



The work packages

1. Project management

The LB is Project Manager (PM) and overall responsible. He has a seat in the Advisory Group (AG) in which all project beneficiaries are represented. The LB will service and support all partners and will oversee the delivery of the project's results and outputs. AG and PM meet 2 times/year. The PM also reports and coordinates vis-à-vis the JS on behalf of all partners. PM appoints an auditor and a qualified observer to monitor and report on progress and risks.

On operational level,

- in WP 1, PM appoints a Financial Manager (FM) and a Project Coordinator (PC) to
 - coordinate operations between all WP leaders (6-monthly meetings and site visits);
 - produce reports to the JS and the AG on progress and deliverables;
 - prepare and host AG meetings
 - prepare and host project coordination meetings and workshops;
- in WP 2, PM together with Partner DWO agrees on contracting a Communication Manager (CM). PC, FM and CM meet every 3 months;
- in WP 3 & 4, each region has its own manager to guide the pilot according to the roadmap and deliver results. They report to the PC at least every 3 months. The pilots are supported by a transnational team (WP 4) with REFRAME's finest professionals and experts. The REFRAME resource centre will be hosted by the Swedish partners.

The project's day to day communications will be by phone, email and skype. REFRAME will use the NSR website service to communicate and share information between partners and external audiences.

2. Communication activities

REFRAME is to pilot and deliver a comprehensive set of measures to support food related businesses when they engage in business to business (b2b) cooperation between suppliers and consumers in regional food chain arrangements. To achieve this, we need active stakeholders, in particular from the main target groups of food related SMEs, public & corporate policy and decision makers and education organisations. Understanding the concept, its relevance, urgency and its potential impacts is crucial, as well as active engagement in producing and using the REFRAME measures in all 5 pilot regions. REFRAME communication must energize these change agents towards b2b public and private co-development in the living and learning labs and in uptaking of results for long-term impact.

The Communication Manager (CM) is tendered and appointed by DWO as the responsible beneficiary and reports to both him and the PM. The communication team will produce a comprehensive communication and dissemination plan and will in cooperation with all beneficiaries carry out the planned activities within budget. WP 2 prepares and hosts the conferences and produces targeted communication materials and a newsletter every 3 months. The team edits the reports for NSR on behalf of the lead beneficiary. If necessary, the team also trains key staff of the pilot to work with some of the materials. External stakeholders will have access to all REFRAME resources.

3. Living Labs

The objective of WP 3 is to demonstrate that RFF supports innovation and business development for SMEs outside the innovation hotspots in NSR. A Regional Food Frame (RFF) is innovative in 2 ways.

1. It scales up to a regional B2B level and thus creates critical mass for both suppliers and consumers in the region.
2. It connects all shareholders into a cooperative arrangement and thus allows for developing a range of smart specialisations among the regional suppliers and connects suppliers AND consumers under a common agenda.

REFRAME's partners have designed 5 regional pilots to set up and test the RFF-concept in different contexts. Every pilot uses its experience and networks in place and adds to this REFRAME's transnational resources and know how.

Design of the pilots: The 5 pilots are key to demonstrate the viability of the RFF-concept to foster innovation and new business opportunities for SMEs in the NSR, especially in the regions outside the innovation hotspots.

Common denominators: All pilots are similar owing to common denominators, and they differ as regards their and position in the road map. All RFF pilots:

- relate to food
- connect urban demand to rural supply
- use a cooperative arrangement to forge cooperation and mutual interests
- include several links of the food supply chain (production, processing, distribution, logistics, waste)

4. Learning Labs

WP 4 is a joint, transnational effort to develop and deliver a training, education and infrastructure for key staff involved in the 5 regional pilots. WP 4 is in support of the pilots as they develop along the REFRAME road-map. WP 4 adds to the professional levels of key staff and entrepreneurs and strengthens their innovation capacity. These educated and trained key staff and entrepreneurs are the agents to make the 5 Regional Food Frames (RFFs) successful. Issues to be included in the WP4 program are provisionally clustered under 4 headings:

- Demand side:
 - Food Policies,
 - Public Procurement,
 - Loyalty
- Supply side:
 - Smart Specialisation & Business innovation;
 - Technologies;
 - Logistics;
 - Finance
- Market:
 - Cooperation structures;
 - Communication
- General:
 - Data;
 - ICT;
 - Laws & Regulations

RFF opens new ways for SMEs to develop and implement new and smart specialisation strategies within regional food supply chains. The objective of the WP 4 is to educate, train and support partner staff and SMEs to become skilled key players within every RFF to make it a success.

All materials, resources and references on the complexities of RFFs will be put online in the REFRAME-resource centre.

Sweden is WP leader and will host the resource centre. Every partner will bring in their experts on the issues at stake. All regional partners have their expo-centres to bring business, policy and know how together in support of innovation and business development.