

Common Methodological Guide

of the Project:

"AgroFood Innovation Clusters" ("AgroLabs")

Co-financed by Transnational Cooperation Programme Interreg Balkan – Mediterranean 2014 – 2020

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1. General Scope of the Document

The present deliverable constitutes the "Common Methodology Guide" and is being developed in the context of the Project "AgroFood Innovation Clusters" with the acronym "Agrolabs". The AgroLabs project is being implemented under the "Transnational Cooperation Programme Interreg Balkan - Mediterranean 2014-2020" and is co-funded by the European Union and National Funds of the participating countries.

The "Common Methodology Guide" aims to provide partners with guidelines that will lead them throughout the duration of AgroLabs, will help them to implement all the described activities and complete successfully the project. Moreover, by adhering to the included guidelines all partners are going to carry out the necessary deliverables following the same templates and procedures which will facilitate the effective implementation of the project but will also save time in the later stages of the project implementation.

The following sections include general information about the AgroLabs project and all deliverables that are included in the Work Packages 3, 4 and 5.



2. Introduction

For Balkan Med region, the agro food sector has an important social and economic role – especially in rural communities- and is emerging as a central element for the region's development. Despite the diversity of production systems and the different degrees of obstacles, Balkan Med territories are facing common challenges that limit the development of the agro food sector and weaken especially the small ones. Most constraints are common in rural Balkan Med areas, such as lack of innovation and productivity, quality and food safety, difficulties in promoting typical products, access to funding and the structure of the value chain at a regional level. On top of that, agricultural policies implemented by Balkan Med countries in recent decades have led to their increasing dependence on imports and to their total exposure to volatile international markets.

2.1. The AgroLabs Concept

AgroLabs Project aims to foster the production and distribution of innovative agro food products of the Balkan Med area by organising local value chains, supporting SMEs and producers in their development projects and creating new markets for their products. To achieve these aims towards the sustainable growth of the Agro Food sector, all relevant parties should be engaged. The promotion of sustainable agro-food development requires promoted and maintained "enabling environments", in particular those aimed at ensuring innovation, continuing human resource development and capacity building. This can be achieved through the development of Agro Food innovation clusters, a place where research, industry and authorities can meet to co-create the Balkan Med area's competences in innovation of agro-food sector. This can contribute to the organisation of agro-food value chains, support SMEs and producers and promote their products in local and international markets.

The main outputs of AgroLabs project include:

- 1) Diagnosis of the agro-food chain of Imathia, Lemesos, Blagoevgrad and Fier regions.
- 2) AgroLabs Workshops so as to enable multi-stakeholders' joint conceptualisation and development of pilot agro-food innovation clusters.



- 3) AgroLabs Innovation Summit.
- 4) Four Local Action Plans that is the result of stakeholders' consultation activities.
- 5) Four AgroFood Innovation clusters. AgroLabs serves as physical place where industry, research institutions and public authorities meet.

The outputs will benefit producers, SMEs (Small and Medium-sized Enterprises) and all parties in the Agro food value chain, local/regional authorities and the participating regions. The innovative "bottom-up" approach of AgroLabs will allow to meet the needs and the aspirations of the involved stakeholders and to ensure the appropriation of the AgroLabs clusters by building a joint strategy through cross-border exchange of experience. This will lead to the creation of the Balkan Med network of agro-food clusters. In addition, AgroLabs partners acting as facilitators will provide stakeholder support throughout the project lifetime.

2.2 The AgroLabs Partnership

The beneficiaries that constitute the AgroLabs partnership are presented at the following table:

Table 2.1: The AgroLabs Partnership

Partner No.	Partner	Country
LP	Special Account for Research Grants (ELKE) of the Technological Educational Institute of Athens	Greece
PP2	Region of Central Macedonia	Greece
PP3	Cyprus University of Technology	Cyprus
PP4	Development Agency of Lemesos	Cyprus
PP5	Agricultural University of Tirana, Department of Agroenvironment and Ecology	Albania
PP6	Municipality of Fier	Albania
PP7	Municipality of Razlog	Bulgaria



	Sofia University "St. Kliment Ohridski", Faculty of	
PP8	Biology, Department Ecology and Environmental	Bulgaria
	Protection	

2.3 AgroLabs General Scope

AgroLabs Project will contribute to make the Balkan Med agro-food sector more attractive, productive and international. In addition, it will support cross border cooperation in the agro-food sector by promoting innovative technologies, strategies and products as well as it will support and increase the know-how of agro-food SMEs and parties in the entire value chain. This will lead to a more competitive Balkan Med region. Further expected results of AgroLabs are:

- Improvement of innovation performances of food enterprises, institutions and research bodies, through the definition and application of analytical and intervention tools, oriented to manage know-how for achieving an effective and more intensive application of R&D and innovation.
- New concrete projects for building innovation capacity as well as improved products and processes in agro food sector, by converging SMEs needs, skills of research bodies and institutional support, obtaining the critical mass able to participate more effectively in R&D EU Programmes.
- Stronger collaboration and relationships among research bodies, institutions and agro-food enterprises at local and cross border level.
- Reinforcement of existing transnational cooperation networks and establishment
 of new ones without distorting the market, through a "transnational horizontal
 network" among the involved Balkan-Med regions and opening to other EU areas.

As it is evident, the results of AgroLabs are directly contributing to the result indicator of the SO 1.2. SMEs introducing product or process innovations, since AgroLabs contribute to support agro food enterprises to introduce new products through the cooperation with research institutions.



2.4 Deliverables and Milestones

AgroLabs Project includes 5 Work Packages (WP).

WP1 aims in the overall coordination and management of the project in administrative, financial, and technical level based on the PRINCE2 methodology. Additionally, the WP1 includes the continuous monitoring and evaluation of activities and results of the project, internal communication and coordination between partners and with the JTS. The activities of WP1 remain constant throughout the duration of the project.

WP2 aims to disseminate the project and its results towards a broad target audience. Effective dissemination of the project will be made possible through the development and implementation of a detailed communication plan and appropriate dissemination activities. The activities of WP2 are constant throughout the duration of the project.

WP3 aims to assess and provide an integrated diagnosis of agro food value chain of AgroLabs' targeted regions (Central Macedonia, Limassol, Blagoevgrad and Fier). The methodology that will be followed includes an inventory of the agro food chain, literature review, identification of local stakeholders; field surveys interviews and working meetings with experts and key stakeholders.

WP4 aims to define strategic priorities which ensure the development of the industry and proposals of ways forward to create agro food clusters. It includes joint conceptualisation of clustering solutions as well as innovative products and processes. The methodology to be followed is the stakeholders' consultation. Upon the completion of WP3, AgroLabs partnership will share the conclusion of the diagnosis with key stakeholders on regional level. An open transnational event (Innovation Summit) will bring together multiple stakeholders form each region and will capture, share and transfer the knowledge and experiences from the stakeholders' consultation on regional level. All lessons learned will be summarized in 4 Local Action Plans, and these will also be served as an operational plan for the establishment of AgroLabs in WP5.

WP5 aims at the development and operationalization of the 4 AgroLabs as a transnational network. AgroLabs' operation involves support, monitoring, mentoring sessions and training activities so as to ensure the sustainability of the cluster developed. Research partners in collaboration with agro food SMEs will work on case studies that involve innovative products, innovative processes or solutions that respond to the challenges of



the pilot region identified in WP3 with consultation in WP4. Training activities will follow on how to incorporate the innovative products in the SMEs production. The operation of the 4 AgroLabs will be subject to constant evaluation. An exploitation plan will be produced at the end of WP5 to enable the transferability of results.



3. Methodology of the Study "Diagnosis of The Agrofood Value Chain Studies"

3.1 Purpose and objectives of the study

An integrated diagnosis of the Agro-food value chain in the AgroLabs' target regions (Central Macedonia, Limassol, Blagoevgrad and Fier) is necessary in order to map the local production and the people involved, identify problems, collect data that can be used as tools for solutions, describe potential alternatives and achieve knowledge exchange.

Tasks

- 1. To identify the local production of agro-foods and understand its contribution to the local and national economy as per its volume as well as its financial aspects.
- 2. To find, approach and interact with all the involved parties in the agro-food chain of each area, including primary production, trading and administrative and scientific support. These parties include producers, cooperatives, processors and traders as well as parties that implement policies, such as State and Private Agencies and institutes and finally the sources of advanced knowledge which perform research or offer legal or know-how advice.
- 3. To investigate the local interest and the ways each party could contribute to the AgroLabs clusters.
- 4. To address the problems concerning the agro-food chain in a common way that will help the different areas to understand their common problems, fields of expertise and to open paths of collaboration and exchange of experience and knowledge.
- 5. To identify good practices related to the production, policies, activities, initiatives, campaigns and study the results of previous programs.
- 6. To put together the AgroLabs stakeholders databases (one for each country)

3.2 Target and subject

Target of the study: the target group of the study are the actors in the agro-food sector of each of the targeted areas (Central Macedonia, Limassol, Blagoevgrad and Fier).



Subject of the study: to map the current condition of the agro-food sector and investigate potential opportunities for the development of a common cluster that will offer communication channels, exchange of knowledge, scientific and advisory support and solutions.

3.3 Indicators of the study

General indicators of the study

Local Production:

- ⇒ Number of primary and processed agrofood commodities produced
- \Rightarrow Volume of production over the last years
- \Rightarrow Cost and Values of the production
- \Rightarrow Contribution to the local economy.

Parties involved in the Agro-food sector:

- ⇒ Number of people engaged in each of the parts in the agro-food sector chain (primary production, processing, logistics, quality, administration)
- ⇒ Number and role of cooperatives, unions and agencies
- ⇒ Ways of contribution: technical support, experience and knowledge, advisory support, research.

Addressing problems

⇒ Nature of problems (technical, financial, lack of knowledge, organisation, safety, quality, legal).

Other Initiatives

- ⇒ Good practises
- \Rightarrow Supporting programs
- \Rightarrow Private initiatives
- \Rightarrow Campaigns
- ⇒ Sponsored programs
- ⇒ Protective legislation
- \Rightarrow Safety and Quality standards.



3.4 Methods of the Diagnosis study

The program partners will follow a common methodology for the Diagnosis Study, which is introduced by the Lead Partner. The methodology to be followed includes an inventory of the agro food chain, literature review, identification of local stakeholders, field surveys interviews and working meetings with experts and key stakeholders. Secondary data will be used: as studies in the focus groups, desk-analyses, studies on the Internet in order to meet the needs of stakeholders and to identify the strengths and weaknesses of the current situation.

3.4.1 Desk Research

The purpose of desk research is data collection, mostly statistics, about the local production and its potentials. Parameters such as the number and the description of the produced goods, the volume of production, the value and the cost of the production, past data over the evolution of the production, estimations for future trends. These data have to be then further processed and be presented as percentages compared to local and international level. Important part for the later evaluation of the data is the collection of the current and past legislation which sets restrictions or promotes certain areas, products, etc.

Instruments: Data bases of National and International Organisations, Agencies and institutes, National Statistic Agencies, Ministries of Agriculture.

Examples of international data bases

EuroStat:

http://ec.europa.eu/eurostat/web/agriculture/agricultural-production

FAO stats:

http://www.fao.org/faostat/en/#data

Wold Trade Organisation

https://www.wto.org/english/res e/statis e/statis e.htm

Examples of National databases:



Hellenic Statistical Authority

http://www.statistics.gr/en/home/

Statistical Service of Cyprus (CYSTAT)

http://www.mof.gov.cy/mof/cystat/statistics.nsf/agriculture 51main_en/agriculture_5
1main_en?OpenForm&sub=5&sel=1

National Statistical Institute of Bulgaria

http://www.nsi.bg/en/content/104/basic-page/products-and-services

INSTAT Albanian Institute of Statistics

http://www.instat.gov.al/en/Home.aspx

Table 3.1.: Data to be obtained by Desk Research

Parameter	Data form	Explanation
Name of Product		The name(s) that is locally used, the name(s) that is internationally accepted, scientific name (if applicable)
Product category		Is it a primary agricultural product or a processed product?
Special Characteristics:		Is the product P.O.D ¹ ., P.G.I ² or T.S.G. ³ ?
		Is the product organic?
Volume of production	In MT and % of the local and national production	Data should be available for min 5 years - max 10 years
Value of production	In Euros, % of local and national production	Data should be available for min 5 years - max 10 years
People involved per sector	In number and % of local inhabitants	

¹ Protected Designation of Origin

² Protected Geographical Indication

³ Traditional Specialities Guaranteed



Are there cooperatives or unions?	Names and scopes	Legal Status
Is the product subject to special (national or International) legislation or commercial treaties?		

AgroLabs stakeholders' database

As part of the desk research, partners that will be implementing the Diagnosis studies will put together an AgroLabs stakeholders' database for their country. Four databases will be drafted (one for each country) that will include contact details of all relevant stakeholders in the agro-food sector in the four target areas. A common excel file will be used for this process (see Annex VIII), in order to collect the following stakeholders' data:

- Name of organization
- Country
- Language
- Name and Surname
- Contact e-mail
- Occupation
- Tel. Number
- Main areas of activities
- Level of activities (local, regional, national, EU, outside EU)

The following categories of stakeholders will be included in the database:

- SMEs and producers
- Actors in the agro-food sector (processors, traders, logistics companies, wholesalers, retailers, etc.)
- Public Authorities (local, regional, national, European)
- Universities and Research and Development bodies
- Trade unions and cooperatives

The four databases will be used in the following deliverable ("Transnational Synthesis Report/ Common AgroLabs stakeholders' database") for the creation of the Common AgroLabs stakeholders' database.



3.4.2 Primary Research

It is of great importance that the diagnosis is not technocratic, thus the interested parties must be involved and asked their opinions, their interpretation of the statistics, express their concerns and actively participate in the area mapping.

Questionnaire study

The purpose of the questionnaire is to explore the local interest and the ways each party could contribute to the AgroLabs clusters. Categories of problems can also be identified.

Target groups: the questionnaire study will be based on information from primary producers, processers, traders, scientists and local authorities.

Tools: Different questionnaires for each category (**Annexes I, II, III**). All partners involved in the Diagnosis studies are going to use the same questionnaire templates in order to collect comparable data.

Questionnaires will be translated in the languages of the partners (Greek, Albanian and Bulgarian), in order for the participants in the study to be in a position to better understand them.

Analysis and Summary: the data from the questionnaire will be analysed through descriptive statistics – percentage, average arithmetic value, standard deviation, and qualitative analysis. The results of the questionnaire will be summarized in a report.

3.4.3 Interviews and Focus Group Discussion

Interviews with people involved in the different areas of the agro-food chain will allow a more personal approach and encourage involvement in the clusters. They can also be important source of detailed information. Interviews are particularly useful for getting the story behind a participant's experiences. The interviewer can pursue in-depth information around the topic. Interviews may be useful as follow-up to certain respondents to questionnaires, e.g., to further investigate their responses. (McNamara, 1999). The interviews can be either personalized or group discussions with a set agenda.



The purpose of the interviews and the focused group discussions is to detect problems in all areas of Agro-food sector regarding three major categories: Practical production issues, Logistics and Trading, Food safety and quality.

Target groups: The program partners are asked to interview key people from primary production, processing, trading as well as scientists and marketing experts. The interviews can be either personalized or group discussions with a set agenda.

Tools: The type of interview should be "General interview guide approach" - the guide approach is intended to ensure that the same general areas of information are collected from each interviewee; this provides more focus than the conversational approach, but still allows a degree of freedom and adaptability in getting the information from the interviewee. The interviews should take place after the completion of the Questionnaire Survey in order to ask for a more detailed opinion and interpretation on the findings.

The topic of the interview is the Agro-food sector in the local area and as so the opinions expressed in the interview should regard:

- Practical production issues.
- Logistics and Trading.
- Food safety and quality.
- Promotion of Agro-food sector.

Indicative questions that can be used in the Interviews (personalized or focus group discussions) can be seen at Annex IV. Partners can modify/enrich the included questions, according to each regions specific characteristics/needs.

The interview template will be in the languages of the partners (Greek, Albanian and Bulgarian), in order for the participants in the study to be in a position to better understand the questions.

3.4.4 Case Study. Good practices related to policies, programs, activities, events, forums, initiatives

The aim of the case study is the in-depth descriptive analysis and/or investigation of a situation (Yin, 1994). The focus of a case study is on the detailed structures, patterns or interrelationships observed within each individual case included in the study, thus the cases themselves may be selected to cover a range of different types of study.



The purpose of this activity is to further enhance the understanding of the importance of good practices, to disseminate the results of important initiatives, to transfer knowledge and experience.

The Case studies will be based on desk research. The cases will allow us to create a rich and useful toolkit and source of ideas that can be applied by stakeholders in order to address the problem in an integrated and effective way.

Tools: All partners responsible for the Diagnosis Studies should record the case studies in the Case Study Template (Annex V).

Structure of deliverable:

The Diagnosis of the Agrofood value chain studies will have the following structure:

- Introduction
- The agro-food value chain in the "name of area"
 - Legislation
 - o Present situation in the agro-food sector in the "name of area"
- Questionnaire Analysis
 - Methodology of the survey
 - o Analysis of results
 - Conclusions
- Interview Analysis
 - Methodology of the survey
 - o Analysis of results
 - Conclusions
- Case studies
- Conclusions
- References
- Annexes (questionnaire/interview/ case study templates)

3.5 Organization of the Study

Partners PP3, PP5, PP8 and also the LP will prepare a detailed analysis and report on the current state of each of the target area.

Partners LP, PP3, PP5, and PP8 will collect the stakeholders' data for each of the relevant countries, as part of their research.



4. Methodology of the Study Entitled "Transnational Synthesis Report and the Common Agrolabs Stakeholders Database"

4.1 Purpose and objectives of the study

The "Transnational Synthesis Report and the Common AgroLabs Stakeholder Database" aims to gather in one deliverable all data, findings and conclusions of the four "Diagnosis of the AgroLabs value chain studies" (described in the previous section) in order to have a more complete and collective view on the current situation of the agro-food sector in the four target areas (Central Macedonia, Limassol, Blagoevgrad and Fier) and also depict the needs and problems of the actors in this sector.

Tasks

- 1. Gathering the four "Diagnosis of the AgroLabs value chain studies", elaborating all data, drawing conclusions on all relative fields.
- 2. Gathering all partners' stakeholders databases into a collective Common AgroLabs Stakeholders Database.
- 3. Putting together the Transnational Synthesis Report

4.2 Target and subject

Target: the target group consists of the actors in the agro-food sector of each of the target areas (Central Macedonia, Limassol, Blagoevgrad and Fier)

Subject: drawing conclusions on the current situation (production/ needs/ challenges/ problems) of the agro-food sector in the four target areas.

4.3 Indicators

The indicators that were described at the previous deliverable ("Diagnosis of the AgroFood value chain studies") will also be presented at the Synthesis Study, since it will collect all findings of the four Diagnosis Studies.

4.4 Methods

4.4.1 Method for the Transnational Synthesis Report

All four "Diagnosis of the AgroLabs value chain studies" in the four target regions (Central Macedonia, Limassol, Blagoevgrad and Fier) that will have been finalized at this stage, will



be gathered by the responsible partner (LP) that will collect all data, findings and conclusions and compose the Transnational Synthesis Report.

The same statistical indicators that have been described at the four Diagnosis Studies (namely: percentage, average arithmetic value, standard deviation, and qualitative analysis) will be calculated in the Transnational Synthesis Report.

This Report will also include conclusions regarding the needs of the actors in the agro-food sector in the four areas, the challenges and the problems that they face, the current situation in the agro-food sector in the four areas.

The Transnational Synthesis Report will have the following structure:

- Introduction
- The agro-food value chain in the Balkan Med region
 - o Legislation
 - Present situation in the agro-food sector
- Questionnaire Analysis
 - Methodology of the survey
 - Analysis of results
 - Conclusions
- Interview Analysis
 - Methodology of the survey
 - Analysis of results
 - o Conclusions
- Transnational Synthesis Report Conclusions
- Common AgroLabs Stakeholders Database
- References
- Annexes (questionnaire/interview templates)

4.4.2 Method for the Common AgroLabs Stakeholder Database

All four AgroLabs Stakeholders Database that were created in the previous deliverable (Diagnosis of the Agrofood value chain studies) will be collected at this stage in order for the Common AgroLabs Stakeholders Database to be developed.

The Common AgroLabs Stakeholders Database will be collected in an excel file which will be categorized per country. It will also be included at the second part of this Synthesis



Report. The common template (see Annex VII) will be used for the data collection; it includes contact details of all relevant stakeholders in the agro-food sector in the four target areas.

After its completion, the database will be used in the AgroLabs Stakeholders database which is part of the project's Communication and Dissemination (WP2 - deliverable 2.7.2) so as to be further developed and enriched.

4.5 Organization

The LP will conduct the Transnational Synthesis Report and will collect all four databases and create the Common Stakeholders Database.

The aforementioned Database will be used by PP7 in the creation of the AgroLabs Stakeholders database.



5. Methodology of the "AgroLabs Workshop"

5.1 Purpose and objectives

The AgroLabs Workshops are going to enable multi-stakeholders' joint conceptualization and development of pilot agro-food innovation clusters. In particular, the AgroLabs Workshops will disseminate the knowledge gathered in WP3 and especially in the Transnational Synthesis Report to SMEs and producers in the agro-food sector and also to relevant stakeholders of the agro-food sector, aiming mainly in the participants' understanding of the importance of cluster development.

The participants should be informed of the development potential/ dynamics of their region, the importance of clustering for their business sector and the benefits that derive from participating in a cluster. The organizers should keep in mind that the workshops should also focus on the exchange of information, opinions and experiences among participants. The feedback from the participants in the context of the Workshops is considered a very important element in the successful organization of the AgroLabs clusters in a later stage.

A Discussion Paper will be drafted after the completion of the Workshop(s) in each country, which will summarize the experience gained during the Workshop(s).

Tasks

- 1. At least 4 AgroLabs Workshops will be organized in the target regions of Central Macedonia, Limassol, Fier and Razlog.
- 2. After the Workshops, 4 Discussion papers will be developed (one per country).

5.2 Target and subject

Target: SMEs and producers and also actors in the Agro-food sector of each of the targeted areas (Central Macedonia, Limassol, Blagoevgrad and Fier).

Subject: providing information on the Agro-food sector in the four target regions, dissemination of the findings of the studies regarding the Agro-food value chain, raising awareness of the importance of clustering for the development of the agro-food sector and of the benefits that the stakeholders can have from participating in one.



5.3 Indicators

Number of participants in each Workshop.

5.4 Methods

Workshops will be organized in each of the target regions and in particular:

- In Imathia Central Macedonia
- In Limassol
- In Fier
- In Razlog Blagoevgrad

Each partner will organize at least one workshop and up to two workshops per region, according to each region's needs and capacities. The participants in the workshop(s) will be approximately between 50 and 100 persons. The workshop(s) duration will be between 2 and 8 hours. The partners that are responsible for the organization of the workshops should consult the preparation list that is presented here:

Before the workshop(s):

- Allocate specific tasks and responsibilities to the organizing team.
- Decide in time on the exact dates and hours that the workshop(s) will take place.
- Renting the venue where the workshop(s) will take place, taking into consideration the parking possibilities, means of transportation, etc.
- Arranging of the speakers in the workshop(s) who can be either academics or trainers.
- Inviting the participants. Once they have confirmed their participation in the workshop(s), provide them with practical information e.g. venue address, contact details, directions, parking availability, etc.
- Providing the necessary IT and audiovisual equipment.
- Arranging the catering; one approx. 30 minute long coffee break should be included in the workshop agenda.
- Set the workshop agenda.
- Reminder: all documents must include the project logo and funding reference.
- Arranging of travel and/or accommodation cost of participants, depending on each partner's budget allocation.

During the workshop(s):



- Set up a registration desk.
- Keep a USB with a copy of all necessary material.
- Equipment: Laptop, microphones & sound system, screen & projectors.
- Ask for feedback on the workshop; the organizers can consider asking the
 participants to fill in a short evaluation questionnaire regarding the organization
 of the workshop. This procedure can be part of the internal evaluation of
 AgroLabs, in order to improve future events. The template for the questionnaire
 is presented at Annex VIII.

After the workshop(s):

- Send thank you notes by e-mail to all speakers and participants.
- Follow-up: upload a summary of the workshop(s).
- Each organizer is going to collect the experience gained in the workshop(s) into a Discussion Paper. 4 Discussion Papers are going to be drafted, one per country that are going to summarize what happened during the workshop(s). The Discussion Paper will include the following information for each Workshop organized by the same partner:
 - Section A: First Workshop
 - Organizing partner, date and venue
 - Short presentation of speakers
 - Categories of participants and total number of participants
 - Workshop Agenda
 - Overall aim and subject of the Workshop/ A summary of the Workshop
 - Discussion Topics
 - Key outcomes/ conclusions of the discussions at the workshop
 - Section B: Second Workshop (if applicable)
 - As above
 - The registration list, the agenda, any photographs and presentations that will be used during the workshop(s) can be included as annexes.

The Discussion Papers are going to be communicated to all other partners.

Partners that will organize two workshops should take into consideration the attendants in each of them and develop each workshop's agenda accordingly. Attention should be paid into making the workshops interactive, which is an element that can add to the



workshops' success by ensuring maximum level of participants' engagement and mobilization towards participating in the AgroLabs cluster and therefore being part of a transnational cooperation network that will allow them to enjoy the consequent benefits.

5.5 Organization

Partners that will organize the Workshops are: LP, PP3, PP5 and PP8.



6. Methodology of the AgroLabs Innovation Summit

6.1 Purpose and objectives

The AgroLabs Innovation Summit is a transnational conference that involves key stakeholders from each region; the aim of the Summit organization is to promote the transnational exchange and networking, discuss challenges and develop common solutions and strategies concerning the growth of the agro-food sector in the Balkan-Med region. A policy paper will be produced.

The Innovation Summit will bring together multiple stakeholders from each region and will capture, share and transfer the knowledge and experiences from the stakeholders' consultation on regional level (Workshops). In the context of the Summit, networking will be promoted, challenges in the sector will be discussed and common solutions and strategies concerning the growth of the agro-food sector in the Balkan-Med region will be developed.

Tasks

- 1. Organization of an Innovation Summit
- 2. Development of a Policy Paper

6.2 Target and subject

Target: Stakeholders in the agro-food sector in the four target regions of the project (Central Macedonia, Limassol, Fier and Blagoevgrad).

Subject: All experience gained up to this point, i.e. through the stakeholders' consultation on regional level (Workshops) and also through the work on WP3, will be shared with the participants in the Summit. The interaction with the key stakeholders/ participants in the Summit is of great importance for the agro-food sector in the target areas, since the exchange of knowledge, experiences and opinions can lead to strategies towards innovative solutions.

6.3 Indicators

- Number of participants in the Summit
- One Policy Paper

6.4 Methods



The AgroLabs Innovation Summit will take place in Fier, Albania.

The Innovation Summit will be attended by participants from all categories of the agrofood sector. The partner responsible for the organization of the Summit should consult the preparation list that is presented here:

Before the Summit:

- Allocate specific tasks and responsibilities to the organizing team.
- Decide in time on the exact date and hours that the Summit will take place.
- Renting the venue where the Summit will take place, taking into consideration the parking possibilities, means of transportation, etc.
- Inviting the experts that will make the Summit presentations.
- Inviting the participants. Once they have confirmed their participation, provide them with practical information e.g. venue address, contact details, directions, parking availability, etc.
- Providing the necessary IT and audiovisual equipment.
- Arranging the catering; one 30 minute long coffee break and one hour long lunch break should be included in the agenda.
- Set the Summit agenda. The topics discussed at the Summit will include challenges, solutions, alternatives and strategies concerning the growth of the agro-food sector in the Balkan-Med region, focusing on innovation; more details on the topics will depend on the findings/ data that will be available to the partners at that point (after the completion of WP3 and the Workshops). Interaction should play an important role in the Summit and an open conversation section should be considered.
- Arrange for media coverage.
- Reminder: all documents must include the project logo and funding reference.

During the Summit:

- Set up a registration desk.
- Keep a USB with a copy of all necessary material.
- Equipment: Laptop, microphones & sound system, screen & projectors.
- Ask for feedback on the Summit; as was also mentioned in the previous section regarding the AgroLabs Workshops, the organizers can consider asking the participants to fill in a short evaluation questionnaire regarding the organization



of the Summit. This procedure can be part of the internal evaluation of AgroLabs. The template for the questionnaire is presented at Annex VII.

After the Summit:

- Send thank you notes by e-mail to all experts and participants.
- Follow-up: upload a summary of the Innovation Summit.
- The organizing partner is going to develop a Policy Paper; all 4 Discussion Papers that were developed after the completion of the Workshops will be gathered and merged into a Policy Paper, which is also going to include a summary of what happened during the Summit. The Policy Paper should include the following sections:
 - Section A: Innovation Summit
 - Organizing partner, date and venue
 - Short presentation of speakers
 - Categories of participants and total number of participants
 - Summit Agenda
 - Overall aim and subject of the Summit/ A summary of the Summit
 - Discussion Topics
 - Key outcomes/ conclusions of the discussions at the Summit
 - Section B: Workshops' Discussions; in this Section, the conclusions of the workshops will be presented, as those were summarized in the 4 Discussion Papers.
 - Section C: Key results of the open stakeholders' consultation; here, conclusions will be drawn after the collection of experience at the events that were organized in the context of WP4.

6.5 Organization

The Innovation Summit will be organized by PP6.



7. Methodology of the Local Action Plan

7.1 Purpose and objectives

Four Local Action Plans will be developed in WP4; they will be the result of stakeholders' consultation activities and they will aim at building joint strategy at regional level. They will serve as the operational plan for the establishment of AgroLabs cluster at WP5.

Tasks

- 1. Current situation analysis
- 2. Summary of the previous deliverables of WP4 (i.e. Workshops and Innovation Summit)
- 3. Deciding on the mechanisms that will be used to achieve the goals
- 4. Drafting the Local Action Plan

7.2 Target and subject

Target: Actors in the agrofood sector of each of the targeted areas (Central Macedonia, Limassol, Blagoevgrad and Fier) and stakeholders

Subject: Working on building joint strategies at regional level.

7.3 Indicators

• Four Local Action Plans

7.4 Methods

All lessons learned from the interaction with the local stakeholders at regional level and the conclusions of the Workshops and also the experience gained from the Innovation Summit will be summarized in 4 Local Action Plans, which will serve also as an operational plan for the establishment of AgroLabs local clusters in WP5. The Local Action Plans will essentially be guides towards the solution of the problems that have been already identified.

The Local action plans should have a common structure but be tailor-made according to the needs of the area that will be implemented. The structure of the Local Action Plans should be the following:

⇒ The agro-food sector in the "name of area"



General information on the local production and the current situation of the agrofood sector in the four target areas (as was summarized at the end of WP3 at the Transnational Synthesis Report), emphasizing on the problems/ challenges that the actors in the field face.

⇒ Feedback from dissemination activities

Reporting of the dissemination activities' conclusions/ feedback collected after the interaction with the local stakeholders at the Workshops and the Innovation

Summit.

 \Rightarrow Strategies

Addressing the problems/ challenges identified in the Transnational Synthesis Report and development of strategies that will lead to solutions. The suggested strategies/ mechanisms will take into consideration the findings of the Transnational Synthesis Report and also all parameters of the agrofood sector, as identified also on WP3. The strategies should focus on the actions/ tasks that regional and local authorities of the partnership should take in order for the problems of the actors in the sector to be solved and the cluster (that is going to be developed at a later stage) to operate successfully.

⇒ Implementation schedule

Drafting an implementation schedule that will provide information about:

- The people/ team that will be responsible for the implementation
- o A timetable of the implementation procedure
- o Financial resources required for each action/ task.
- \Rightarrow Identify the implementation risks.

7.5 Organization

Partners that are responsible for developing the Local Action Plans are: PP2, PP4, PP6 and PP7.



8. Methodology of Pilot Case Study developed for AgroLabs Cluster

8.1 Purpose and objectives

All research partners in collaboration with agro-food SMEs and local producers will work on case studies that involve innovative products, innovative processes or solutions that respond to the challenges of each of the pilot region identified in WP3 and consultation in WP4.

Tasks

- 1. Organization (Setting up the project team, drafting the methodology, arrangement of site visits, implementation of site visits)
- 2. Data Analysis
- 3. Implementation of selected pilot action
- 4. Preparation of Pilot Case Study Reports

8.2 Target and subject

Target: Actors in the agro-food sector, especially SMEs, of each of the targeted areas (Central Macedonia, Limassol, Blagoevgrad and Fier)

Subject: Development of 4 Pilot Case Studies for the AgroLab Cluster in each of the four target areas. The case studies will involve innovative products, innovative processes or solutions that respond to the challenges of each pilot region.

8.3 Indicators

4 Pilot Case Studies

8.4 Methods

Local producers/ agro-food SMEs are going to cooperate with the AgroLabs Research Institutions in the Pilot Case Studies. The producers that will take part in the Pilot Case Studies can be participants in the Diagnosis Studies (WP3) or not.

The process that will be followed for the implementation of the Pilot Case Studies is the following:

• Organization



- Identify local producers/ agro-food SMEs who will be involved in the Pilot Case Study.
- Putting together the team (scientific staff/ professors, researchers); allocate specific tasks and responsibilities.
- o Literature review.
- o Identify a case study topic.
- Decide on the methodology that will be followed.
- o Identify the kind of data/information that will be needed.
- Decide on the methods that will be used to collect the necessary data.

 Multiple sources of data can be used, such as: document review (project documents or other), archival records, interviews, monitoring visits, direct observation, data/ sample collection.
- o Preparing the laboratories for the research/ supply of the necessary equipment.
- o Planning and preparing the visits/ trips to the pilot area.
- Implementation of the solution suggested by the research institutions.
- Data Analysis
 - o Review all relevant documents.
 - o Analysis/ review of all collected data.
 - o Reaching to conclusions.
- Writing the Report

Each of the four Pilot Case Studies is going to be presented in a report that will follow the following structure:

- Introduction
- Methodology
 - Description of the process of the case study topic selection, the data sources and the collection of data (procedure and instruments)
- Literature review
- Presentation of the steps that were followed during the entire procedure of the Pilot Case Study; all activities that were implemented during the entire procedure of the Pilot Case Study will be reported and also all details of the implementation procedure (location, time, by whom, materials, etc.)
- Presentation of the findings



- Results; reporting all innovative products, innovative processes or solutions that were identified during the Pilot Case Study
- Challenges and methods that were used to address them; this section focuses on any challenges or difficulties were encountered during the Pilot Case Study and the methods that were used to overcome them
- Lessons Learned from the whole experience of the Pilot Case Study
- Conclusions

8.5 Organization

Partners that are responsible for the development of Pilot Case Study for the AgroLab Cluster are: LP, PP3, PP5 and PP8.



9. Methodology of AgroLab Cluster developed

9.1 Purpose and objectives

Agro-Food Innovation clusters (AgroLabs) will serve as physical place where industry (agro-food enterprises, producers, actors in the value chain etc.), research institutions and public authorities meet. AgroLabs' operation involves supporting, monitoring, mentoring sessions and training activities so as to ensure the sustainability of the cluster developed, incorporate innovative products in the SMEs production and enhance typical products' commercialization etc. The 4 AgroLabs will not only operate as units but also as a transnational network.

The innovative approach of AgroLabs will allow to meet the needs and the aspirations of the involved stakeholders and to ensure the appropriation of the AgroLabs clusters by building a joint strategy through cross-border exchange of experience. This will lead to the creation of the Balkan-Med network of agro-food clusters. In addition, AgroLabs partners acting as facilitators will provide open and free support to relevant stakeholders throughout the project's lifecycle.

The AgroLabs clusters (physical establishment) will continue their operation after the project has been finalized. The AgroLabs clusters will continue to provide support to agrofood SMEs to facilitate the delivery of concrete solutions for common problems by pooling resources and expertise and strengthening innovative capacity, without distorting the market.

Tasks

- 1. Inviting stakeholders to participate in each region's cluster
- 2. Establishing the AgroLabs cluster in each region
- 3. Operation of cluster
- 4. Combine the four local clusters in order to establish the Balkan Med agro-food cluster
- 5. Support of the cluster beyond the project operation period.

9.2 Target and subject

Target: Agro-food enterprises, producers, all actors in the agro-food sector, local/regional authorities, research institutions.



Subject: Drafting, organizing, creating and operating the four AgroLabs clusters and creating the Balkan – Med network of agro-food cluster.

9.3 Indicators

The indicators for this deliverable are the same as the project indicators, since this constitutes the essence of the AgroLabs project. Therefore the indicators are:

Output indicators

- Number of enterprises cooperating with research institutions: 250 (target value)
- Number of enterprises supported to introduce new to the firm products: 80 (target value).

Result Indicator

• SMEs introducing product or process innovations: 10% (target value).

9.4 Methods

The Clusters will focus on building a supportive environment for the participants, and the extension of linkages between participants. The four Local Action Plans that have been described in a previous sections will be used at this stage.

AgroLabs will be staffed and financed by the implementing beneficiaries upon the project finalization. Staffing will follow clear cut selection criteria.

The steps that will be followed for the creation and operation of the four AgroLabs clusters are presented here:

- Trust building; establishing an atmosphere of trust within a cluster is essential for building a realistic action plan that will have support from enterprises, service providers and in general, all actors in the agro-food sector. The event related deliverables that have already been described constitute an important factor for the trust building and the cluster's success.
- 2. Local Action Plan; this constitutes a different deliverable implemented in WP4.
- 3. Cluster Implementation; the following process/ activities should be followed by the involved partners:
 - Inviting relevant parties in the agro-food sector to participate in the cluster (use of the Common AgroLabs database that has previously been drafted and the lists of participants in the AgroLabs dissemination activities).



- Drafting a list of all the participants in the cluster along with contact details and information on their occupation.
- Physical Establishment of the cluster in each of the four partners' areas. Clusters can be established in the partners' premises in order to ensure that their operation (and the participants' support) will continue after the project has been finalized. Partners need to define the area/ space that will be used for the clusters.
- Deciding on the partner's staff that will constitute the work team that will be responsible for the clusters and organizing the team (as described in the Local Action Plans of WP4).
- Implementation of the strategies that have been described in the Local Action Plans of WP4.
 - As has already been stated, the four Local Actions Plans will serve as the operational plan for the establishment of the AgroLabs clusters. Therefore, the regional and local authorities and the development agency that are responsible for the clusters' establishment will implement the necessary strategies that will lead to the successful operation of the clusters.
- Organization of the mentoring sessions and training activities for the participant SMEs and producers in the agro-food sector. Training sessions will last 16 hours in each cluster and they aim to help the participants to incorporate innovative products/ methods in the SMEs production and enhance typical products' commercialization. They also aim to ensure the sustainability of the developed cluster.

Partners will decide on the exact venue for the training sessions. The exact timing will be decided on a later stage. The training material (free distribution) that will be taught at the sessions, will be developed at the "Methodology of the Capacity Building Methodology and Training Material for AgroLabs sessions" deliverable (WP5). It will be provided to the participants in their own (local) language. The exact method of training will be decided considering the results of the Diagnosis studies.

- Operation of clusters; periodical participants meetings will be organized that will be open to all members and will be attended by each partner's team
- The four partners that will operate the clusters will build a joint strategy through cross-border exchange of experience. This will lead to the creation of the Balkan-Med network of agro-food clusters.



• The participant SMEs and producers will be supported throughout the project's lifecycle by the partners.

4. Monitoring and evaluation.

This step will be implemented in WP5 as a separate deliverable and will be analyzed in the Guide's following section.

Regarding the mentoring sessions and training activities for the SMEs and producers, the partners that are responsible for the clusters should consult the preparation list that is presented here:

Before the sessions:

- Allocate specific tasks and responsibilities to the team.
- Decide in time on the exact dates and hours that the sessions will take place.
- Preparation of the venue where the sessions will take place.
- Arranging of the speakers/ experts in the sessions who can be either academics
 or trainers.
- Inviting the participants in time; ask for a confirmation of attendance in order to better organize the sessions.
- Preparation of the training material⁴ that will be distributed to the participants.
- Providing the necessary IT and audiovisual equipment.
- Arranging the catering; one 30 minute long coffee break should be included in the sessions' agenda.
- Reminder: all documents must include the project logo and funding reference.

During the sessions:

- Set up a registration desk.
- Keep a USB with a copy of all necessary material.
- Equipment: Laptop, microphones & sound system, screen & projectors.

9.5 Organization

The AgroLabs clusters will be developed by the following partners: PP2, PP4, PP6 and PP7.

⁴ The Training Material is part of WP5 and will be analyzed in a following section of this deliverable.



10. Methodology of AgroLabs Assessment

10.1 Purpose and objectives

The AgroLabs Assessment comprises the monitoring and evaluation of the AgroLabs Clusters that were described in the previous deliverable (AgroLabs Cluster). It aims to monitor the progress of the AgroLabs Clusters development and the evaluation of their operation, in order to provide information to the responsible partners about the clusters' functionality. That way they will be informed about any weaknesses that might come forth or challenges that may arise and therefore they will have the opportunity to take corrective measures in time.

Tasks

- 1. A researcher will be responsible for the monitoring and evaluation.
- 2. Providing the researcher with data regarding the cluster operation.
- 3. Drafting and delivering a first report on the cluster operation after the first two months of the beginning of the Assessment.
- 4. Continuation of the monitoring and evaluation, through further gathering of data for the cluster operation and progress.
- 5. Drafting and delivering a second and final report.
- 6. Drafting a strategy that will be used for the facilitation of clusters' operation after the end of the project lifecycle.

10.2 Target and subject

Target: Cluster participants

Subject: This deliverable includes the monitoring and evaluation of the AgroLabs clusters; two reports will be delivered in the context of this deliverable.

10.3 Indicators

2 reports on the AgroLabs Assessment

10.4 Methods

The Clusters will be monitored in order to:

• Determine which cluster sectors/ parts are functional and effective and which face challenges and/ or have weaknesses and therefore need improvement.



- Make sure that any challenges/ weaknesses are determined in time for corrective measures to be taken.
- Ensure efficient and effective coordination on the part of the cluster organizers.

The necessary steps for the AgroLabs Cluster Assessment are the following:

1. Planning

Implementing partners are to assign in time the Assessment procedure to an evaluator, so that it can start five months before the project ending, as planned. At that time, the clusters will be already operating, so data about their progress should be available for evaluation.

2. Survey – First Report

The following cluster data will be provided to the evaluator:

- o number of participants in the clusters
- o cluster member meetings
- progress made regarding the SMEs/ producers (number of enterprises cooperating with research institutions, number of enterprises supported to introduce new to the firm products, SMEs introducing product/ process innovations).

The evaluator will also collect primary data through the use of questionnaires and/ or interviews with cluster participants (SMEs and producers) as a means to determine their opinion on the cluster operation, their level of commitment to the cluster, any challenges they may face regarding the cluster, their will to participate in the cluster after the end of the project lifecycle. The questionnaire will be developed by the evaluator and will be distributed to cluster participants; the questionnaires will be filled in anonymously.

The survey results will be collected in a report, which will include:

- o Presentation of the cluster operation so far.
- Evaluation of the cluster operation according to data provided to the evaluator.
- o Evaluation of cluster operation according to primary data.
- o Best practices in the cluster operation.
- Weaknesses of the cluster



- Suggestion of ways that could be used to address the weakness and improve the cluster effectiveness.
- 3. Use of the report findings in order to improve the cluster.

Implementing partners will take into consideration the findings of the First Report in order to improve the cluster operation and correct any weaknesses.

4. Drafting and delivering of the final report

The evaluator will continue to collect data regarding the cluster operation and the opinions of cluster members (using questionnaire and/ or interview, as was described in step 2).

Data and survey results will be collected in a report that not only will evaluate the cluster progress (as analyzed in step 2), but will also suggest a strategy that will facilitate the continuation of the cluster operation after the end of the project cycle.

10.5 Organization

The AgroLabs Assessment will be organized by the following partners: PP2, PP4, PP6 and PP7.



11. Methodology of the Capacity Building Methodology and Training Material for AgroLabs sessions

11.1 Purpose and objectives

At this stage, it is important to describe the ways that the participants can benefit of the findings of the AgroLabs Project and the knowledge and experience of the AgroLabs cluster.

As was described in Section 9 of this deliverable, part of the clusters' development will be the organization and implementation of mentoring sessions and training activities for the cluster members and in particular SMEs and producers. These sessions/ activities aim to train the participants so as to be able to incorporate the innovative products in the SMEs production, without distorting the market; in order to achieve that they will focus on capacity building, addressing the challenges the agro-food sector faces in each of the target areas and provide the relevant solutions.

Therefore, the "Capacity building methodology and training material for the AgroLabs sessions" is a necessary step towards the successful implementation of the training sessions.

Tasks

- 1. Collecting the WP3 findings and results
- 2. Development of a capacity building methodology
- 3. Development of the training material

11.2 Target and subject

Target: SMEs and producers that will be members of the four clusters that will be developed in the four target areas (Central Macedonia, Limassol, Blagoevgrad and Fier)

Subject: Development of the methodology that will be implemented in the training sessions in WP5 as well as the training material that will be used at the sessions.

11.3 Indicators

- A manual for the Methodology for capacity building
- Training manuals for the members of the four clusters



11.4 Methods

11.4.1. Capacity building methodology

The capacity building methodology will be determined after collecting the results of the four Diagnosis studies so as to take into consideration the research findings and the opinions of participants; in that way, the challenges that need to be addressed will have been defined, as well as the participants' preferred method of training in order for the capacity building methodology to be developed in a way that better fits the issues that need to be addressed and therefore be most effective. The lessons/ experience gathered during the consultation phase of the project (WP4) can also be taken into consideration.

The understanding of the importance of participating in the AgroLabs cluster and the benefits that the participants can enjoy from this is a factor that needs to be taken into consideration in the process of developing the capacity building methodology and the training material.

The capacity building methodology structure will include the following sections:

- Agrofood sector present state
- WP3 Synopsis
- Training objectives
- Principles for module development
- Methodology
- Educational topics (the examined fields can be: primary production/ processing/ logistics/ marketing tools, etc., modified accordingly)
- Training Method(s)

11.4.2 Training material

The training material will be a manual comprised by module(s). The educational content will be determined after the completion of WP3, namely the Diagnosis studies and the Transnational Synthesis Report. In that way, the training material can be developed in a manner so as provide solutions to the area's specific problems/ challenges that resulted from the study and meet each areas' needs.

The module structure will consist of the following main elements:

Topic



- Summary (aims, expected results, methods and forms of training)
- Contents of the module (theoretical background, good practices/ case studies, educational material)
- List of references or links.

The module(s) can be presented in PDF Presentations, slides or video presentations. A CD with the material will be disseminated to all participants in the training sessions.

In order for the training material to be better understood by the participants in the training sessions, the module(s) will be translated in the languages of the partners (Greek, Albanian and Bulgarian).

11.5 Organization

The LP is the responsible partner for the development of the Capacity Building Methodology and Training Material for AgroLabs sessions.

The training material will be translated in the languages of the AgroLabs partners by the responsible partners for the organization of the clusters and the training sessions, namely PP2, PP4, PP6 and PP7.



12. Methodology on the AgroLabs Exploitation Plan and External Evaluation

12.1 Purpose and objectives

The AgroLabs cluster can be an important transnational network which will enhance collaboration and exchange on know-how and experiences. In order for this project to be sustainable, it must be well received by key stakeholders but also be supported in order to expand and achieve the maximum possible impact.

The purpose of AgroLabs Exploitation Plan is to disseminate the work done by the AgroLabs project, underline the added value of the project and thus attract interest and support in order to ensure the Cluster's sustainability.

The External Evaluation is a necessary step for the project quality; a systematic process of inquiry designed to provide independent judgement about the project performance and capability in delivering high quality results.

Tasks

1. Exploitation Plan

- Collecting all milestones of AgroLabs
- Collecting all results and outputs of AgroLabs
- Deciding on the exploitation channels to be used
- Drafting the Exploitation Plan
- Distributing the Exploitation Plan.

2. External Evaluation

- Providing the External Evaluator with project data.
- Drafting and delivering of one Final External Evaluation Report for the AgroLabs project.

12.2 Target and Subject

Target: The Exploitation Plan will target all key agro-food sector stakeholders. The External Evaluation will be delivered to the AgroLabs partnership.



Subject: Development of the AgroLabs Exploitation Plan that will be thorough and will include the AgroLabs findings, outputs and results. Development of one External Evaluation Report.

12.3 Indicators

- One AgroLabs Exploitation Plan
- One External Evaluation Report

12.4 Methods

The Exploitation Plan will summarize the project's activities, experience and results and will be elaborated in order to enhance project dissemination and ensure the project sustainability and use of knowledge achieved.

The AgroLabs Exploitation Plan will include the following sections:

- AgroLabs project summary
- Description of the partnership and partners' roles
- Target groups
- Description of the AgroLabs Project findings, outputs and results
- Exploitation channels/ actions that will be followed
- Potential expected impact for the project.

The AgroLabs Exploitation Plan will be disseminated electronically to key stakeholders in the agro-food sector.

External Evaluation

The External Evaluator will examine:

- Whether all project deliverables have been produced and all described activities have been implemented.
- Whether the project indicators (and targets) as described in the project Application Form have been reached.

The external evaluator can also examine the AgroLabs project through the opinions of key stakeholders in order to have a more complete view of the project impact. For this evaluation procedure, the questionnaire and/ or the interview tool can be used



(anonymously). The questionnaire template and/ or the interview guide will be developed by the evaluator.

All project partners and the Lead partner in particular will cooperate in the external evaluation process and provide all required data to the external evaluator.

12.5 Organization

The responsible partner for the Exploitation Plan and the External Evaluation is the LP.



ANNEX I - QUESTIONNAIRE for Producers

Name:					
Commodity:					
GENERAL INFOR	MATION				
Gender:					
Male □	Female □				
Age:					
18-24 □ 25	5-34 □ 3!	5-44 □	45-54 □	55-67 [□ > 67 □
Years in the prod		ertain prod	uct:		
<3 □	3-5 □	6-10 □	l 1	1-20 □	>20 🗆
Reason of follow					
Family business	J	=		Local Tradi	
	national prog	ram EU	program		choice
Is this your sole	-				
Yes □		No 🗆			
How much of you			•	_	-
<25% □	25-50%		51-75%		>75% 🗆
How many people					
0 🗆	1-2 □	3-5 □	6	5-10 □	>10 🗆
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PRODUCTION IN		.1 0			
How much is you	ır annual produ	iction?			
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How is your prod	-				N/ / A
Increased	Decrease		Stable		N/A 🗆
What is your pre			_	-	•
It will be increase			I LI ITW	nii be the sam	e □ N/A □
Is your production		_			
Yes Is your production		No 🗆			
P.O.D. (Protected		D.C.I. (Droto	atad Caagna	nhigal '	T.C.C. (Traditional
•	J	=	cted Geogra	=	T.S.G. (Traditional
of Orig □	111)	III	dication) □	Spe	cialities Guaranteed)
How do you sell	your products?				
Directly \square	Through coope	erative/ unio	n 🗆 T	hrough trader	Other 🗆
How do you sell	your products?				
Bulk □	Pa	ackaged who	le sale 🛚	Package	d retail 🛚
If your products	are packaged,	who is doing	g the packag	ging?	



Private facilities \Box	Cooper	ative/ union 🛚	3rd party	7 L
Where do you store	your goods?			
Private warehouse [☐ Cooper	ative warehouse	☐ 3 rd party	warehouse \square
What is the most ser	rious problem you	u are facing? (Pls	hierarchize 1 n	nost - 5 less serious)
Technical / natural	Quality	= -		ns Sales/ Pricing
<u>-</u>	problems —	_	_	_
Please mention you	r most important	t technical proble	em:	
Please mention you	r most important	t quality problem):	
Please mention you	r most important	t financing proble	em:	
Please mention you	r most important	t trading problen	1:	
71				
Please mention you	r most important	t sales/pricing pr	oblem:	
Please mention you	r most important	t sales/pricing pr	oblem:	
Please mention you What would help yo				
	our products beco	ome more attract	ive/ competitiv	
What would help yo	our products beco	ome more attract	ive/ competitiv	
What would help your Better agricultural	our products beco Better Logistics practices	ome more attract Marketing	ive/ competitiv	Quality
What would help your Better agricultural practices	Better Logistics practices	ome more attract Marketing	ive/ competitiv	Quality Management
What would help you Better agricultural practices	Better Logistics practices	ome more attract Marketing	ive/ competitiv	Quality Management
What would help you Better agricultural practices What would improve	Dur products become Better Logistics practices	ome more attract Marketing our products? Storage	ive/ competitiv Pricing Terms	Quality Management Further
What would help your Better agricultural practices What would improve Good Agricultural practices	Dur products become Better Logistics practices The control of your packaging The control of y	ome more attract Marketing our products? Storage Conditions M	ive/ competitiv Pricing Terms Food Safety Ianagement Syst	Further Processing
What would help you Better agricultural practices What would improve Good Agricultural practices What could be done	Dur products become Better Logistics practices The quality of yard Packaging The on a prior-harve	ome more attract Marketing our products? Storage Conditions M	ive/ competitive Pricing Terms Food Safety fanagement System ve the quality of	Further Processing □
What would help you Better agricultural practices What would improve Good Agricultural practices What could be done Better equipment	Dur products become Better Logistics practices The control of your packaging The control of y	ome more attract Marketing our products? Storage Conditions Conditions Used of different	Food Safety fanagement System ve the quality of	Further Processing of your products? Use of experienced/
What would help you Better agricultural practices What would improve Good Agricultural practices What could be done	Dur products become Better Logistics practices The quality of yard Packaging The on a prior-harve	ome more attract Marketing our products? Storage Conditions M	Food Safety fanagement System ve the quality of	Further Processing □
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What would help you Better agricultural practices What would improve Good Agricultural practices What could be done Better equipment used	Dur products become Better Logistics practices are the quality of your Packaging are on a prior-harve Infrastructure	ome more attract Marketing our products? Storage Conditions M cst level to impro Used of different varieties/ hybrids	Food Safety fanagement System ve the quality of the chemicals	Further Further tem Processing of your products? Use of experienced/ trained personnel ur products?
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What would help you Better agricultural practices What would improve Good Agricultural practices What could be done Better equipment used Do you think that po	Dur products become Better Logistics practices are the quality of y Packaging are on a prior-harve Infrastructure are cost-harvest handles.	me more attract Marketing our products? Storage Conditions M est level to impro Used of different varieties/ hybrids ling decreases the	Food Safety fanagement System Use of chemicals chemicals de quality of your I don't kr	Further Further tem Processing of your products? Use of experienced/ trained personnel or products? now fyour goods?



]	[
What would help	to increase the valu	ie of your prodi	acts?			
Quality	Other	Marketing	Com	mercial	Prot	ective
Certification	Certification (e.g.	Campaigns	Tre	eaties	pol	icies
	P.D.O.)					
					[
TRAINING INFORM	MATION					
Have you received	l any training rega	rding the produ	ction of th	is commod	ity?	
Yes □	No □					
If yes, please spec	ify the topic					
TATE . '	C : C .:	11	1.1	C		•
_	rce of information	regarding the	problems	you are fac	ing wit	n your
production?	C	D: .		11	Ŧ.	
State agencies □	Cooperatives	Private consulta	ints C	olleagues	Inte	ernet
	erested in receiving	<u>–</u>	d to vour :	ogra-faad n	roducti	on?
Yes \square	No E		a to your t	agro roou p	1 ou uou	0111
_		_				
D1 10 11						
	level of your interes	est regarding tr	aining in t	he followin	g topics	3:
0 not inter						
1 limited in	ıterest					
2 Intereste	d					
3 advance	interest					
4 very inte	rested					
· ·						
		0	1	2 3	4	N/A
Technical issues	(e.g. ways to	increase				
production, problem						
	of the product (Leg	gislation				
	plication of Food	=				
	ems, nutrient value	=				
chemicals)	, manione value	,				
Legislation and con	nmercial rules					
Logistic solutions						

Trading aspects: Sales and Marketing



What is the most preferable method of training for you? (up to 2)				
a) Seminars or lectures				
b) Exchange knowledge and experience Workshops				
c) On field training				
d) Informative material (book, brochures, etc.)				
Agro-food Cluster				
Do you think that a local cluster would promote your work?				
Yes □ No □				
If yes, would you be interested in participating?				
Yes □ No □				



ANNEX II - QUESTIONNAIRE for Packers/ Processers/ Logistics

Name:				
Product of activity:				
GENERAL INFOR	MATION			
Operation activit	.y			
Packing		ocessing	Logis	stics 🗆
Years of operation	n			
<1 🗆	1-3 □	4-10 □	11-20	>20 🗆
What is the statu	s of the facility?			
Private □	Cod	perative 🗆	State	run 🗆
What is the capac	city of the facility	y?		
How many peopl		king?		
1-5 □	6-10 □	11-20	21-50	>51 □
How many of you	= -			
0% □	50% □	1009	% □	Other%
PRODUCT INFOR	MATION			
Is your product o	_			
Yes □	No □	Both Option	s 🗆%	organic products
Is your product:				
P.O.D. (Protected I	J	P.G.I. (Protect		T.S.G. (Traditional
of Origin	n) (Geographical Indi	cation) Sp	ecialities Guaranteed)
	.1 .1		1 . 1 .	
			_	geous (1 min – 5max)
Quantity \square	Quality 🗀	Reputation \Box	Price \square	Nutrition value □
Proximity to				Oth on □
1 1 0 11111110 9 00	Protective	Advanced	Traditional	Other □
markets \square			Traditional Character	other 🗅
	legislation \square			other 🗆
markets \square	legislation easonal?			other 🗖
markets □ Is your product s	legislation 🗆 easonal?	processing \square		Other 🗅



Do you have	specific sup	opliers/ customers?			
Yes □	No □				
Do you have	a Quality C	Control Department?			
Yes □	No □				
Do you have	a Food Safe	ety Management Syste	em (FSMS)?		
Yes □	No □				
Are you cert	ified?				
Yes □	No □		Pls name		
Are your sup	pliers certi	fied?			
Yes □	No □				
Are your clie	ents certifie	d?			
Yes □	No □				
Do you have		ity process?			
Yes □	No 🗆	Process.			
Do you evalu		ippliers?			
Yes □	No 🗆				
165 🗕					
OPERATION	AL INFORM	ATION			
How are the	raw materi	als delivered to your	facility?		
Bulk fron	n the I	Packaged from your	You collect the	em with your	Imported
produc		supplier	own m	-	-
. \square				l	
Does the me	ans of trans	sportation affect the q	uality?		
Yes □	No □	•			
Do vou have	appropriat	e facilities for long te	rm storage?		
Yes □	No □	8	J		
	that post-l	narvest practices affe	ct the quality	of vour raw ma	terial?
Yes □	No 🗆	F		y	
		o you have alternativ	e sources of r	aw material su	nnlving?
Yes □	No □	o you have alternativ	o bour cos or re	av macoriai su	PP-78.
If yes, the ra		comes from:			
Other nationa		Imports \square			
Does your ac		imports 🗖			
Add value		Is a standard a	ctivity in cum	ly chain 🔲	
		ocesses designated to	, ,,	•	
Yes \square	No 🗆	ocesses designated to	protect quar	ity:	
How do you		o du eta?			
-	, ,		Thursday	t	Other □
Directly		Γ cooperative/union Γ	ı ınrougn	trader \square	Other
How do you	-		D1		
Bulk 🗆		aged whole sale	Раскав	ged retail 🛚	
	_	r final products?	, –		, –
Private ware	nouse 🗀	Cooperative war	renouse 🛚	3rd party ware	nouse ⊔



Technical / Quality problems products become more attractive / competitive? What would help your products become more attractive / competitive? Better agricultural problems problems problems products practices problems problems products practices problems problems problems problems products products problems problems problems problems problems problems products products products products product problems problems problems product problems product problems product problems problems problems product problems problems product problems p	wnat is the most s	serious problem yo	u are facing? (P	is nierarchize 1 mc	ist - 5 less serious)
Please mention your most important trading problems Please mention your most important trading problem: What would help your products become more attractive/ competitive? Better agricultural Better Logistics Marketing Pricing Terms Quality Management and the processing practices practices Practices Products? Good Agricultural Packaging Storage Food Safety Further practices Conditions Management System Processing practices Use of Use	Technical /	Quality	Financing	Trading	Sales/Pricing
Please mention your most important technical problem: Please mention your most important financing problem: Please mention your most important trading problem: Please mention your most important trading problem: Please mention your most important sales/pricing problem: What would help your products become more attractive/ competitive? Better agricultural Better Logistics Marketing Pricing Terms Quality practices practices Management Management Management What would improve the quality of your products? Good Agricultural Packaging Storage Food Safety Further practices Conditions Management System Processing What could be done on a prior-harvest level to improve the quality of your products? Better equipment Infrastructure Use of Use of Use of Use of Varieties / hybrids chemicals experienced/ trained personnel What could be done on a post-harvest level to improve the quality of your goods? Transportation Storage Packaging Reduced Processing What would help to increase the value of your products? Quality Other Marketing Commercial Protective Certification Certification (e.g. Campaigns Treaties policies	•	•	O	_	, 0
Please mention your most important quality problem: Please mention your most important financing problem: Please mention your most important trading problem: Please mention your most important trading problem: Please mention your most important sales/pricing problem: What would help your products become more attractive/ competitive? Better agricultural Better Logistics Marketing Pricing Terms Quality practices practices practices practices Quality Qual		· _	_	<u>-</u>	_
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Better agricultural practices practices practices practi					
Better agricultural practices practices practices practi					
Better agricultural practices practices practices practi					
Better agricultural practices practices practices practi	What would heln	vour products beco	ome more attra	ctive/comnetitive	.7
practices practices □□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□					
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What could be done on a prior-harvest level to improve the quality of your products? Better equipment used Infrastructure used varieties/ hybrids chemicals experienced/ trained personnel trained personnel □ □ □ □ □ What could be done on a post-harvest level to improve the quality of your goods? Transportation Storage Packaging Reduced Processing means Conditions logistics time □ □ □ □ □ □ What would help to increase the value of your products? Use of the processing of	Good Agricultural	Packaging	Storage	Food Safety	Further
What could be done on a prior-harvest level to improve the quality of your products? Better equipment Infrastructure Used of different used varieties/ hybrids chemicals experienced/ trained personnel What could be done on a post-harvest level to improve the quality of your goods? Transportation Storage Packaging Reduced Processing means Conditions logistics time What would help to increase the value of your products? Quality Other Marketing Commercial Protective Certification (e.g. Campaigns Treaties policies	practices		Conditions	Management Syste	em Processing
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varieties/hybrids chemicals experienced/ trained personnel What could be done on a post-harvest level to improve the quality of your goods? Transportation Storage Packaging Reduced Processing means Conditions logistics time □ □ □ □ □ □ □ □ □ □ □ □ □ □ □ □ □ □ □					
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Transportation Storage Packaging Reduced Processing means Conditions logistics time		_	.1 1	., 1, 6	1.2
means Conditions logistics time □ □ □ □ □ □ □ What would help to increase the value of your products? Quality Other Marketing Commercial Protective Certification Certification (e.g. Campaigns Treaties policies	wnat could be do	ne on a post-narve:	st level to impro	= = =	our goods?
□ □ □ □ What would help to increase the value of your products? Quality Other Marketing Commercial Protective Certification Certification (e.g. Campaigns Treaties policies	Transportation	Storage	Packaging	Reduced	Processing
□ □ □ □ What would help to increase the value of your products? Quality Other Marketing Commercial Protective Certification Certification (e.g. Campaigns Treaties policies	means	Conditions		logistics time	
What would help to increase the value of your products? Quality Other Marketing Commercial Protective Certification Certification (e.g. Campaigns Treaties policies		_	П	П	П
Quality Other Marketing Commercial Protective Certification Certification (e.g. Campaigns Treaties policies					
Certification Certification (e.g. Campaigns Treaties policies	-				
	Quality	Other	Marketing	Commercial	Protective
	Certification	Certification (e.g	Campaigns	Treaties	policies
		P.D.O.)	Pa9	500,000	L



			ĺ				
TRAINING INFORM	MATION						
Do vou think that	vour emplovees'	experience and kn	owledge	e can iı	ıfluen	ce qual	itv?
Yes □	No □					1	-3
Is it easy to have e	experienced/ trai	ned workers?					
Yes □	No □	1					
Do you think that	knowledge trans	fer is a key elemen	t for qua	ality?			
Yes □	No □	1					
Have you received		arding the product	ion of tl	his con	nmodi	ty?	
Yes □	No □						
If yes, please spec	ify the topic						
TATE	C · C · · ·	11 .1			.		•
•	rce of informatio	n regarding the pr	oblems	you a	re fac	ing wit	n your
production?	Cooperatives	Private consultant	ta (Colleag	1100	Int	ernet
State agencies □	Cooperatives		is (Joneag	ues		П
_	<u> </u>	ng training related	to vour		ood pr		
Yes □	No		to your	ugi o i	oou pi	oddoti	0111
_							
Please specify the	level of your inte	erest regarding trai	ning in	the fol	lowing	topics	S:
	ested at all					, <u> </u>	
1 limited in							
2 Intereste							
3 advance	interest						
4 very inte	rested						
		0	1	2	3	4	N/A
Technical issues (e	.g. ways to increas	e production,					
problem solving)							
Safety and quality	y of the product	(Legislation					
requirements, ap	oplication of F	ood Safety					
Management Syst	ems, nutrient va	alue, use of					
chemical)							
Legislation and cor	nmercial rules						
Logistic solutions							

Trading aspects: Sales and Marketing



What is the most preferable method of training for you? (up to 2)					
a) Seminars or lectures					
b) Exchange knowledge and e	experience Workshops				
c) On plan training					
d) Informative material (boo	k, brochures etc.)				
Agro-food Cluster					
Do you think that a local cluste	er would promote your work?				
Yes □	No □				
If yes, would you be interested	l in participating?				
Yes □	No □				



ANNEX III - QUESTIONNAIRE for Authorities

Authority:				
Authority's Repres	entative (Name/ p	osition):		
GENERAL INFOR	MATION			
Kind of Authorit	y:			
Ministry □	Region \square	Municipality \square		
Type of Authorit	y:			
Food Safety 🛚	Primary produc	tion 🗖 Financ	\Box	Commercial \square
What are the res	ponsibilities of th	ne authority?		
Pure	Advisory	Control and La	w Promotion	Other
administrative		enforcement		
Does the author	ity implement str	ategies/ policies	for local agro-food?	
Yes □		No □		
Is the authority	responsible for li	cence issuing?		
Yes □		No □		
What do the fina	ncial means of th	e authority origi	nate from?	
Central Governme	ent E.U.	Local Taxes	Private Donations	Mix
Does the author	ity have experien	ce in EU program	s?	
Yes □		No □		
Has the authorit	y conducted strat	egic partnership	s?	
Yes □		No □		
If yes, please spe	ecify:			
PRODUCTION IN	FORMATION			
Are there record	ls on the local pri	mary producers?		
Yes □	N	o 🗆		
Are there record	ls on the local pac	kers/ processers	s?	
Yes □	N	o 🗆		
Are records avai	lable concerning	performed contr	ols?	
Yes □	N	о 🗆		
Does the author	ity act as an advis	or on:		
Primary	Food safety	Funding –	Career	Legislation
production		Business	opportunities	
		establishmen	t 🗆	



		П		
Are any available p	orograms for Agro	-food sector sup	pport?	
Yes □	N	lo 🗆		
Has the authority t	aken initiatives fo	or the promotion	n of local agro-food sed	ctor?
Yes □	N	lo 🗆		
If yes, please speci	fy:			
What is the most so	erious problem th	e local agro-foo	d sector is facing? (Pls	hierarchize 1
most - 5 less seriou	=			
Technical /	Quality	Financing	Trading S	Sales/Pricing
natural problems	•	1 maneing	problems	ares, Triening
		П	рговісніз	
Please mention the			-	
riease mention the	s most important	tecimicai proble	;111.	
				•••••••
ni di di		11. 11		
Please mention the	e most important of	quality problem	:	
Please mention the	e most important	financing proble	em:	
Please mention the	e most important	trading problem	n:	
Please mention the	e most important :	sales/pricing pr	oblem:	
	,			
What would halp le	ocal agro-food pro	ducte hacama n	nore attractive/ comp	atitiva?
Better agricultural	Better Logistics	Marketing	Pricing Terms	Quality
•	•	Marketing	Fricing Terms	
practices	practices		_	Management
\[\bar{\bar{\bar{\bar{\bar{\bar{\bar{	11 1161			
What would impro	=			n .1
Good Agricultural	Packaging	Storage	Food Safety	Further
practices	_	Conditions	Management System	Processing
	ie on a prior-harv	vest level to imp	prove the quality of lo	cal agro-food
products?				



used		varieties/ hybrids	chemicals	trained	perienced/ personnel
Do you think the	t noct-harvoct	handling decreases	the quality	of local	agra-food
products?	t post-nai vest	nanuning decreases	the quanty	oi iocai	agi 0-100u
Yes \square	No		I don't k	now 🗆	
		rvest level to impro			agro-food
products?	P		4	J	
Transportation	Storage	Packaging	Reduce of log	istics F	rocessing
means	Conditions	0 0	time		J
What would help to	o increase the v	alue of local agro-foo	od products?		
Quality	Other	Marketing	Commercial	Pr	otective
Certification	Certification	Campaigns	Treaties	ŗ	oolicies
	(e.g. P.D.O.)				
TRAINING INFORM					
= = =		g the production of l	ocal agro-foo	d produc	ts
Yes 🗆	No []			
If yes, please speci	fy the topic				
Would you be intervers □		ng training related to □	the local agr	o-food pr	oduction?
Please specify the	level of importa	nce of the following	training topic	cs	
0 not impor	tant at all				
1 limited in					
2 importan					
3 advance i	-				
4 very impo	ortant				
		0	1 2	3 4	· N/A
Technical issues (e.g	g. ways to increas	se production,			
problem solving)		-			
Safety and quality	-				
requirements, app	plication of	Food Safety			



Management Systems, nutrient value, use of	
chemical)	
Legislation and commercial rules	
Logistic solutions	
Trading aspects: Sales and Marketing	
Agro-food Cluster	
Do you think that a local director would promote the local food agree food coston?	
Do you think that a local cluster would promote the local food agro-food sector?	
Yes \(\square\) No \(\square\)	
Yes □ No □	
Yes □ No □ If yes, would you be interested in participating?	
Yes □ No □ If yes, would you be interested in participating? Yes □ No □	



ANNEX IV - INDICATIVE INTERVIEW/ FOCUS GROUP QUESTIONS

Date of intervie	w/focus group	
Date of fifter vie	w/ locus group:	

Indicative questions in the context of the project AgroLabs Co-funded by the European Union and National Funds of the participating countries

- 1a. Does your business face any problems regarding practical production issues?
- 1b. If yes, how do these issues affect the economic situation of your business?
- 2a. Does your business face any problems regarding logistics or trading?
- 2b. If yes, how do these issues affect the economic situation of your business?
- 3a. Does your business face any problems regarding food safety and quality?
- 3b. If yes, how do these issues affect the economic situation of your business?
- 4. In your opinion, how could the economic situation and the sustainability of your business be improved regarding the aforementioned sectors (production, logistics/ trading, food safety/ quality)?
- 5. In your opinion, how could the agrofood sector be promoted in your region?
- 6a. Do you think that training could help improve your ability to run your business in a more efficient and effective way?
- 6b. If yes, in which sector would you like to be trained?



ANNEX V - INTERVIEW/ FOCUS GROUP CONSENT FORM

Study in the context the Project: AgroLabs

Informed Consent

The study in the context of the Agrolabs project is being conducted by
The topics that will be discussed during the <i>interview/focus group</i> include practical production issues, Logistics and trading, food safety and quality, promotion of Agro-food sector. The <i>interview/focus group</i> will last about minutes.
The <i>interview/focus group</i> will be audio-recorded in order to accurately capture what is said and also handwritten notes will be kept.
ONLY FOR FOCUS GROUP: If you participate in the focus group, you may request that the recording be paused at any time. You may choose how much or how little you want to speak during the group. You may also choose to leave the focus group at any time.
The information you will share with us will be kept completely confidential and will be presented in the study anonymously and as part of the views of the participants in the <i>interviews/focus group</i> .
Your signature on this consent form indicates your agreement to participate in this <i>interview/focus group</i> .
I have read the consent form and all of my questions about the <i>interview/focus group</i> have been answered. I understand that the <i>interview/focus group</i> will be recorded. I agree to participate in this <i>interview/focus group</i> .
Name:
Signature:
Date:



ANNEX VI - CASE STUDY TEMPLATE

Name of the good practice
Type of the good practice (program, project, activity, forum, events, etc.)
Name and place (country, city/town) of the institution that implements the good
practice and Partners
Background and objectives of the good practice and target groups
Main activities, results and gained experience
(Please include any information that you consider useful)
Period of realization
Contact details, if available (Tel. No. / Websites/ Facebook)





ANNEX VII - STAKEHOLDERS DATABASE



List of Stakeholders

Partner

Project co-funded by the European Union and National Funds of the participating countries

Name of Organisation	Country	Language	Name	Surname	Email	Occupation	Phone	Main areas of activities	Level of activities
·									·



ANNEX VIII - AGROLABS EVENT FEEDBACK TEMPLATE

Dear Madame/Sir,

This questionnaire aims at evaluating the quality of the "name of event" that has taken place in "name of place" on …./…./201… in the context of the project AgroLabs and was organized by the "name of organization". The questionnaire is anonymous.

Please return this questionnaire at the organization team before departure from the venue.

Please indicate your level of satisfaction on the following items on a scale from 1 = very unsatisfactory to 5 = very satisfactory

	1	2	3	4	5
The sufficiency of information supplied before the "name of event"					
The agenda and topics discussed in the "name of event"					
Respect of the agenda and time table					
Flow of the "name of event"					
Time given to you to expose your point of view					
The quality of the working environment/ atmosphere					
Suitability of IT/ audio visual equipment					
The quality of facilities at the venue					
Offered meals (food)					
The general organization of the "name of event"					



Please feel free to add comments on the "name of event":

Thank you!

Please return this form to the organization team at the end of the event