

agr! BRIDGES

**“Building bridges between consumers and producers
by supporting short food supply chains through a
systemic, holistic, multi-actor approach-based Toolbox”**

(Grant Agreement 101000788)

Coordination and Support Action

D1.1: Report on multi-actor approach framework development

Work Package 1

Responsible Partner: Q-PLAN



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D1.1: Report on multi-actor approach framework development

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Main authors	
Name	Organisation
Mr Kostas Giagtzoglou, Mr George Malliopoulos, Ms Sofia Kotaidou	Q-PLAN

Quality reviewers	
Name	Organisation
Ms. María García Alegre, Mr. Víctor Javier Corral Franco	CTA
Ms Maria Caballero, Mr Carlos Fernandez	ECF

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Executive Summary

This document titled “**D1.1: Report on multi-actor approach framework development**”, has been elaborated as a deliverable of **agroBRIDGES** describing the approach followed for the development of agroBRIDGES’ multi-actor framework. The project aims at empowering farmers with practical knowledge and tools to set up new business models based on Short Food Supply Chains (SFSCs) with a focus on building bridges between producers and consumers. In this context, agroBRIDGES entails the creation of twelve regional and one European network of diverse stakeholders within the agri-food sector to participate and support the design, development, testing, validation and roll-out of the agroBRIDGES Toolbox.

In particular, to produce meaningful and demand-driven results, tools and practical knowledge, agroBRIDGES will establish Multi-Actor Platforms (MAPs) in 12 different countries, namely Greece, Finland, the Netherlands, Italy, Ireland, Denmark, Spain, Poland, Latvia, Lithuania, France and Turkey. MAPs will comprise of stakeholders covering a broad range of agri-food stakeholders (producers, consumers, academics, policy makers, etc.), who will be engaged in key project activities throughout the project. Members of the MAPs will be provided with the opportunity to express their interests and perspectives and shape the development of the agroBRIDGES Toolbox to better serve their needs. At the same time, the Stakeholder Reference Group (SRG) will act as a bridge between the local and the international perspectives and will enable the consortium to develop replicable results and tools to promote SFSCs across Europe.

To successfully establish and operate its multi-actor framework, agroBRIDGES has elaborated a tailored methodology to ensure comparable but well-adjusted to local contexts results from regional MAPs as well as the seamless integration of the European perspective through the operation of the SRG. The mission of the MAPs and SRG, as well as the expected structure and expected contribution of their members, have been defined to set the foundation of our methodology. A common protocol for the identification, selection of the MAPs and SRG members has been set to be used as a guide for consortium partners leading a MAP or the SRG to efficiently establish these structures, as well as guidelines for inviting members and managing their inclusion as well as potential conflicts of interest that may arise during project activities. The rights and duties of members, their expected role, terms of participation as well as a timeline of their participation in the MAPs and SRG have been developed to promote clear communication among partners and stakeholders. Finally, a management and monitoring framework complemented by easy-to-use management tools has been designed to facilitate the everyday management of the multi-actor structures of the project.

With our multi-actor approach framework in place, our target is to directly engage 140 to 260 actors in the MAPs as well as the SRG. At the moment of writing of this report, over 170 stakeholders have confirmed their acceptance to participate in the project’s MAPs and/or SRG. The recruitment process is well under way and both multi-actor structures will be open for new members throughout the project.



1. Introduction

agroBRIDGES aims at empowering farmers with practical knowledge and tools to set up new business and marketing models based on **Short Food Supply Chains** (SFSCs) with a focus on building bridges between producers and consumers. Along these lines, the project follows an integrated methodology to establish regional **multi-actor structures** for demand-driven innovation, and deliver a combination of communication materials, training programmes, events, decision support and other digital tools included in the agroBRIDGES Toolbox. More than 400 producers, consumers and other agri-food stakeholders will be involved in testing, validating and ultimately benefitting from the roll out of the **agroBRIDGES Toolbox** and its practical support.

Two types of multi-actor structures are foreseen in the frame of agroBRIDGES, namely the **Multi-Actor Platforms (MAPs)** that are networks of local stakeholders, set-up in the twelve focal regions of the project and the **Stakeholder Reference Group (SRG)**, which engage stakeholders from across Europe to contribute in project activities. Along these lines, a dedicated **protocol for the agroBRIDGES MAPs and the SRG** has been elaborated to set out the framework as well as the approach to be followed for setting up and running these multi-actor structures, ensuring the effective engagement of stakeholders.

The current report presents the protocols for the MAPs and the SRG and is comprised of 5 distinct chapters:

- **Chapter 1** provides introductory information about the agroBRIDGES project and the context in which this report on our multi-actor framework and approach has been elaborated.
- **Chapter 2** describes the objectives of agroBRIDGES multi-actor approach as well as the key project targets pertaining to stakeholder engagement in the activities of agroBRIDGES.
- **Chapter 3** sets out the framework of the MAPs and the SRG, outlines the approach for members' selection and engagement, the status of member recruitment as well as MAPs and SRG management.
- **Chapter 4** outlines the specific activities in which MAPs and SRG members will participate in the frame of the project.
- **Chapter 5** concludes on the next steps in the frame of the project with respect to the multi-actor structures of the project.

Last but not least, the Annexes of this report include the: **Terms of Reference** of the MAPs and the SRG (Annex I); templates for the **Declaration of Acceptance** used for MAP and SRG members (Annex II); **invitation letter** from the Project Coordinator to be used by partners while inviting prospective members for the MAPs and the SRG (Annex III); and finally the template with the structure of the **Stakeholder Matrix** which partners will use for monitoring the engagement of stakeholders in the MAPs and SRG (Annex IV).



2. Objectives and key targets

The **overarching aim** of this report is to describe our approach for the development of agroBRIDGES' multi-actor framework and establish a common protocol that will guide consortium partners through the whole process of identifying, recruiting and engaging relevant agri-food actors in the activities of the project.

Specific objectives of this report are to:

- Describe the multi-actor structures that will operate in the frame of agroBRIDGES namely the Multi-Actor Platforms (MAPs) and the Stakeholder Reference Group (SRG), along with their expected structure, mission and the “rights and duties” of members.
- Elaborate guidelines on how partners can approach the selection, contact and engagement of stakeholders to regional MAPs and the SRG, as well as principles for fostering their inclusiveness.
- Define the main activities in which members of the MAPs and the SRG will participate along the process of developing, testing, validating and fine-tuning the agroBRIDGES Toolbox as well as in the process of rolling out and replicating results at a national and pan-European level.
- Establish a framework and tools for managing and monitoring the operation of the MAPs and the SRG, with a view to appropriately keeping track and quantifying the results of the project in terms of stakeholder engagement.

The agroBRIDGES project aims to involve approximately 400 stakeholders of the agri-food sector through direct stakeholder engagement and participation in its activities including workshops, train-the-trainer events and replication and roll-out activities. The multi-actor framework of agroBRIDGES will contribute significantly towards the achievement of this target as it aims to directly engage through its multi-actor structures 140 to 260 actors. More specifically, this includes 10 - 20 regional actors expected to participate in each focal region of the project and 20 - 25 actors at EU level.



3. Multi-actor framework

The multi-actor framework of agroBRIDGES foresees the creation of two distinct structures (i.e. multi-disciplinary groups of stakeholders playing a key role in the agri-food sector) on the basis of geographical scope and expected contribution to the project. These are the Multi-Actor Platforms (MAPs) and the Stakeholder Reference Group (SRG). The following sections of this chapter provide further details about the MAPs and the SRG as well as about their mission and expected structure.

3.1 Multi-Actor Platforms

Multi-Actor Platforms (MAPs) are regional networks of stakeholders coming from across the entire value chain of the agri-food sector as well as researchers, policy makers and groups representing civil society. One MAP has been established in each of the project's 12 focal regions, hereafter referred to as "Beacon Regions", with diverse profiles of producers and consumers as well as the maturity of local SFSCs. Each MAP is led by a consortium partner, the Beacon Region Leader, and each Beacon Region focuses on supporting short food supply chains in two selected agri-food sectors that are the most relevant in these areas. More information on the management and operation of MAPs and the SRG are provided in Section 3.6 of this report.

3.1.1 Mission

MAPs' mission is to assist the agroBRIDGES consortium in developing practical knowledge and demand-driven tools to support consumers and producers across Europe in the context of SFSCs and in turn they will derive benefits from the use of knowledge and tools created in the frame of agroBRIDGES. More specifically the mission of MAPs members is to:








- Provide the consortium with relevant information that will be used to create practical and easily understandable knowledge and tools, bridging the gap between practitioners and researchers.
- Participate in the development process of the project's innovations via the agroBRIDGES Toolbox, with a focus on producing usable results and facilitating their roll-out and pan-European replication.
- Be actively involved in agroBRIDGES' dissemination activities to create a multiplier effect in spreading the word on the project's value propositions, knowledge and impact.

3.1.2 Expected structure

In each Beacon Region, a group of 10 - 20 stakeholders covering the entire spectrum of the quadruple helix (business, academia and research, policy makers and civil society) have been recruited in the respective MAP. The stakeholder groups represented by actors involved in regional MAP as well as an indicative structure for each MAP are presented in the following table.



Table 1: Expected structure for Multi-Actor Platforms

Stakeholder Groups	Short description	Indicative Membership
Producers and farmers 	Producers and farmers are involved in the field growing of various agricultural products. This target group include primary producers of diverse agricultural sectors, that is farmers and representatives of farmers' associations and cooperatives as well as agri-food consultants they work with.	3 - 6
Distributors 	Distributors represent a vital link of the value chain ensuring that goods and services reach final consumers. This group encompasses categories of food distribution such as retailers, wholesalers and logistical companies.	1 - 2
Consumers 	Consumers are a major driving force in the agri-food market as they can influence the sustainability of the system by supporting fair and sustainable production processes through consumer demand as well as through healthy dietary choices.	2 - 4
Academics and researchers 	Research in the agri-food domain may produce valuable knowledge on modern agricultural and food processing practices. This group includes researchers and experts from academic institutions, public non-university and private research centres.	1 - 2
Policy makers and public food procurers 	Policy makers play an important role in the agri-food sector as they can design policies that may affect SFCs. At the same time, public procurers can drive demand for agri-food products produced from SFCs playing a key role in their sustainability.	1 - 2
Technology networks, hubs and clusters 	Technology providers are significant for modernising the agri-food sector through digital technologies that support the design of more resilient, productive and sustainable agri-food systems. This group includes providers in IT systems, Industry 4.0 and e-commerce as well as clusters and Digital Innovation Hubs.	1 - 2
Civil society 	Civil society groups are pivotal for the agri-food sector as they monitor and assert compliance with certain environmental, ethical and safety standards of agri-food production and trade. This group includes associations (e.g., consumer associations), media representatives and NGOs among others.	1 - 2

The membership structure of the MAPs presented in the table above is indicative and may vary among Beacon Regions to better represent specificities of the agri-food ecosystems, focal sectors and actors of these regions in line with the selection criteria outlined in Section 3.3.



3.2 Stakeholder Reference Group

The Stakeholder Reference Group is a European multi-actor structure that acts complementarily to regional MAPs with the objective to bridge the regional with the European perspective. In most activities of the project, following a bottom-up approach, regionally acquired knowledge, insights and results are compiled to be further examined in a European context involving the SRG. In other cases, the SRG will be directly contributing to project activities. Thus, the role of the SRG is pivotal to reflect upon perspectives of stakeholders, findings and experiences gathered from diverse regions from a European standpoint, promoting dialogue and collaborative learning across borders. More specific information on the management and operation of the SRG are provided in Section 3.6 of this report.

3.2.1 Mission

Members of the SRG are entrusted with a similar mission to that of MAP members. In this case, the main goal is to broaden the perspective from the regional to the European level. More specifically, the mission of SRG members is to:

- Provide the consortium with relevant information to create practical and easily understandable knowledge and tools to better bridge the gap between practitioners and researchers.
- Participate in the development process of project's innovations via the agroBRIDGES Toolbox, with a focus on producing usable results and facilitating their roll-out and pan-European replication.
- Be actively involved in agroBRIDGES dissemination activities to create a multiplier effect in spreading the word on the project's value propositions, knowledge and impact.
- Provide a forum to promote dialogue and collaborative learning across the science-policy-practice nexus, as well as to integrate local stakeholder interests into project activities and outputs of pan-European relevance.

3.2.2 Expected structure

The SRG will be composed of approximately 20 - 25 members representing the stakeholder groups of the agri-food sector, as presented in Section 3.1.2 (i.e., producers, farmers, distributors, academics, scientists, policy makers, public food procurers as well as consumers and civil society). This includes (indicatively):

- 12 members from regional MAPs (1 member per Beacon Region MAP), ensuring that local perspectives are properly heard, discussed and addressed from a European perspective as well.
- 2 – 3 members from the agroBRIDGES Experts Advisory Board.
- 5 - 10 members with expertise in SFSCs and experience in the European research and innovation landscape such as coordinators of relevant EU-funded projects, members of EIP AGRI Operational Groups, EIP AGRI national networks or EU institutions and academic experts.

The membership structure presented above is indicative and may change over the course of the project to fit the needs of our activities. Moreover, the SRG membership might change throughout the project implementation, allowing us to find and tap into any necessary complementary expertise and knowledge.



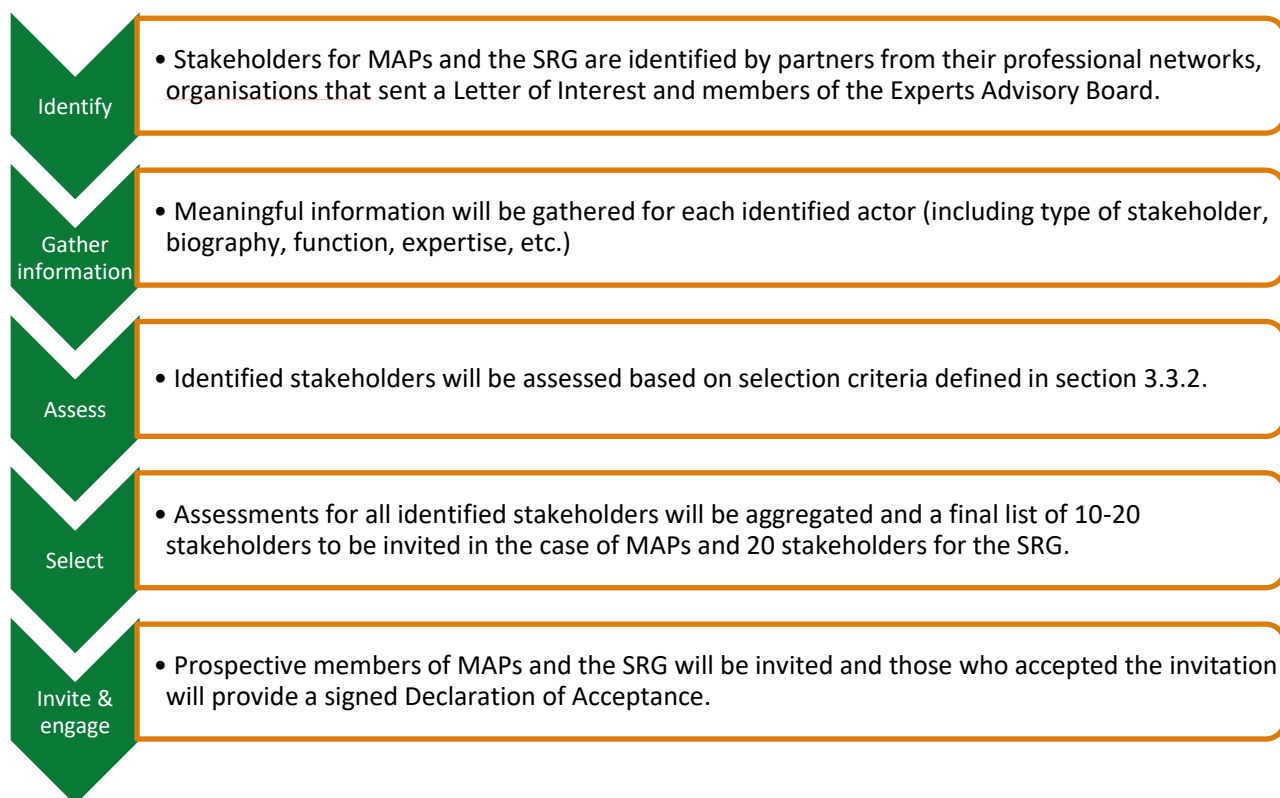
3.3 Selection criteria and process

3.3.1 Selection process

A common process has been followed for selecting the members of the agroBRIDGES MAPs and SRG. A straightforward five-step procedure is presented in the figure that follows, outlining all steps from the identification of stakeholders to their invitation to join MAPs and the SRG and their involvement in relevant project activities.

Beacon Region Leaders are responsible for the selection of stakeholders included in their respective region (Beacon Region Leaders are presented in Section 3.6). At the same time, each Beacon Region Leader has nominated a member from their MAP to join the SRG. The rest of the SRG stakeholders have been nominated by Q-PLAN in cooperation with all partners.

Figure 1: Selection process of MAPs and SRG members



In the next section, the criteria that will be used for the selection of stakeholders to be included in MAPs and the SRG are presented along with the rationale for their use.

3.3.2 Selection criteria

The criteria applied for selecting MAPs' and the SRG's members, in line with their mission and expected structure, capture a broad range of dimensions regarding the characteristics that members should possess to ensure effective participation in MAPs and SRG activities. Along these lines, the following table summarises selection criteria and briefly describes the rationale behind their inclusion.



Table 2: Selection criteria and rationale for criteria inclusion

No.	Selection criterion	The rationale for criterion inclusion
1	Interest (MAPs / SRG)	Individuals with high interest in the agri-food sector and particularly in SFSCs will ensure that they are driven to participate and help the project produce meaningful results with significant value-added for their users.
2	Availability (MAPs / SRG)	Individuals that have the available time required to participate will enable partners to smoothly organise and execute project activities with higher participation rates that will result in a higher probability that their targets are achieved.
3	Relevance (MAPs / SRG)	The stakeholders' relevance to the scope and objectives of the project is necessary to keep the activities of MAPs / SRG focused and will ensure that their members can effectively contribute to the production of relevant project outputs.
4	Appropriateness (MAPs / SRG)	The consortium will make sure that members selected to participate in the MAPs / SRG are appropriate to their scope thus avoiding conflicts of interest or involvement in activities that may cause them unnecessary inconvenience.
5	Representativeness (MAPs / SRG)	A balanced representation of perspectives within and across stakeholder groups is key for the MAPs / SRG to collect the representative insights required to inform design, development and fine-tuning, thus addressing diverse needs.
6	Willingness (MAPs / SRG)	Motivated individuals willing to contribute with their knowledge and experience will promote success of MAP / SRG activities and will be more prone to help disseminate the project's tools and knowledge, facilitating exploitation and sustainability.
7	Gender (MAPs / SRG)	The tools to be developed by agroBRIDGES should reflect the interests and needs of all genders.
8	Age (MAPs / SRG)	Potential stakeholders should not be overlooked on the basis of age. The knowledge and tools produced by agroBRIDGES will be more relevant and therefore will have more practical value if age disparities of prospective users are taken into account.
9	Geographical spread (SRG exclusive)	A broad geographical spread of stakeholders comprising the SRG will facilitate the replication and roll-out of the project's results and the agroBRIDGES Toolbox. In fact, this dimension is partly covered by the geographical spread of consortium partners and project Beacon Regions.

The following section outlines guidelines for partners to establish and maintain contact with stakeholders as well as principles for fostering inclusion and effective engagement in MAPs and the SRG.



3.4 Guidelines for contact and engagement

3.4.1 Contact guidelines

This section outlines a set of contact guidelines for the initial and subsequent communications of partners with members of the MAPs and the SRG to ensure effective collaboration with them during the project.

Dedicated communication materials have been prepared to facilitate the first contact of partners with MAPs and SRG members and to ensure that stakeholders have sufficient information concerning their participation and role in agroBRIDGES multi-actor structures and their activities. In particular, the following documents have been produced:

- **Terms of Reference**, providing significant information about agroBRIDGES and the activities in which MAPs and SRG members are included, as well as their expected contribution and conditions pertaining to their membership (see Annex I).
- **Declaration of Acceptance**, to be signed by the invited stakeholders evidencing the fact that they agree with the terms and conditions of their participation in the respective MAP or in the SRG and that they are willing to be a member of this multi-actor structure (see Annex II).
- An **official invitation letter from the Project Coordinator** to accompany the initial communication of consortium partners with selected stakeholders.

The abovementioned material has been provided to prospective members of the MAPs and the SRG following a set of guidelines for initial contact and subsequent communications among partners of the consortium and MAPs and SRG members at different stages of the multi-actor framework operation.

Table 3: Guidelines for contacting MAP and SRG members

Stage	Contact guidelines
Initial contact	<ul style="list-style-type: none">• The initial contact with prospective members of each MAP should be carried out by the respective Beacon Region Leaders.• The initial contact with the SRG should be carried out by SRG Manager with the support of relevant partners when necessary.• All initial contacts should be accompanied by the communication material prepared (Terms of Reference, Declaration of Acceptance, official invitation letter from the Project Coordinator).• Employ a language that will be easily understood by the stakeholders and ensure that they comprehend the rights and duties implied by their participation.• Further communication via e-mail or teleconference is encouraged in order to reply to any questions or provide clarifications.• Stakeholders who accept to join a MAP or the SRG, should be requested to sign the Declaration of Acceptance.
Subsequent communications	<ul style="list-style-type: none">• Partners managing a MAP or the SRG should handle/liaise all communications with members of these structures.



	<ul style="list-style-type: none">• Beacon Region Leaders / SRG Manager can authorise other consortium partners to contact these persons only if necessary and will be kept informed during the whole communication process.• MAPs/SRG members should be properly and timely informed to participate in upcoming project activities (e.g. interviews, surveys, focus groups, events).• Beacon Region Leaders / SRG Manager should ensure that no member is overloaded with information about any task at hand.• Prior to contacting members for a specific action, necessary material and briefings should be prepared to inform participants about the scope of the activity and their expected role.
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On top of these contact guidelines, guiding principles for engagement and inclusion of stakeholders in MAPs/SRG activities have also been elaborated and presented in the following sections.

3.4.2 Guiding principles for engagement

The following table presents an indicative overview of key potential interests and conflicts of key stakeholder groups of agroBRIDGES that may arise during their engagement in the project along with a set of proposed principles on how to effectively manage their engagement.

Table 4: Main interests, conflicts and engagement principles for key stakeholder groups

Stakeholder groups	Potential interests and conflicts that may arise during their engagement	Principles for managing their engagement
Producers and farmers	<ul style="list-style-type: none">• Interest for clear business benefits stemming from involvement in project activities and utilisation of the agroBRIDGES Toolbox.• Fear of losing possible competitive advantage in the local market due to disclosure of business information.	<ul style="list-style-type: none">• Use of simple and straightforward language understood by stakeholders.• Focus on building trust among stakeholder groups and creating a shared vision among them.• The emphasis of demonstrating the business benefits of the agroBRIDGES Toolbox and value propositions.
Distributors	<ul style="list-style-type: none">• Interest in modern logistics and delivery systems of agri-food products.• Fear of market displacement and profit margin reduction due to the promotion of SFSCs.	<ul style="list-style-type: none">• Use of simple and straightforward language understood by stakeholders.• Emphasis on business and overall benefits from adopting new models and paradigms (for SFSCs).• Focus on building trust among stakeholder groups and creating a shared vision among them.



Stakeholder groups	Potential interests and conflicts that may arise during their engagement	Principles for managing their engagement
Consumers and citizens	<ul style="list-style-type: none"> • Interest in good quality products and affordable prices. • Interest in sustainable diet and nutrition aspects. • Need for easy access to transparent information on product identity, production methods and origin. • Fear of losing the breadth of choice from turning to locally produced products. • Fear of higher prices by turning to organic products. 	<ul style="list-style-type: none"> • Use of simple and straightforward language understood by stakeholders. • Emphasis on tools supporting easier delivery while allowing a wide selection of local products. • Focus on building trust among stakeholder groups and creating a shared vision among them.
Technology networks, hubs and clusters	<ul style="list-style-type: none"> • Interest in supporting digitalization of traditional industries (agri-food). • Interest in providing technological solutions for producers and farmers to improve products and/or services, reduce costs and manage operations in a more efficient way. • Interest in providing technological solutions to distributors to improve supply chain management, commerce experiences, customer and product information delivery performance. 	<ul style="list-style-type: none"> • Use of simple and straightforward language understood by stakeholders. • Emphasis on business and overall benefits for their members and partners from collaborating with producers, farmers and distributors. • Focus on building trust among stakeholder groups and creating a shared vision among them.
Academia and research	<ul style="list-style-type: none"> • The potential gap between freedom of research and the market-orientation of the project may disincentive engagement in project activities. • Emphasis on dissemination of research outputs may pose barriers to the protection of intellectual property of the agroBRIDGES partners. 	<ul style="list-style-type: none"> • Emphasis on scientific contributions of the project in open access journals and knowledge dissemination channels. • Emphasis on the orientation of the project's outputs and tools towards providing practical support to users. • Focus on building trust among stakeholder groups and creating a shared vision among them.



Stakeholder groups	Potential interests and conflicts that may arise during their engagement	Principles for managing their engagement
Public Authorities (Food procurers, Policy makers)	<ul style="list-style-type: none">• Interest in building suitable incentives and support measures for SFSCs and clear-cut labelling schemes.• Potential bureaucratic and relatively slow decision-making processes.• Need for sufficient knowledge to make the case for preference of local food products in public food procurement procedures.	<ul style="list-style-type: none">• Emphasis on agroBRIDGES tools designed for training policy makers and procurers on food procurement and labelling schemes.• Focus on the need to offer evidence-based policy recommendations pinpointing the impact of the adoption of SFSC-friendly policies.
Civil Society (Associations, media, NGOs etc.)	<ul style="list-style-type: none">• Interest in sustainable solutions with respect to supporting local businesses, consumers and local produce.• Potential conflict with businesses on the trade-off between prioritising business gains vs benefits for consumers and the society.	<ul style="list-style-type: none">• Use of simple and straightforward language understood by stakeholders.• Emphasis on evidence-based impact of the project on supporting SFSCs as well as both local producers and consumers.• Emphasis on economic, societal and environmental benefits stemming from the project's outputs and tools.

3.4.3 Guiding principles for inclusion

The MAPs and SRG protocols introduce specific principles to ensure the effective inclusion of the diverse identified stakeholder groups in the different activities of agroBRIDGES, while also facilitating gender, age and regional representation to the degree possible within the framework of the project. In particular, below, we lay out the principles to be followed by project partners with respect to the **inclusion** of stakeholders in the activities of agroBRIDGES as well as **regional representation** and **gender aspects**.

Table 5: Guiding principles for stakeholder inclusion in project activities

Category	Guiding principles
Inclusion	<ul style="list-style-type: none">• Ensure participation in project activities from the full range of potentially interested stakeholders spanning across the entire range of the key stakeholder groups identified.• Timely identify any potential barriers to the participation of the interested stakeholders in the activities of the project (such as accessibility, lack of funding, long geographic distances, lack of awareness).• Assess and determine effective means of surpassing potential barriers to participation (such as broad and targeted information sharing via online means and other suitable channels, etc.).



Category	Guiding principles
	<ul style="list-style-type: none"> Appropriately take into account the needs, interests and potential conflicts that may arise among the targeted stakeholder groups in the framework of their participation in the activities of the project.
Regional representation	<ul style="list-style-type: none"> Ensure a good representation of different regions within and among countries in regional MAPs and the SRG to the extent possible. Address and engage with stakeholders within focal regions of the project but also from beyond, based on the access of partners to relevant networks and initiatives.
Gender aspects	<ul style="list-style-type: none"> Provide equal opportunities and access for all genders and age groups to project activities such as the development, testing and validation of the agroBRIDGES Toolbox. Maintain ethical communication standards by respecting the dignity of individuals as well as by eliminating any form of gender-related bias in communication campaigns of the project. Engage in constructive discussions with stakeholders participating in project activities on the progress of agroBRIDGES in implementing its commitment to gender balance.

3.5 Rights and duties

The following table summarises the rights and duties of stakeholders participating in regional MAPs or the SRG, as provided in the respective Terms of Reference and Declaration of Acceptance.

Table 6: Right and duties of MAPs and SRG members

Rights	Duties
<ul style="list-style-type: none"> Stakeholders participate in MAPs and the SRG voluntarily and have the right to withdraw at any time or refuse participation without facing any adverse consequences. 	<ul style="list-style-type: none"> Stakeholders agree to abide by the Terms of Reference which explain in further detail expected involvement as well as terms pertaining to their membership.
<ul style="list-style-type: none"> Stakeholders' have the right to preserve their anonymity during all project activities they will be involved in and in reports or publications produced 	<ul style="list-style-type: none"> Stakeholders participate in their individual capacity and not delegate any expected work to another person without prior written agreement.
<ul style="list-style-type: none"> Stakeholders have the right to request further processing and storage of their data by the consortium to be ceased without having to justify their request. 	<ul style="list-style-type: none"> Stakeholders ensure that they are involved in project activities in complete independence and there is no conflict of interest affecting their participation.
<ul style="list-style-type: none"> Stakeholders have the right to access project results ahead of their public release in order to provide input for fine-tuning them in alignment with the needs of their users. 	<ul style="list-style-type: none"> Stakeholders must not disclose any information provided to them in the frame of agroBRIDGES activities and fully respect all confidentiality requirements.



3.6 Snapshot of current MAP and SRG composition

Currently, a total of **166** agri-food sector stakeholders have been recruited to the MAPs of the 12 Beacon Regions, having accepted the Terms of Reference and signed a Declaration of Acceptance. The following figures present a snapshot of confirmed members per region and stakeholder group.

Figure 2: Total MAP members per Beacon Region

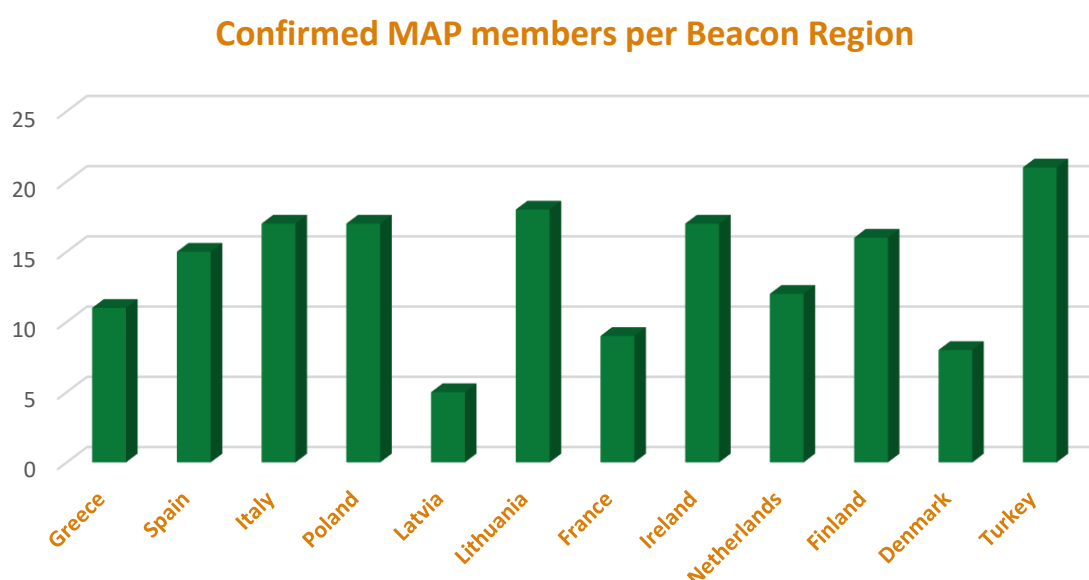
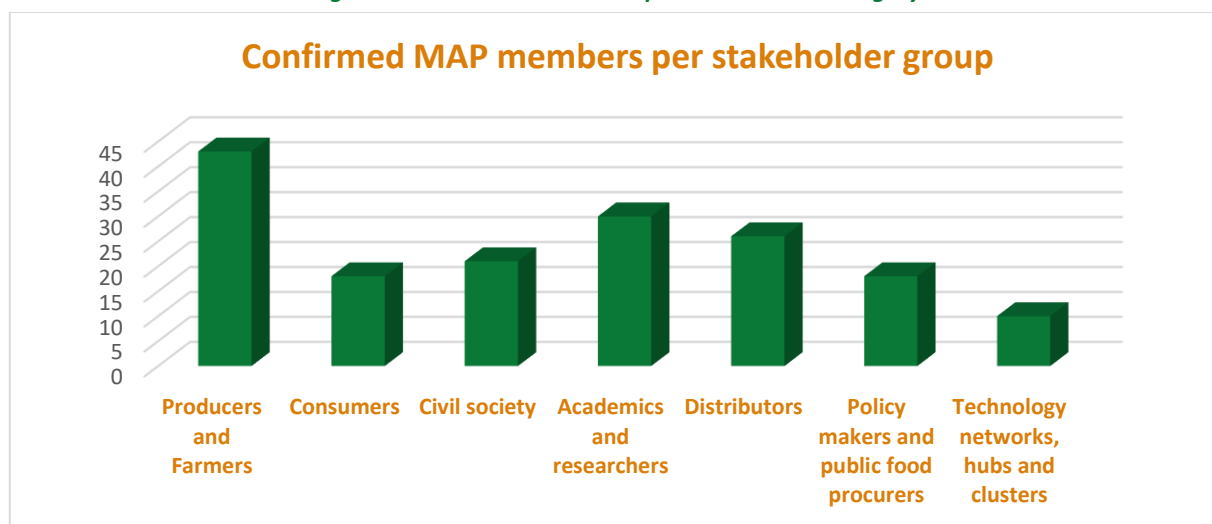


Figure 3: Total MAP members per stakeholder category



In parallel, the SRG has **12** confirmed members, including 4 members of our Advisory Board, 1 SCAR AKIS member, 2 representatives of relevant projects, 1 member of the EEN Agrofood Sector Group, and 4 members of MAPs. With many prospective members from MAPs being engaged, the recruitment process is ongoing and well on track. The MAPs and SRG will be open for new members throughout agroBRIDGES.

3.7 Management and performance monitoring

In this section, the management process and various roles in the frame of MAPs and the SRG are described,


































as well as the procedure for monitoring the operation of MAPs and the SRG and tracking progress in relation to project KPIs and targets for stakeholder engagement along with tools designed to facilitate the process.

3.7.1 Management and roles in the context of the MAPs and the SRG

agroBRIDGES focuses on twelve countries and/or regions across Europe, the Beacon Regions. In each Beacon Region a MAP has been established led by a consortium partner, the Beacon Region Leader. In each Beacon Region, the focus is placed on supporting two agri-food sectors that are the most relevant in the area. The following table summarises the aforementioned information for each Beacon Region, while the different management roles foreseen under the multi-actor framework of agroBRIDGES are explained right after.

Table 7: Beacon Regions, Beacon Region Leaders and agri-food sectors of focus

Country	Region	Beacon Region Leader	Focal Sector 1	Focal Sector 2		
Greece	Central Macedonia	Q-PLAN				
Finland	All	VTT				
Netherlands	All	WU				
Italy	Lazio and Piemonte	CREA				
Ireland	All	MTU				
Denmark	All	FBCD				
Spain	Andalucia	CTA				
Poland	All	UNMF				
Latvia	All	UNMF				
Lithuania	All	UNMF				
France	Bretagne, Pays de la Loire, Auvergne – Rhône Alpes	VGP				
Turkey	All	SUF				
Table Legend						
						
Fruits and vegetables	Sheep	Dairy	Cereal	Pigs	Beef	Farming



Beacon Region Leaders are responsible for setting-up and managing the Multi-Actor Platform in their respective Beacon Region. The role of Beacon Region Leaders foresees the following: (i) identification, selection and recruiting of members during the set-up phase of their MAP; (ii) undertaking all communications with and provide all necessary information to members about project activities involving MAPs; (iii) organising and carrying out project activities in their Beacon Region, including interviews, workshops and events among other (more specific information on activities involving MAPs are provided in Chapter 4); and (iv) collection of feedback and producing technical outputs in the frame of these activities.

The **SRG Manager (Q-PLAN)**, similarly to Beacon Region Leaders, is responsible to form and manage the Stakeholder Reference Group. The role of the SRG Manager is to: (i) identify, select and recruit stakeholders for the SRG with the support of relevant partners when necessary to liaise communications; (ii) establish and maintain communication with SRG members to inform them about and invite them in relevant project activities (Chapter 4 specifies project activities in which the SRG is foreseen to participate).

The **Multi-Actor Framework Manager (CTA)** will be responsible for: (i) monitoring the performance of the Multi-Actor Operational Framework after its set-up and the action plan for interaction with different actors; (ii) collaborate with and report to the Dissemination and Communication Manager (ECF) the progress results, in order to inform updates of the Dissemination, communication and exploitation plan; and finally (iii) provide guidance and support to Beacon Region Leaders as well as the SRG Manager during online and offline interactions with MAPs and SRG members respectively.

3.7.2 Performance monitoring and tracking of results

In order to keep track of the project activities in which members of the MAPs and the SRG participate, a dedicated methodological tool has been designed and will be employed, namely the Stakeholder Matrix. In particular, the Stakeholder Matrix captures the identified stakeholder groups of agroBRIDGES along with the expected role of each one for the relevant activities foreseen throughout the project with a view to guiding project partners in the process of selecting the most suitable types to engage. It is also designed to keep track of stakeholder inclusion, regional representativeness and gender aspects. This will enable project partners to monitor the results of stakeholder engagement, as well as timely, assess and perform any needed corrective actions to better align them to the project's objectives and Key Performance Indicators (KPIs).

With the above in mind, the Stakeholder Matrix follows a clear and simple structure:

- **Stakeholder groups:** The first column of the matrix lists the different stakeholder groups included in the MAPs and the SRG as identified in this report.
- **Demographics:** The following four columns aim at collecting anonymised data for quantifying the results of stakeholder engagement with respect to organization type, region/nation and gender.
- **Activities:** The rest of the columns are designed to collect information with respect to the participation of the stakeholder groups in the activities of the project.

Annex IV provides an illustrative overview of the template to be used by partners responsible for each MAP and the SRG to elaborate, maintain and update their own version of the Stakeholder Matrix. In this framework, the monitoring process to be followed is outlined below:



- Beacon Region Leaders and the SRG Manager will set up their own internal Stakeholder Matrix ensuring the confidentiality of the data included. In this respect, the Stakeholder matrix will include data about key stakeholder groups and individual stakeholders. These will be classified by organisation name, contact person (incl. gender, region/nation) and contact details.
- The respective partners will send an anonymised Stakeholder Matrix (with only data on organization type, gender and region/country) to CTA for aggregating the data and updating the aggregated Stakeholder Matrix at least on a semester basis. *Ad hoc* updates are envisaged, if deemed necessary (after the agroBRIDGES co-creation workshops, regional knowledge transfer days, etc.).

With the help of the Stakeholder Matrix the Multi-Actor Framework Manager will coordinate the management of framework under Task 7.4 and in cooperation with the Communication and Dissemination Manager will monitor participation rates in various activities and related KPIs, reporting them in future updates of the Dissemination, Communication and Exploitation Plan (M12 and M24 of the project).



4. Activities involving MAPs and the SRG

Stakeholders participating in regional MAPs and the SRG are foreseen to be involved in events and studies in the frame of agroBRIDGES. Members of MAPs and the SRG will contribute to these actions by engaging in interviews, online surveys, workshops, focus groups and project events. The following table summarises the provisional set of project activities foreseen for members of both multi-actor structures, as well as a tentative timeline for their organisation.

Table 8: Actions involving MAPs and SRG members

No.	WP	Task	Activities	MAPs	SRG	Timing
1	1	T1.2	Interviews to assess needs and barriers faced by producers and consumers	✓		M3-M4
2	1	T1.3	Interviews to collect information on best practices and success cases	✓		M4-M5
3	1	T1.4	Interviews to assess the current status of SFSCs in Beacon Regions	✓		M4-M5
4	1	T1.2	Information collection through online survey	✓	✓	M5-M6
5	1	T1.6	Regional co-creation workshops in Beacon Regions	✓		M6-M8
6	1	T1.6	Pan-European co-creation workshop		✓	M9-M10
7	2	T2.2	Selection of sustainability assessment criteria for the model and dashboard		✓	M11-M14
8	2	T2.5	Validation of sustainability assessment model and dashboard	✓		M15-M18
9	3	T3.2	IT Tools development through online discussions and interviews	✓		M12-M20
10	4	T4.2	Major and minor testing of the agroBRIDGES Toolbox	✓		M22-M28
11	4	T4.3	Validation of the agroBRIDGES Toolbox event type tools	✓		M25-M28
12	4	T4.4	Validation and feedback on the agroBRIDGES Toolbox	✓		M22-M36
13	5	T5.3	Regional knowledge transfer days event	✓		M32-M36
14	5	T5.4	Pan-European event to scale-up roll-out and foster peer learning		✓	M32-M36

As part of the dissemination and communication strategy, the Communication and Dissemination Manager has provided the MAPs with adequate online and offline channels to engage with MAP members, depending on the purpose of interaction. For instance, the Communication and Dissemination Manager has developed an Online Forum for MAPs members within the agroBRIDGES website, to ensure a smooth and effective knowledge exchange within and between MAPs and the SRG.



5. Conclusions and way forward

The present report has outlined a protocol for establishing the agroBRIDGES multi-actor structures, namely the Multi-Actor Platforms (MAPs) in twelve focal countries and regions of the project across Europe as well as the Stakeholder Reference Group (SRG) with a pan-European focus and engaging their members to provide the consortium with feedback and information to produce demand-driven results.

More specifically, in the frame of the MAPs and SRG protocol, the definition, the mission and expected structure of MAPs and SRG have been defined along with a selection process based on carefully selected criteria to be followed by partners during the set-up phase of these structures. Moreover, guidelines and supporting documents have been elaborated for contacting and engaging stakeholders in project activities as well as principles for ensuring their effective inclusion. Additionally, the rights and duties of members, guidelines for MAPs and SRG management along with a list of activities in which the MAPs and SRG will be involved have been defined to ensure the smooth operation of MAPs and SRG throughout the project.

The Stakeholder Matrix, a dedicated tool to keep track and monitor engagement of MAPs and SRG members in project activities has been elaborated. The Stakeholder Matrix will be updated every 6 months (as well as ad hoc when necessary) by each partner leading a MAP or the SRG and consolidated by CTA. The engagement of MAP and SRG members in activities of the project will be monitored with the help of the Stakeholder Matrix with a view to monitoring and documenting the results of the project in this respect and, if necessary, amend the schedule and means of interaction with MAPs and SRG members set out in this protocol.

At the moment of writing of this report, over 170 stakeholders have confirmed their acceptance to participate in the project's MAPs and/or SRG. The recruitment process is ongoing and both multi-actor structures will be open for new members throughout the course of the project. The operation and management of the multi-actor structures of the project will be monitored under the frame of Task 7.4, led by CTA. Further results will be embedded within the updates of the project's dissemination, communication and exploitation plan.



Annexes

Annex I – A. Terms of Reference for MAPs

Introduction

You have been invited to the **agroBRIDGES Multi-Actor Platform (MAP)** in **<country/region name>**. The current document outlines the Terms of Reference that will help you understand what this involves before you decide to participate. Please take the time to carefully read this document and ask for any clarifications you may require.

agroBRIDGES in a nutshell

agroBRIDGES is a 3-year Coordination and Support Action running from January 2021 to December 2023, funded by the European Union under the Horizon 2020 Framework Programme for Research and Innovation.

The project aims at empowering farmers with practical knowledge and tools to set up new business and marketing models based on **Short Food Supply Chains (SFSCs)** with a focus on building bridges between producers and consumers. Along these lines, the project follows an integrated methodology to establish regional **multi-actor structures** for demand-driven innovation, and deliver a combination of communication materials, training programmes, events, decision support and other digital tools packed in the **agroBRIDGES Toolbox**. More than 400 producers, consumers and other agri-food stakeholders will be involved in testing, validating and ultimately benefitting from the roll out of the agroBRIDGES Toolbox and its practical support.

In this context, 12 Multi-Actor Platforms will be set-up in an equal number of countries/regions across Europe, namely the Beacon Regions. Each agroBRIDGES MAP will be comprised of individuals in diverse agri-food domains who are strategically involved in key activities of the project, contributing with their knowledge and perspectives as well as representing the views and interests of their stakeholder communities to provide the consortium with insights regarding the SFSC landscape that will facilitate the development of demand-driven tools, material and recommendations that aim to create value-added for producers and consumers among other interest groups in the agri-food sector.

The consortium of agroBRIDGES brings together a consortium of **15 partners across 11 different countries**. You can find out more information about agroBRIDGES and the consortium by visiting www.agrobridges.eu.

Role and benefits

Role

The agroBRIDGES MAPs are set-up and operated to share knowledge, expertise and feedback with the consortium of the project in key implementation stages. The role of MAPs in the context of the project may be summed up as follows:

- **Provide relevant information to the agroBRIDGES consortium** by participating in key studies and analyses of the project, the results of which will provide a basis for the development, fine-tuning, roll-out and replication of the agroBRIDGES Toolbox;



- **Provide feedback and insights for the development process of project's innovations** such as the agroBRIDGES Toolbox, by participating in such discussions and activities as prospective users of the Toolbox and its constituent tools to enhance its practical value and usability; as well as
- **Be actively involved in agroBRIDGES dissemination activities** to create a multiplier effect in spreading the word on the project's value propositions, knowledge and impact as well as to support the European replication of the agroBRIDGES Toolbox.

To fulfil this role, it is envisaged that MAPs, during the course of the project, will operate through physical and digital means in the following project activities and interact on ad-hoc basis if necessary:

- **Project studies:** It is expected that MAPs will participate in three key analyses of the project and complement information available in literature or other relevant public sources with first-hand insights based on their experiences in the agri-food sector and SFSCs.
- **Development and testing of the agroBRIDGES Toolbox:** MAPs will participate in the following studies and activities pertaining to developing, testing and validating the agroBRIDGES Toolbox.
- **Regional Co-Creation Workshop:** This digital workshop will engage MAP members along with selected stakeholders in a series of co-creative activities. During these activities participants will be introduced to the project's findings at the time and together they will co-define business models for Short Food Supply Chains (SFSCs) along with solutions for facilitating their uptake.

Benefits

The project **provides several benefits** to its MAPs members, such as:

- **Networking opportunities and possibilities for new collaborations** arising from participation in project events and workshops.
- **First-hand access to meaningful insights, knowledge and practical tools** generated exclusively within the context of the project and its activities.
- Unique opportunity to **align the services offered by the agroBRIDGES Toolbox with the needs of their stakeholders** to ensure that they make the most out of its value propositions.

Terms of membership and Management

Terms of membership

MAPs shall be composed of individuals coming from diverse backgrounds to offer a blend of expertise and perspectives that represent various stakeholder groups from the agri-food sector (such as producers, consumers, distributors, academics, public authorities, consultants, NGOs etc.). These individuals will provide agroBRIDGES with valuable knowledge and feedback to support the implementation of key project activities and studies. Along these lines, at the beginning of the project, 10-20 members will be selected with the possibility to further expand the MAPs in the future to draw from additional expertise and increase the outreach of agroBRIDGES. New members could be appointed to the MAP when necessary and as the project evolves.



Although members of the MAP may be selected because of their affiliations with key organizations, they serve on the MAP in their **individual capacity** to represent the interests and views of their stakeholder communities. **Members of the MAP may not delegate another person to carry out the role expected from them** or be replaced by any other person without prior written agreement with the agroBRIDGES consortium. Members of the MAP are appointed for the entire duration of the project (36 months, from 1 January 2021 to 31 December 2023). If due to job changes or attrition, an MAP member loses links to important networks or constituencies, the consortium may decide to fill in this gap by appointing additional members.

The contribution of MAP members is on a **pro bono basis**, apart from the cases in which physical travel is involved and a specific budget for their reimbursement is foreseen in the framework of the project. In such cases, the travel and accommodation expenses of MAP members will be reimbursed by the project. Moreover, participation in the MAP is **entirely voluntary**. There will be no adverse consequences if a MAP member decides not to participate or to withdraw at any stage. In fact, MAP members may withdraw their participation at any time by informing the Beacon Region Leader (see Section 4 of the current document). They may also request for their data to be withdrawn without giving a reason and without prejudice. Anonymous data already collected will be used because this information cannot be traced back to a specific person, but no further data or input will be collected, nor any other procedure will be carried out in relation to the specific member.

Management

The MAP is managed by the **Beacon Region Leader** (see Section 4 below) who handles communications and interactions with the MAP, ensuring that MAP members are not overloaded. The Beacon Region Leader will also ensure that for each task requiring input from the MAP, an action plan and all necessary briefings and material have been prepared beforehand.

Contact point

Any enquiry, complaint or concern about any aspect of your experience as a member of the Multi-Actor Platform can be addressed to the **Beacon Region Leader** that oversees the set up and manages the Multi-Actor Platform. The contact details of the Beacon Region Leader are provided below:

Beacon Region Leader: <name of organisation serving as Beacon Region Leader>

Contact person: <name of person in charge for the MAP within the organisation>

Phone: <phone number of person in charge for the MAP within the organisation>

Email: <email of person in charge for the MAP within the organisation>



Annex I – B. Terms of Reference for the SRG

Introduction

You have been invited to the **agroBRIDGES Stakeholder Reference Group (SRG)**. The current document outlines the Terms of Reference that will help you understand what this involves before you decide to participate. Please take the time to carefully read this document and ask for any clarifications you may require.

agroBRIDGES in a nutshell

agroBRIDGES is a 3-year Coordination and Support Action running from January 2021 to December 2023, funded by the European Union under the Horizon 2020 Framework Programme for Research and Innovation.

The project aims at empowering farmers with practical knowledge and tools to set up new business and marketing models based on **Short Food Supply Chains** with a focus on building bridges between producers and consumers. Along these lines, the project follows an integrated methodology to establish regional **multi-actor structures** for demand-driven innovation, and deliver a combination of communication materials, training programmes, events, decision support and other digital tools packed in the **agroBRIDGES Toolbox**. More than 400 producers, consumers and other agri-food stakeholders will be involved in testing, validating and ultimately benefitting from the roll out of the **agroBRIDGES Toolbox** and its practical support.

In this context, the Stakeholder Reference Group of agroBRIDGES will comprise of stakeholders and experts representing diverse agri-food domains with activity in both local and European settings who are strategically involved in key stages of the project to contribute with their expertise and represent the views and interests of their stakeholder groups in order to better align the results of the project with them.

The consortium of agroBRIDGES brings together a consortium of **15 partners across 11 different countries**. You can find out more information about agroBRIDGES and the consortium by visiting www.agrobridges.eu.

Role and benefits

Role

The SRG is set up and operated to share its knowledge and expertise with the consortium of the project in key implementation stages. The role of the SRG in the context of the project may be summed up as follows:

- **Provide relevant information to the agroBRIDGES consortium** by participating in key studies and analyses of the project, of which the results will provide a basis for the development, fine-tuning, roll-out and replication of the agroBRIDGES Toolbox;
- **Provide feedback and insights for the development process of project's innovations** such as the agroBRIDGES Toolbox, by participating in such discussions and activities as prospective users of the Toolbox and its constituent tools to enhance its practical value and usability; as well as



- **Be actively involved in agroBRIDGES dissemination activities** to create a multiplier effect in spreading the word on the project's value propositions, knowledge and impact as well as to support the European replication of the agroBRIDGES Toolbox.

To fulfil this role, it is foreseen that the SRG, during the course of the project, will operate mostly through digital means, participate in two project studies, at least two workshops and interact on ad-hoc basis if necessary:

- **Project studies:** It is expected that SRG members will participate in two studies of the project to complement knowledge acquired by consortium partners through literature and desk research and regional information.
- **Digital workshops:** It is expected the SRG will participate in two digital workshops conducted at key turning points of agroBRIDGES in order to provide feedback and brainstorm on project activities and outcomes.
- **Ad-hoc interactions:** If deemed necessary, the support of the SRG (either in its entirety or of specific members based on their particular expertise) will be requested for ad hoc needs.

Benefits

The project **provides several benefits** to its SRG members, such as:

- **Networking opportunities and visibility** as an expert stakeholder in a large multi-stakeholder community in the agri-food domain.
- **First access to meaningful insights, knowledge and practical tools** generated exclusively within the context of the project and its activities.
- Unique opportunity to **align the services offered by the agroBRIDGES Toolbox with the needs of their stakeholders** to ensure that they make the most out of its value propositions.

Terms of membership and Management

Terms of membership

The SRG shall be composed of eminent experts coming from diverse backgrounds to offer a blend of expertise that represents various groups of stakeholders from the agri-food sector (such as producers, consumers, distributors, academics, public authorities, consultants, NGOs etc.) and experts involved in projects, initiatives, Operational Groups and EU institutions that are relevant for agroBRIDGES. These experts will provide agroBRIDGES with valuable feedback aimed at aligning the project's outcomes with the needs of users and stakeholders. Along these lines, at the beginning of the project, 20 members will be selected with the possibility to further expand the SRG in the future in order to draw from additional expertise and increase the outreach of agroBRIDGES. New members could be appointed to the SRG when necessary and as the project evolves.

Although members of the SRG may be selected because of their affiliations with key organizations, they serve on the SRG in their **individual capacity** to represent the interests and views of their stakeholder communities.



Members of the SRG may not delegate another person to carry out the role expected from them or be replaced by any other person without prior written agreement with the agroBRIDGES consortium. Members of the SRG are appointed for the entire duration of the project (36 months, from 1 January 2021 to 31 December 2023). If due to job changes or attrition, an SRG member loses links to important networks or constituencies, the consortium may decide to fill in this gap by appointing additional members.

The contribution of SRG members is on a **pro bono basis**, apart from the cases in which physical travel is involved and a specific budget for their reimbursement is foreseen in the framework of the project. In such cases, the travel and accommodation expenses of SRG members will be reimbursed by the project. Moreover, participation in the SRG is **entirely voluntary**. There will be no adverse consequences if an SRG member decides not to participate or to withdraw at any stage. In fact, SRG members may withdraw their participation at any time by informing the SRG Manager (see Section 4 of the current document). They may also request for their data to be withdrawn without giving a reason and without prejudice. Anonymous data already collected will be used because this information cannot be traced back to a specific person, but no further data or input will be collected, nor any other procedure will be carried out in relation to the specific member.

Management

The SRG is managed by the **SRG Manager** (see Section 4 below) that facilitates the communications and interactions between the SRG and the consortium, ensuring that SRG members are not overloaded. The SRG Manager will also ensure that for each task requiring input from the SRG, the partners have beforehand prepared an action plan and all necessary briefings and material. Only then, will the SRG Manager introduce a partner who may directly communicate with the SRG in order to achieve the expected goals at each time.

Contact point

Any enquiry, complaint or concern about any aspect of your experience as a member of the Stakeholder Reference Group can be addressed to the **agroBRIDGES Stakeholder Reference Group Manager** that oversees the set up and manages the SRG. The contact details of the SRG Manager are provided below:

agroBRIDGES Stakeholder Reference Group Manager: Q-PLAN INTERNATIONAL

Contact person: Kostas Giagtzoglou

Phone: +30 2310 411 191

Email: giagtzoglou@qplan-intl.gr

Project website: www.agroBRIDGES.eu



Annex II – A. Declaration of Acceptance for MAPs



Declaration of Acceptance

(for individuals appointed as members of the agroBRIDGES <region/country name> Multi-Actor Platform in their individual capacity)

I, the undersigned, _____ certify that I have read and agree to abide by the agroBRIDGES Multi-Actor Platform Terms of Reference.

I pledge that I will participate in the agroBRIDGES Multi-Actor Platform in <region/country name> in my individual capacity and as such, I may not delegate another person to carry out the work or be replaced by any other person without prior written agreement with the agroBRIDGES consortium.

I certify that no conflict of interests exists that could be considered as prejudicial to my independence in acting as a member of the agroBRIDGES Multi-Actor Platform.

I undertake not to divulge any information given in the context of the work of the <region/country name> Multi-Actor Platform, unless the agroBRIDGES consortium agrees to release me from this obligation, and to respect the confidentiality requirements.

I declare to accept entirely and with no reservations my appointment as agroBRIDGES Multi-Actor Platform member as described in the Terms of Reference.

I consent that any input or contribution I provide as a member of the agroBRIDGES Multi-Actor Platform may be used by the agroBRIDGES consortium for reporting purposes or to align the services and tools offered by agroBRIDGES with the needs of final users to ensure that they make the most out of its value propositions.

I consent to the processing of my personal data needed for my participation in the agroBRIDGES Stakeholder Reference Group. A detailed description of how agroBRIDGES handles personal data is presented in the project's Privacy Policy available through the project's web page at www.agroBRIDGES.eu.

Name and Surname:

Place:

Date:

Signature:



Annex II – B. Declaration of Acceptance for the SRG



Declaration of Acceptance

(for individuals appointed as members of the agroBRIDGES Stakeholder Reference Group in their individual capacity)

I, the undersigned, _____ certify that I have read and agree to abide by the agroBRIDGES Stakeholder Reference Group Terms of Reference.

I pledge that I will participate in the agroBRIDGES Stakeholder Reference Group in my individual capacity and as such, I may not delegate another person to carry out the work or be replaced by any other person without prior written agreement with the agroBRIDGES consortium.

I certify that no conflict of interests exists that could be considered as prejudicial to my independence in acting as a member of the agroBRIDGES Stakeholder Reference Group.

I undertake not to divulge any information given in the context of the work of the Stakeholder Reference Group, unless the agroBRIDGES consortium agrees to release me from this obligation, and to respect the confidentiality requirements.

I declare to accept entirely and with no reservations my appointment as agroBRIDGES Stakeholder Reference Group member as described in the Terms of Reference.

I consent that any input or contribution I provide as member of the agroBRIDGES Stakeholder Reference Group may be used by the agroBRIDGES consortium for reporting purposes or to align the services and tools offered by agroBRIDGES with the needs of final users to ensure that they make the most out of its value propositions.

I consent to the processing of my personal data needed for my participation in the agroBRIDGES Stakeholder Reference Group. A detailed description of how agroBRIDGES handles personal data is presented in the project's Privacy Policy available through the project's web page at www.agroBRIDGES.eu.

Name and Surname:

Place:

Date:

Signature:



Annex III – A. Official invitation Letter from the Project Coordinator for MAPs members

Subject: Invitation to join the Multi-Actor Platforms of the EU-funded project agroBRIDGES

Dear Stakeholder,

We would like to invite you to join the agroBRIDGES Multi-Actor Platform (MAP) that is set up in your country and/or region under the framework of the EU-funded agroBRIDGES project.

agroBRIDGES aims at empowering farmers with practical knowledge and tools to set up new business and marketing models based on Short Food Supply Chains, with a view to rebalance the market position of farmers and producers, while also better connecting them with consumers.

In this context, the project is establishing regional and European multi-actor structures for demand-driven innovation, to inform the development, testing and validation of a combination of decision support, training, communication and other digital tools, all packed in the agroBRIDGES Toolbox.

We are currently inviting select key actors actively involved in the agri-food sector to form the Multi-Actor Platforms of the project. You have been identified and selected as an important member of the agri-food ecosystem within your country and we would be delighted to have you on board!

We look forward to hearing from you!

Sincerely yours,
Kostas GIAGTZOGLOU
Q-PLAN INTERNATIONAL
Project Coordinator



Annex III – B. Official invitation Letter from the Project Coordinator for SRG members

Subject: Invitation to join the Stakeholder Reference Group of the EU-funded project agroBRIDGES

Dear Stakeholder,

We would like to invite you to join the agroBRIDGES Stakeholder Reference Group (SRG), a European group of agri-food actors set-up under the framework of the EU-funded agroBRIDGES project.

agroBRIDGES aims at empowering farmers with practical knowledge and tools to set up new business and marketing models based on Short Food Supply Chains, with a view to rebalance the market position of farmers and producers, while also better connecting them with consumers.

In this context, the project is establishing regional and European multi-actor structures for demand-driven innovation, to inform the development, testing and validation of a combination of decision support, training, communication and other digital tools, all packed in the agroBRIDGES Toolbox.

We are currently inviting select key actors actively involved in the agri-food sector to form the Stakeholder Reference Group of the project. You have been identified and selected as an important member of the European agri-food ecosystem and we would be delighted to have you on board!

We look forward to hearing from you!

Sincerely yours,
Kostas GIAGTZOGLOU
Q-PLAN INTERNATIONAL
Project Coordinator



Annex IV – Stakeholder Matrix Template

[illegible]