



RIBES

REGIONAL INCLUSIVE BIOBASED
ENTREPRENEURSHIP SOLUTIONS

DELIVERABLE 5.5

RIBES MTF Operational Manual

Q-PLAN

19/07/2024



Funded by
the European Union

PROJECT INFORMATION

PROGRAMME	Horizon Europe – RIA
TOPIC	HORIZON-CL6-2023-GOVERNANCE-01-5
TYPE OF ACTION	HORIZON Research and Innovation Actions (RIA)
PROJECT NUMBER	101134911
START DAY	1 March 2024
DURATION	36 months

DOCUMENT INFORMATION

TITLE	RIBES MTF Operational Manual
WORK PACKAGE	5
TASK	5.2
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DATE	19/07/2024

DISSEMINATION LEVEL

PU	Public, fully open	X
SEN	Sensitive, limited under the conditions of the Grant Agreement	
CLASSIFIED R-UE/EU-R	EU RESTRICTED under the Commission Decision No2015/444	
CLASSIFIED C-UE/EU-C	EU CONFIDENTIAL under the Commission Decision No2015/444	
CLASSIFIED S-UE/EU-S	EU SECRET under the Commission Decision No2015/444	

DOCUMENT HISTORY

VERSION	DATE	CHANGES	RESPONSIBLE PARTNER
0.1	15/07 /2024	Initial version	QPL
0.5	18/07/2024	Reviewed	WR
1.0	19/07/2024	First version	QPL

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Regional Inclusive Biobased Entrepreneurship Solutions

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ABBREVIATIONS

CA	Consortium Agreement
CBE	Circular Bioeconomy
D&C	Dissemination & Communication
DCP	Dissemination and Communication Plan
EC	European Commission
EU	European Union
GA	Grant Agreement
GDPR	General Data Protection Regulation
HEU	Horizon Europe
KPI	Key Performance Indicator
M#	Month #
MTF	Multi–Actor Transformative Forum
NGO	Non-governmental Organisation
WP	Work Package

EXECUTIVE SUMMARY

This document titled “**D5.5: RIBES MTF Operational Manual**”, has been elaborated as a deliverable of RIBES describing the approach followed that will underpin the operation of the MTFs activities, as well as the development of RIBES’ multi-actor framework, guidelines and templates. The aim of RIBES is enhance the uptake of biobased innovations through pioneering governance and business models developed on the convergence of the circular bioeconomy (CBE), social innovation and rural development.

In particular, RIBES will establish Multi-Actor Transformative Forums (MTFs) in nine (9) different European regions, namely Plovdiv Region, North Aegean, Pannonian, Campania, Western Balkans, Podkarpackie Region, Sibiu County, Vojvodina and Nitra Region to assist them shift from a linear to a circular biobased economy. Multi-actor Transformative Forums (MTFs) are regional networks of stakeholders coming from across the quadruple helix, including, circular and bio-based producers (e.g. individual rural entrepreneurs, tech providers), social entrepreneurs and social innovators, academic and research institutions (experts, researchers, etc.), government (political decision-makers, policy makers, etc.), and civil society. They will be engaged in key project activities throughout the project and will be provided with the opportunity to express their interests and perspectives, shaping the formulation, development, and piloting of the RIBES sustainable solutions towards zero-carbon circular and bio-based communities.

To successfully establish and operate its multi-actor framework, RIBES has elaborated a tailored methodology to ensure comparable results from local MTFs that are well-adjusted to local contexts results from regional MTFs. The mission of the MTFs as well as the MTFs generic objectives, dedicated challenges and the expected structure and the expected contribution of their engaged stakeholders have been clearly defined. In addition, the common protocol for the identification and selection of the MTF members has also been analytically described in order for the MTF managers to efficiently establish their structures, as well as guidelines for inviting members and managing their inclusion along with potential conflicts of interest that may arise during project activities. The rights and duties of the members, the activities to be engaged and an indicative timeline for these activities have been presented, in order to set up clear communication among partners and stakeholders. Finally, a management and monitoring framework along with an easy-to-use management tool, the MTF Matrix, has been developed to facilitate the everyday management of the multi-actor structures of the project.

Based on the designed multi-actor approach framework, the target is to directly engage more than 90 stakeholders in the MTFs. Up to date, 19th of July 2024, 109 actors have confirmed their participation in the project’s MTFs. The recruitment process will be continued, not only until the accomplishment of the target, but throughout the project’s duration in order to engage as many new stakeholders as possible.

1. Introduction

The RIBES project addresses the need to enhance the uptake of biobased innovations through pioneering governance and business models developed on the convergence of the circular bioeconomy, social innovation and rural development, thus contributing to the shift from a linear to a circular economy in 9 European regions lagging in innovation. To this end, **RIBES implements 9 local MTFs** based on the Living Lab and Open Innovation concepts to address complex societal challenges and problems by putting stakeholder participation and deliberation processes at the centre, aiming at systemic transformative change (instead of only addressing symptoms) in the three pillars of technological, social and economic innovation to co-create tailored business and governance models. The current report presents a dedicated operational manual for the RIBES MTFs and it has been elaborated to set out the framework as well as the approach to be followed for setting up and running these local multi-actor structures. This deliverable report ensures the effective engagement of MTF stakeholders and is comprised of 6 distinct chapters:

- **Chapter 1** provides introductory information about the RIBES project and the context in which this report on our multi-actor framework and approach has been elaborated.
- **Chapter 2** describes the objectives of RIBES multi-actor methodology approach as well as the key project targets pertaining to stakeholder engagement in the activities of RIBES.
- **Chapter 3** establishes the framework for the MTFs, detailing the definition of MTFs, basic information on MTFs by region, the approach for selecting and engaging MTF members, risk management, guiding principles for member inclusion, and the rights and duties of MTF members.
- **Chapter 4** outlines the specific activities in which MTF members will participate in the frame of the project.
- **Chapter 5** outlines the monitoring methods and describes the evaluation of performance and results.
- **Chapter 6** concludes on the next steps in the frame of the project with respect to the multi-actor structures of the project.

Last but not least, the Annexes of this report include the: **Registration Form** for the MTF members (Annex I); **Invitation letter** from Q-PLAN to be used by partners while inviting prospective members for the MTFs (Annex II); template for the **Declaration of Acceptance** used for MTFs members (Annex III); **Terms of Reference** of the MTFs (Annex IV); and finally the template with the structure of the **Stakeholder Matrix** which partners will use for monitoring the engagement of stakeholders in the MTFs (Annex V).

2. Objectives and key methodological steps

2.1 Objectives

The **overarching aim** of this report is to describe our approach for the development of RIBES' multi-actor framework and elaborate a common operational manual that will guide consortium partners through the whole process of mapping, selecting and engaging bioeconomy related actors in the activities of the project.

Specific objectives of this report are to:

- Describe the multi-actor structures that will operate in the frame of RIBES namely the Multi-actor Transformative Forum (MTFs), along with their expected structure, mission and the “responsibilities and duties” of members.
- Elaborate guidelines on how partners can approach the selection, contact and engagement of stakeholders to regional MTFs, as well as principles for fostering their inclusiveness.
- Mention the potential risks that may have impact on the MTFs' set-up and operation and provide preclusion or/and mitigation methods.
- Define the main activities and an indicative timeline in which members of the MTFs will participate along the process of developing, testing, validating and fine-tuning the RIBES toolkits as well as in the process of rolling out and replicating results.
- Establish a framework and tools for managing and monitoring the operation of the MTFs, with a view to appropriately keeping track and quantifying the results of the project in terms of stakeholder engagement.

The RIBES project aims to involve in total within all our project actions more than 15000 stakeholders through direct stakeholder engagement and participation in its activities including events, awareness raising campaigns, capacity building, as well as through the project website and the RIBES digital platform. The multi-actor framework of RIBES will contribute on a small level towards the achievement of this target as it aims to directly engage through its multi-actor structures at least 135 to 180 actors. More specifically, this includes at least 10 to 20 regional actors in each region, but the overall number of stakeholders is expected to be much higher by the end of our project.

2.2 Methodological process diagram

The following scheme demonstrates the methodological process applied in Task 5.2 entitled “RIBES Multi-actor Transformative Forums”. Initially, desk research on CBE value chain actors was conducted, (mainly through WP2 initial activities with also the support of local partners) and the MTF concept, elements, and operations were deeply understood. This enabled the preparation of the MTF guidelines by the Task leader (Q-PLAN), namely a model scheme operational manual that acts as a living internal document, which was shared with all the local participating partners (PPs) for review. Later, an online meeting was organised with all local partners to present the MTF guidelines, receive feedback, and establish an internal strategy for the MTFs formation. The organisation of the meeting enabled the preparation of individual MTF structures and plans per region and the establishment of a common understanding, ensuring the alignment between the MTFs.

As a next step, Q-PLAN designed an online MTF registration form along with dedicated communication material and shared it with all local PPs. To improve the engagement activity, some of the local MTF managers translated the registration documents for the MTFs to their national language. In addition, Q-PLAN designed a stakeholder assessment tool (xlsx file) that will help the partners to select the most appropriate stakeholders based on their relevance with CBE, willingness, availability and interest. Under this frame, all local PPs initiated the engagement activities by sending the online registration forms to recruit local actors in their region. This engagement process will lead to the formation of the RIBES MTFs which will be composed of 10-20 members for each region. The activities of MTFs will continue even after the end of this Task within other Tasks throughout the entire duration of the project.

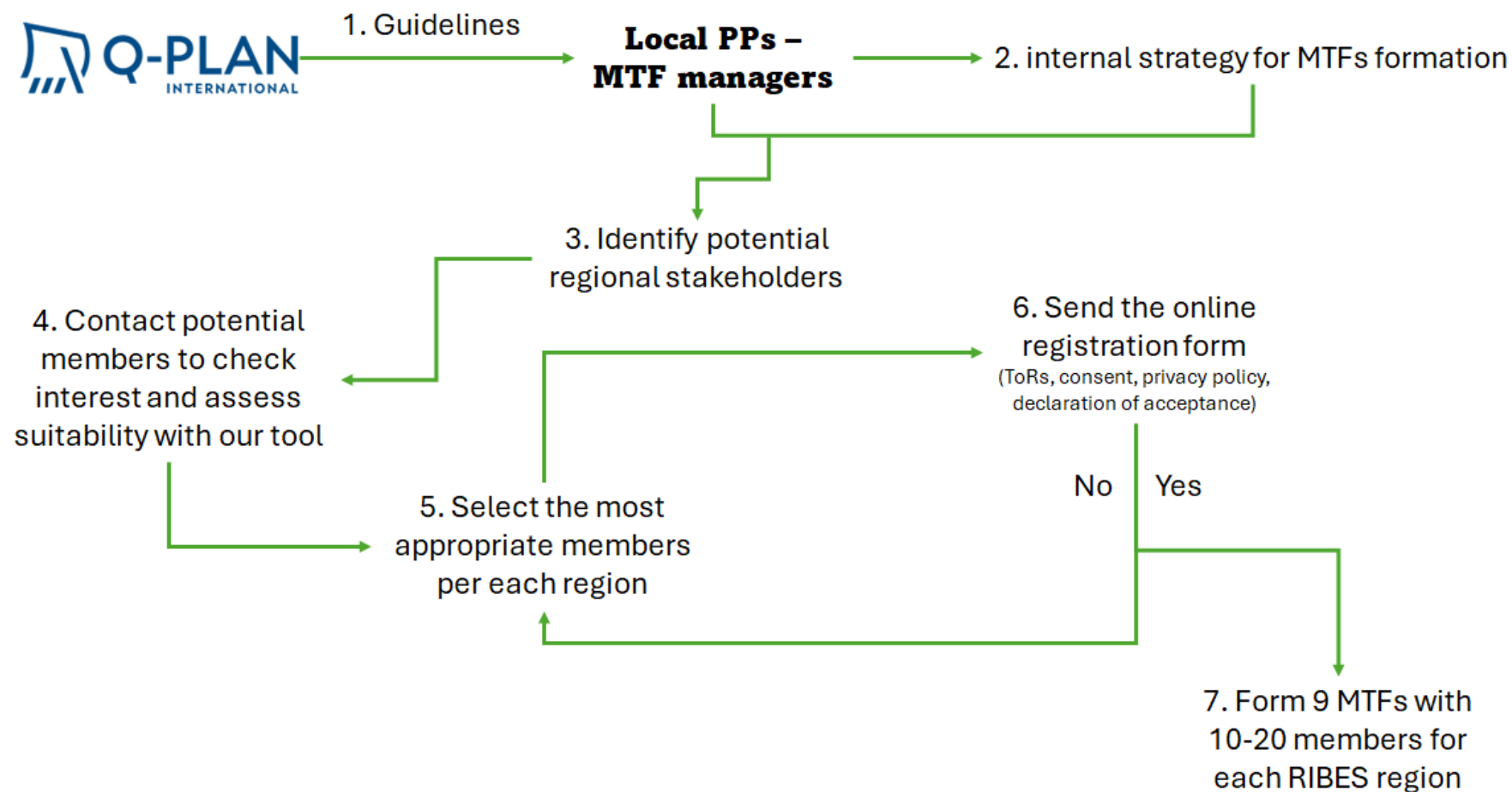


Figure 1: Methodological process diagram for the MTF formation

3. MTF Operational Manual

3.1 Multi-actor Transformative Forum (MTF)

MTFs are regional networks of stakeholders coming from across the entire value chain of the agricultural & bio-based sector as well as researchers, policy makers and groups representing civil society. These groups of stakeholders represent the key interface between RIBES and local communities in order to deliver project outcomes and foster innovative and inclusive CBE transition. The RIBES consortium will implement local Multi-actor Transformative Forums (MTFs), each as a site of experiential discussion, learning and co-creation. MTFs provide an experimental approach to address complex societal challenges and problems by putting stakeholder participation and deliberation processes at the centre.

3.2 Mission and Objectives

MTFs have the mission to aid the RIBES consortium to deploy innovative, technical, and business support services, enhance cooperation among key regional stakeholders and provide capacity building. MTFs aim at systemic transformative change and follow an iterative and agile approach with participants and also operate as a prime channel through which the project “restitutes” new knowledge to local communities. The overall target is to support the creation, adoption and/or adaptation of sustainable and pioneering governance and business model pathways with local buy in, in CBE solutions. In particular, the mission of MTF members can be separated in four generic objectives, as described below:

- Provide the consortium with relevant information that will be used to create practical and easily understandable knowledge and tools, bridging the gap between practitioners and researchers.
- Participate in the development process of the RIBES toolkits and the portfolio of innovation support services, with focus on producing usable results and facilitating their roll-out and replication.
- Understand and realize the usability of the provided project services and become potential users of these services.
- Be actively involved in RIBES dissemination activities to create a multiplier effect in spreading the word on the project’s value propositions, knowledge and impact.

3.3 MTF formation

Each region's MTF is managed by the corresponding MTF manager, a consortium partner responsible for gathering members with diverse profiles in the bioeconomy (including feedstocks, value chains, and policy framework), shaping their formation. Local partners under the supervision of the MTF manager

are building the structure of their MTF based on previous projects (i.e. BIOLOC, ROBIN, etc.) and experiences to select suitable stakeholders. The MTF manager handles all communications and interactions among MTF and RIBES. This role ensures the suitable integration and participation within the MTFs with proper timings and input required for each task.

Table 1: Regional MTFs

No	Region	Representative countries	MTF manager	
1	Plovdiv Region	Bulgaria	AUP	Petar Borisov
2	North Aegean	Greece	MedINA	Rigas Zafeiriou
3	Pannonian	Croatia	EIHP	Dario Gazić
4	Campania	Italy	SPRING	Lara Carlet
5	Western Balkans	N. Mac, Albania, Bosnia and others	BRDN	Aleksandra Todorovska
6	Podkarpackie Region	Poland	RARR	Jakub Karp
7	Sibiu County	Romania	ULBS	Teodor Vintila
8	Vojvodina	Serbia	FTN	Djordje Djatkov
9	Nitra Region	Slovakia	BEC	Katarina Blicklingova
	Carpathian ¹	Ukraine	FORZA	Lesya Loyko

All the MTFs will feature the following specifications:

¹ The Consortium acknowledges the difficulties our Ukrainian partner might encounter will persevere in offering its maximum support. The particular task (like also the others) will be implemented with maximum flexibility to allow for either desk-based or in-situ activities, with a predominant focus on strategic and forward-looking governance solutions. Therefore, MTF activities are also implemented in the Carpathian region without the contractual monitoring framework of the other regions. That's why RIBES activities are being performed in 10 regions but with 9 official MTFs.

- Participation will be voluntary, with benefits which are seen below.
- Participation will be based on sharing mutual learnings and benefits.
- Local stakeholders will be engaged in regional activities.
- 10-20 members are expected by each MTF across quintuple helix.
- Members will offer mainly guidance and advice to RIBES local PPs.
- Members will validate project results and provide useful feedback.
- Members will also participate in RIBES workshops and progress meetings.

3.4 Stakeholder Reference Group

We are looking for regional stakeholders in the rural circular bioeconomy that are related to the four thematic pillars which crosscut our project, namely society, economy, technology and governance. More specifically we are trying to engage actors across various stakeholder groups, some examples can be seen below, however we don't want to predetermine the number of representatives of each category, as this could also be an important indicator of how society engages in CBE and is up to the judge of each MTF:

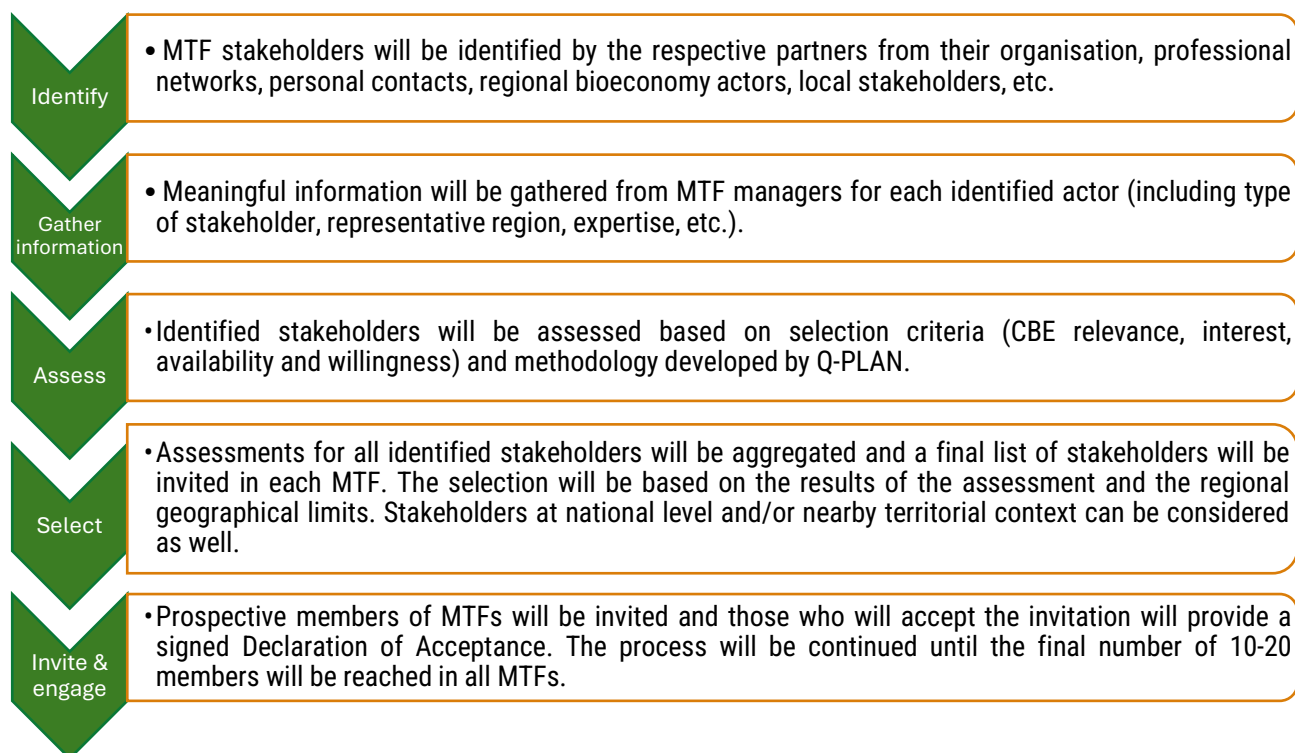
Table 2: Expected stakeholder groups for the MTFs

Stakeholder groups		Short description
Farmers and biomass producers		Stakeholders that are involved in the field growing of various agricultural products and also livestock farmers, biomass owners, farmers associations and agricultural cooperatives.
Social entrepreneurs and innovators		Stakeholders that are placing the social responsibility at the epicentre of the business strategies and also implement solutions with respect to environmental, cultural and social issues.
Civil society		End-users and civil society organisations consuming circular bioeconomy end-products like biobased materials - products, biofuels, bioenergy, etc.
Academics and researchers		Scientific and academic institutes involved in research activities across circularity and bioeconomy.
Policy makers and regulators		Policy makers and regulators that play an important role in the decision process of bioeconomy value chain as they can design and impose/enforce policies. Regional and national authorities are also included here.

Stakeholder groups		Short description
Business experts		Stakeholders from the entrepreneurial world; SMEs, consultancies, energy communities, clusters, business support organizations and other relevant associations and enterprises involved in circular biobased business innovations.
Foresters & environmentalists		Stakeholders that are protecting natural ecosystems and advocate the environmental preservation, NGOs and public that promote circularity principles and the rational use of biological resources.
Industries & technology		Actors across circular biobased industrial value chains including biorefineries and biotechnologies as well as food producers and industry actors from other bio-based sectors.
Investors & Financial advisors		Potential investors, financial institutes, banks as well as other organisations that are dealing with funding opportunities in the bioeconomy field.
Other stakeholders	...	...

3.5 Stakeholder selection process

RIBES MTF managers are responsible for the selection of stakeholders within their respective region. To this end the below process will be followed.



On top of that a selection process has been developed in order to help MTF managers to assess the suitability of potential stakeholders for their MTF. This methodology is based on a set of selection criteria that are dealing with the capacity of the potential stakeholders in the context of their:

- relevance and expertise with circular bioeconomy
- interest in participating in RIBES MTFs
- availability to follow our foreseen activities
- willingness to assist the MTF process and contribute to the regional development of each MTF

The above criteria are taking a score from 1 to 5 (with 1 the minimum and 5 the maximum) and therefore their average is being multiplied by the RIBES pillars that the potential stakeholder can address towards the regional bioeconomy development of the particular MTF. The pillars of our project have been identified into societal, governance, economic and technological aspects. Overall, the maximum score that a potential MTF member can achieve is $5 \times 4 = 20$. The illustration of our selection process as has been formed for some MTFs can be seen below.

Potential Stakeholder	Name	Region	MTF Manager	Position & Expertise	Stakeholder Group	Select Criteria				RIBES pillars				Evaluation
						Relevance with CBE	Interest	Availability	Willingness	Society	Economy	Technology	Governance	
1	X1	Vojvodina	18 - FTN	Owner, Innovator of agricultural mechanization	Industries & technology	3	4	2	3			✓		3,00
2	X2	Vojvodina	18 - FTN	Full Professor, Agricultural mechanization	Research & Academia	4	3	2	3		✓	✓		6,00
3	X3	Vojvodina	18 - FTN	Association secretary, Networking & PR	Farmers, biomass owners and associations	3	4	3	5	✓	✓			7,50
4	X4	Vojvodina	18 - FTN	Owner, Developer of small biomass appliances	Industries & technology	4	3	2	3			✓		3,00
5	X5	Vojvodina	18 - FTN	Owner, Kraft winery	Farmers, biomass owners and associations	2	3	2	3	✓		✓		5,00
6	X6	Vojvodina	18 - FTN	Association CEO, Networking & PR	Farmers, biomass owners and associations	5	4	5	5	✓		✓	✓	14,25
7	X7	Vojvodina	18 - FTN	Adviser, Agroecology	Farmers, biomass owners and associations	5	5	4	5		✓		✓	9,50
8	X8	Vojvodina	18 - FTN	CEO, Business	Business entities, SMEs & consultancies	5	4	3	5		✓		✓	8,50
9	X9	Vojvodina	18 - FTN	Owner, IT & Biomass to energy	Industries & technology	4	4	3	4	✓		✓		7,50
10	X10	Vojvodina	18 - FTN	Journalist, Editor-in-Chief Deputy	Other	3	2	3	3	✓	✓			5,50
11	X11	Plovdiv Region	11 - AUP	Researcher	Research & Academia	5	5	5	5		✓		✓	10,00
12	X12	Plovdiv Region	11 - AUP	Researcher	Research & Academia	5	5	5	5	✓	✓		✓	15,00
	X13				Civil society									

Figure 2: Stakeholder assessment matrix

3.6 Guidelines for contact

This section outlines a set of contact guidelines for the initial and subsequent communications of partners with members of the MTFs to ensure effective collaboration with them during the project. Dedicated communication materials have been prepared to facilitate the first contact of partners with MTF members and to ensure that stakeholders have sufficient information concerning their participation and role in RIBES multi-actor structures and their activities. All these activities are performed in line with ethics requirements and collaboration with the ethics advisor, in particular, the following documents have been produced:

- **Terms of Reference**, providing meaningful information about RIBES and the activities in which members of MTFs are included, as well as their expected contribution and conditions pertaining to their membership (Annex IV).
- **Declaration of Acceptance**, to be signed by the invited stakeholders evidencing the fact that they agree with the terms and conditions pertaining to their participation in the respective MTF as well as that they are in fact a willing member in this multi-actor structure (Annex I).
- An **Informed Consent Form**, to be signed by invited stakeholders evidencing that fact that they are informed and give their consent to the processing of personal data for the needs of specific project activities (Annex III).
- An official **invitation letter** to accompany the initial communication of consortium partners with selected stakeholders (Annex II).

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

3.6.1 Initial Contact

- The initial contact with prospective members of each MTF should be carried out by the respective MTF Manager.
- All initial contacts should be accompanied by the communication material prepared to this end (Terms of Reference, Declaration of Acceptance, infographics material, Informed Consent form, official invitation letter from the Project Coordinator).
- Employ a language that will be easily understood by the stakeholders and ensure that they comprehend their rights and duties implied by their participation.
- Further communication via e-mail or teleconference is encouraged in order to reply to any questions or provide clarifications.
- Ensure that stakeholders who accept to join an MTF, should be requested to sign the Declaration of Acceptance & the Informed Consent form.

3.6.2 Subsequent communications

- Partners managing a MTF should handle/liaise all communications with members of these structures.
- MTF members should be properly and timely informed to participate in upcoming project activities (e.g., interviews, surveys, focus groups, workshops, events).
- MTF Managers should ensure that no member is overloaded with information about any task at hand.
- Prior to contacting members for a specific action, necessary material and briefings should be prepared to inform participants about the scope of the activity and their expected role.

3.7 Guiding principles for engagement

The following table presents an indicative overview of key potential interests and conflicts of key stakeholder groups of RIBES that may arise during their engagement in the project along with a set of proposed principles on how to effectively manage their engagement. The potential interest in the project is mainly derived from the engagement of our regional partners with their local networks, as well as contacts from previous EU-funded projects and initiatives related to the circular bioeconomy. These stakeholders provide valuable context and understanding of the regional landscape. We will continuously update the potential interests, concerns, and conflicts that may evolve as we engage with these stakeholders throughout the project implementation.

Table 3: Main interests, conflicts and engagement principles for key stakeholder groups

Key stakeholder groups	Potential interests, concerns and conflicts that may arise during their engagement	Principles for managing their engagement
Farmers and biomass producers	• Fear of losing possible competitive advantage in the local market due to disclosure of business information. • Interest in collaboration and networking opportunities that could help in addressing logistical challenges related to harvesting, storage, and transport of the suboptimal production. • Interest in obtaining knowledge on good farming practices and techniques towards CBE transition.	• Use of simple and straightforward language understood by stakeholders. • Focus on building trust among stakeholder groups and creating a shared vision among them. • Emphasis on demonstrating the benefits of the RIBES solutions.
Social entrepreneurs and innovators	• Interest in innovative solutions for CBE practices and their positive social impact. • Interest in creating sustainable and scalable business models that benefit society. • Potential conflict between prioritising social impact versus achieving financial sustainability and profitability.	• Emphasis on evidence-based impacts of the project on fostering social innovation and community benefits. • Emphasis on economic, societal, and environmental benefits derived from the project's outputs and tools.
Civil society	• Interest in sustainable solutions with respect to bioeconomy and its local impact.	• Use of simple and straightforward language understood by stakeholders. • Emphasis on evidence-based impact of the project

	• Interest in the regional environmental protection. • Possible conflicts with businesses regarding the balance between prioritising company profits and benefits for consumers and society.	on supporting regional rural stakeholders. • Emphasis on economic, societal and environmental benefits stemming from the project's outputs and tools.
Academics and researchers	• The potential gap between freedom of research and the market-orientation of the project may disincentive engagement in project activities.	• Emphasis on scientific contributions of the project in open access journals and knowledge dissemination channels. • Emphasis on the orientation of the project's outputs and tools towards providing practical support to users. • Focus on building trust among stakeholder groups and creating a shared vision among them.
Policy makers and regulators	• Interest in building suitable incentives and support measures for bio-based solutions and bioeconomy in general. • Interest in raising awareness of the general public on the benefits of bioeconomy • Potential bureaucratic and relatively slow decision-making processes. • Need for communication and educational material around CBE solutions.	• Emphasis on the value of RIBES tools and material designed for policy makers, advisors and public food procurers. • Focus on the need to offer evidence-based policy recommendations pinpointing the impact of the adoption of CBE innovations and solutions.

Business experts	• Interest in promoting circular bio-based technologies and waste management opportunities. • Interest in providing technological solutions for farmers and other biomass producers to diversify income, improve products and/or services, reduce costs and manage operations in a more efficient bio-based way. • Risk of losing equity capital due to unsuccessful elaboration of bio-based technologies.	• Use of simple and straightforward language understood by stakeholders. • Emphasis on business and overall benefits for their members and partners from collaborating with rural stakeholders. • Focus on building trust among stakeholder groups and creating a shared vision among them.
Foresters & environmentalists	• Interest in promoting CBE practices and their impact on local ecosystems and economies. • Interest in environmental protection and sustainable forest management. • Potential conflict over the trade-off between economic gains for forestry operations versus long-term environmental sustainability.	• Use of simple and straightforward language understood by all stakeholders. • Emphasis on evidence-based impacts of the project on enhancing environmental sustainability. • Emphasis the environmental benefits derived from the project's outputs and tools.
Industries & technology	• Interest in maintaining operational efficiency and product quality. • Concerns about displacement or impact on their current product range. • Concerns about the potential costs associated with the	• Use of simple and straightforward language understood by stakeholders. • Staying updated concerning the existing innovative CBE approaches • Promoting a culture of shifting towards sustainability by regularly

	implementation of CBE approaches. Understanding the regulatory framework to ensure alignment of CBE practices and environmental, social and economic aspects.	reviewing applied CBE practices. Obtain knowledge and understanding to comply with relevant regulations.
Investors & Financial advisors	- Interest in the financial viability and returns on investment in CBE projects. - Interest in sustainable and responsible investing that aligns with environmental and social governance (ESG) criteria. - Potential conflict between maximizing short-term financial returns versus investing in long-term sustainable practices.	- Use of simple and straightforward language understood by all stakeholders. - Emphasis on evidence-based impacts of the project on financial performance and risk mitigation. - Emphasis on economic benefits derived from the project's outputs and tools.

3.8 MTF associated risks

During the establishment of Multi-actor Transformative Forums, there are some critical risks that may occur and affect the expected multi-actor structures and their operations. Table 4 summarises the critical risks as provided in DoA Part A, "List of Critical Risks" table, which are relevant only to the establishment of MTFs.

Table 4: MTF associated risks

Risk Number (in DoA)	Description	Proposed Mitigation Measures
3	Limited representation of wider societal groups in RIBES activities	RIBES's two-tier partnership limits the risk of a top-down approach. Moreover, the MTFs are designed to determine transformative change by engaging broad population strata. However, extensive communication at the local level

		highlighting the rural revitalisation potentials of social innovation in CBE will be deployed.
5	Low participation in MTFs and other RIBES activities and events	RIBES builds on lessons learned from engagement activities of previous projects. RIBES will mobilise stakeholders throughout the project; participation at the regional level will be facilitated by dedicated communication and dissemination, targeting specific stakeholder groups. In addition, a share of the project budget has been allocated to facilitate stakeholder involvement. RIBES will periodically fine-tune and eventually enhance local communication efforts to raise awareness and attract key stakeholders with multiplying potentials.
6	Limited availability of stakeholders to participate in activities and events	Physical meetings are essential for co-creation. RIBES will organise more than ten events in various formats in each region. Careful planning & content development and timely information will minimise the risk of scarce participation; however, hybrid participation, delivery of digitalised content and bilateral meetings are foreseen.

As the project progresses, additional risks related to the Multi-actor Transformative Forums (MTFs) are likely to emerge. In the upcoming period, discussions with MTF managers will focus on proactively identifying emerging risks, evaluating their severity, and determining the necessary actions to mitigate them. Any potential identified risk will be documented in the updated version of this deliverable D5.6: "RIBES MTF Midterm Report.

3.9 Guiding principles for inclusion

The MTF guidelines introduce specific principles to ensure the effective inclusion of the diverse identified stakeholder groups in the different activities of RIBES, while also facilitating gender, age and regional representation to the degree possible within the framework of the project. Below, we lay out the principles to be followed by project partners with respect to the inclusion of stakeholders in the activities of RIBES as well as regional representation and gender aspects.

Table 5: MTF guiding principles

Category	Guiding principles
Inclusion	Ensure participation in project activities from the full range of potentially interested stakeholders spanning across the entire range of the key stakeholder groups identified.

	• Timely identify any potential barriers to the participation of the interested stakeholders in the activities of the project (such as accessibility, lack of funding, long geographic distances, lack of awareness). • Assess and determine effective means of surpassing potential barriers to participation (such as broad and targeted information sharing via online means and other suitable channels, etc.). • Appropriately take into account the needs, interests and potential conflicts that may arise among the targeted stakeholder groups in the framework of their participation in the activities of the project.
Regional representation	• Ensure a various representation of different stakeholders within the focal regions. • Address and engage with stakeholders within focal regions of the project, based on the access of partners to relevant networks, platforms and initiatives.
Gender aspects	• Provide equal opportunities and access for all genders and age groups to project activities such as the development, testing and validation of the RIBES Toolkit. • Maintain ethical communication standards by respecting the dignity of individuals as well as by eliminating any form of gender-related bias in communication campaigns of the project. • Engage in constructive discussions with stakeholders participating in project activities on the progress of RIBES in implementing its commitment to gender balance.

3.10 Rights and duties of MTF members

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

Table 6: Rights and duties of the MTF members

Rights	Duties
Stakeholders participate in MTFs voluntarily and have the right to withdraw at any time or refuse participation without facing any adverse consequences.	MTF members agree to abide by the Terms of Reference which explain in detail their expected involvement as well as the terms of their membership.

Stakeholders have the right to preserve their anonymity during all project activities they will be involved in and in reports or publications produced.	MTF members participate in their individual capacity and cannot delegate any expected work to another person without prior written agreement from the MTF Manager.
Stakeholders have the right to request further processing and storage of their data by the consortium to be ceased without having to justify their request.	MTF members ensure that they are involved in project activities in complete independence and there is no conflict of interest affecting their participation.
Stakeholders have the right to access project results, as testers, ahead of their public release in order to provide input for fine-tuning them in alignment with the needs of their users.	MTF members must not disclose any information provided to them in the frame of RIBES activities and fully respect all confidentiality requirements.

Table 7: RIBES MTF role per Task

4. MTF Task Activities

Tasks	Task Leader	Task title	Role	When
T2.2	UHOH	Regional Ecosystem Mapping, Good Practices and Surveys	Validation of survey results and data of CBE ecosystem map	M16
T2.5	UM / UNU-MERIT	Local MTFs for reflective evaluations	Introductory workshop - sharing key concepts of the RIBES framework, criteria and categories of good practices	M6
			2nd Workshop - provide RIBES with qualified feedback on the conceptual framework (T2.1), identified good practices (T2.2) and envisaged case study (T2.4)	M16
			Final Workshop - allow finalising and fine-tuning the outcomes and pave the way for future collaborations.	M28
T3.1	ARX.NET	Development of human-centred digital solutions for connecting stakeholders and facilitating fact-based guidance of CBE transition	Feedback on the functionalities of the tools (at least 1/MTF)	tbd
T3.2	CIRCE	Multi-criteria Decision-Making - biomass supply and production in CBE value chains	Identification of crucial stakeholders in feedstock supply based mainly on the information gathered locally through MTFs	tbd
T3.3	CERTH	Development of LCA framework in environmental, social and economic aspects and assessment of RIBES value chains	Feedback from dedicated questionnaires on the social assessment methodology	tbd
T3.5	Q-PLAN	Co-design and validation of inclusive and sustainable business models building on the social creativity of multi-actor stakeholders	Co-design workshops in each participating region	tbd
			Multi-actor-focus groups to identify the "chain of events" (from training and strategy formation to value creation)	tbd
			Final validation of the 18+ Minimum Viable Business Models assessing reactions and acceptance of local stakeholders	tbd
T4.1	BIOCOM	Appraisal of governance practices in the nexus of CBE and social innovation in RIBES participating regions	Set up performance indicators to assess the effectiveness of current CBE governance models	tbd
T4.2	BIOCOM	Capacity-building for toolkit co-development	One training will be conducted with the support of local partners and the participation of selected local stakeholders	M22
T4.3	UHOH	Effective Governance toolkits	Participation in 9 co-development governance workshops	M22
			Validation from local stakeholders to the governance toolkits	M28
T5.2	Q-PLAN	RIBES Multi-actor Transformative Forums	Participate in 6 progress meetings with local PPs to inform the activities of RIBES WPs, iterate co-creation exercises, and share project outputs.	tbd

*Validation – feedback – identification **activities** are not foreseen as time consuming but are dedicated to high level recommendations from our MTF members. Appr. 20mins/activity

Participation in our **workshops-meetings will be requested by each MTF team, where a representative number of stakeholders will be required for their execution. Appr. 1h/activity

*** Participation in all the above activities by all MTF members of each region **is not expected** and will **not be requested** by any consortium member.

5. Management and performance monitoring

5.1 Management and Roles in the context of the MTFs

In this section, the management process and various roles in the frame of MTFs are described, as well as the procedure for monitoring the operation of MTFs and tracking progress in relation to project KPIs and targets for stakeholder engagement along with tools designed to facilitate the process.

RIBES focuses on 9 regions across Europe in which an MTF has been established led by a consortium partner, the MTF manager. In each MTF, the focus is placed on supporting innovative solutions to overcome regional and national barriers to sustainable bioeconomy development. The different management roles foreseen under the multi-actor framework of RIBES are explained below.

MTF managers are responsible for setting-up and managing the Multi-actor Transformation Forums in their respective region. The role of MTF managers foresees the following:

- (i) identifying, selecting and recruiting members during the set-up phase of their MTF and along their operation, whenever there is such a need
- (ii) undertaking all communications with and providing all necessary information to members about project activities involving MTFs
- (iii) organising and carrying out project activities in their region, including interviews, workshops and events among others (more specific information on activities involving MTFs are provided in section Chapter 4);
- (iv) collecting feedback and producing technical outputs in the frame of these activities.

The partner leading the MTFs set-up and monitoring (QPL) is responsible for providing guidelines and coordinating the MTF managers. The role of the partner leading the MTFs set-up and monitoring is to: (i) shape and form the overall approach applied and prepare all necessary supporting documents in the English language; (ii) provide guidelines and tools to support MTF managers in all phases, including the set-up of the MTFs, the operation and the monitoring of their activities, (iii) provide clarifications, guidance and support to MTF managers in order to benefit from their interaction with the MTF members and enable and ease the cooperation between the MTF managers and the leaders of other project tasks in which MTFs should be activated, whenever this is needed; (iv) monitor the performance of the Multi-actor framework after its set-up and the planning per local MTF for the interaction with different actors; (v) collaborate with and support reporting to the Dissemination and Communication Manager with regard to the progress of the results.

5.2 Performance Monitoring

To monitor the project activities in which members of the MTFs participate, a dedicated methodological tool (.xlsx file) has been designed and will be employed, namely the “**MTFs Matrix**”. In particular, the MTFs Matrix captures the identified stakeholder groups of RIBES along with the expected role of each one for the relevant activities foreseen throughout the project with a view to guiding project partners in

the process of selecting the most suitable types to engage. It is also designed to keep track of stakeholder inclusion, regional representativeness, interest classification and gender aspects. This will enable project partners to monitor the results of the stakeholder engagement, as well as timely assess and perform any needed corrective actions to better align them to the project's objectives and Key Performance Indicators (KPIs).

The structure of the MTFs Matrix is simple in order to facilitate the MTFs Managers to the monitoring of their members. It starts with the region of the stakeholder, followed by a drop-down list of the MTF manager that is responsible in this region. In the following columns, personal information of the stakeholders who have given their consent is provided, including their name, surname, and e-mail. Moreover, specific information is requested to collect data for quantifying the results of stakeholder engagement, including their position/profession, organization name, stakeholder group (a predefined list of different stakeholder groups as already identified in the present document), partner contact, and gender. The last piece of provided information is the involvement of the stakeholders in projects activities in WP2-WP5. All the main foreseen project activities of the MTF members for these work packages are included in the MTF Matrix, in order to collect information with respect to their participation and contribution.

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

- MTF managers will set up their own internal MTF Matrix. In this respect, the MTF matrix will include data about key stakeholder groups and individual stakeholders of each MTF.
- The respective MTF managers will share their engaged stakeholders' information in the online MTF Matrix Excel file to aggregate the data on a semester basis. Ad hoc updates are envisaged, if deemed necessary (after the RIBES co-creation workshops, regional knowledge transfer days, etc.).

5.3 Snapshot of current MTFs and stakeholder composition

Currently, a total of **109 bioeconomy value chain actors and related stakeholders** have been recruited to the MTFs of the 9 RIBES EU regions, having accepted the Terms of Reference and signed the Declaration of Acceptance. The following figures present a snapshot of contacts made and confirmed members per local MTF and stakeholder category.

The stakeholder engagement is a non-exhaustive on-going process, we expect to have more confirmed actors in the upcoming period while the recruitment process will continue throughout the project's duration. Until now, there are additional contacted stakeholders, but not yet confirmed MTF members with signed documents. To this end, the so far representation of RIBES MTFs is being illustrated in the figures below.

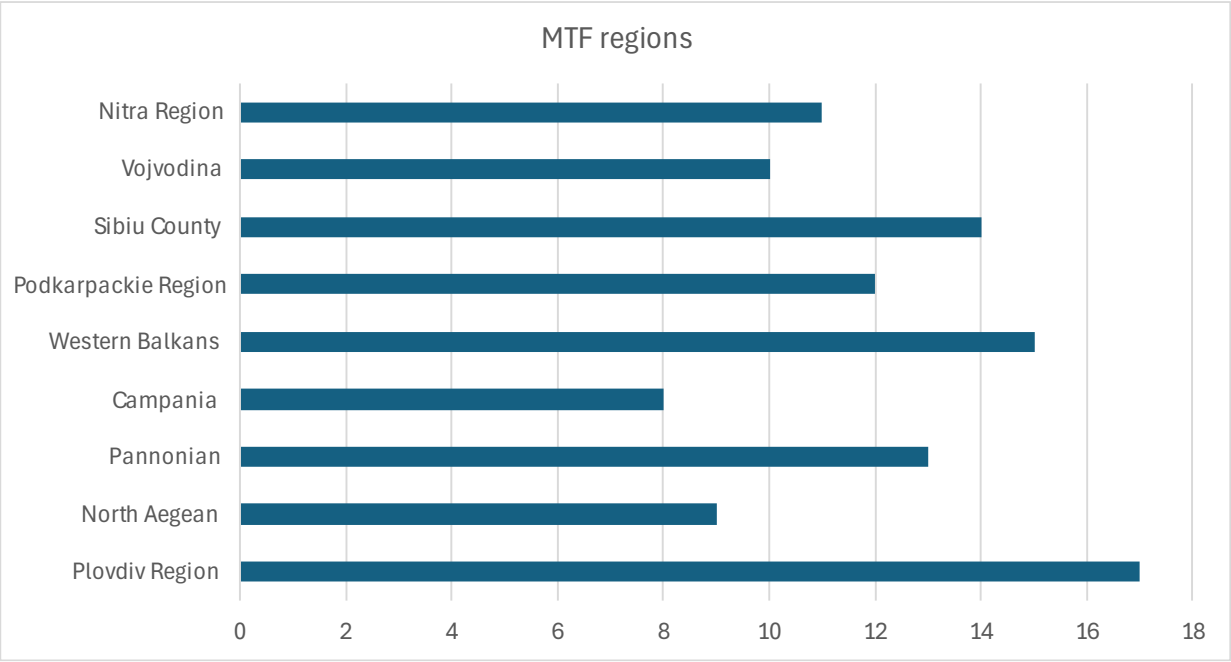


Figure 3: Number of engaged stakeholders per MTF region

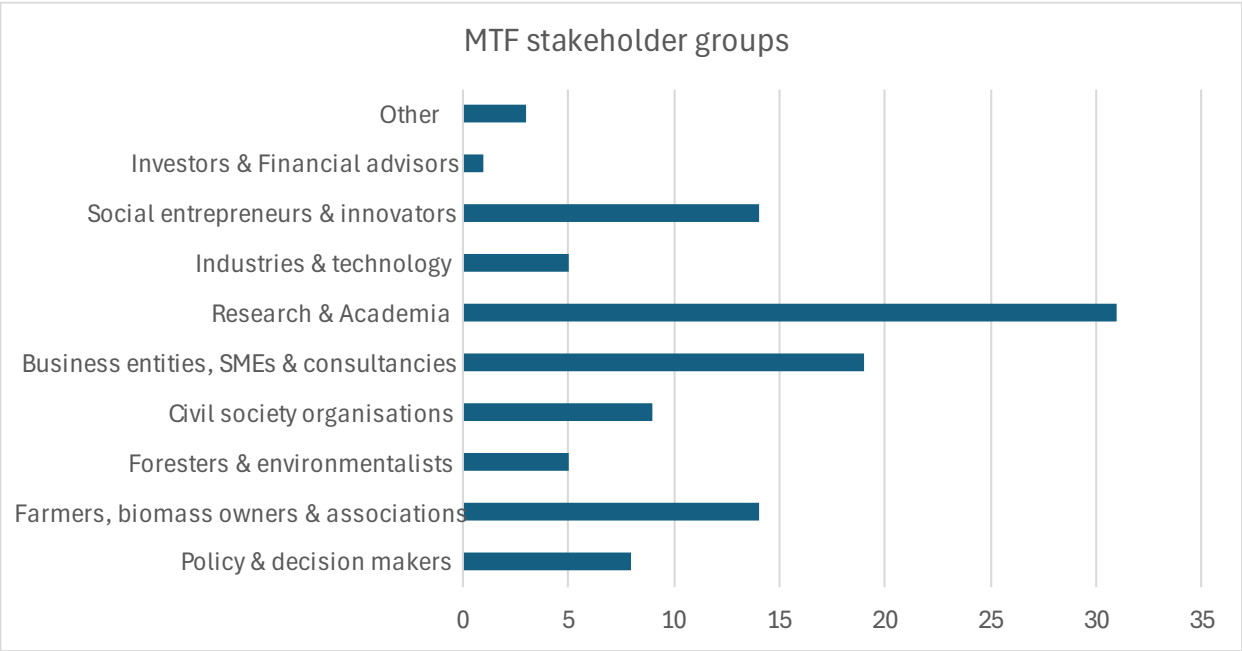


Figure 4: MTF stakeholder groups engaged

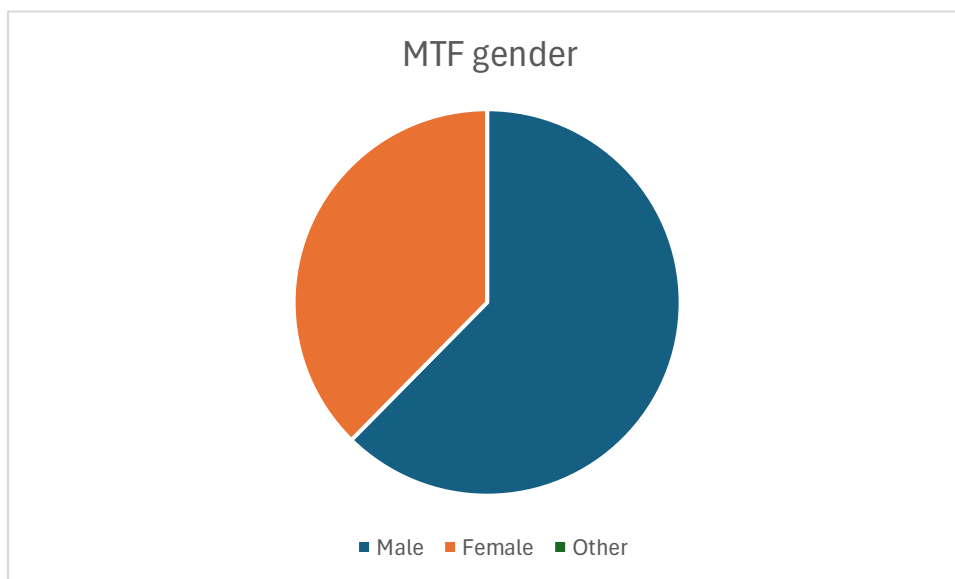


Figure 5: Gender aspect in RIBES' MTFs

The MTFs from all the regions have been formed, and significant progress has been made in engaging stakeholders involved in the circular bioeconomy (Figure 3). To date, the confirmed MTF members per stakeholder group are following our targeted membership strategy by having representatives from across the entire quintuple helix. Among them, research and business and representatives were easier to engage in the early stages of the project, while the least represented stakeholder groups (investors and financial advisors, industries and technology, foresters and environmentalists) are expected to be engaged at a later stage of the project, after sharing some preliminary results that will demonstrate the benefits of their participation in the regional MTFs (Figure 4). In addition, as it also described in Section 3.9, RIBES ensures equal opportunities and access for all genders and age groups to participate in MTF activities and will continue its efforts to achieve gender balance in the bioeconomy sector (Figure 5).

6. Conclusions and next steps

The present report outlines the operational model for establishing the RIBES MTFs, in 9 local regions across rural Europe. More specifically, in the frame of the MTF operational manual the definition, the mission and expected structure of MTFs have been defined along with a selection process based on carefully selected criteria to be followed by partners during the set-up phase of these structures. In addition, guidelines and supporting documents have been elaborated for contacting and engaging stakeholders in project activities as well as principles for ensuring their effective inclusion. Furthermore, the rights and duties of members, guidelines for MTFs management along with a list of activities and indicative timeline in which the MTFs will be involved have been defined to ensure the smooth operation of MTFs throughout the project.

Moreover, a dedicated tool to keep track and monitor the engagement of MTF members, the MTFs Matrix, has been developed. The MTFs Matrix will be updated every six months, as well as on ad-hoc basis, when necessary, by each MTF Manager and consolidated in a single document by QPL (respective task leader). The engagement of MTF members in the project activities will be monitored with the help of the MTFs Matrix with a view to monitoring and documenting the results of the project in this respect, and if necessary, amend the schedule and means of interaction with MTF members set out in this document.

At the moment of this report, more than **109 stakeholders** have confirmed their acceptance to participate to the projects' regional MTFs. The recruitment process is ongoing and will continue throughout the project's lifetime. The operation and management of the MTFs will be monitored under the frame of *Task 5.1 - RIBES Multi-actor Transformative Forums*, led by QPL.

ANNEX

Annex I – Registration Form to Multi-actor Transformative Forum (MTF)

You have been invited to join the **RIBES Multi-actor Transformative Forum (MTF)** that is set up in your country under the framework of the **EU-funded RIBES project**.

RIBES will perform an in-depth multidisciplinary assessment of regional bioeconomy ecosystems and research possible correlations between the socio-economic trends, innovation bottlenecks and the role of the primary sector. RIBES will create a significant impact by delivering innovative and tailored governance solutions and business models capable of fostering grass-rooted circular bioeconomy value chains, with particular attention devoted to the advanced sustainability of regional inclusive biobased entrepreneurship solutions, thus contributing to strengthening rural development and innovation in participating regions.

In this context, RIBES will implement 9 local Multi-actor Transformative Forums (MTFs) based on the Living Lab and Open Innovation concepts to address complex societal challenges and problems by putting stakeholder participation and deliberation processes at the centre, aiming at systemic transformative change (instead of only addressing symptoms) in the three pillars of technological, social and economic innovation to co-create tailored business and governance models.

Declaration of Acceptance

(for individuals appointed as members of the RIBES Multi-actor Transformative Forum in their individual capacity)

I certify that I have read and agree to abide by the RIBES Multi-actor Transformative Forum [Terms of Reference](#).

I pledge that I will participate in the RIBES Multi-actor Transformative Forum in my country in my individual capacity and as such I may not delegate another person to carry out the work or be replaced by any other person without prior written agreement with the RIBES consortium.

I certify that no conflict of interests exists that could be considered as prejudicial to my independence in acting as a member of the RIBES Multi-actor Transformative Forum.

I undertake not to divulge any information given in the context of the work of the Multi-actor Transformative Forum in my country, unless the RIBES consortium agrees to release me from this obligation, and to respect the confidentiality requirements.

I declare to accept entirely and with no reservations my appointment as RIBES Multi-actor Transformative Forum member as described in the [Terms of Reference](#).

I consent that any input or contribution I provide as member of the RIBES Multi-actor Transformative Forum may be used by the RIBES consortium for reporting purposes or to align the services and tools

offered by RIBES with the needs of final users to ensure that they make the most out of its value propositions.

I consent to the processing of my personal data needed for my participation in the RIBES Multi-actor Transformative Forum. A detailed description on how RIBES handles personal data is presented in the project's [Privacy Policy](#).

I hereby declare my acceptance:

☐ Yes **

☐ No

Informed Consent

I have read the project's [Privacy Policy](#) and the [Informed Consent Document](#) that provides information on how my data collected for the activities of the Multi-actor Transformative Forum are used and protected.

I hereby give my consent to the processing of my personal data needed for*:

My participation in the Multi-actor Transformative Forum of my country and its activities as described in the [Terms of Reference](#).

☐ Yes **

☐ No

My participation in future activities of RIBES (optional). *

☐ Yes

☐ No

Receiving newsletters and messages regarding RIBES activities (optional). *

☐ Yes

☐ No

Registration

Email *

Full name*

Gender

- ☐ Male
- ☐ Female
- ☐ Non-binary
- ☐ Prefer not to say

Organisation (if applicable)

Position *

Country *

Address (optional)

Age (optional)

Phone number (optional)

Type of regional bioeconomy stakeholder *

- ☐ Farmer and/or producer
- ☐ Social entrepreneur and/or innovator
- ☐ Community member
- ☐ Policy maker and/or regulator
- ☐ Business expert
- ☐ Forester and/or environmentalist
- ☐ Industry actor and/or Technology provider
- ☐ Researcher
- ☐ Other (please specify)

* Answer required to proceed

** Answering YES required to proceed

Annex II – Official invitation Letter

Subject: Invitation to join the Multi-actor Transformative Forum (MTF) of the EU-funded project RIBES

Dear Stakeholder,

We would like to invite you to join the RIBES Multi-actor Transformative Forum (MTF) that is set up in your region under the framework of the EU-funded RIBES project.

RIBES will perform an in-depth multidisciplinary assessment of regional bioeconomy ecosystems and research possible correlations between the socio-economic trends, innovation bottlenecks and the role of the primary sector. RIBES will create a significant impact by delivering innovative and tailored governance solutions and business models capable of fostering grass-rooted circular bioeconomy value chains, with particular attention devoted to the advanced sustainability of regional inclusive biobased entrepreneurship solutions, thus contributing to strengthening rural development and innovation in participating regions.

In this context, RIBES will implement **9 local Multi-actor Transformative Forums (MTFs)** based on the Living Lab and Open Innovation concepts to address complex societal challenges and problems by putting stakeholder participation and deliberation processes at the centre, aiming at systemic transformative change (instead of only addressing symptoms) in the three pillars of technological, social and economic innovation to co-create tailored business and governance models.

We are currently inviting selected key actors actively involved in the circular bioeconomy (CBE), including policymakers, farmers, foresters, industry, social entrepreneurs, civil society, business experts, research and academia, etc. as well as R&I, social innovation initiatives and associations active in social inclusion.

You have been identified and selected as an important member of the CBE ecosystem within your country and we would be delighted to have you on board!

We look forward to hearing from you!

Sincerely yours,

< Insert MTF manager name >

Annex III – Informed Consent Form

Who we are:

We are < MTF manager > and we are contacting you in the framework of RIBES a project funded by the European Union under the Horizon EUROPE Framework Programme for Research and Innovation. A detailed description on how RIBES handles personal data is presented in the project's Privacy Policy, available on the project's website).

Project:

RIBES – Regional Inclusive Biobased Entrepreneurship Solutions (GA Number 101134911).

Partner:

Organisation name: < Insert MTF manager Name >

Address: < Insert Partner Address >.

Phone: < Insert Partner Phone >.

E-mail: <Insert Partner Generic E-mail Address >

Responsible persons:

You may delete the line referring to the Data Protection Officer if your organisation does not have one.

#	ROLE	NAME	E - MAIL
1	RIBES Task Leader	Kostas Dasopoulos	dasopoulos@qplan-intl.gr
2	Multi-actor Transformative Forum (MTF) Manager	<Insert name of MTF manager from your region >	<Insert e-mail of MTF manager from your region >
3	Data Protection Officer	<Insert name of DPO from your organisation >	<Insert e-mail of DPO from your organisation >

What do we need from you?

We need you to participate in the RIBES Multi-actor Transformative Forum (MTF) in <insert name of region> and the related project activities (events, workshops, studies etc.) for the collection of useful information based on your experience and opinions that will be used for the elaboration of the project deliverables, results and outcomes, including among others, the development, pilot testing and validation of selected circular bioeconomy (CBE) solutions.

To effectively carry out the activities of the Multi-actor Transformative Forum, we will need to process some personal data of yours:

- Your contact details (full name, email, phone number);
- Some basic demographics (age, gender);
- Your professional information (organisation, job position, field of expertise);
- Your education information;
- Your experience and opinion on the subjects that will be discussed during our activities;
- Videos and photos, captured during your participation in our events and activities.

Why do we need your data & what will we do with them?

We need your data to contact you in order to plan and carry out the activities and events of the Multi-actor Transformative Forum in your region and to resolve any ambiguities, questions and other issues that may arise after and as a result of the corresponding activities. We also need to record your data to keep track of the activities and their results / outcomes. The project's deliverables that will be derived by these activities will not include your personal data or any other information that could identify you. Your personal data will remain on our written notes and records.

We will share your data with a few other RIBES project partners that are also involved in this task and will participate in the drafting of the relevant deliverables. We are also obliged to grant access to your data to:

- EU officials such as our Project Officer for purposes related to project's evaluation;
- EU agencies and other authorities for project's auditing purposes.

We would also be very happy if you gave us your consent to contact you in the future to ask you to participate in other project's activities (e.g. surveys, interviews, project events etc.) and also to inform you about the project's progress (e.g. by sending you a newsletter or similar messages).

How can you withdraw your consent?

You should know that you can withdraw your consent at any time by communicating either on the phone or by email with the responsible persons listed in the previous page. With regards to the informational messages and newsletters you can always opt out by simply clicking the link "Unsubscribe" or something similar included at the end of all the relevant messages.

Annex IV –Terms of Reference

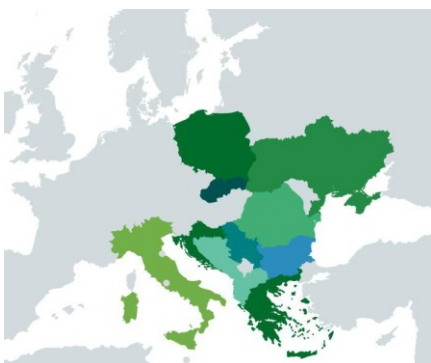
Introduction

You have been invited to the RIBES Multi-actor Transformative Forums (MTFs) in <region name>. The current document outlines the Terms of Reference (ToRs) that will help you understand what this involves before you decide to participate. Please take the time to carefully read this document and ask for any clarifications you may require.

RIBES in a nutshell

RIBES is a 3-year Research & Innovation Action running from the 1st of March 2024 to 28th of February 2027, funded by the European Union under the Horizon Europe Framework Programme for Research and Innovation.

RIBES addresses the need to enhance the uptake of biobased innovations through pioneering governance and business models developed on the convergence of the circular bioeconomy, social innovation and rural development, thus contributing to the shift from a linear to a circular economy in 9 European regions lagging in innovation as seen below.



- Plovdiv Region
- North Aegean
- Pannonian
- Campania
- Western Balkans
- Podkarpackie Region
- Sibiu County
- Vojvodina
- Nitra Region
- Carpathian

Project activities are focusing on specific sub-national levels but are also encompassing proactive dissemination and replication at the country level. Our participating regions have been selected based on various socio-economic indicators and data concerning the characteristics of the agricultural and biobased sectors, demographics, innovation capacity, etc. For this we are performing an in-depth multidisciplinary assessment of regional bioeconomy ecosystems and exploring possible correlations between the socio-economic trends, innovation bottlenecks and the role of the primary sector.

RIBES will also create a significant impact by delivering innovative and tailored governance solutions and business models capable of fostering grass-rooted circular bioeconomy value chains, with particular attention devoted to the advanced sustainability of regional inclusive biobased entrepreneurship solutions, thus contributing to strengthening rural development and innovation in participating regions.

To this end **RIBES implements 9 local MTFs** based on the Living Lab and Open Innovation concepts to address complex societal challenges and problems by putting stakeholder participation and deliberation processes at the centre, aiming at systemic transformative change (instead of only

addressing symptoms) in the three pillars of technological, social and economic innovation to co-create tailored business and governance models.

Role of the MTF members

Our MTFs represent the key interface between RIBES and local communities in order to deliver project outcomes and foster innovative and inclusive CBE transition across our 9 EU regions. MTFs will be invited to participate in particular events for their insights sharing and to validate project findings. More in detail their role is indicated in the below activities:

- **Validation** of survey results and data of CBE ecosystem map, governance models and viable Business Models assessing reactions and acceptance of local stakeholders.
- **Identification** of crucial stakeholders in feedstock supply based mainly on the information gathered locally through multi-actor-focus groups to identify the "chain of events" (from training and strategy formation to value creation).
- **Participation in:**
 - i. **workshops** where key concepts of the RIBES framework, criteria, and categories of good practices are shared. These workshops also serve to finalize and fine-tune outcomes, paving the way for future collaborations.
 - ii. **progress meetings** with local partners to inform the activities of RIBES, iterate co-creation exercises, and share project outputs.
 - iii. **training** with the support of local partners and the participation of selected local stakeholders.
- **Provision of feedback** on the functionalities of the RIBES tools, conceptual framework, social assessment methodologies and effectiveness of current CBE governance models.

For the role of MTFs it is important to clarify that:

- Validation – feedback – identification activities are not foreseen as time consuming but are dedicated to high level recommendations from our MTF members.
- Participation in our workshops-meetings will be requested by MTF members, where a representative number of some stakeholders will be required for their execution.
- Participation in all the above activities by all MTF members of each region **is not expected** and **will not be requested** by any consortium member.

Benefits of being an MTF member

The involvement of MTF stakeholders in RIBES activities will provide them several benefits such as:

- ✓ Networking opportunities and visibility as an expert stakeholder in our project archive and activities.
- ✓ Get insights, collaborate with relevant actors and enhance capacity in circular bioeconomy.

- ✓ Improve skills of social inclusion, innovative governance and environmental sustainability across regional development.
- ✓ Get the opportunity to contribute to the advancement of non-well-developed rural areas in Europe.
- ✓ Access to knowledge and practical methodologies, tools and services generated by the project results.
- ✓ Unique opportunity to align the tools, governance practices, business models and policy recommendation offered by RIBES with the real needs of stakeholders to ensure that they make the most out of its value propositions.
- ✓ Establishment of cooperation with different partners and developing new ideas / concepts that could be utilized in project proposals for different sources of funding.
- ✓ Experimentation on CBE ideas, prototypes, pilots and solution testing.
- ✓ Contribute to the development of an innovation ecosystem in the specific region.

Terms of participation & management

- Participation will be voluntary, with benefits which are seen above.
- Participation will be based on sharing mutual learnings and benefits.
- Local stakeholders will be engaged in regional activities.
- 10-20 members are expected by each MTF across quintuple helix.
- Members will offer mainly guidance and advice to RIBES local PPs.
- Members will validate project results and provide useful feedback.
- Members will also participate in RIBES workshops and progress meetings.

The MTF of <region name> is managed by the corresponding MTF manager <name and contact details> who is responsible for gathering members and the formation of each regional MTF and handles all communications and interactions among MTF and RIBES. He/She will ensure suitable integration and participation with proper timings and input required for each task.

Annex V – Stakeholder Matrix template

No	Region	MTF Manager	Surname	Name	email	position/ profession	Organisation name	Stakeholder Group	Partner Contact	Gender
1	Nitra Region	19 - BEC				Senior project manager	PEDAL Consulting s.r.o.	Business entities, SMEs & consultancies	19 - BEC	Female
2	Nitra Region	19 - BEC				Assistant Professor	Slovak University of Agriculture in Nitra	Research & Academia	19 - BEC	Female
3	North Aegean	12 - MedINA				Research Engineer	CERTH	Research & Academia	8 - QPL	Male
4	North Aegean	12 - MedINA				Academic staff	Drama University	Research & Academia	8 - QPL	Male
5	Nitra Region	19 - BEC				Horizon Europe NCP for cluster 6	Slovak Centre of Scientific and Technical Information	Business entities, SMEs & consultancies	19 - BEC	Female
6	North Aegean	12 - MedINA				Gastronomy consultant / Food prod	Consultant	Social entrepreneurs and innovators	12 - MedINA	Female
7	North Aegean	12 - MedINA				Assistant Professor	University of the Aegean	Research & Academia	12 - MedINA	Male
8	Vojvodina	18 - FTN				SME Owner, Innovator	BIOELEMENTS DOO, Novi Sad	Industries & technology	18 - FTN	Male
9	Vojvodina	18 - FTN				Full Professor, Academia	Faculty of Agriculture, University of Novi Sad	Research & Academia	18 - FTN	Male
10	Vojvodina	18 - FTN				Association secretary	Klub 100P+ (Association of farmers)	Farmers, biomass owners and associations	18 - FTN	Female
11	Vojvodina	18 - FTN				SME Owner, Developer	TERMOPLIN DOO, Mladonovac	Industries & technology	18 - FTN	Male
12	Vojvodina	18 - FTN				Owner, Vine producer	Podrum Probus, Sremski Karlovci	Farmers, biomass owners and associations	18 - FTN	Male
13	Vojvodina	18 - FTN				Association CEO	Serbian Biogas Association	Farmers, biomass owners and associations	18 - FTN	Female
14	Vojvodina	18 - FTN				Adviser, Agroeconomist	BIOECONOMY Cluster (Serbia), Subotica	Farmers, biomass owners and associations	18 - FTN	Male
15	Vojvodina	18 - FTN				CEO	Alma Mons DOO, Novi Sad	Business entities, SMEs & consultancies	18 - FTN	Female
16	Vojvodina	18 - FTN				Owner, IT Expert	SM Energy doo, Sremska Mitrovica	Industries & technology	18 - FTN	Male
17	Vojvodina	18 - FTN				Editor-in-Chief Deputy, Journalist	DNEVNIK-POLJOPRIVREDNIK AD, Novi Sad	Other	18 - FTN	Female
18	North Aegean	12 - MedINA				Professor, Chair of Department	University of the Aegean	Research & Academia	12 - MedINA	Male
19	Western Balkans	15 - BRDN				Organization, CEO	IN VIVO	Social entrepreneurs and innovators	15 - BRDN	Male
20	Western Balkans	15 - BRDN				CEO/Founder	Mama Organa BIO doo Skopje	Social entrepreneurs and innovators	15 - BRDN	Female
21	Campania	14 - SPRING				CEO	la sicurezza del territorio	Social entrepreneurs and innovators	14 - SPRING	Male
22	Western Balkans	15 - BRDN				Associate Professor	Faculty of Technology and Metallurgy, UKIM, Skopje	Research & Academia	15 - BRDN	Female
23	Western Balkans	15 - BRDN				Technologist in a biogas plant	Vardar Bio proces	Business entities, SMEs & consultancies	15 - BRDN	Male
24	Nitra Region	19 - BEC				AKIS implementer, EU project man	Agricultural Knowledge and Innovation Institute	Policy & decision makers	19 - BEC	Female
25	Pannonian	13 - EIHP				Associate professor	University of Zagreb Faculty of Agriculture	Research & Academia	13 - EIHP	Female
26	Campania	14 - SPRING				Head of Business & Territory Service	SRM Studi Ricerche Mezzogiorno	Research & Academia	14 - SPRING	Male
27	Campania	14 - SPRING				Manager	BioTekNet	Research & Academia	14 - SPRING	Female
28	Western Balkans	15 - BRDN				Manager	PELAGONIJA ENERGY	Farmers, biomass owners and associations	15 - BRDN	Male
29	Nitra Region	19 - BEC				Director of the Office of Project an	Slovak University of Agriculture in Nitra	Research & Academia	19 - BEC	Female
30	Campania	14 - SPRING				Professor	University of Suor Orsola Benincasa	Research & Academia	14 - SPRING	Male
31	Campania	14 - SPRING				Director	TerraFelix	Social entrepreneurs and innovators	14 - SPRING	Male
32	Pannonian	13 - EIHP				Associate professor	University of Zagreb Faculty of Agriculture	Research & Academia	13 - EIHP	Female
33	Pannonian	13 - EIHP				Senior expert	DOOR - Society for Sustainable Development Design	Civil society organisations	13 - EIHP	Female
34	Pannonian	13 - EIHP				Researcher	Energy institute Hrvoje Požar	Foresters & environmentalists	13 - EIHP	Female
35	Podkarpackie Region	16 - RARR				Auditor	Instytut Ekonomiki Rolnictwa i Gospodarki Żywnościowej - IF	Research & Academia	16 - RARR	Male
36	Podkarpackie Region	16 - RARR				Expert	independent expert	Research & Academia	16 - RARR	Male
37	Podkarpackie Region	16 - RARR				President of Board of Director	G&G Sp. z o.o.	Social entrepreneurs and innovators	16 - RARR	Male
38	Podkarpackie Region	16 - RARR				Assistant Professor	University of Rzeszow	Research & Academia	16 - RARR	Male
39	Podkarpackie Region	16 - RARR				Entrepreneur	Biofield	Social entrepreneurs and innovators	16 - RARR	Male
40	Podkarpackie Region	16 - RARR				Manager	RRDA	Business entities, SMEs & consultancies	16 - RARR	Female
41	Podkarpackie Region	16 - RARR				IT Manager	RRDA	Business entities, SMEs & consultancies	16 - RARR	Male
42	Podkarpackie Region	16 - RARR				Farmer	Farmer	Farmers, biomass owners and associations	16 - RARR	Male
43	Podkarpackie Region	16 - RARR				Member of the association	European Rural Development Network	Research & Academia	16 - RARR	Male
44	Podkarpackie Region	16 - RARR				Assistant Professor	Instytut Ekonomiki Rolnictwa i Gospodarki Żywnościowej - IF	Research & Academia	16 - RARR	Male
45	Podkarpackie Region	16 - RARR				Project manager	RRDA	Business entities, SMEs & consultancies	16 - RARR	Female
46	Podkarpackie Region	16 - RARR				Farmer / consultant	ORP Studi i Doświadczenia z Rolnictwa	Farmers, biomass owners and associations	16 - RARR	Female

The project

The **RIBES** project **aims** to enhance the uptake of bio-based innovations in nine (9) European regions (Bulgaria, Greece, Croatia, Italy, Poland, Romania, Serbia, Slovakia and Western Balkans) by developing new governance and business models that combine social entrepreneurship with rural development, thus advancing the transition to a circular economy.

Coordinator: **Central European Initiative**

PARTNER		SHORT NAME
	Central European Initiative	INCE
 Maastricht University	Maastricht University	UM
	Centre for Research and Technology Hellas	CERTH
	BIOCOM	BIOCOM
	White Research	WR
 UNIVERSITY OF HOHENHEIM	University of Hohenheim	UHOH
	CIRCE - Centro Tecnológico	CIRCE
	Q-PLAN International	QPL
	ARX.net	ARX.NET
	European Rural Development Network	ERDN

	Agricultural University Plovdiv	AUP
	MedINA	MedINA
	Energy Institute Hrvoje Požar	EIHP
	SPRING	SPRING
	Lucian Blaga University of Sibiu	ULBS
	Rzeszowska Agencja Rozwoju Regionalnego S.A.	RARR
	Balkan Rural Development Network	BRDN
	Faculty of Technical Sciences University of Novi Sad	FTN
	Bioeconomy Cluster	BEC
	FORZA Agency for Sustainable Development of the Carpathian Region	FORZA

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