs working as co-developers of software solutions and trying to address governance issues that ensure local control can be secured going forwards.



Derivable 3.4. "Delivery of 5 GCAs"

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.	There are two key non-advisory factors that are shaping the space for developing SFSCs in Poland: 1. The need to introduce and improve the regulatory environment in ways that make it more SFSC friendly – especially with respect to many-to-many transactions. For example storage in an SFSC, which is inevitably temporary and small scale should not be treated in the same way as a supermarket storage facility when it comes to compliance. 2. The aggressive policies and behaviour of supermarkets who have taken on the rhetoric of SFSCs (direct from the farmer) and to what extent they will be held to account for mislabeling and other unfair practices.
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	Rafal Serafin, 2.08.2023



6.5. Kaas Baas (NETHERLANDS)

Short Food Supply Chains (SFSC) Golden Case nominations

Kaas Baas (NETHERLANDS)

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

Authors: Jan Willem van der Schans

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. 4 (ISO-TECH), Partner 11 (TKK)
Due date of deliverable	
Actual submission date	

*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	5/09/2023	Taskforce Short Supply Chains (TKK)	Jan Willem van der Schans



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● Kaas Baas (NETHERLANDS)

Short Food Supply Chains (SFSC) Golden Case nomination -

o I. NOMINATING PARTY	
This case is nominated by:	
(a) Consortium partner (name, country & email):	Taskforce Short Supply Chains (TKK), Netherlands, Janwillemvanderschans@outlook.com
(b) Key National contact point (name, country, email):	--
(c) Self-nominated (name, country & email):	--



Derivable 3.4. "Delivery of 5 GCAs"

o II. SFSC DESCRIPTION	
SFSC name:	Kaas Baas (Cheese Boss)
Location (place/territoire covered, country):	Ede, Province of Gelderland
SFSC type:	Collaborations on processing, distribution, sales (CPDS)
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 SFSC allows dairy farmers to sell their cheese directly to consumers, but they do not need to invest capital and time in cheese making themselves. KaasBaas provides cheese making as service to these dairy farmers. KaasBaas runs a mobile cheese making facility. Cheese is being made at the farm and from the milk provided by the dairy farmer. Maturing takes place on the farm or at the KaasBaas warehouse in Ede, where the matured cheese is returned to the farm at the next round of cheese making.
OWNERSHIP/GOVERNANCE ARRANGEMENTS (describe who owns or controls the SFSC and on what formal/legal basis)	Ownership of KaasBaas rests fully with the two founders, who were at that time in a General Partnership (VOF). The founders were a couple when they started but not anymore. One partner is leaving the business and the other is looking for an affiliate. They are financed by venture capital provided by friends and family.
Year established:	2022
NUMBER OF PARTICIPATING PRODUCERS (please estimate to provide a sense of scale):	15
NUMBER OF PARTICIPATING CONSUMERS (please estimate to provide a sense of scale):	27600 consumers estimated, 15 producers make 115 kg 4 times a year, each consumer buys 0,25 kg
NUMBER OF PRODUCTS OFFERED FOR SALE (please list product categories and provide detail to provide a sense of scale/diversity):	Various cheese maturity levels (young, matured old), various ingredients such as herbs
WEB PAGE, SOCIAL MEDIA ETC (please provide if available, include also local language media)	https://www.facebook.com/mobielekaasmakerij/



Derivable 3.4. "Delivery of 5 GCAs"

INFORMATION/ANALYSIS AVAILABLE (provide any papers, documents, leaflets and other materials where available. In local languages & English as available):	Cost price of cheesing making service is available including several scenarios to improve the business set up and operation
VISUALS (please provide or reference photos, publications or other materials that provide further information & detail:	

o III. SFSC BUSINESS MODEL (canvas)

SFSC BUSINESS MODEL:

PROBLEM: The SFSC initiative is trying to offer a cost efficient alternative cheese making solution for dairy farmers involved who want to concentrate their full attention to dairy farming but at the same time also sell their own cheese. AVAILABLE SOLUTIONS: Alternatives are that 1/ farmers sell milk to a large processor who makes cheese but cannot return it to the individual farmers, 2/ a smaller processor who makes cheese and can return the designated batches to the individual farmers, 3/ a cooperative which can or cannot return designated batches to the individual farmers, 4/ a small dairy processor who collects milk from farms, makes	SOLUTION: The economics of cheese making as a service could be improved if there was more automation (heating the milk, cutting curd, etc). Another point is that farmers are not used to set prices to the level of a specialty good (which their cheese is). They are used to sell the milk to a factory as if it was a bulk good.	UNIQUE PROPOSITION: The KaasBaas SFSC combines the expertise of dairy farmers to focus on their cow herd with the expertise of the cheese maker to focus on cheese making. The dairy farmer is in full control, the cheese maker is a service provider, rather than a dominant supply chain party who captures revenues without adding real value to the supply chain. Even though the farmer is not also a cheesemaker in person, he or she is in charge of production, hence this is first party quality control as we see more often in artisanal production (industrial production is based on third party quality control). Another unique characteristic is that the raw milk cheese is produced directly from the still warm milk at the farm. No unnecessary transport is taking place, it is impossible to mix batches of milk from different farmers (which might happen if milk of different farms is processed at a central location).	VALUE PRODUCTS: The "product" offered is really a "service", hence "cheese making as a service". The mobile cheese maker comes to your farm, uses your own milk to make raw milk cheese and prepares the young cheeses for maturation. This service can be expanded by providing a warehouse at a central location in Ede to mature the cheese. The milk is not necessarily organic, but organic milk can be processed separately. The cheese is made from raw milk. The service offer needs to be slightly adapted to process milk from robot milking. Some of the cheese is sold by the mobile cheesemaker at farmers markets and food festivals.	ACTORS: A very important partner for the mobile cheese maker is the farmer who wants him to make cheese from his milk. End consumers are also important. One may think that these would want the dairy farmer himself to make cheese, but people buying cheese directly from the farm are actually quite enthusiastic when they hear that cheese making is done by a professional cheese maker at the farm premises. "Do what you can do best" GOVERNANCE: Currently the KaasBaas SFSC is organised around a self employed individual (looking also for a new business partner to share the work of cheese making). His clients are dairy farmers each individually engaging in a commercial relation with the cheese maker. As part of an advisory trajectory we
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Derivable 3.4. "Delivery of 5 GCAs"

cheese centrally but is able to return designated batches to individual farmers, 5/ a farmer who makes cheese at the premises of another farmer who has surplus processing capacity, or 6/ a situation where the farmer is organising cheese making such that it can be integrated in his farm operation.	INDICATORS: The most important indicators of success are to be able to repay loans, provide a decent income for the cheesemaker. Another important indicator of success is that the farmer can sell the cheese at a premium price which is able to reward the cheese maker but also the farmer (and his wife, who is often running the farm shop and cheese sales. More widely this flexible cheese making facility allows dairy farmers to embrace regional differentiation and specialisation which seems a better answer currently than continuation of an approach based on standardisation and commodification. Dairy farmers get the opportunity to identify and develop milk batches with unique cheese making characteristics. In short it is less easy to interchange them.	MISSION: The motivation is to produce raw milk cheese with a connection as close as possible to the farm and its environment. The motivation is also to unburden farmers from extra capital and labor requirements, while allowing them to assume a leading role in the short supply chain. For some dairy farmers the motivation to hire a professional cheese maker is just that they think it is interesting to sell "the taste of their milk through cheese". For others adding cheese to a wider range of farm made products is a key motivation. Finally hiring the mobile cheesemaker may be the start of a process to explore whether one day they will make cheese by themselves.	ACTIVITIES: The SFSC in full is about producing and selling raw milk cheese directly to customers. The main parties are the dairy farmer who is producing milk and the end consumer who is buying the raw milk cheese at the farm shop (or at the farmers market). The intermediate function of cheese making is done by an independent small business: the KaasBaas. Transactions are on a commercial basis but are aimed at long term cooperation. Farmers need to plan their batch of raw milk cheese in advance, in order for the KaasBaas to have a continuous flow of cheese making jobs throughout the year.	invited all the clients together at a meeting where the mobile cheese maker explained the economic status of his initiative. His business was not profitable at that time: costs were too high (notably costs of mobile cheesemaking equipment, as well as labor costs). His revenues were too low (price to be paid by farmers for producing the raw milk cheese). Most clients were quite understanding about the situation and they would accept a higher price for the service. Apart from that some clients even were willing to invest in the mobile cheesemaking operation (contribute financially to investment in cheese making equipment and a van to move the equipment around)..
COST STRUCTURE: Dairy farmers who want to produce and sell cheese from their farm themselves do not need to invest in cheese making equipment nor in learning how to make cheese. Rather they hire the mobile cheesemaker to do the job. For the dairy farmer this is a relatively small amount of money, notably the cost associated to about 100 kg of cheese produced in one batch by the mobile cheesemaker. The cost of marketing and selling that batch of cheese is incurred by the dairy farmer. He is the owner of the cheese. The costs of developing distribution channels for the mobile cheese maker are not so big. Dairy farmers inform each other by word of mouth. There are few similar initiatives. In fact another initiative about mobile cheesemaking stopped and clients were redirected to the new mobile cheese maker. Apart from that there are initiatives where the milk is being collected at the farm and processed into farm specific cheeses at a central location (https://www.onzezuivel.nl/over-ons/ , this is an entrepreneurial initiative; https://www.hollandsche-meesters.eu/kaasmakerij/ , this is a cooperative initiative).		REVENUE STREAM: Revenues are charged by the mobile cheese maker as a service fee per kg cheese produced. This fee should cover the cost of driving the mobile cheesemaking facility to its location at the farm, and producing a batch of raw milk cheese at the farm. The dairy farmers are themselves responsible for selling their own cheese. At the meeting with clients of the mobile cheese maker we found out that price setting of raw milk cheese directly from a farm is still a challenge for farmers, who hesitate to charge higher prices.		



o 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?)	There is no systematic arrangements in place to assess performance. This is a small scale initiative not funded by public money, so there is no formal external obligation to monitor performance. There is an internal drive to monitor the performance of this initiative informally, because stakeholders directly involved have invested money and time, and it is presumed that in the end they want something in return. Stakeholders include a business partner who was working overtime, family members who gave a loan, and informal investors who provided capital. Informally the team of advisors is monitoring the initiative. We know the initiating party quite well as he participated in several coaching programmes that we organised. No data is collected about the participating dairy farms, although it is assumed that the improved margin of raw milk cheese making will return to the farm and make it more sustainable.
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 and systemic arrangements to monitor impact. This is a relatively small initiative neither financed by public money nor financed by a bank. Family members and informal investors have taken the risk. These parties do not require strict impact assessments. Quite ironically we found that the internal accounts were not up to standard to calculate the cost price of the cheese making service. External parties such as banks or formal investors would have pushed for this kind of transparency much earlier.
Are there any specific indicators of PERFORMANCE being used or which potentially can be used?	The ability to pay back loans and the ability to gradually buy out the informal investors.
Indicators of IMPACT being used or which potentially can be used?	Ability to provide a price premium on the raw milk cheese, such that the mobile cheese maker can have a decent income, as well as the dairy farmers who hire the mobile cheese maker services. It is assumed that extra revenues will also be used to improve the sustainability of dairy farming.



o 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?	The mobile cheese maker participated in the Masterclass Short Supply Chains 2020, organised by Region Deal Food Valley. This is a series of 7 meetings for 15 participants in a group discussing how to complete for each participant the Business Model Canvas. KaasBaas also participated in a follow up series of meetings to deepen our knowledge of certain aspects of the short food supply chain (data collection, marketing, finance, horizontal and vertical cooperation, etc.). In addition KaasBaas participated in a related initiative where farmers and food processors learn how to improve their presence on internet. In order to help the mobile cheese making initiative to further professionalise their business operation, a team of consultants (Jan Willem van der Schans, Gerdien Kleijer and Jacob Haanstra) organised a meeting with the KaasBaas client dairy farmers to discuss a necessary restructuring of the business operation. The money for all this advice was coming from regional development funds (Region Deal Food Valley).
ADVISORY SUPPORT NOW: What (content) & how (mode) is advice being provided now? Who provides the advise and who pays for it?	Currently no specific arrangement is in place to provide advice. We hope there will be a small budget from COREnet to reflect on the KaasBaas case and provide advice where needed.
ADVISORY SUPPORT NEEDED - what advice is needed & how should it be provided? Who should provide for it and who should pay?	The advise should probably focus on how to restructure a one man operation into a small and medium size enterprise with two or three business partners to make the mobile cheese making operation less dependent on the initiator and more solid as a business partner.



Derivable 3.4. "Delivery of 5 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:	The Netherlands once was and perhaps still is famous for its Agriculture Knowledge and Innovation System. Originally this AKIS was publicly funded and operated. Innovations would come from basic research programmes and practical implementation programmes. In the 90-ies this AKIS was modernised and dismantled. Rather than open access to all, consortia of companies, research institutes and the government (the golden triangle) were formed. There is concern however that companies have become too dominant in knowledge production and dissemination. At farm level advisors are not publicly funded anymore but by private sector interests (companies providing seed, feed, fertiliser, crop protection, etc.). It has been suggested that this possibly biased role of farm advisors is causing delay in the transition towards a more sustainable Dutch food system. The new ("golden triangle") approach recognised right from the start two different approaches to innovation, one bottom up (learning networks) and one more top down (system innovation). KaasBaas participated in the Masterclass Short Food Supply Chains. Masterclass SFSC fits to a large extent in the learning network approach, but it is not solely process orientated as advisors often are in the learning network approach. In the Masterclass advisors can be engaged as experts, rather than just process facilitators. Knowledge can be provided by experts (in business modelling (BMC), data management, marketing, health claims, horizontal and vertical cooperation etc.). But at the same time participants share experiences and learn from each other.
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o 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:	KaasBaas has been active in several (Masterclass SFSC) courses and 1 to 1 business consults, and is willing to participate in the COREnet project and share experiences. The KaasBaas example is drawing attention to the "make" or "buy" decision which every business must make. As a dairy farmer one should ask: "Do I make raw milk cheese myself?" Or: "Do I hire someone to produce raw milk cheese for me, who is better or more efficient than I myself can be?"



Derivable 3.4. "Delivery of 5 GCAs"

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:	Currently the relation between KaasBaas and dairy farmers is a commercial one. It can be imagined however that some dairy farmers want more control, hence they may form a cooperative with KaasBaas as member or KaasBaas as employee, or KaasBaas as exclusive service contractor. It is possible that more cooperation is in order between KaasBaas clients, for example in the field of marketing. On the other hand it is also possible that KaasBaas remains independent but expands its service range to provide marketing courses to their dairy farming clientele. We actually provided a "price setting" course already together with KaasBaas and their dairy farming clientele. Other subjects on which more cooperation and exchange of knowledge may be interesting is cow feed ration in relation to raw milk cheese quality and taste.
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:	Sylvester van Ledden is the initiator and owner of KaasBaas



o 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:	KaasBaas is a b2b type of arrangement. Consumer relations do play a role but this is handled by the dairy farmers who are part of the model of cooperation. It is supposed that these dairy farmers are indeed developing more b2c relations as the range of products they sell directly at the farm is expanded by raw milk cheese.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	KaasBaas is a b2b type of arrangement. Consumer relations do play a role but this is handled by the dairy farmers who are part of the model of cooperation. It is supposed that these dairy farmers are indeed developing more b2c relations as the range of products they sell directly at the farm is expanded by raw milk cheese.

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 KaasBaas initiative is run already as a market oriented business. No subsidies were involved, just loans from relatives and capital from investors. We believe that the teething problems are overcome and KaasBaas is able to provide an income for the cheesemaker and positive revenues for the dairy farmers.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	As explained earlier the advisory team organised a series of 1 to 1 meetings with the KaasBaas initiative in order to calculate a proper cost price for the cheesemaking service. One could imagine that more accountancy advice is needed in order to be able to pay back loans and buy out investors. Also on how to open up the business to new affiliates, and in due course make the business transferable.

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:	Is it possible to automate some parts of the raw milk cheese making process, when the mobile processor is at the farm? How can we differentiate even more to strengthen the farm specific character of the raw milk cheese. Is it possible to make a specific cheese to a specific cow breed, or cow feed ration? What can we learn from this for mobile processing units in other sectors (such as mobile apple juice presses, etc.).
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	We have not yet made any plans to explore the strategic value of on farm processing and packaging, as a fundamental alternative model to centralised and standardised processing (the Fordist model). But KaasBaas is a strong example of distributed processing within farm specific parameters (the post Fordist model).
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 calling out the dairy farmer clients of KaasBaas and meet them all at one location in Ede we found that the dairy farmers are much more cooperative than KaasBaas imagined. Dairy farmers were willing to cooperate in planning (allowing more smooth distribution of cheese making jobs over time). They accepted a higher price for the cheese making service (they acknowledged the long working hours that go together with on farm raw milk cheese making. And they were sometimes even willing to invest in the KaasBaas business (to solve very concrete operational problems).
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Group session with KaasBaas dairy farming clientele. This was a great example of "open cost" calculation.
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 KaasBaas initiative is a private partnership. External finance is provided by a formal investor. This investor does not interfere with the day to day operation of the initiative.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Alternative institutional arrangements could be suggested, such as that KaasBaas is owned by a cooperative of dairy farmers, with KaasBaas as member or employee of the cooperative. KaasBaas might also develop into a full service solution, not just



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	assisting the dairy farmers in cheese making but also taking over part of the sales.
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	Farmers retain a larger part of the revenues if they process raw milk into cheese, rather than selling the raw milk as a bulk product to an industrial processor. It is assumed that they will use this margin to invest in more sustainable farming practices. We need more verification of that assumption.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Advice could focus on ways to secure that extra margins in SFSCs are not leaking away but stay in the farm or in the region. Examples could be given of initiatives where this danger is specifically targetted and solved.
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 KaasBaas experience shows that The Netherlands is in fact too large to be serviced by one mobile cheese maker. Often, the cheesemaker starts at 4 o'clock in the morning with a two hour drive to a client. The aim is to make cheese from milk that is still warm. This saves energy of reheating the milk and it involves less sanitary risks which is good for raw milk cheese making. This SFSC model is therefore not scalable but it might very well be replicable.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Replicability is possible but it is not easy to find a partner who wants to work so hard for so little money. What could be the exit strategy for the raw milk cheese maker? How is it possible to build up a solid and transferable business? What are the long term ambitions of the mobile cheese maker, can you do this kind of job all of your life?
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 self organising capacity of the KaasBaas initiative has shown itself (meeting with clients to discuss business future). However, it must be noted that some input from advisors was needed. Raw milk cheese making at different farms throughout the week is just a very time and energy consuming job. The cheese maker is operationally busy throughout the week. Some assistance is needed, from advisors, but preferably from a person less operationally involved, who can do the administration and keeps an eye on the strategy.
B. Advisory services provided (i.e. Beneficiary, Form, Content, Provider):	Improving the quality of life for people who cross The Netherlands to make raw milk cheese at dairy farms. Make it more attractive to work in this profession for a couple of years and then move on to another job.
ADDITIONAL COMMENTS (Is there some other feature of SFSC performance/impact and advising not mentioned above that is worth learning from and sharing?)	

o 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.	Jan Willem van der Schans, I am interested in the many different forms in which intermediate services manifest themselves in SFSCs.
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.	Sylvester van Ledden



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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?	The raw milk cheese maker may want to sell his operation in the future. This makes more detailed information on costs and revenues commercially sensitive. Please bear in mind that the information provided here is for project internal purposes only. This information needs to be screened before it can be publicised.
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	Dr. Jan Willem van der Schans

