

Implementation Plan



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1. Management of implementation activities - assumed by partners in application form

Management is articulated around the project managers for each partner that will form a Management Committee (at least one representative from each partner). Management will be provided transversal for all activities as the key support activity of the project. While performing this activity the project team will envisage ensuring the application of all required procedures in order to achieve all results with the best quality possible.

General guidelines for implementation approach:

- **implementation agreements with partners will be drawn and signed and will describe implementation and financial arrangement and reporting;**
- **during meetings will be drawn detailed specifications for outputs, clarification of tasks to be undertaken, specific dates of meetings, communication arrangements, etc.;**
- **each partner will establish and mobilize project teams and clarify their tasks and working arrangements – job descriptions, reporting, etc.;**
- **for each output, the output coordinator will propose a detailed methodology and frameworks for work to be followed by all partners and thus, ensure proper consistency and quality control.**

All project partners have recognized experience nationally and internationally in both the projects management and area tackled by the project. The management team has a high degree of expertise in the proposed actions of the project and particularly in managing projects in the area of social economy. They have complementary role and tasks and will keep in contact by means of on-line and transnational face-to-face meetings.

Transnational project meetings are important in order to ensure that all partners have a common approach over the project, to get assured that all the technical and financial aspects of the implementation are understood in the same manner, to divide tasks and responsibilities on specific activities, to give and receive feedback and to realize an exchange of knowledge and competences among the



team members, to clarify the specific technical and Financial needs of the reporting procedure.

Therefore, **three transnational meetings** will be organized - one in each participating country. The project managers from each partner, as well as the lead teachers/trainers will participate to the meetings. The meetings will be dedicated to discuss project management issues and also some of the technical issues relevant for the development of project outputs and implementation of project activities. In case of force majeure, the meetings will be rescheduled or in case that they aren't held the budget will be redistributed.

To ensure a good quality of the implementation of the project a good communication between all the partners involved is very important. In addition to the transnational meetings, regular meetings will be organized online, for cost-efficiency reasons. The communication will be timely, consultative – always inviting contributions from partners, flexible. Responsible for the partnership project in each organization will be also responsible of ensuring an effective communication flow. This will include record-keeping of discussions, points raised and conclusions reached, record-keeping being important in a partnership as it ensures transparency, recording commitments and capturing the partnership's history (*see Communication Plan*).

2. Objectives and activities assumed by partners in application form

The following types of activities will be undertaken in the implementation phase: activities that are intended to lead to the planned outputs and results, monitoring and evaluation, as well as progress reporting.

There are four main types of activities to be implemented namely:

- *activities of development, adaptation and adoption/implementation of innovative practices/methods in education* namely the activities leading to teaching materials, as outputs and through the use of on-line education platform used during the pandemic (GSuite - classroom) by the applicant HEI in cooperation with the partners HEI UAL and Humboldt University



that will share their top-edge research towards the implementation of innovative teaching tools.

- ***Activities of planning and conducting transnational two short-term joint staff training events and one Intensive Study Programme*** between participating HEIs will bring additional value in the achievement of the project's objectives. Arrangements have been made for the ISP to provide for the recognition and validation of participants' learning outcomes, in line with European transparency and recognition tools and principles. In case of force majeure, the meetings will be rescheduled and/or transpose in virtual format.
- ***Dissemination activities*** – These activities have been designed to target the key audiences and stakeholders and to maximize awareness of project objectives and training activities. An overview is given of all dissemination opportunities identified through traditional communication channels such as: event attendance (e.g. conferences, workshops, etc.), project publications (e.g. press releases as well as conference papers, articles in professional journals etc.) and project presentations (e.g. to local stakeholders, etc.), complemented also by online activities based around the project website, and through the main social platforms (e.g. Facebook, YouTube, Research Gate).
- **Multiplier events** organized in order to share the intellectual results of a project with a large audience - four in Romania - one targeting researchers and practitioners to test the outputs, one targeting faculty from other HEIs in the field of agriculture/agri-business from Romania and not only, and two aimed at enterprises - cooperatives and producers groups ensuring all project outputs are widely and targeted disseminated. One multiplier event will be also organized in each of the two partner countries to disseminate the project outputs and encourage their use by teaching staff.

2.1 Description of activities of development, adaptation and adoption/implementation of innovative practices/methods in education

Erasmus+ has an open access requirement for all materials developed through its projects. All intellectual outputs produced (English, Spanish and Romanian



versions) will be available on the UASVM digital learning platform used during the pandemic (GSuite - classroom).

Also, they will be available on the project webpage. Moreover, most of the outputs case studies, country reports and online toolkit will be openly available on ALS website which is accessed by rural social enterprises and cooperatives.

2.1.1 Case studies of agriculture cooperatives in the participating (O1) (4 for Spain, 4 for Germany and 6 for Romania)

The main objective of this activity is to gather best practices related to farmers/producer's cooperation in the involved countries – in different sectors, fruit and vegetables, dairy, livestock, etc. and with different functions marketing, credit, insurance, procurement, etc. depending on variable describing their competitiveness.

Methodology: data will be collected through interviews (face-to-face, online, by phone) and desk research based on documents provided by enterprises. The enterprises proposed as case studies will be visited during the short-term joint staff training events where they will be discussed and further investigated so that they are clear for inclusion into teaching materials. In case of force majeure, which will prevent visits from being made, the case studies data will be collected by alternative means like online or by phone. For Romania - the case studies will cover six types of enterprises / cooperatives: agriculture cooperatives, micro-finance institutions such as credit cooperatives and credit unions, commons (obstii – composesorate) and agriculture societies.

The case studies:

- can tell a good story, provide relevant data / insight, are relevant to the reader, serve a teaching function, require a dilemma to be solved, and have some level of generality – they can be used in different contexts by groups/organizations facing similar conditions;
- will have several learning objectives such as: how to start-up / setup an agriculture coop, start-up processes; deciding the issue / problem to address; visions mission of the organization; identifying and getting the relevant stakeholders around the table; deciding the legal form; raising



capital; funding start-up of the business; business planning of coop/social enterprise; how to manage an agriculture coop, design and plan the business; identify the particular services and products in relation to member/clients/owners need and social economic interests, target market, managing mixed – public (non-profit, donations)/economic – revenue; streams in social enterprises, etc.;

- should have:
 - an Executive Summary- an executive summary of one page is important to orientate the reader and also will be useful as a teaching and online tool.
 - Page Limits: 10 to 15 pages + 1 page Executive Summary, including bibliography, charts, graphs, etc.
- will cover:
 - the context and history of the enterprise - the socio-economic context and historical background, the sector/s of activity and location;
 - life cycle phases: conditions which allowed start up and founding as well as implementation; organizational design—why was the legal form chosen, why were certain governance models chosen, stakeholders, etc.; growth and expansion, etc. of the SE, focusing on the various resources (finance, voluntary, etc.) mobilized at each stage; any crisis (small or large) moments along the way? or moments that were not a crisis but required some changes? How were these resolved/addressed?; Core business model - the added value created by the SE main business activity - products and services, particularities which distinguish the SE from investor owned companies in the same sector – ways of production distribution, clientele, profit distribution – patronage rights; institutional/governance structure, legal form – describe the particularities / distinctive features of the legal form – ownership/patronage, decision-making rights, member relationships, external relations and basic economic data.

Following this process, the case studies will be reviewed, adapted to the national context in Romania, translated in Romanian and published in Romanian and English by USAMV on the on-line education platform, used during the pandemic (GSuite - classroom), to be used in its Masters programs.



Open on-line access for and also by ALS for the use of Agri-food sector enterprises - Farmer led enterprises and cooperative managers and members and agri-food sector professionals and decision makers, other agri-food sector enterprises and other professionals in the sector.

These will be the first business case studies developed on local enterprises to be used in teaching by USAMV. As such they will also be presented in a dedicated workshop - multiplication event to other HEI institutions in Romania.

Phases of implementation:

- a common template will be proposed by ALS in cooperation with UAL, based on their previous experiences in developing case studies – UAL will contribute their experience from developing Case Study Report Support for Farmers' Cooperatives; Structure and strategy of fruit and vegetables cooperatives in Almería and Valencia, Spain for the European Commission as well as the New Crops project. UAL will ensure scientific supervision for this output.
- the template will be reviewed by UASMV that will ensure the information proposed to be included will be relevant to the learning objectives of the teaching materials.
- ALS researchers will do the data collection and drafting for Romania, and USAMV will review the case studies.
- UAL will do the data collection and drafting for Spain, while Humboldt University will do this activity for Germany.

2.1.2 Videos on agriculture cooperatives (O2)

The main objective of this activity is to capture videos with business models and management practices of cooperative enterprises in participating countries, as well as public policies.

Methodology: It will be created documentaries and learning films presenting the key elements of the experiences found in participating countries. The films will be sub-titled in Romanian and in English and will be used as teaching material. It is expected that three films of 15 minutes from each country will be produced. Managers of cooperatives and experts who will be interviewed throughout the movie will share their experience in topics of the curriculum such as cooperative



governance, financial management, human resources and relevant aspect regarding the situation of the sector and operational aspects: markets, products, infrastructure etc.

UASMV during site visits foreseen during short-term training events will ensure filming by technician in UASVM team, editing and titles will be done with support from ALS.

Also, UAL is interested in developing explanatory videos with different content related to agri-food cooperatives (constitution, bylaws, operation, social funds, integration with other cooperatives, etc.). The videos will be mostly in Spanish, although there will also be some of them in English.

2.1.3 Guidelines on policies for producer organizations based on country reports about the State of agriculture producers' organizations and public policies for the sector (O3)

The main objective of this activity is to create **Guidelines on Public policies and internal regulations for agriculture cooperative business.**

Country Reports about the State of producers' organizations, cooperation amongst farming entrepreneurs in the participating countries/regions, the ecosystem for cooperatives operation and start-up Public policies – will offer an overview of the agriculture cooperative sector in the participating countries, role and position in the respective agri-food sector and value chain, public policies with an impact on the evolution of the sector.

The country reports will provide information such as:

- description of agriculture and the farm structure in the country;
- description of types of cooperatives and producer organizations, including a list with names of the largest farm cooperatives;
- data on the market share (in terms of agricultural production) of cooperatives as a group, all sectors, and per sector (calculated or based on expert judgement);



- list of the main, largest farmer cooperatives per sector that matter for this study (up to 95% of market share), transnational cooperatives. interesting experiences, like ambiguous cases or hybrids;
- an analysis of the development of cooperatives in terms of the building blocks (internal governance, position in the food chain, and institutional environment);
- an analysis of the development of cooperatives in the various sectors relevant;
- information concerning laws and regulations that affect cooperatives and other producer organizations, policy measures;
- an assessment of the impact of policy measures and regulations on the development and competitive position of cooperatives in the food chain.
- internal governance of the cooperatives.

As a conclusion a set of **Guidelines on Public policies and internal regulations for agriculture cooperative business** will be developed based on national / country reports on Farmers/Producers organizations and Cooperatives in Europe – the lessons learnt useful for Romania describing the policies needed for the strategical development of the sector. The competitiveness factors of the leading cooperatives in the European agri-food sector, and by UAL in the national report on Spain for the European Commission DG Agriculture and Rural Development “Support for Farmers' Cooperatives” that provides background knowledge for farmers organized in cooperatives as a means of consolidate their market orientation and so generate a solid market income. It will be a reflection necessary of the problems of farmers in Romania and the policies needed both public policies and internal regulation to improve their condition on the national and European markets, focusing on drivers and constraints for the development of cooperatives such as Economic and fiscal incentives or disincentives, public support measures, Legal aspects, including those related to competition law and tax law; the relationship between cooperatives and the other actors of the food chain.

Phases of implementation:



- the common format will be developed by the partners under the coordination of Humboldt University, who will also ensure the scientific coordination of the activity;
- national experts will collect data through interviews with representatives of associations of cooperatives, managers/ board members of individual cooperatives, and academic or professional experts on cooperatives;
- the national experts will receive a fixed format for the report from output coordinator, with predefined sections and tables and instructions for the work to be carried out to guarantee common methodology, maximum comparability and efficiency;
- for Spain, Almeria region, data collection and drafting will be done by UAL including the analytical parts of the report.
- University of Humboldt will be responsible with drafting the report for Germany.
- for Romania - data collection and drafting will be provided by ALS and USAMV will provide scientific coordination for Romania report. ALS will be responsible with drafting the policy guidelines - conclusions for Romania. The policy document will be developed by ALS in consultation with farmers and cooperative enterprises in Romania in the multiplication events in Romania.
- The guidelines will be developed by the Romanian partners based on learning during short-term training events, but with inputs from partners from Spain based on their understanding of the specific issues confronting the agri-food sector in Romania. Humboldt University, based on the Romania country report and discussion with enterprise representatives during the short-term joint staff training will do an assessment opinion on the situation of farmers organizations with recommendations of ways to go forward both for farmers organizations and for public policies.

All these findings will be included in specific sections of the new curricula - being the first teaching material on national policies for farmers organizations - done with the help of international experts on the topic, and in consultation with farmers organizations in Romania. The policy recommendations will be discussed during the multiplication events with farmers, farmers organizations and decision-makers, and is expected to trigger changes in policies both public and at the level of producer organizations.



2.1.4 Teaching materials on agriculture cooperative enterprises and producer organizations (O4)

The main objective of this activity is to create teaching materials. So, based on the exchange of teaching and research among the participating higher education institutions and enterprises, **USAMV, in cooperation with its Romanian partners ALS, will develop draft teaching materials on the topics.** UAL and Humboldt University will provide the basis during the short-term training programs. Also, these materials will be reviewed by partner HEI UAL and Humboldt and, following the ISP, by the joint faculty of the three HEI using also students' feedback.

The teaching materials:

- will have a minimum number of pages 150 pages;
- will be available on line, on the USAVM electronic learning platform, used during the pandemic (GSuite - classroom), in English and Romanian, allowing to expand the use of online learning on USAVMs electronic learning platform;
- will incorporate the case studies and the videos and will be used for teaching in various disciplines of Agri-Food System in related Master Programms at the participating HEI;
- will incorporate the cases studies and videos, will be tested with students during the ISP with invited teaching staff from the other universities and take account of the experience of enterprises in participating countries. Following the ISP will be revised and used in Master classes of the Faculty of Management and in various teaching programmes by partener HEIs. So, starting from this experience UAL and Humboldt will also develop new elements of teaching these topics and will make teaching materials available to their students in their languages.

Starting from these materials USAMV will develop a **draft curriculum** to integrate all intellectual outputs and preliminary contents. So, following the testing and revisions, the materials will be used for the teaching in various disciplines in the first year of the Agribusiness Master program such as: Concepts of rural and regional development, Management of enterprises, Technology and economics of production, agriculture policies, marketing strategies, community



project and project planning. Most of the material will be included in the teaching of Enterprise planning which may be called Planning and organizing agriculture enterprises and cooperatives.

Methodology: three sets of Teaching materials for students, lectures, professionals & institutions will be available online:

- ***Chapter 1 Agriculture economics on Agri-food value chain and the position of cooperative enterprises;***

Part 1 will cover topics such as the Agri-food global context and Agri-food value chain, the Rationale, characteristics and position of cooperatives and farmer owned business-theory and practice. Among the topics that may be included are Economic characteristics of the context of the agricultural companies: trends in agro-food value chain - international trade and economic policy in the agricultural sector, distribution of value retailers farmers consumers, in European Union, economic and commercial analysis of the activity and agricultural companies, agri-food markets, economic management and decision making from the individual and collective perspective, Integration processes in the cooperative sector, family farms and clusters, supply chain and coops.

- ***Chapter 2 on Cooperative enterprise and other collective farmers, rural organizations, including farmers associations –Legal /institutional aspects and public policies***

Part 2 will cover Cooperative enterprise and other collective farmers, rural organizations, including farmers associations –Legal /institutional aspects and public policies. Using the experience of the partner HEI such as UALs and Humboldt University's experience with teaching on Agrarian Enterprise: Agricultural Cooperatives and Societies of Transformation.

The materials will cover legislation and governance structures of cooperatives (fiscal/taxation; voting, distribution, property and control rights), policy issues, experiences of cooperatives and synergies between local development and social economy inspired of experiences in Romania, Spain and Germany, etc.

The teaching materials will cover all types of cooperatives, agriculture cooperatives but also micro-finance institutions such as credit cooperatives and credit unions, mutual insurance funds, agriculture societies as well as producer



groups, community supported agriculture and social farming. In addition, a special section will be dedicated to farmers' representation and association, materials to be developed by ALS.

- *Chapter 3 on Management of Cooperatives– economic, financial and technical aspects.*

Management of Cooperatives– economic, financial and technical aspects will cover Economic and financial management, planning and strategy and technical management. Topics: Cooperative enterprise, financial and economic aspects., Organization and strategy, Economic approach of the cooperative enterprises, Cooperatives and technological challenges ICT, quality and GIP strategies, branding.

Phases of implementation:

- Starting from the project outputs case studies reports and partners provided bibliography materials USAMV will develop a draft curriculum to integrate all intellectual outputs and preliminary contents.
- Partners will review the draft curriculum proposed by USAMV to make sure it answers the projects objectives and the proposed learning objectives.
- USAMV will develop the teaching materials and the partners will review them.
- The curriculum and the teaching materials will be tested with students during the ISP with invited teaching staff from the other universities and take account of the experience of enterprises in participating countries.
- Following the ISP the curriculum and teaching materials will be revised and finalized.

2.1.5 Open Online Education Kit with practical tools for an agriculture cooperative start-up and management (O5)

The main objective of this activity is to elaborate an **Open Online Education Kit with practical tools on starting, business planning and financial management of an agriculture cooperative** in the context of agri-food value chain and an **Online Guide of start-up and business planning of an agriculture cooperative** of which at least 300 rural social enterprises will benefit. The Guide



it will be aimed at farmers, professionals & institutions in agriculture consulting services public and institutions at large.

Methodology: based on a selection of the teaching materials developed and using examples from materials used for enterprises in Spain and Germany and studied during the short-term training, this set of materials will be available online for farmers, coop staff and other professionals interested in starting an agriculture coop.

Phases of implementation:

- it will be developed ALS with scientific supervision from UASMV.
- it will be based on feedback received from farmers during the multiplication events organized annually where materials will be tested (in cooperation with enterprises, confronting their experience with the teaching materials developed in the Multiplication events 3 and 4).
- it will be made available on the website of ALS and it is expected to be used by current and future members, farmers wishing to set up such producer organizations.

The Kit will have several modules such as start a co-op, business plan, membership, legal form - the co-op model. Minimum number of pages to be developed: 40.

2.2 Description of activities of planning and conducting transnational two short-term joint staff training events and one Intensive Study Programme

The project foresees **two joint staff training events** allowing the participating organizations in the Strategic Partnership an in-depth exchange of know-how and practices linked to the topic or scope of the Strategic Partnership. These will involve small groups of staff from the three different countries in order to maximize the impact on each participating organization. They will combine **on-site visits** to relevant organizations **with presentations, discussion workshops, training courses**, etc.

The participants in the short-term joint staff training events will be teachers - faculty members of the participating HEI as well as enterprise trainers and



consultants from ALS. These joint activities will allow better understanding of each other's approaches and methodologies used in the particular contexts and will facilitate mutual sharing and development of products which are relevant to each of the three countries and combine in the most effective way the experience and know-how from all participating organizations. The development of quality joint intellectual outputs implies partners working together virtually but also meeting face to face to discuss in order to be able to develop innovative practices, adapt existing ones and really prepare for the implementation of new curricula, courses and accompanying learning materials and tools for learners, explaining and sharing learning and teaching methodologies and pedagogical approaches for adult learners.

In addition, the project foresees **an Intensive Study Program for Master students** in which the teaching materials will be tested to which students from all participating HEIs will be invited as well as faculty. The ISP is necessary in order to allow a joint team of faculty from all participating HEIs to contribute and exchange also their practical teaching experience and teaching methodologies not just the contents of their teaching. In addition, the ISP will be an opportunity for students to visit real life enterprises and for enterprises to participate in teaching.

The participants in the Intensive Study Program will be teachers from the faculty of the participating HEIs and students from the same HEIs, as well as enterprise representatives for the enterprises that will be visited / and that students will work with. The Intensive Study Program will be a one-week intensive course including on-site company visits worth 3 ECTS from USAVM. **Procedure of selection:** The ISP will be advertised in the participating HEIs and applications will be invited. Selection criteria may include - a background in agriculture, agriculture economics, life sciences, business studies, or economics with an interest in the agro-food sector and will aim at selecting the best-suited and most motivated students from each partner university to participate in the Intensive Study Programme (ISP). Selection criteria may include students' academic performance, English fluency, motivation. Application procedure may include personal statement, a summary of relevant past experiences in agriculture and/or economics.



2.2.1 Short-term joint staff training events (C1)

Short-term joint staff training events on Cooperatives in the Agri-food Chain – management practices and public policies

This joint staff training event will allow the participating organizations in the Strategic Partnership to exchange their most recent research results, teaching materials and methodologies, and practical experiences and trends in the enterprise sectors with participating enterprise organizations. It will be organized for small groups of staff from participating HEI and will combine on-site visits to relevant businesses, presentations, discussion workshops, training teaching materials, etc.

The training **will be designed by UAL** with the objective of developing the knowledge and skills of participating teaching staff and their partner enterprises on Cooperatives as coordination mechanisms in the Agri-food Chain – management practices and public policies.

The training will focus on the topics necessary to develop the elements of a new teaching curricula by UASMV and its partners like: agri-food value chain; cooperatives and farmer-led (owned) businesses; characteristics of cooperatives and farmer owned business; legislation and governance; structures of cooperatives; management of cooperatives (economic management, financial management, planning and strategy, etc.) etc.

The training will be designed starting from the recent research and the teaching and training experience of UAL which have focused in recent years on: economic characteristics of the agricultural companies (production, consumption, prices, etc.); innovation and technological development training; international trade and economic policy in the agricultural sector; trends in agri-food value chain; distribution of value (retailers consumers, food retail structure in European Union); economic and commercial analysis of agricultural companies; agri-food market, etc.

The leading Organization is University of Almeria and all the partners will attend. **Starting Period: 02-2020.**



2.2.2 Short-term joint staff training events (C2)

Short-term joint staff training events on basic concepts of Cooperative enterprises - Cooperatives as coordination mechanism

This joint staff training event will allow the participating organizations in the Strategic Partnership to exchange their most recent research results, teaching materials and methodologies, and practical experiences and trends in the enterprise sectors with participating enterprise organizations. It will be organized for small groups of staff from participating HEI and will combine on-site visits to relevant businesses, presentations, discussion workshops, training teaching materials, etc.

The training **will be designed by Humboldt University** with the objective of developing the knowledge and skills of participating teaching staff and their partner enterprises on the basic concepts of cooperative enterprises, cooperatives as coordination mechanisms in the agri-food chain, management practices and public policies.

The training will focus on the topics necessary to develop the elements of a new teaching curricula by UASMV and its partners covering different approaches related with: collective action; organizational and development economics; public choice; new institutional economics; social dilemmas and game theory; development of self-help organizations like cooperatives; basics of cooperative and corporate law; management techniques in democratically controlled organizations; selected projects from the area of development cooperation as examples.

The leading Organization is University of Humboldt and all the partners will attend. **Starting Period: 09-2020.**

2.2.3 Intensive programs (ISP) for higher education learners (C3)

An Intensive Study Program (ISP) will be organized in Romania by USAMV and partners to test the teaching materials developed. It will bring together students and teaching staff from participating higher education institutions and ALS trainers/researchers in order to:



- encourage efficient and multinational teaching of the specialist topics;
- enable students and teachers to work together in multinational and multidisciplinary groups and so benefit from special learning and teaching conditions not available in a single institution, and to gain new perspectives on the topic being studied;
- allow members of the teaching staff to exchange views on the teaching content, the new curricula approaches developed, and to test innovative teaching methods involving enterprises that will eventually become part of a newly devised teaching material or curriculum. In this sense the Study program will foresee practical work in enterprises – identified and selected by ALS for which a travel budget is foreseen including for Romanian participants.
- provide significantly new learning opportunities, skills development, access to information and to state-of-the art research results and other knowledge, for the participating teachers and students. The ISP will use ICT tools through USAMV's educational platform and services to support the preparation and follow-up of the ISP, thereby contributing to the creation of a sustainable learning community in the subject
- guarantee active classroom participation by an optimum ratio of staff to students; a balance will be kept between the participation of transnational (4) and national staff (4);

The ISP will present a strong multidisciplinary approach, fostering the interaction of students from different academic disciplines. In addition to the learning outcomes on subject-related competences, ISPs will favor the transfer of transversal competences such as: social competencies; initiative and entrepreneurial spirit; cultural awareness and expression that will integrate with knowledge and disciplinary expertise. The workload of participating students will be recognized through 3 ECTS credits (or equivalent system).

Duration of activity: Learners: Master students 5 days - excluding travel days;
Teaching staff (including invited teachers): 1 – 5 days; excluding travel days.

The leading Organization is USAMV and all the partners will attend. **Starting Period: 05-2021.**



2.2.4 Invited teachers at higher education Intensive Study Programs (ISP) (C4)

An Intensive Study Program (ISP) will be organized in Romania by USAMV and partners to test the teaching materials developed. It will bring together students and teaching staff from participating higher education institutions as well as enterprises and ALS trainers/researcher in order to:

- encourage efficient and multinational teaching of the specialist topics;
- enable students and teachers to work together in multinational and multidisciplinary groups and so benefit from special learning and teaching conditions not available in a single institution, and to gain new perspectives on the topic being studied;
- allow members of the teaching staff to exchange views on the teaching content, the new curricula approaches developed, and to test innovative teaching methods involving enterprises that will eventually become part of a newly devised teaching material or curriculum.

In this sense the Study program will foresee practical work in enterprises – for at least 20% of its time, enterprises being selected from CoopRo member cooperatives.

Duration of activity - Teaching staff (including invited teachers): 5 days; excluding travel days. The Program will be organized by USAMV located in a residential setting outside the school premises possibly at its Training Centre and will also involve study / field trips to enterprises.

The leading Organization is USAMV and all the partners will attend. **Starting Period: 05-2021.**

2.3 Description of Multiplier events

In the multiplication events for M1 the participants will be teachers/faculty from other HEIs teaching agri-food sector enterprises, for M2 - researchers and for M3 and M4 – enterprises/cooperatives and policy and decision makers.



2.3.1 Multiplier event - E1

Faculty workshop/s on cooperative, farmer led enterprises and their role in the agri-food chain - teaching on cooperative enterprises in agriculture HEI.

Two Faculty Special workshops on cooperative, farmer led enterprises and their role in the agri-food chain – and teaching on cooperative enterprises in agriculture HEI. The workshop will be an opportunity for disseminating and sharing the project outputs teaching materials O1, O2, O3 and O4 with other HEI in Romania – extending the project outputs impact to other HEIs and also share experiences with them. Others teaching faculty from HEI with Agriculture, Rural Development and Business HEIs will be invited, as well as policy makers and public institutions working in counselling services for farmers, agriculture companies and cooperatives. The workshops may be organized in the context of the International Conference of the University of Agronomic Sciences and Veterinary Medicine of Bucharest -"Agriculture for Life, Life for Agriculture" organized yearly by USAMV. The faculty working with the Students Entrepreneurship Society will be also invited.

The first one will be held in June 2020 when the case studies will be presented, and the second in June 2021 when the rest of the outputs will be disseminated and discussed with fellow faculty and researchers.

The event will cover: Case studies of agriculture cooperatives in the participating countries; Guidelines on policies for producer organizations based on country reports about the State of agriculture producers' organizations and public policies for the sector; Teaching materials on agriculture cooperative enterprises and producer organizations; Videos on agriculture cooperatives. **The leading Organization** is USAMV and the direct participating organization will be Asociatia Laboratorul de Solidaritate. **Period: 01-06-2020 to 31-07-2021.**

2.3.2 Multiplier event - E2

Farmer led agri-food enterprises - Annual workshops of cooperative and producers' organizations in Romania

In **the first workshop** ALS will gather agriculture cooperatives, other cooperative organizations in rural areas - such as credit cooperative, policy and



decision makers to present the practices in Romanian and other participating countries, factors of performance of farmer-led enterprises as resulted from the short term joint staff training events and illustrated in the country reports and the first draft on policy guidelines for Romania in a first workshop.

The topics to be discussed will include the problems of farmers in Romania and the policies needed both public policies and internal regulation of producer / cooperative organizations to improve their condition on the national and European markets, focusing on drivers and constraints for the development of cooperatives such as Economic and fiscal incentives or disincentives, public support measures, Legal aspects, including those related to competition law and tax law; the relationship between cooperatives and the other actors of the food chain; Internal governance of the cooperatives.

This will be the first policy document on farmers organizations - policies and internal regulations done with the help of international experts on the topic, and in consultation with farmers organizations in Romania. The policy recommendations will be discussed during the multiplication event organized with farmers, farmers organizations and decision-makers, and is expected to trigger changes in policies both public and at the level of producer organizations.

The second workshop will be dedicated to developing and testing the on line education toolkit and disseminating all the other project outputs. Farmers will be presented with several aspects of the teaching materials and exercises and most relevant will be revised and included based on the testing results in the on-line toolkit for agriculture coop start-up and management.

The events will cover: Case studies of agriculture cooperatives in the participating countries; Guidelines on policies for producer organizations based on country reports about the State of agriculture producers organizations and public policies for the sector; Videos on agriculture cooperatives; Open Online Education Kit with practical tools for an agriculture cooperative start-up and management; Teaching materials on agriculture cooperative enterprises and producer organizations. The leading Organization is Asociatia Laboratorul de Solidaritate. **Period: 01-12-2020 to 31-01-2022.**

The first workshop will be organized in the period December 2020- January 2021, and the second December 2021- January 2022.



2.3.3 Multiplier event - E3

Farmer led agri-food enterprises and cooperatives - practice and teaching in several EU member states

A **workshop** on cooperative, farmer led enterprises and their role in the agri-food chain – and teaching on cooperative enterprises in agriculture HE will be an opportunity for disseminating and sharing the project outputs teaching materials.

The events will cover: Case studies of agriculture cooperatives in the participating countries; Videos on agriculture cooperatives; Teaching materials on agriculture cooperative enterprises and producer organizations; Guidelines on policies for producer organizations based on country reports about the State of agriculture producers' organizations and public policies for the sector. **The leading Organization** is University of Almeria. **Period: 01-09-2020 to 30-04-2021**

2.3.4 Multiplier event - E4

Farmer led agri-food enterprises and cooperatives - practice and teaching in several EU member states

A **workshop** on cooperative, farmer led enterprises and their role in the agri-food chain – and teaching on cooperative enterprises in agriculture HE will be an opportunity for disseminating and sharing the project outputs teaching materials.

The events will cover: Case studies of agriculture cooperatives in the participating countries; Videos on agriculture cooperatives; Teaching materials on agriculture cooperative enterprises and producer organizations; Guidelines on policies for producer organizations based on country reports about the State of agriculture producers organizations and public policies for the sector. **The leading Organization** is University of Humboldt. **Period: 01-09-2020 to 30-04-2021.**



2.4 Estimated impact of the project implementation

➤ Impact at universities level

The 21 teaching staff of the participating HEIs will improve their skills of designing new innovative pedagogies and they will be able to develop new learning-outcomes curricula that meet the learning needs of students and are relevant to the labour market and societal needs, in particular those of the agri-food sector, covering the whole diversity of enterprises in this sector and filling thus an existing gap in teaching.

The project will allow participating HEIs to improve their use of digital and open learning tools using the USAMV international digital learning platform and blended work-based and multidisciplinary learning during the Intensive Study programme which foresees direct work of students with enterprises. All materials developed will be used in teaching in several Masters programmes in participating institutions more specifically for the teaching in various disciplines of Agri-Food System related Master Programmes at the participating HEI, such as: the International Master in Rural Development, The International Master in Natural Resource Management, and the Master in Agricultural Economics (Humboldt-University Berlin); the Master and post graduate studies at UAL; the Master studies of the Management Faculty at USAMV, mainly in the Agribusiness Master programme for the following subjects: concepts of rural and regional development, management of enterprises, project planning, technology and economics of production, agriculture policies, marketing strategies, community project and enterprise planning. Also, the English version teaching materials will be used by USAMV in its English language Masters programmes.

Through the practical work with enterprises and on policies the role of participating HEIs in their regional and national environments will be strengthened.

The education offer will be improved by developing the new curricula on agri food chain focusing on horizontal integration of farmers /coordination enterprises – cooperatives. These will provide the basis for quality education for future managers of enterprises, training and advisory services for farmers and agrifood sector professionals leading to improvement of productivity and the increase of



value added of farmers' led enterprises in the agri-food chain. The new curricula will contribute to filling in existing skill gap through generating for participating and future students at the participating HEIs improved understanding of the characteristics and trends of the agri-food market and the role played by the farmers, and their organizations, knowledge and skills in effective managerial strategies and business planning for agri-food enterprises, focusing on cooperative farmer led enterprises, which in many countries are considered part of social economy and treated as social enterprises, policy ecosystem related to agribusiness and the agri-food supply chain, mastering the use of the most advanced production tools and channels. Given the variety of teaching methods developed and used (case studies) the uptake of these subjects where there are skills shortages by students will be encouraged. Subjects covered contribute directly to students acquiring transferable, entrepreneurial skills currently insufficiently taught in participating HEIs.

The project will have a significant impact on the participating students in the Intensive Study Programme but also in all the Masters programmes where the materials will be include at all participating HEIs as it tackles an existing skills gaps and mismatch from the current University curricula that does not provide information on producer led enterprises, providing also a better use of open and online, blended, work based, multi-disciplinary learning.

➤ **Impact at local, regional, national, European and/or international levels**

The project will raise awareness among farmers, farmers organisations and decision makers in Romania at regional and national levels, and among the faculty of Agricultural schools at both regional and national levels, USAMV being the most important agriculture university in Romania, and through the multiplying event national faculty workshop - targeting also faculty from agriculture schools in other Universities in Romania, and not only.

Also, the outputs of the project will be shared with other faculty in the respective region/country interested in the topics by partener HEIs Humboldt-University Berlin and UAL. The Guidelines on Public policies and internal regulations for agriculture cooperative business will be based on national / country reports on Farmers/Producers organisations and Cooperatives in Europe – the lessons learnt



useful for Romania are aimed to promote national and local policies needed for the strategical development of the sector. It will increase awareness at policy level on the problems of farmers and the policies needed both public policies and internal regulation to improve their condition on the national and European markets, focusing on drivers and constraints for the development of cooperatives such as Economic and fiscal incentives or disincentives, public support measures, legal aspects, including those related to competition law and tax law; the relationship between cooperatives and the other actors of the food chain; Internal governance of the cooperatives.

This will be the first policy document on farmers organisations - policies and internal regulations done with the help of international experts on the topic and in consultation with farmers organisations in Romania. The policy recommendations will be discussed during the multiplication events organised by ALS with farmers organisations and decision-makers and is expected to trigger changes in policies both public and at the level of producer organisations.

Annexes to be reviewed and completed during the project:

Annex 1 Timetable

Annex 2 Action Plan



Timetable of Transnational Project Meetings, Intellectual Outputs, Multiplier Events and Learning, Teaching and Training activities

ID	Activity Type	Description	Starting Period	Starting period (adapted)	Deliverable Final term (revised Gantt)	Revising period
1	Transnational Projects Meeting	1st Partners Transnational meeting	11-2019	11-2019	19-2019	-
2	Intellectual Output	Case studies of agriculture cooperatives in the participating countries	11-2019	11-2019	12-2020	01-2021 - 01-2022
3	Intellectual Output	Videos on agriculture cooperatives	11-2019	11-2019	12-2021	-
4	Intellectual Output	Guidelines on policies for producer organisations based on country reports about the State of agriculture producers organisations and public policies for the sector	11-2019	11-2019	05-2021	06-2021- 01-2022
5	Intellectual Output	Teaching materials on agriculture cooperative enterprises and producer organisations	11-2019	11-2019	10-2021	11-2021 - 12-2021 Integration of O4 into curricula 01-2022-04-2022
6	Transnational Projects Meeting	2nd Partners Transnational Meeting	02-2020	01-2020	01-2020	-
7	Short-term joint staff training events	Short-term joint staff training events on Cooperatives in the AgriFood Chain – management practices and public policies	02-2020	01-2020	01-2020	-
8	Multiplier Event	Faculty workshop/s on cooperative, farmer led enterprises and their role in the agrifood chain - teaching on cooperative enterprises in agriculture HEI	06-2020	06-2020	04-2022	-
9	Transnational Projects Meeting	3rd Transnational Partners Meeting	06-2020	06-2020	03-2022	-
10	Short-term joint staff training events	Short term joint staff training event on basic concepts of Cooperative enterprises - Cooperatives as coordination mechanism	09-2020	09-2020	04-2021	-
11	Multiplier Event	Farmer led agri-food enterprises and cooperatives - practice and teaching in several EU member states	09-2020	09-2020	10-2021	



ID	Activity Type	Description	Starting Period	Starting period (adapted)	Deliverable Final term (revised Gantt)	Revising period
12	Multiplier Event	Farmer led agri-food enterprises and cooperatives - practice and teaching in several EU member states	09-2020	09-2020	04-2022	-
13	Multiplier Event	Farmer led agri-food enterprises – Annual workshops of cooperative and producers organisations in Romania	12-2020	12-2020	04-2022	-
14	Intensive programmes for higher education learners	Intensive Study Programme (ISP) on cooperative agriculture enterprises	05-2021	05-2021	11-2021	-
15	Invited teachers at higher education Intensive Study Programmes	Intensive Study Programme (ISP) on cooperative agriculture enterprises -invited teachers	05-2021	05-2021	11-2021	-
16	Intellectual Output	Open Online Education Kit with practical tools for an agriculture cooperative startup and management	01-2022	09-2021	04-2022	



Action PLAN

O1 Case studies of agriculture cooperatives in the participating countries

ID	IO/Name	Description	Estimated period	Phase of implementation according with the application	What we have to do? Details	Performed activities	Period	Obs.
1	O1/A1 Template	Designing case studies template	11.2019 / 01.2020	A common template will be proposed by ALS in cooperation with UAL, based on their previous experiences in developing case studies – UAL will contribute their experience. UAL will ensure scientific supervision for this output. The template will be reviewed by UASMV that will ensure the information proposed to be included will be relevant to the learning objectives of the teaching materials.	Designing case studies template -Common template form -Content and bibliography -Determine relevant information.	UAL will ensure scientific supervision for this output. UAL+ALS proposed the template UASMV reviewed the template	11.2019/01.2020	
2	O1/A2 Data collection and drafting	Data collection and drafting	02.2020-04.2020	ALS researchers will do the data collection and drafting for Romania, and USAMV will review the case studies. UAL will do the data collection and drafting for Spain, while Humboldt University will do this activity for Germany.	Data collection and drafting of case studies -Documentation on similar case studies -Desk research -Debates on reconsidering the actual risks (i.e. COVID) on the international level	ALS researchers did the data collection and drafting for Romania, and USAMV reviewed the case studies. UAL did the data collection and drafting for Spain. Humboldt University did this activity for Germany.	02.2020/12.2020	The activity was prolonged due to COVID by the decision of all partners.
3	O1/A3 Review and publishing	Review and publishing	05.2020	They will be reviewed, adapted to the national context in Romania, translated in Romanian and published in Romanian and English by USAMV.	Revising cases studies by UAL Revising cases studies from all partners based on UAL feedback	ALS and USAMV - Revising cases studies from all partners based on UAL feedback Germany - Revising cases studies from all partners based on UAL feedback. Spain - case studies are directly reviewed by UAL	10.2020/12.2020	The activity was possible after O1/A2 and it will end after the last multiplier event.
					English/Romanian versions for all case studies	Translation into Romanian; Publishing by USAMV of both English and Romanian versions	12.2020/03.2021	
					Revising after multiplier events and after ISP based on discussions and recommendation	Revising after multiplier events Revising after ISP	06.2021/01.2022	



O2 Videos on agriculture cooperatives

ID	IO/Name	Description	Estimated period	Phase of implementation according with the application	What we have to do? Details	Performed activities	Period	Obs.
1	O2/A1 Filming	Capture videos with business models and management practices of cooperative enterprises in participating countries. UASMV will ensure filming by technician in UASVM team, editing and titles will be done with support from ALS. UAL - developing explanatory videos with different content related to agri-food cooperatives (constitution, bylaws, operation, social funds, integration with other cooperatives, etc.). The videos will be mostly in Spanish, although there will also be some of them in English.	Spain 12.2019/02.2020 Germany 05.2020/10.2020 Romania 06.2021/08.2021 Spain 06.2021/08.2021	Filming in Spain Filming in Germany Filming in Romania (during ISP)	Filming - establish and prepare the format; Photo and Filming; Selection on the photos and films. Developing explanatory videos with different content related to agri-food cooperatives	Filming in Spain (based on on-site visits) – over 45 minutes' film Filming in Germany (based on training and external material) – over 45 minutes' film Filming in Romania (based on on-site visits of filming team) – over 45 minutes' film Collection of materials for explanatory videos - Spain	Spain 01.2020 Germany 04.2021 Romania 06.2021 07.2021/12.2021	The movie from Germany was realized by Humboldt due to COVID conditions (according with addendum) The movie from Romania was filmed on-site but only by the team.
2	O2/A2 Editing and publishing the film	It will be created documentaries and learning films presenting the key elements of the experiences found in participating countries. The films will be sub-titled in Romanian and in English and will be used as teaching material. It is expected that three films of 15 minutes from each country will be produced.	Spain 03.2020/04.2020 Germany 11.2020/12.2020 Romania 09.2021/10.2021 Spain 09.2021/10.2021	Editing Spain (after joint training and visits on-site) Editing Germany (after joint training and visits on-site) Editing Romania (after ISP) Editing explanatory videos (Spain)	USAMV - Set up the themes/issues to be approached on titles for films; Editing photos and other materials for the project films editing on the Spain cases; Spain film. ALS - Contributing to developing film of coops in Romania - through its network - and to film editing Humboldt - Editing video material for Germany; USAMV revising Spain - Editing photos and videos	Set up the themes/issues to be approached on titles for films; Editing photos and other materials for the project films editing on the Spain cases; Spain film. Editing Spain movie – over 45 minutes' film Making and editing Germany movie. Review by USAMV – over 45 minutes' film Preparing and editing Romania movie. ALS and USAMV – over 45 minutes' film Explanatory videos - Spain	03.2020/12.2020 02.2021/07.2021 06.2021/12.2021 07.2021/12.2021	



O3 Guidelines on policies for producer organisations based on country reports about the State of agriculture producers organisations and public policies for the sector

ID	IO/Name	Description	Estimated period	Phase of implementation according with the application	What we have to do? Details	Performed activities	Period	Obs.
1	O3/A1 Template	Designing country reports templates	11.2019/01.2020	The common format will be developed by the partners under the coordination of Humboldt University, who will also ensure the scientific coordination of the activity;	Germany - Documentation and proposals for a common template on country reports template. Revisions to the common country reports template.	Germany - Documentation and proposals for a common template on country reports template. Revisions of partners of the common country reports template.	11.2019/01.2020	
2	O3/A2 Data collection and drafting	Data collection and drafting of country reports	02.2020/04.2020	National experts will collect data through interviews with representatives of associations of cooperatives, managers/ board members of individual cooperatives, and academic or professional experts on cooperatives; For Spain, Almeria region, data collection and drafting will be done by UAL including the analytical parts of the report. University of Humboldt will be responsible with drafting the report for Germany. For Romania - data collection and drafting will be provided by ALS and USAMV will provide scientific coordination for Romania report. ALS will be responsible with drafting the policy guidelines - conclusions for Romania under Humboldt supervision.	USAMV will provide feed additional information, and contextualisation of country reports for RO. ALS- Data collection, drafting of country report for RO – Report Romania UAL-Data collection, drafting and contextualisation of country reports - Report Spain Humboldt - Data collection, drafting and contextualisation of country reports - Report Germany	Review and contextualisation of country reports for RO Review and contextualisation of country reports for ES Review and contextualisation of country reports for DE	02.2020/11.2020	The data collection was delayed by COVID situation.
3	O3/A3 Review for Romania	Review of Romania country report by partners	05.2020	USAMV will revise the document.	ALS will make the final report. USAMV will revise the document	Review and contextualisation of country reports for RO	11.2020/12.2020	
4	O3/A4 Review of country reports (RO and SPAIN) by coordinator Humboldt	Review and publishing of country reports	06.2020/07.2020	University of Humboldt will revise the country reports of the partners.	Humboldt will revise the reports and send feedback. The final form of Country Reports will be made.	Humboldt- Review of Romania and Spain country (December). Finalise Germany report (January - February)	12.2020/03.2021	



ID	IO/Name	Description	Estimated period	Phase of implementation according with the application	What we have to do? Details	Performed activities	Period	Obs.
					The USAMV will assure translation and publishing.	Spain- Revise and publishing Spain report after review from Humboldt. ALS - revise after feedback from Humboldt and review after discussions/debates with coop representative in the multiplication event (December multiplication event - Revise until mid-January)		
5	O3/A5 Draft Guidelines	Draft Guidelines	08.2020/09.2020	Humboldt University, based on the Romania country report and discussion with enterprise representatives during the short-term joint staff training will do an assessment opinion on the situation of farmers organizations with recommendations of ways to go forward both for farmers organizations and for public policies.	Humboldt University will make the Draft guidelines.	Humboldt - Draft guidelines of Romania. General frame based on country report with recommendations. USAMV - Review and translation of Germany draft	01.2021/03.2021 03.2021/05.2021	
6	O3/A6 Debate with producer, cooperative enterprises in multiplication events and revise/finalise guidelines	Debate with producer, cooperative enterprises in multiplication events and revise/finalise guidelines	10.2020/12.2020	The policy recommendations will be discussed during the multiplication events with farmers, farmers organizations and decision-makers, and is expected to trigger changes in policies both public and at the level of producer organizations.	USAMV and ALS will revise the O3 after multiplier events.	Review after multiplier events (USAMV and ALS) ALS - Debate the proposed Guideline with Coop representatives.	06.2021/01.2022	



O4 Teaching materials on agriculture cooperative enterprises and producer organisations

ID	IO/Name	Description	Estimated period	Phase of implementation according with the application	What we have to do? Details	Performed activities	Period	Obs.
1	O4/A1 Drafting of teaching materials Part 1 to be discussed in the international team during C1 and C2	Drafting of teaching materials Part 1 to be discussed in the international team during C1 Drafting of teaching materials Part 1 to be discussed in the international team during C2	11.2019/12.2019 01.2020/02.2020	Starting from the project outputs case studies reports and partners provided bibliography materials USAMV will develop a draft curriculum to integrate all intellectual outputs and preliminary contents.	Drafting of teaching materials to be discussed in the international team.	We draft the teaching materials to be discussed in the international team during C1. During 2020 it was an ongoing process of documentation which finalized in December 2020 with a draft of summary of O4. The O4 wasn't discussed in C2 because it was postponed to April 2021.	11.2019/12.2020	
2	O4/A2 New teaching materials developed and proposed by USAMV and partners	New teaching materials developed and proposed by USAMV and partners	03.2020/12.2020	USAMV will develop the teaching materials and the partners will review them.	New teaching materials developed and proposed by USAMV and partners - Developing and deliver parts of teaching materials according with the chapters approved in December 2020.	Based on documentation process we developed and approved a curricula and collect bibliography. After that USAMV elaborated the draft version of teaching materials.	03.2020/06.2021	The O4 started in parallel with the others IO but the elaboration of the final draft started after we finalized O1 and O3 which were integrated in O4.
3	O4/A3 First revisions by partner HEIs and preparation of the ISP	First revisions by partner HEIs and preparation of the ISP	01.2021/05.2021	Partners will review the draft curriculum proposed by USAMV to make sure it answers the projects objectives and the proposed learning objectives	First revisions by partner HEIs and preparation of the ISP	The chapters circulated between partners, were modified and corrected.	06.2021/08.2021	
4	O4/A4 Testing in the ISP and revisions	Testing in the ISP and revisions	06.2021/08.2021	The curriculum and the teaching materials will be tested with students during the ISP with invited teaching staff from the other universities and take account of the experience of enterprises in participating countries.	Testing in the ISP and revisions	The O4 was prepared for the online ISP including by transpose the chapters in e-learning format. Following the ISP the curriculum and teaching materials were revised with the recommendations and finalized.	09.2021/12.2021	We included two more sub-chapters based on students feedback.
5	O4/A5 Inclusion of the new teaching materials in the teaching materials used for various disciplines	Inclusion of the new teaching materials in the teaching materials used for various disciplines	09.2021/04.2022	Inclusion of the new teaching materials in the teaching materials used for various disciplines	Inclusion of the new teaching materials in the teaching materials used for various disciplines	We adapted some chapters in the curricula of different disciplines from master studies with the help of the professors. They will use these curricula in the following academic year.	11.2021/04.2022	



O5 Open Online Education Kit with practical tools for an agriculture cooperative start-up and management

ID	IO/Name	Description	Estimated period	Phase of implementation according with the application	What we have to do? Details	Performed activities	Period	Obs.
1	O5 Online Toolkit	Elaborate an Open Online Education Kit with practical tools on starting, business planning and financial management of an agriculture cooperative in the context of agri-food value chain and an Online Guide of start-up and business planning of an agriculture cooperative of which at least 300 rural social enterprises will benefit. The Guide it will be aimed at farmers, professionals & institutions in agriculture consulting services public and institutions at large.	01.2022/04.2022	It will be developed ALS with scientific supervision from UASMV. It will be based on feedback received from farmers during the multiplication events organized annually where materials will be tested (Multiplication events ALS). It will be made available on the website of ALS and it is expected to be used by current and future members, farmers wishing to set up such producer organizations.	Open Online Education Kit with practical tools on starting, business planning and financial management of an agriculture cooperative Online Guide of start-up and business planning of an agriculture cooperative	ALS will elaborate a Kit with several modules such as start a coop, business plan, membership, legal form - the coop model. Minimum number of pages to be developed: 40. ALS will elaborate an Online Guide of start-up and business planning of an agriculture cooperative. USAMV revises.	09.2021/04.2022	After we finished the teaching materials.



Transnational short-term joint staff training events and Intensive Study Programme

ID	IO/Name	Description	Estimated period	Phase of implementation according with the application	What we have to do? Details	Performed activities	Period	Obs.
1	C1/ Short-term Joint staff training event Almeria	Short-term joint staff training events on Cooperatives in the Agri-food Chain – management practices and public policies	02.2020	The training will be designed by UAL. The participants are from partners, teaching staff and their partner enterprises.	Short-term joint staff training Spain	One week training in Almeria.	01.2020	
2	C2/ Short-term Joint staff training event Berlin	Short-term joint staff training events on basic concepts of Cooperative enterprises - Cooperatives as coordination mechanism	09.2020	The training will be designed by Humboldt. The participants are from partners, teaching staff and their partner enterprises	Short-term joint staff training Germany	One week training in Berlin.	04.2021	Due to pandemic period the training was held online.
3	C3/C4 Intensive study programme students	An Intensive Study Program (ISP) will be organized in Romania by USAMV and partners to test the teaching materials developed. It will bring together students and teaching staff from participating higher education institutions and ALS trainers/researchers. The Program will be organized by USAMV located in a residential setting outside the school premises possibly at its Training Centre and will also involve study / field trips to enterprises. Teaching staff (including invited teachers): 5 days. Learners: Master students 5 days; Teaching staff (including invited teachers): 1 – 5 days.	05.2021/08.2021	The training will be designed by USAMV. The participants are master students, PhDs and teaching staff.	Intensive Study Program (ISP)	One week training in Bucharest.	11.2021	Due to pandemic period the training was held online.



Multiplier events

ID	IO/Name	Description	Estimated period	Phase of implementation according with the application	What we have to do? Details	Performed activities	Period	Obs.
1	E1	Faculty workshop/s on cooperative, farmer led enterprises and their role in the agrifood chain - teaching on cooperative enterprises in agriculture HEI	06.2020/07.2021	Two Faculty Special workshops on cooperative, farmer led enterprises and their role in the agri-food chain – and teaching on cooperative enterprises in agriculture HEI. The first one will be held in June 2020 when the case studies will be presented, and the second in June 2021 when the rest of the outputs will be disseminated and discussed with fellow faculty and researchers.	2 Workshops (USAMV)	E1 Researcher workshop Romania 2 workshops	09.2021 04.2022	We obtained the final outputs in: 03.2021 (O1) 12.2020 (O2 Spain) 05.2021 (O2 Germany) 09.2021 (O2 Romania) 05.2021 (O3) 09.2021 (O4) (not revised and not-published versions)
2	E2	Farmer led agri-food enterprises - Annual workshops of cooperative and producers organisations in Romania	12.2020/01.2022	In the first workshop ALS will gather agriculture cooperatives, other cooperative organizations in rural areas - such as credit cooperative, policy and decision makers to present the practices in Romanian and other participating countries. The second workshop will be dedicated to developing and testing the on line education toolkit and disseminating all the other project outputs.	2 Workshops (ALS)	E2 – cooperative and policies - discussion on toolkit 2 workshops	06.2021 12.2021	
3	E3	Farmer led agri-food enterprises and cooperatives - practice and teaching in several EU member states	09.2020/04.2021	A workshop on cooperative, farmer led enterprises and their role in the agri-food chain – and teaching on cooperative enterprises in agriculture HE will be an opportunity for disseminating and sharing the project outputs teaching materials.	1 workshop (UAL)	E3 CoopRo - Almeria	10.2021	
4	E4	Farmer led agri-food enterprises and cooperatives - practice and teaching in several EU member states	09.2020/04.2021	A workshop on cooperative, farmer led enterprises and their role in the agri-food chain – and teaching on cooperative enterprises in agriculture HE will be an opportunity for disseminating and sharing the project outputs teaching materials.	1 workshop (ALS)	E4 CoopRo - Romania virtual workshop	04.2022	

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