

FOODSHIFT

2030

DELIVERABLE D1.1
GUIDELINES FOR
ESTABLISHING
FOODSHIFT
ACCELERATOR LABS

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1. Introduction

The overall objective of FoodSHIFT2030 is to foster **food system transition** toward a **low carbon circular future** by utilizing and supporting the **transformative power¹ of citizens** that are already or have high potential to become engaged in sustainable **food system innovations**.

This objective will be achieved through the establishment and operationalization of nine FoodSHIFT2030 Accelerator Labs (from here on referred to as FALs or Labs). The project will provide a framework and create efficient mechanisms that induce successful innovative food system solutions to tackle the overall FoodSHIFT2030 challenges of (1) unhealthy diets, (2) insufficient reduction of GHG emissions and (3) a widening urban-rural gap.

Prior to the start of the FoodSHIFT2030 project, each FAL has defined a clear and unique set of food system innovation focuses with a set of objectives and expected impacts. To establish and operationalise the FALS, the respective focus, objectives and impacts will be both re-evaluated in the FAL core group (i.e. Lab leader, Lab host and Lab assistant) and further specified with a broader set of stakeholders in the Steering Committee of the FAL. The establishment of the FAL is considered complete with the first meeting of the FAL Steering Committee (by M06). This document provides the guidelines to take the first important steps in the establishment of your FAL (Task 1.1). These steps are:

1. Establishment of a FAL core group
2. Involvement of key stakeholders in your Steering Committee
3. Re-evaluation of the key innovation focuses of your Lab
4. Organization of a first meeting with the Steering Committee

The FALs are the core of this project and the key driver to address the above mentioned challenges. The first seven work packages (WP1-7²) in the FoodSHIFT2030 project are specifically developed to assist the FALs in creating the best conditions for citizen-driven food system innovations. In order to do this, clear communication and constructive cooperation between the FAL core groups³ and the WP teams is essential. The document you are now reading will lay out the basic structure to set up your own FAL assisted by the WP1 team and provide tools for ensuring a good cooperation between your Lab and all the WP teams throughout the project period.

It is crucial that the best possible starting conditions are created for your FAL in terms of enthusiasm and participatory dynamic, focus on food system innovations, and relevance in the city-region context. The various sections in this document serve to (1) guide you in

¹ With 'transformative power' we mean the way in which citizens both individually as well as collectively can play an active role in the transition of particular food systems.

² WP8 and WP9 are related to project management and thus do not involve collaboration with the FALs.

³ Please note here the difference between the term 'FAL core group' and 'FAL core team', the latter which has become a convention in current email exchanges to include a wider range of people involved in the FAL – hence not just the officially designated persons holding the roles of host, lead and assistant (= core group), but also support staff and others that are considered relevant.

this process of a successful establishment of your FAL, and (2) outline how your FAL should work on the tasks in WP1 in collaboration with and assisted by the WP1 team.

In this document, we:

- give an overview of the tasks and timelines for the FALs for WP1 (section 2)
- visualize the FALs and explain the position of the FALs within the FoodSHIFT2030 project (section 3)
- establish the potential roles and responsibilities of the Lab leader, Lab host and Lab assistant (section 4)
- guide you in the establishment of the core group and the Steering Committee (section 5)
- provide a brief description of the next steps to be taken in the WP1 process (section 6)

2. The process of Work Package 1

2.1 Working towards tailor-made trajectories

The core of WP1 is to assist in the establishment and operationalization of the nine FALs. The final and overarching objective of WP1 is to co-develop with each FAL a tailor-made trajectory (TMT) towards food system innovation for all nine FALS. These TMTs have to be ready by M17. The TMTs will provide a clear overview of the process in your FAL and will include the planning of stakeholder meetings, workshops and other activities tailored towards the priorities, needs, barriers as identified in the context of your region. The TMTs will be accompanied by a dynamic action plan that will be updated regularly in order to adapt to shifting circumstances and events. As a basic requirement, each TMT will organize a series of thematic workshops that will each integrate the themes and core tasks of WP 1-8. The specific number of workshops, meetings and events will however depend on the specific needs of each FAL (see section 6.4).

In order to develop the TMTs, the Tasks 1.1, 1.2, and 1.3 of the Grant Agreement (see pp. 40-41) function as important preparatory tasks:

- First, the FALs will be established and operationalized; this is Task 1.1. outlined in the guidelines you are now reading.
- Next, an approach will be provided that will help the FALs to map relevant stakeholders and food system innovations (Task 1.2).
- These stakeholders will become key target groups of the FAL and will have to be strategically engaged by the FALs through a series of workshops, meetings and events to align the collective goals and priorities (Task 1.3).

Also part of Task 1.1 is the organization of training workshops on open innovation (OA) and participatory learning and action (PLA) to support the FALs in successfully embracing food system innovations and citizen/stakeholder engagement. For instance, in RT1 in Copenhagen, ILVO has introduced several tools and approaches that will be of help to map and engage stakeholders, to set goals and priorities and to facilitate group discussions.

In RT2 – which will be a two-period on-line meeting in May 26th -28th and June 23rd-25th, 2020 – we will focus the training more specifically on empowering and engaging citizens,

which is in line with the core underlying goal of the FoodSHIFT2030 project. The presentations and working materials developed in these trainings can be found in the MS Teams folder under the respective roundtable meetings. In this document, we will provide you with the hyperlinks to the materials found in MS teams.

2.2. Considering necessary adjustments and possible new priorities due to COVID-19

Since we are now in the middle of a global COVID-19 crisis we need to consider actual short term and the potential medium to long term impacts of COVID-19 on both the FoodSHIFT2030 project and the food system as a whole, in order to determine if there are any necessary adjustments and/or possible new priorities for the establishment and operationalization of the Labs.

In the short term (up to 6 months) it is evident that COVID-19 will affect our options for collaborating and working together on the tasks that we have set out for ourselves in the FoodSHIFT2030 project. From the overview of operational implications below, we can see that several Labs are already experiencing delays due to COVID-19. Therefore, we need to review and if necessary adjust the timelines and due dates outlined in the overview of RT1 outcomes and actions. We also need to establish and share experiences with new ways of collaborating and communicating online in the consortium and with our stakeholders.

OPERATIONAL IMPLICATIONS OF COVID-19 (based on feedback from the FALs):

- Internal project activities (research & organisational) are continuing largely via home-office, affected by family and living situations, frequently slowing down and/or fragmenting activities. However, internal activities can go through with some delays.
- External project activities, especially in the case of FAL launching and stakeholder exchange is substantially affected as planned meetings are on hold, sometimes until after the summer; and stakeholders following other priorities and/or have stopped their operations; private companies fearing loss of business while government support is pending.
- In the light of substituting direct stakeholder exchange by online/digital communications, partners identified the need to provide – rather soon – the relevant tools and documents. This will partly be addressed by the guidelines on training in WP1, but also by promotional clips/tutorials developed by WP7, possibly tailored to city regions.

In the medium to long term (between 6 months and 4 years) COVID-19 may also affect the relevance of the food system innovations that we are working on in the Labs. From the overview of observations below we can see that there is already a huge impact on city-region food systems, especially for everyone involved in producing, distributing and preparing food for private restaurants and public canteens. If the COVID-19 crisis persists, this impact will be even larger and potentially affect the entire food system. In such a situation diversifying and increasing the resilience of the food system will be crucial. As a project aiming to transform the European food system we should therefore be pro-active by carefully considering adjusting our focus and setting new priorities to emphasize the development of food system innovations that will contribute to food system diversification and resilience. Also, in the short term we should consider how we can

support the food system stakeholders already affected by COVID-19 and contribute to mitigating the current crisis.

All information on the COVID-19 issue can be found in the MS TEAMS channel [COVID-19](#).

2.3 Collaboration between the WP1 team and the FALs

The communication and cooperation between the WP1 team and the FALs will be streamlined through **a common information and communication format**. The first reason for a common information and communication format is to ensure a single and structured exchange channel of information. The second reason is to gather all information on the FALs in a structured way, to avoid that different task leaders or WP Support Teams request the same information multiple times. The third reason is that information from the nine FALs is gathered in a structured manner so that learning from and exchange among the FALs is stimulated. Note that the primary aim of the WP teams is to support the FALs and not overload your FAL with burdensome tasks.

However, in order to do so, knowledge building and exchange between the FALs and the WP teams will be essential. The following process is proposed:

1. WP task leaders provide guidelines, approaches, or request⁷ the carrying out of a specific task or exercise;
2. At the end of the period in which a request is to be carried out, WP task leaders ask your FAL to enter input about the task or exercise through the common information and communication format (which may be for instance a questionnaire, an excel table);
3. Your FAL provides this information through the respective file or format which is part of the common information and communication format;
4. This information is gathered in a FAL information format to stimulate learning from other FALs. Furthermore, the input from the FALs will be used to develop feedback (in the form of suggestions, analysis, tools etc.) to help advance the FAL goals.

In order to make the collaboration between the WP teams and the FALs efficient, a FAL Support Team will be established (see also section 3 for a description). This Support Team will help to answer or re-direct all the questions the Labs may have in relation to a specific task or activity they are organizing.

2.4 Timeline of WP1 process

The WP1 process is illustrated on the timeline below. The timeline shows the work for WP1 in detail from M01 to M12. The green line illustrates the 4-year timeline. Above the green timeline we show the timing of the four tasks of WP1 (Task 1.1-1.4). Also depicted (blue boxes) are the timing of the guidelines offered by the WP1 team: It shows when you can expect the guidelines and starting point for task 1.1, 1.2. and 1.3.

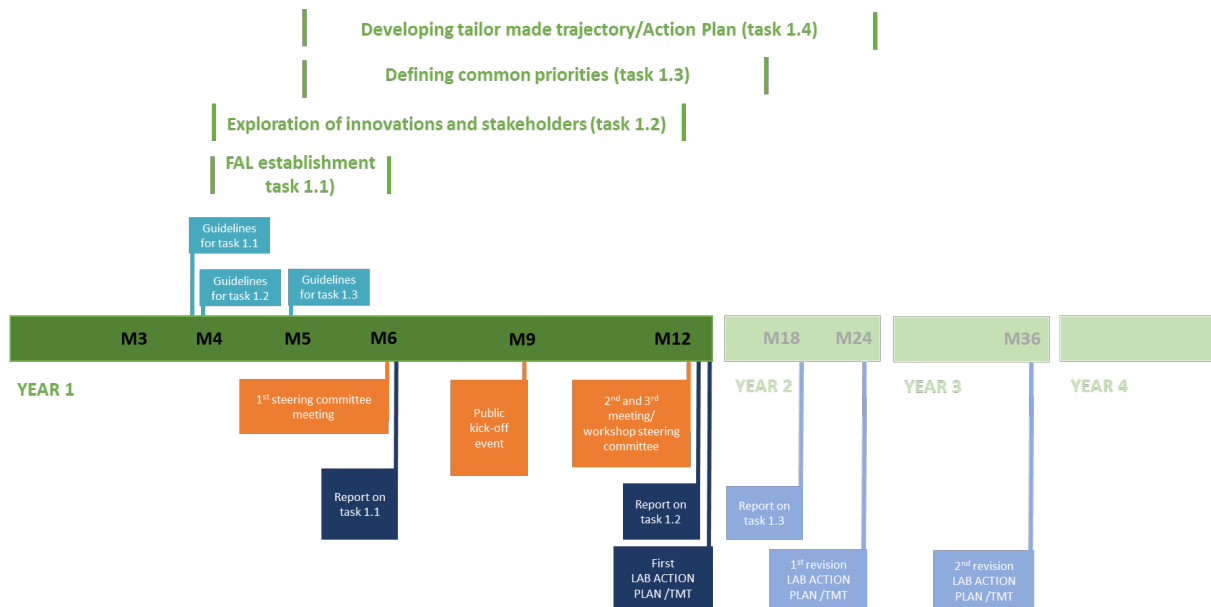


Figure 1. Timeline of WP1

Below the timeline, the moments are indicated in which action from the Labs is requested. The orange boxes mean the organization of a FAL meeting or workshop (and note that by M12 it is indicated that 2 more meetings should be organized). The dark blue boxes indicate the deadline for a reporting task to WP1. One of the dark blue boxes contains the task of TMT/Action plan. Everything concerning the further guidance towards the TMT and action plans you find – as an outlook on the future – in section 6 ‘next steps’. The revisions of the TMT/Action plan illustrate the central and active role of the dynamic action plan through its planned annual update.

It is important to note that the guidelines and the reporting tasks mark the beginning and end of a period in which a task can and should be carried out. However, it is up your FALs to plan and organize the specific timing which is most convenient and pragmatic with regard to your local context.

The timeline is only specified in detail until M12, however, it will be further completed with additional tasks, deadlines, and requirements (also from other WPs) as the FoodSHIFT2030 projects develops over the next years. As mentioned in Section 2.2 it is foreseen that timelines and deadlines may be adjusted due to the COVID-19. Please inform the Innovation Manager and the respective WP team of any need to adjust timelines and deadlines.

In the following section, we present the common basic lay-out of the FALs, and explain the most important terms and concepts which will be used to describe the different roles in the FoodSHIFT2030 project.

3. Lay-out of the FALs

Each FAL has a similar basic structure with similar roles and interlinkages between and among actors and stakeholders (see figure 2 below). This basic structure serves as a blueprint for each FAL, but of course, each FAL will have the freedom and flexibility to tailor this structure to their local context and needs. In this section, we wish to introduce you to the core roles and relationships within the FoodSHIFT2030 project by describing each aspect of figure 2 in more detail.

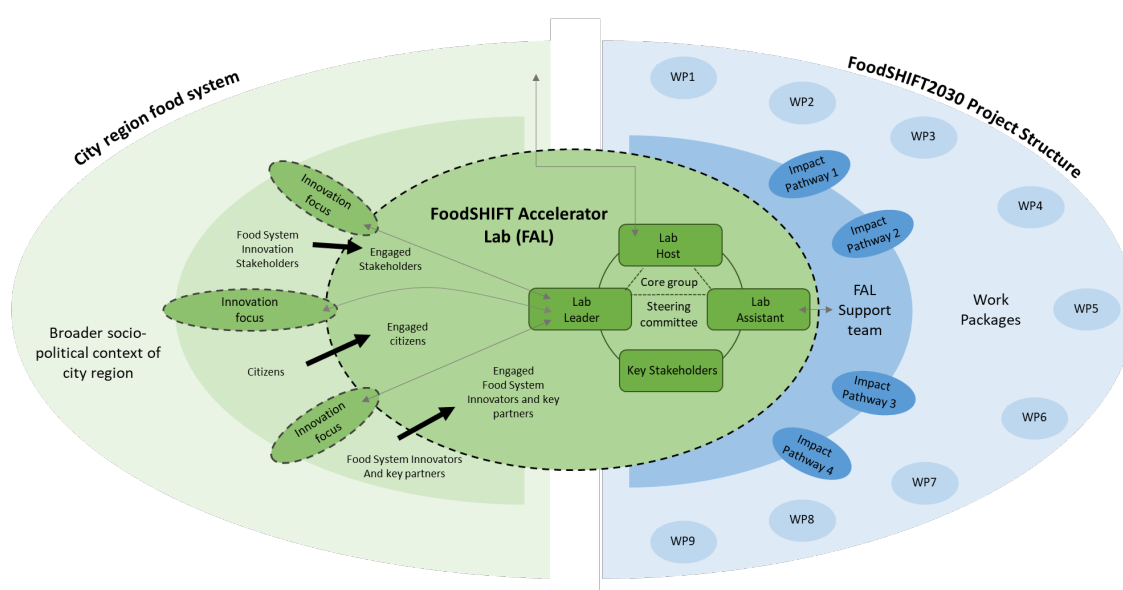


Figure 2. Structure of a FAL

The center and left-hand side of the figure (the green field) represents the FAL in its city region context. It includes the following concepts:

The FAL core group, is the closest circle of the FAL and is constituted by the Lab leader, Lab host, and Lab assistant. These three are formally designated roles within the FoodSHIFT2030 project. They are all beneficiaries in the project and thus have to comply with a series of requirements and responsibilities which are specified in the Grant Agreement. The Lab leader, Lab host, and Lab assistant will together do the daily management of the FAL. They each have specific roles which are delineated in the paragraphs below, but which have to be further specified in each Lab by the Leader(s), Host(s), and Assistant(s) themselves (see section 4 and section 5).

The **Lab leader** is responsible for the establishment and management of the FAL. An important task is involving and motivating all actors in the FAL to contribute to the innovation process and to achieve the common objectives of the FAL. The Lab leader is also responsible for managing the budget of the FAL. On the figure, the arrows between 'Lab leader' and the 'innovation focus' point to the responsibility to set up a separate stakeholder engagement process for each of the innovation focuses determined by the FAL. Furthermore, the arrow between 'actors and citizens' and 'engaged actors and

citizens' points towards the additional and important responsibility of the Lab leader to ensure that food system innovation' is supported by the transformative power of citizens

The **Lab host** is responsible for embedding the FAL within the institutional setting. This means that he/she has to set up a dialogue between the FAL and members of the local government of the city region, i.e. inviting and involving representatives, administrators and local politicians in the functioning of the FAL. This is shown by the arrow between lab host and broader socio-political context.

The **Lab assistant** is responsible for supporting the Lab leader in facilitating the innovation process. One important way to do this, is to operate as the bridging figure between the WP teams and the FAL Steering Committee, i.e. to help coordinate the knowledge flows between the FAL and the WP teams

The **FAL Steering Committee** is the decision making body or key driving force of the FAL. This group is set-up by extending the core group with key stakeholders working on food system innovation within the city-region or stakeholders relevant in supporting or empowering the food system innovations, including representatives from both the private sector, the public sector, the voluntary sector and academia. They can be the confirmed stakeholders as already listed in the Grant Agreement on p. 10-11, but they can also be identified in the broader socio-political environment and among actors and citizens during the establishment of the FALs. The Steering Committee co-decides the trajectory of the FAL. On a strategic level, the Steering Committee will evaluate whether Lab goals and impacts are being achieved, and whether the means to reach these goals are adequate. On a more operational level, the Steering Committee will be responsible for operationalizing the FAL through a number of FAL workshops and events. In section 5, we provide information on how to establish a FAL Steering Committee.

One of the main goals of the FoodSHIFT2030 project is that the innovations are citizen-driven and focused on citizen engagement and empowerment. Citizen engagement can happen in a variety of ways – from merely informing, setting up partnerships to full citizen control – but in this project we aim to put citizens at the heart of food system innovation. This is indicated by the thick arrow between actors and citizens and engaged actors and citizens. This arrow indicates the efforts done to involve and reach out to actors and citizens and to stimulate their engagement in the FAL as much as possible. Even though it is a core responsibility of the Lab leader, due to the importance of citizen engagement, the whole Steering Committee will be responsible for citizen participation ranging from informing to empowering citizens.

Each FAL has one or more **innovation focus(es)**. Each innovation focus can be understood as a separate working group comprised of both members of the Steering Committee as well as engaged citizens, SMEs and NGOs linked to a more specific innovation focus. In order to get a clear view on the actors involved in one innovation focus, stakeholder mapping and analysis is crucial. This will be worked out in Task 1.2.

Among the stakeholders in the Steering Committee or the stakeholders active around innovation focuses, special attention goes to the **'Food System Innovators'**. Food System Innovators are the principles authors, drivers or owners of a specific innovation such as new technology, a new product, a new food chain cooperation or policy. Food System Innovators have special rights with regard to this ownership – such as patent rights, intellectual property rights or simply first authorship rights in a broader sense.

Furthermore, the FALs have to strategically deal with opportunities and barriers within their own city region context. A close link between the Steering Committee and the **broader socio-political environment** will be crucial for the FALs.

Finally, the FoodSHIFT2030 Accelerator Lab (FAL) is to be perceived as all the actors involved in the Steering Committee, all the actors and citizens involved in the (different) innovation focus(es), and other engaged actors and citizens. The dotted lines encircling the FAL point to the expectation that the number of people involved may vary over time. The FAL may know periods of expansion as well as shrinkage.

The FALs are also embedded in the FoodSHIFT2030 project structure. The overlap of the FAL with the right-hand side of the picture (the blue field) shows the interaction of the FAL with the FoodSHIFT2030 project structure. It contains the following key concepts:

The WP teams (1-7) and the Impact Pathway leaders (IP leaders) will assist the FALs in their work on the tasks of the different WPs throughout the FoodSHIFT2030 project in order to create the best conditions for citizen-driven food system innovation. In general, the following support can be expected from the WP teams (see also grant agreement pp.16-17 for more information):

WP1 team gives advice and supports the FAL towards making a TMT

WP2 team gives innovation support for local food system initiatives in your city region

WP3 team gives indicator support for monitoring, evaluation and external communication

WP4 team gives governance support to guide your city towards developing a local food strategy

WP5 team provides knowledge transfer and learning possibilities for the FAL and with numerous European cities and food innovations

WP6 contains 4 **Impact Pathways** that will support the Lab in respectively (1) citizen empowerment (2) job creation (3) sustainability and (4) food system transition

WP7 team gives advice on communication, exploitation and dissemination support and gives training on how to communicate effectively in your region

The FAL Support Team (indicated by blue shape at the right of the FAL) is responsible for guiding the FAL through the sequence of tasks and deliverables of the WPs. In close cooperation with Lab assistant(s) the Support Team will translate and tailor the tasks, milestones and deliverables of the WPs towards the specific situations and needs of the FALs. The Support Team will be comprised of the WP leaders as well as the Innovation Manager and the Impact Pathway leaders. The composition of the Support Team could change from time to time according to capacities and shifting priorities in the support needed.

The Innovation Manager. Ongoing exploitation and impact maximization will be guided by a dedicated Innovation Manager who will identify opportunities for exploitation and advise on any commercial or business exploitation of project results. Furthermore, the Innovation Manager will work together with the Impact Pathway leaders to maximize the opportunities for exploitation within each of the Impact Pathways on citizen empowerment, job creation sustainability and food system transition. The Innovation Manager will hold close contact with each of the Lab leaders and provide immediate feedback to resolve urgent matters of concern.

4. The roles and responsibilities of Lab host, Lab leader, and Lab assistant

In this section, we describe in more detail the roles and responsibilities of the three official roles of 'Lab host', 'Lab leader' and 'Lab assistant'. The descriptions are based on the grant agreement, yet further specified with feedback we took home from RT1 in Copenhagen. The Labs may decide together that the roles and responsibilities of the Lab leader, Lab host, and Lab assistant may be -among others- (see columns next page):

Lab Leader



Establishment of the FAL (i.e. steering committee, and innovation focus working groups)

- Coordination of stakeholder analyses (in different steps of the FAL establishment: steering committee, and working groups on innovation focuses) to identify relevant stakeholders
- Coordination of the exercises of exploring existing food system innovations, defining common priorities and managing contribution and reward streams (in different steps of the FAL establishment: core group & steering committee) and identify the Innovation Case Holders
- Organization of a structure that allows stakeholders to participate in the FAL activities & meetings, and to engage with the innovation focuses. (e.g. by setting up working groups, feedback and decision making mechanisms, organizing meetings)
- Organization of a public kick-off event in which the goals and approach of the FAL is communicated to the larger public

Management of the FAL

- Organization of Lab meetings with the FAL steering committee
- Management of the FAL budget
- Organization of 2 additional public events to communicate about FoodSHIFT2030
- Provide and maintain the social cohesion and engagement of the Lab stakeholders
 - o By identifying and strengthening existing citizen-driven initiatives relevant for the innovation focuses
 - o By engaging new citizens to become part of an existing or new citizen-driven initiative
- Interaction with key stakeholders in the FAL
 - o Assessing stakeholders' needs and ideas
 - o Report relevant WP tools and knowledge to stakeholders
 - o Ensure a process and approach to ensure citizen driven food system innovation (with support from WP6 IP1)
- Coordination of the development and implementation of a TMT/dynamic action plan outlining the steps to be taken by the FAL throughout the FoodSHIFT2030 project

Working together with WP5 (Task 5.2.) in order to organize a knowledge sharing trajectory with the identified FELs

Lab Host



Supporting and enabling a favorable institutional setting toward the FAL activities and innovation focuses

- Setting up an active dialogue between the FAL and the local government(s) of the city (region).
- Inviting local politicians and key actors of relevant administrations in relevant FAL meetings
- Promoting the lab goals and activities in the larger political context of the city
- Finding synergies and making an active link with other policy programs and city projects relevant for the FAL
- Inform about and utilize existing policy proposals, policy measures, policy programs relevant for the stakeholder's innovation focuses.

Contribution to the knowledge exchange between 9 FALs and from your FAL to 3 FELs

- Analysis of similarities between FAL and FELs and formulation of key learning points for the FELs
- Collaboration in the knowledge transfer from your FAL to the 3 FELs (and vice versa) in close collaboration with WP5.3
- Visit of the 3 identified FELs

Exploration of and creation of opportunities to develop a local food strategy

- Collaboration with WP4 on the assessment of a food governance framework
- Actively recruiting necessary resources, actors and political leverage to set up a local food strategy (of which the FAL can become an important driving force).
- Playing an active role in overlooking job creation and complementarity with existing monitoring frameworks in the city region.

Lab Assistant



Function as the key link between the FALs and the WP1-7 teams

- Being familiar with the content of WP1-7 (i.e. main goals, tasks, support of the WP to the FALs, key contact persons, expertise)
- Analysis of the FAL needs in function of the key themes of the WPs. This can serve as a basis to interact with FAL support team.
- Regular updates with the FAL support team (e.g. discuss reporting tasks of FALs)
- Assist in provision of appropriate straightforward templates and approaches that allow for a smooth inclusion of the work required by the FALs in the WPs and the FAL tailor-made trajectories
- Functioning as the primary contact with the WP7 team to coordinate dissemination activities between the project level and FAL level

Support the Lab leader and Lab host in FAL innovation process

- Support of the Lab leader in performing the stakeholder analysis (e.g. by performing interviews or desktop research, or by identifying stakeholders in the own network)
- Support of the Lab leader in finding adequate formats and adequate facilitation techniques in order to set up the Lab meetings, lab events, working groups meetings or workshops
- Identifying the expertise needed (both within the FAL as within the city region context) to progress on the food innovation focuses within the FoodSHIFT2030 timeline but also afterwards.

5. Guidelines for the establishment of the FAL

5.1 The establishment of the FALs

The key aim of this document is to provide guidelines to support the establishment of the FALS. What this practically means is that a FAL has a core group and Steering Committee that is operational, has carried out all organizational and financial practicalities and is functional in carrying out the next steps.

In section 5.2, we provide four steps that need to be carried out to ensure a successful establishment of your FAL. For each step, we suggest an approach and method, however, more important than using the approach meticulously, is the goal of creating a dynamic and result-driven FAL and creating good team work. Each of the four steps will be set up as follows:

- Key aim of the step
- Objectives/to do's in each step
- Supporting documents, tools or approaches that help to carry out the activities
- Reference to the reporting file

At the start of the FoodSHIFT2030 project, some FALs may started off from already existing structures, networks, and objectives, while other FALs are rather in initial stages of developing structures, engaging stakeholders and setting collective objectives. However, we kindly request that each FAL reviews the guidelines in order to comply with the different deadlines and information needed by WP1 (which is requested through the reporting templates).



As you notice on the timeline in section 2.4, it is expected that all FALs have completed the process of the four steps by M06 in a report on the FAL set-up. This date, i.e. June 30, is also the final date by which WP1 kindly requests your input based on the outcomes of the four steps. This input can be provided in the common information and communication format. Because this is still under development by WP1 team and the WP Support Team, the link to access this format will be send to your FAL as soon as possible.

5.2 Four steps to establish the FALs

Step 1: Establishing the FAL core group



The key aim in this step is to establish the FAL core group. As mentioned above, the FAL core group is the key driving force behind the FAL and consists of the Lab leader, Lab host and Lab assistant. In section 4, we have elaborated in detail on the responsibilities and tasks related to these roles. Of course, these tasks as we have now developed them in detail do not serve

as a strict description but as a source of inspiration and suggestions of possible responsibilities and important tasks towards success.



To establish and operationalize the FAL core group, the Lab leader, Host, and assistant have to:

- Decide who will take up the different roles (names of main person + supporting person(s) in the role);
- Assess the available expertise and knowledge among the core group members;
- Define the different tasks and responsibilities in details to such an extent that the FAL core group is able to function effectively over the next four years (Fill in Lab charter which is available in your Lab channel at MS teams)
- Work out the financial aspects of the FAL (basic information on the 'estimated Lab budget' can also be found in your Lab Charter, found in your teams channel)



All the essential information on the FAL structure and roles you can find in section 3 and 4. These sections guide you in establishing the FAL and the FAL core group. Furthermore, the WP1 workshop at RT1 contained exercises to initiate reflection on the structure of your own FAL. The exercises can be found back on the Ms Teams ([click here](#))⁴. We recommend to elaborate further on exercise 1a and exercise 2. Exercise 1a, in which the Labs sat around the FAL Figure and tried to reflect on the roles and links of the FAL within the project as well as the links of the FAL with the larger context of the city-region. And exercise 2, in which the participants were divided along the lines of the 'Lab host', 'Lab leader' and 'Lab assistant' and specific challenges were presented to reflect on the way in which future problems could be addressed by each of the roles (see slide 35-37). This latter exercise can be adapted and could serve to foster the flexibility of the core group, when dealing with new circumstances. For instance, and as clarified above, this could mean that the FAL decides to deal with the potential need to adjust priorities, including a contribution to the short-term solutions for mitigating the COVID-19 impacts on the city-region food system.



Important to note is that the roles and responsibilities are linked as much as possible to the context of your FAL and the available expertise in your FAL. The three roles do not need to be divided over three persons or even three organizations. For instance, in some cases the role of Lab host and Lab leader is taken up by the same person or organization/institution. Equally important is to note that one task can be shared among more than one person or organization. For instance, if the Lab assistant has a broad stakeholder network, he/she can assist the Lab leader in the task of

⁴ Found under: Roundtables\RT1Copenhagen\RT1 presentations\WP1 workshop

stakeholder mapping and analysis. Of course, Steering Committee members can also take up some responsibilities in the FAL, yet, they will have to do so in a more voluntary way (see step 2).



See common information and communication format section 1 for the input related to this step requested by the WP1 team

Step 2: Stakeholder mapping to establish Steering Committee



In line with the FoodSHIFT2030 project goals and Grant Agreement, the Lab Steering Committee consists of the core group and additional key stakeholders. The key goal of this step is to identify potential key stakeholders and to engage them, in order to create dynamic, enthusiastic, and representative Steering Committees.



To create dynamic, enthusiastic, and representative Lab Steering Committees, the FAL core group has to:

- Undertake a stakeholder mapping so that a wide range of possible stakeholders is taken into consideration;
- Define selection criteria to select the most relevant stakeholders with regard to their collaborative potential and the FoodSHIFT2030 project goals;



The approach that has been worked out for the RT1 training allows to develop an issue-based stakeholder map (see [presentation stakeholder analysis](#) and [Poster Stakeholder Map](#)⁵. Here, we propose to take the key objective of FoodSHIFT2030 as a central point of departure: to *'launch an ambitious citizen-driven transition of the European food system towards a low carbon circular future, including a shift to less meat and more plant-based diets'*⁶⁷.

⁵ Both found under: Roundtables\RT1Copenhagen\RT1 presentations\participatory learning workshop

⁶ Note the difference with the (same) exercise of stakeholder mapping in RT01 in Copenhagen, where the starting point for the stakeholder analysis was the innovation focuses of each FAL.

⁷ Note that we propose in this step only to do a stakeholder mapping, and not a stakeholder analysis. Therefore, the next steps of the exercise as was done in RT01 in Copenhagen are not explicitly mentioned here.



Figure 3. The different stakeholder domains

After a broad range of possible actors are mapped, a first assessment can be done in terms of the six stakeholder domains (see figure 3).

Important to note is that – given the key focus of this project on citizen-driven innovation – the category of ‘citizens’ is not to be equated with NGOs or other professional organizations (these are rather considered to be part of the category ‘interest groups’) but with genuine citizen or grassroots groups that have the voluntary participation of citizens at the heart of their (organizational) structure. In that sense, citizens need to be selected if they can be identified with the ‘active’ interpretation of what a citizen is (see [Plenary presentation RT1 training](#)).

The goal is to identify multiple *stakeholder profiles* within each of the above domains (Figure 3). Stakeholder profiles are different from domains because they express the factual or expected action mode of the person and with this a *desirable asset* for a Steering Committee. Relevant stakeholder profiles to be considered are:

- **Food System Innovators:** these are the principles authors, drivers or owners of a specific innovation such as new technology, a new product, a new food chain cooperation or policy. Food System Innovators have special rights with regard to this ownership – such as patent rights, intellectual property rights or simply first authorship rights in a broader sense; the specific asset here is their motivation and first-level involvement;
- **Key Innovation Partners:** these are persons that are in their core activities not involved in food system innovations, yet, they are key partners to support and realize the food system innovations. e.g. a bicycle transport company that can deliver local food meals in a sustainable way;
- **Investors:** these are persons, or representatives of organizations and institutions that are willing to invest in food system innovations with material or financial resources, or with their time/personnel;
- **Sector-Representative:** these are persons who have a managerial and/or representative role regarding one of the key sectors that are part of the larger food system, e.g. energy, transport, health, education, industry, etc. These sectors-representatives should already have an

affinity of factual involvement with shaping the food system; the specific asset here is their potential role in a circular economy approach;

- **Network Builder:** these are persons who play a crucial role within the wider sustainable food system development within a city region at the level of NGOs and CSOs. These people have sometimes more than one societal/political role and can be bridging between different institutions ; the specific asset here is their high multiplication level and visibility;
- **Policy Maker:** these persons are typically civil servants who play a crucial role in stimulating and unlocking local food policy and other type of policies that are supportive to the FoodSHIFT2030 project and food system innovations;
- **Food-Flagship-Person:** these are very important people with regard to the topic of sustainable food and living; they might have a strong media presence or power, are popular and have strong influence on public opinion – they could be associated with any stakeholder domain, but could also be associated with the arts and culture (film, writing, etc). The asset here is to benefit from the high impact on public opinion.

To summarize this exercise, first you identify with your FAL core group a first pool of potential stakeholders. Then, of each stakeholder, you determine their stakeholder profile (and attach one or more of the above profiles to them). Finally, you also clarify the link between the stakeholders (and their expertise) and the innovation focus(es) of your FAL.



Make sure to check whether you have at least one stakeholder with expertise for each of the innovation focuses. He/she might then become an important bridging actor to set up workshops and meetings related to the innovation focus in a later phase.

Not all persons fitting the above domains and profiles are automatically qualified to properly act as Steering Committee members. To ensure smooth operations, the following **selection criteria** should be taken into consideration:

- The members of the Steering Committee ought to have a positive attitude towards the FAL goals. Although some stakeholders might be important to take into account, for instance because they have a lot of influence (power) with regard to the goals of the Lab, if these stakeholders are indifferent or even negative towards the goals of the FoodSHIFT2030 project /FAL it is not useful to invite them as members of the Steering Committee.
- Members of the stakeholder committee are best selected in terms of them being open to new ideas, cooperative in nature and enthusiastic about thinking on a regional or city-wide level. Of course, assessing this characteristic is not exact science but nevertheless crucial.
- The members of the stakeholder committee need to be available for exchange (have time) and ought to be willing to think along with the FAL structure and goals and have interest in co-deciding on both a strategic

level (evaluation of Lab goals and means to reach them) as well as on an operational level (organizing a series of FAL events and workshops).

Of course, the initial composition and number of the Steering Committee members can be changed if there are good reasons for doing so. The need to do so might arise for instance due to changes in the socio-political landscape of a city region and because an innovation focus is adjusted.



See the common information and communication format section 2 for the input related to this step requested by the WP1 team, where we ask you to list the identified stakeholders and provide some basic information about these stakeholders.

Step 3: Re-affirming or adjusting key innovation focuses



The key goal of this step is to develop a common vision and create a list of clearly formulated innovation focuses. The innovation focuses and the expected Lab impacts outlined by each FAL before the start of the project (see Grant Agreement pp. 13-14 and pp. 25-26) are the starting points to develop the FAL trajectory in FoodSHIFT2030. However, time, new persons, or new expectations may already require adaptations in the innovation focuses and expected impacts. Therefore, it is important to do a re-evaluation at the start of the project with the core group.



In order to come to a common vision and a list of clearly formulated innovation focuses, the core group has to:

- Re-evaluate the predefined innovation focuses and Lab impacts as outlined in the grant agreement (pp. 13-14 and pp. 25-26).
- Think about a first series of actions that allow to get insights into how the innovation foci and its associated impacts can be achieved.



One approach you can use in your FAL to reflect on your innovation focuses and goals is the exercise of the participatory goal setting (PGS) which was started in the RT1 training in Copenhagen. You can further continue this exercise. As explained in RT1, the proposed exercise makes use of the metaphor of a tree (figure 4) in which the 'roots' represent 'personal and deeper motivations'; 'fruit' represents 'the goals linked to the innovation focuses and FoodSHIFT2030 goals'; and the 'trunk' represents the 'actions in order to reach goals and associated Lab impact'.



Fruit = goals
Trunk = actions
Roots = reasons

Figure 4. Participatory goal setting



In this stage, the exercise is done to align the core group as well as to ensure clear communication to the stakeholders of the Steering Committee. In a later stage, for instance in one of the Lab Steering Committee meetings, this exercise of participatory goal setting can be done with all the stakeholders. We strongly encourage all efforts to continuously align the stakeholders of the Steering Committee with the FAL innovation focuses, actions and impacts.



See the common information and communication format section 3 for the input related to this step requested by the WP1 team, where we ask you to list the re-evaluated innovation focuses.

Step 4: First meeting with Steering Committee



The aim of this step is to have a successful first meeting of the Lab Steering Committee. It marks an important moment in the establishment and operationalization of your FAL.



In order to have a successful first Lab Steering Committee meeting, the core group has to prepare the following points:

- Prepare a presentation that clearly communicates:
 - the core structure and added value of the FoodSHIFT2030 project

- innovation focuses, Lab impacts but also flexibility in re-adjusting (TMT, Action plan)
- ensure that the stakeholders who are invited have a genuine and intrinsic motivation to participate in the FAL
- prepare a series of questions that address some of the practical issues with regard long term engagement of the Steering Committee members
- Present some of the basis next steps to come ?
- Reflect on engagement strategies for the additional Steering Committee members.



Based on the previous three steps outlined above, the FAL core group is now in a good position to prepare the first meeting with the Lab Steering Committee and interact with the invited stakeholders.

First, it should now be possible to clearly communicate about the core structure and resources of the FAL (cf. step 1) and the FoodSHIFT2030 project. Two types of added value need to be communicated to the invited stakeholders: (1) the added value and specific engagements of the Lab leader, host and assistant and (2) the added value and expected support of the WP teams (see also section 3, FAL Support Team). It is important to communicate this added value in a clear manner to the stakeholders and – where possibly –actively involve them in the benefits that stem from the working on the tasks in the WPs.

The activities described in step 2 ‘stakeholder mapping in order to select the Steering Committee members’, should guarantee that the participants have to a large extent affinities with one or more of the innovation focuses of the FAL. This ought to also ensure that the motivations of the stakeholders to participate in the FAL are intrinsic and genuine.

On the basis of step 3, it ought to be possible to clearly present and then discuss with the whole Steering Committee the Lab innovation focuses and Lab impacts and perhaps to discuss a first series of relevant actions to achieve those goals.

Finally, the first meeting should already start to address the discussion on some of the practical issues with regard to the expectations and long term engagement of the newly invited stakeholders (see step 2). Here several questions can to be taken into account :

- To what extent can and need non-beneficiaries be reimbursed financially for lost income?
- What are the precise non-financial remunerations stakeholders can directly benefit from (e.g. exchange visits, training, knowledge, networking)
- What are the more indirect benefits for stakeholders in terms of the facilitation of goals they themselves hold high?
- In what way and how will the stakeholders take over or work on specific tasks related to one of the three Lab roles?



Some practical issues to ensure stakeholder engagement are important to consider. It is not foreseen in the FoodSHIFT2030 project budget to reimburse additional stakeholders in the Steering Committee. This may pose barriers for participation, enthusiasm and engagement, and eventually also pose questions of fairness. Although some stakeholders will be able to participate in the FAL Steering Committee meetings and other FAL activities during working hours (e.g. a policy maker or academic participating as part of their job), other stakeholders have to participate voluntarily or outside work hours (e.g. a chef or farmer). It can for instance be considered to reimburse the expenses of the latter in order to compensate (part of) the lost income (e.g. travel costs). These differences ought to be acknowledged and where possible addressed.

If the invited stakeholders have specific additional goals or propose specific adjustments of the innovation focuses, it is important that these are incorporated into the FAL. As mentioned in step 3, the PGS tool could – e.g. in a second meeting of the stakeholder committee – serve as a way to further delineate the common vision and action path. But also further Lab activities (specific activities here) will provide a way to foster a sense of working together in the FAL. Furthermore, we will also work out ways to address effort-reward streams at a further training session.

Finally, and with section 2.2 on COVID-19 in mind, we also want to stress that your FAL has to consider the option to hold the first Steering Committee meeting online. The FAL Support Team together with the support of WP5 will soon provide you with an overview of online tools and methods that can be used to organize online meetings.



See the common information and communication format section 4 for the input related to this step requested by the WP1 team, where we ask you to provide the draft agenda, invited members, minutes or feedback of the meeting, and a (preliminary) timeline for next FAL activities (such as meetings and workshops).

Step 5: Optional feedback session



Step 5 is an optional step if your FAL wishes to discuss issues or questions that come up during the establishment of your FAL (step 1-4). WP1 leaders (i.e. ILVO) will gladly arrange a one on one feedback session to support you more concretely in this 1.1 Task. It is up to your FAL to contact the WP1 team with further questions.

6. Next steps in WP1 and other WP's

This document is limited to Task 1.1, i.e. the establishment of the FAL. In this section 6, we present the main next steps in the WP1 process (see timeline section 2.4) and introduce WP6.4 as it closely related to the work done in these guidelines. Note, however, that some of these steps will already start before M06.

6.1 Exploring innovations (Task 1.2)

The exploration of the existing food system innovations is a task belonging to WP1 (i.e. Task 1.2) and aims at identifying, collecting, mapping and assessing a pool of innovations connected with the innovation focus identified with the goal to arrive at least ten viable innovations for each of the nine Food Accelerator Labs (FALs).

The exploration of existing food system innovations will consist of different steps:

1. Refine or identify additional food system stakeholders (primarily Food System Innovators) linked to your FAL innovation focuses (based on the same stakeholder analysis approach in step 2, section 5.2);
2. Map the social and technological food system innovations within the city-region, including the role of citizens in driving the innovations;
3. Determine their technological readiness level (TRL) and societal readiness level (SRL) based on the TRL and SRL framework;
4. Identify the opportunities and barriers for further innovation.

WP1.2 methods are following two main synergetic approaches: (1) in-depth interviews and literature review as qualitative data collection methods according to the MICRA approach for story telling (Wascher 2020); and (2) a structured survey with the specific focus to collect quantitative data which will be expressed according to a Lickert scale (from 0 to 7: "which is the most or the least factors that influenced" as an example).

6.2 Defining common priorities for each FoodSHIFT2030 Accelerator Lab (Task 1.3)

Based on the innovation focuses and innovation actions of your FAL and the exploration of existing food system innovations in T1.2 the FAL Steering Committee will organize a number of workshops for interested food system stakeholders in T1.3 to define common priorities for your FAL. In order to facilitate the formulation of clear and realistic targets for your FAL, a high level of transparency and trust is required. All workshop participants will be asked to express their needs and interests in joining and contributing to the FAL and acknowledge the needs and interests of other workshop participants. Transparency will make it possible to define common priorities for your FAL that reflect both personal and collective needs and interests. Furthermore, it will make it possible for the Lab leader to actively manage the contribution and reward streams and thereby increase the level of

contribution to the FAL throughout the project period. Defining the common priorities will happen in a participatory style in which all relevant stakeholders will be involved. The definition of common priorities will provide input to the development of tailor-made trajectories in T1.4 and lay the foundation for accelerating the transition of the city-region food system in WP2.

The work with the common priorities will in terms of organizing workshops might be delayed due to COVID-19 implications, but we will keep you informed about this.

6.3 Organizing a Regional Kick-off event (Innovation Manager + WP1)

The FAL regional kick-off must be considered as a crucial and key event regarding the launching of the FoodSHIFT2030 project at the city region level. Each FAL is supposed to prepare this event together with the WP1 team and the Innovation Manager to become a highly visible and high-impact public event to put the regional FoodSHIFT2030 ambitions and specifically the innovation focuses on the local, regional and even national agenda. The goals of the Kick-off event are to:

- Present the FoodSHIFT2030 Project to the larger public and effectively frame its goals and ambitions towards the citizens and innovators of the city-region
- To engage a group of stakeholders as future partners of the FAL.
- To bring a group of local food innovators in the spotlight and provide them to present their role in the larger food system transition of the city-region

It will be important that the kick-off event will make use of high-quality illustrative and promotional material in terms of powerpoint presentations, (short)videos/photos and demonstrations – of the respective innovation focuses and food system innovators.

There will be flexibility to organize your kick-off event based on your ideas and approach, and based on local opportunities in your city. Yet, there are some basic elements and requirements (we call a roadmap) that will have to be taken into account. The guidance toward the kick-off event will thus consist of some required and some suggested elements. Furthermore, we would also like to suggest a basic agenda that we would like to see (more or less adapted) in your event. For instance, the FAL regional kick-off should be divided into (1) a public part with online access for wider audiences and (2) a FAL Network part specifically targeted at key stakeholders and innovators allowing them to exchange information effectively as well as limiting the time of public participants. Information on this roadmap and further details on the agenda for the kick-off event will be provided in due course.

The goal is to plan and organize the public kick-off event in 2020. This gives a minimum of perspective on the steps to be taken this year, yet, hopefully leaves enough flexibility to deal with local circumstances with regards to COVID-19. However, we are aware that it may not be possible to organize the kick-off event by M9 or even in 2020. If your FAL does not see any opportunity to organize it in 2020 (real life or online), please contact the Innovation Manager as soon as possible.

6.4 Toward tailor made trajectories and dynamic action plans (Task 1.4)

As mentioned in section 2.1, the process of WP1 ends with the development of a tailor made trajectory (TMT) in each FAL.

The TMT will among others include information on:

- The mission statement and vision of the Steering Committee
- Stakeholder maps for the Steering Committee and for each of the innovation focuses
- The mission statement and vision of the workings groups/process related to the different innovation focuses
- Innovations and Food System Innovators in the city-region
- Common priorities in your FAL identified with the key Food System Innovators and with citizens
- The steps and resources to address these needs and priorities
- Key activities to achieve the desired outcomes (including the frequency and organization of meetings)
- Timeline and process

This information about your FAL will allow us to co-design a TMT adjusted to match the specific needs of your FAL and outline the steps to be taken throughout the FoodSHIFT2030 project, including a number of thematic workshops focused on the tasks in the other WPs, including: i) developing implementation targets, ii) accelerating the food system innovations by maturing, combining and upscaling them, iii) co-creating business plans, iv) assessing the benefits of food system innovations, v) developing strategies for food system governance, vi) transferring knowledge between front-runner city-regions and vii) transferring knowledge between front-runner city-regions and follower city-regions. The number and frequency of FAL events and workshops will depend on the specific needs of your FAL. Special attention will be given to integrating the Impact Pathways of WP6 when designing the participatory processes for each FAL.

Yet, in order to make the TMTs as useful as possible throughout the FoodSHIFT2030 project, the TMTs will be restructured into dynamic “action plans”. The tasks associated with WP1 will provide both the templates and approaches to establish a useful and hands-on action plan. However, the input for the dynamic action plan will also be supported by other WPs.

The goals of such an action plan will be to:

- Give the Labs the opportunity to systematically reflect on the FAL structure and management
- Give the Labs the opportunity to systematically keep track of goals, challenges and actions related to the innovation focuses
- Enable the WP1 team to co-create tailor-made trajectories with the Labs (D1.4)
- Enable the Innovation Manager and IP leaders to support the Labs with state-of-the-art knowledge and to exploit commercial and societal business opportunities.

The purpose is that these action plans can be adapted and updated on a regular basis (see timeline year 2-4 where we propose an annual update).

6.5 Integrating WP1 information into the Transition Toolkit

The establishment of the FALs entails the identification and compilation of information and data on innovations and focus areas, stakeholders, tailor-made-trajectories and Steering Committee decisions. During the initial phase (Month 3-9), this information will be gathered in the above mentioned 'common communication and information' format. After M9, part of this information should be made available/accessible and managed as part of the Transition Toolkit as Task 6.4 of the Impact Pathways.

The Transition Toolkit will ensure that transition is embedded in all WPs and extract the cumulative knowledge on all aspects of food system innovation generated throughout the WPs. In the case of WP1, this means that (part of the) data stored in 'common information and communication format' will become a component of the Toolkit and that FALs (especially the Steering Committee member) as well as selected stakeholders will receive priority access rights to upload and update information. This way, the Toolkit together with the dynamic action plans will become the central platform/tools for all information related to FAL innovation management.