



## EUROPEAN RESEARCH EXECUTIVE AGENCY (REA)

REA.B – Green Europe  
B.4 – Agri-Food promotion, Environmental Observation and Innovative Governance

### AMENDMENT No AMD-101060537-9

#### Project: 101060537 — BlueRev

The parties agree to amend the Agreement as follows ('**Amendment**')

#### 1 . Addition of a new beneficiary

The following new beneficiary is added as from:

- UNIVERSITA DEGLI STUDI DI PALERMO (UNIPA): 18 September 2023

This implies the **following changes** to the Agreement:

- The new beneficiary and the entry date are added to the list of participants in the **Data Sheet**.
- The new beneficiary is added to the **Preamble**:
  - 9. **UNIVERSITA DEGLI STUDI DI PALERMO (UNIPA)**, PIC 999734284, established in PIAZZA MARINA 61, PALERMO 90133, Italy

#### 2 . Change of Annex 1

**Annex 1** is changed and replaced by the Annex 1 attached to this Amendment.

#### 3. Change of Annex 2

The estimated budget in **Annex 2** is changed.

This implies the **following changes** to the Agreement:

- **Annex 2** is changed and replaced by the Annex 2 attached to this Amendment.
- The table on maximum grant amount and total estimated eligible costs and contributions in the **Data Sheet** is updated.

All other provisions of the Agreement and its Annexes remain unchanged.

This Amendment **enters into force** on the day of the last signature.

This Amendment **takes effect** on the date(s) mentioned in the amendment clause(s) (or — if no date was chosen — on the same date the Amendment enters into force).

Please inform the other members of your consortium (if any) of this Amendment.

## SIGNATURES

For the coordinator

For the granting authority

Done in English

Enclosures: Grant Agreement Data Sheet  
Grant Agreement Annex 1  
Grant Agreement Annex 2



**ANNEX 1**



**Horizon Europe (HORIZON)**

**Description of the action (DoA)**

**Part A**

**Part B**

## DESCRIPTION OF THE ACTION (PART A)

### COVER PAGE

*Part A of the Description of the Action (DoA) must be completed directly on the Portal Grant Preparation screens.*

<b>PROJECT</b>	
<i>Grant Preparation (General Information screen) — Enter the info.</i>	
<b>Project number:</b>	101060537
<b>Project name:</b>	Revitalisation of European local communities with innovative business models and social innovation in the blue bio-based sector.
<b>Project acronym:</b>	BlueRev
<b>Call:</b>	HORIZON-CL6-2021-GOVERNANCE-01
<b>Topic:</b>	HORIZON-CL6-2021-GOVERNANCE-01-09
<b>Type of action:</b>	HORIZON-CSA
<b>Service:</b>	REA/B/04
<b>Project starting date:</b>	fixed date: 1 September 2022
<b>Project duration:</b>	36 months

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## PROJECT SUMMARY

### Project summary

*Grant Preparation (General Information screen) — Provide an overall description of your project (including context and overall objectives, planned activities and main achievements, and expected results and impacts (on target groups, change procedures, capacities, innovation etc)). This summary should give readers a clear idea of what your project is about.*

*Use the project summary from your proposal.*

BlueRev aims to select a range of systems in the blue bio-based sector in 3 different pilot regions throughout Europe, i.e. Denmark, Italy and Estonia (pilot regions), to tailor value chains, from valorisation of co-products as feedstock to processing/conversion to final products, in order to revitalise local communities, both in a territorial and social sense and contribute to positive environmental and social impacts.

The proposal will analyse these value chains according to social, economic and environmental barriers and potentialities, business models, local capacities such as feedstocks, infrastructure, human skills, etc., innovation actors, including community knowledge and marginalised groups, by using existing or improved monitoring system and indicators to evaluate the effectiveness of the value chains. The proposal will also analyse the existing governance framework and how it can be improved.

The analysis will serve BlueRev to develop or replicate new governance and business models allowing the transition towards socially and environmentally responsible behaviour within all ranges (e.g. regulatory measures, corporate responsibility initiatives, education), to enable sufficient impacts and performances of the specific value chains and to allow replication across Europe.

In doing that BlueRev will ensure an efficient engagement of all actors, including local and regional authorities, primary biomass producers, SMEs, civil society organisations including NGOs, knowledge providers, community knowledge and marginalised groups via robust and transparent communication and awareness-raising campaigns.

## LIST OF PARTICIPANTS

### PARTICIPANTS

*Grant Preparation (Beneficiaries screen) — Enter the info.*

Number	Role	Short name	Legal name	Country	PIC
1	COO	APRE	AGENZIA PER LA PROMOZIONE DELLA RICERCA EUROPEA	IT	999514191
2	BEN	FBCD	FBCD AS	DK	984236206
3	BEN	DFBG	CONSORZIO SICILIANO PER LA VALORIZZAZIONE DEL PESCATO CO.S.VA.P DISTRETTO DELLA PESCA E CRESCITA BLU	IT	911557404
4	BEN	LOBA	GLOBAZ, S.A.	PT	983211983
5	BEN	UIA	UNIVERSITETET I AGDER	NO	998822969
6	BEN	RISE	RISE RESEARCH INSTITUTES OF SWEDEN AB	SE	999613422
7	BEN	EMU	EESTI MAAULIKOOL	EE	999857280
8	BEN	NIBIO	NIBIO - NORSK INSTITUTT FOR BIOKONOMI	NO	999754848
9	BEN	UNIPA	UNIVERSITA DEGLI STUDI DI PALERMO	IT	999734284

## LIST OF WORK PACKAGES

<b>Work packages</b>						
<i>Grant Preparation (Work Packages screen) — Enter the info.</i>						
<b>Work Package No</b>	<b>Work Package name</b>	<b>Lead Beneficiary</b>	<b>Effort (Person-Months)</b>	<b>Start Month</b>	<b>End Month</b>	<b>Deliverables</b>
WP1	Project Management	1 - APRE	28.00	1	36	D1.1 – Project Management Plan D1.2 – DMP D1.3 – DMP update
WP2	Stakeholders engagement	1 - APRE	51.00	1	36	D2.1 – Stakeholders' board structure, communication tools and rules D2.2 – Report on numbers of stakeholders engaged within the project
WP3	Social innovation, business models and governance structure - analysis of framework situation	8 - NIBIO	58.50	1	36	D3.1 – Framework for mapping D3.2 – Dataset D3.3 – KPIs and tools for selecting good practice methods D3.4 – Report on the governance models in the pilot regions D3.5 – LCA report on the pilot regions D3.6 – Business models analysis
WP4	Social Innovation, business models and governance structure - new solutions	5 - UIA	40.50	16	27	D4.1 – New models for social innovations to enable stakeholders to switch to socially and environmentally responsible behaviour D4.2 – New business models D4.3 – New governance models D4.4 – A best practice guideline including the best practices coming from the 3 pilot regions
WP5	Pilot regions Demonstration	2 - FBCD	43.00	22	36	D5.1 – Training programme and materials D5.2 – Multimedia contents and

**Work packages***Grant Preparation (Work Packages screen) — Enter the info.*

<b>Work Package No</b>	<b>Work Package name</b>	<b>Lead Beneficiary</b>	<b>Effort (Person-Months)</b>	<b>Start Month</b>	<b>End Month</b>	<b>Deliverables</b>
						demonstrative videos for best practices demonstrated D5.3 – Lessons recordings and related materials D5.4 – Guidelines for small business on how to communicate - 24 EU languages
WP6	Dissemination & Communication, exploitation and replication	4 - LOBA	56.00	1	36	D6.1 – Plan for dissemination and exploitation including communication activities D6.2 – Updated plan for dissemination and exploitation including communication activities D6.3 – Final Exploitation and replication plan

## Work package WP1 – Project Management

<b>Work Package Number</b>	WP1	<b>Lead Beneficiary</b>	1. APRE
<b>Work Package Name</b>	Project Management		
<b>Start Month</b>	1	<b>End Month</b>	36

### Objectives

The goal of this work package is to ensure proper management of the project, in compliance with the EU funding rules and maximise the efficiency and efficacy of utilisation of the resources allocated toward the achievement of the project objectives.

### Description

Task 1.1 - Set-up of management structure and procedures (Task leader: APRE, Partners involved: all partners) (M1-M36): APRE, as project coordinator (PC), will be in charge of managing the BlueRev project and of acting as interface with the EC, especially during the phase of implementing and signing the Grant Agreement with the Commission. The consortium will discuss the Consortium Agreement (CA) which will be signed at the project start. All the functions of the consortium in terms of management and decision-making structure will be defined within a Project Management Plan that will also serve as a guideline for the work procedures, tools and methodologies. The PC will assure the gender balance will be included when setting up the project decision-making structure.

Task 1.2 - Management of project activities, costs, data (Task leader: APRE, Partners involved: all partners) (M1-M36): PC will monitor the progress of the project and whether the advancement towards the overall objectives, deliverables, milestones and activities are in line with the defined timeframe defined in the Gantt, including financial expenditure, based on the reports received every 9 months from partners. Each partner will be responsible to send timely information to the PC. PC will manage and steer the financial and administrative activities in order to assure optimal implementation of BlueRev. PC will send the format reporting to the EC at M18 and M36. PC will deal with the data management life cycle for the data to be collected, processed and/or generated by the project during and after the project's completion respecting the standards relevant to the activity. Compliance with the GDPR will be addressed and the deliverable will also include ethics issues. The PC will regularly update the status of the gender, by asking corrective actions to the partners if needed.

Task 1.3 – Communication (internal and with the EC), meetings and conflict resolution (Task leader: APRE, Partners involved: all partners) (M1-M36): the consortium will define: i) the means that will be used for the information sharing; ii) rules for sharing information and documents among partners; iii) tools for communication (mails, calls through online means such as Microsoft Team, Zoom etc). The PC will set up a document detailing contact data, responsibilities nomination and related information (e.g. escalation procedure for problem resolution). The PC will also be responsible for the meetings' organisation (Kick-off Meeting at the beginning, one physical meeting per year and online consortium meeting every month) by preparing the pre-agenda and minutes for each meeting, in order to always keep the consortium informed about the progress of the activities. The communication with the EC will be implemented by means such as project deliverables, progress reports and review meetings. In case of issues or conflicts detected during the project life and potentially compromising the achievement of the project objectives, the project team will discuss and agree on corrective actions; when necessary, the project officer will also be involved, details on conflict resolution will be included in the PMP and CA.

## Work package WP2 – Stakeholders engagement

<b>Work Package Number</b>	WP2	<b>Lead Beneficiary</b>	1. APRE
<b>Work Package Name</b>	Stakeholders engagement		
<b>Start Month</b>	1	<b>End Month</b>	36

### Objectives

Aggregation of a wide range of actors (local and regional authorities, primary biomass producers, SMEs, civil society



organisations including NGOs, knowledge providers, community knowledge and marginalised groups) through a stakeholder’s board to analyse social and economic barriers and potentialities, to improve awareness of stakeholders and to improve communication between them about opportunities for collaboration along the bio-based value chain.

Description
<p>Task 2.1 Stakeholders' board set-up of structure and procedures (Task leader: APRE, Partners involved: all) (M1-M3). This task will take care of managing the interaction with the stakeholders' board (SB) that will be defined at the start of the project. The task aims at providing the stakeholders' board with the relevant information on the activities that the project will perform and the results obtained, gathering feedback to be used to drive the project approach, as well as to improve awareness of stakeholders and to improve communication between them about opportunities for collaboration along the bio-based value chain. The first step will be the definition of the structure and set-up of documents and communication tools (task 2.3) that will support further day-to-day activities of the stakeholders' board. The main activities of the SB will include providing input on governance, business models and social innovation at regional and local scale; participation in workshops; evaluation of Governance/business models/KPIs/models for social innovations developed within the project.</p> <p>Task 2.2 Stakeholders engagement (Task leader: APRE, Partners involved: all) (M1-M36). The aim of this task is to: i) engage value chain stakeholders in all project activities, i.e.: interviews, workshops and trainings/coaching programme sessions; ii) identify and contact other regions/regional bio-based clusters in EU for the future replication of the project results in other locations in EU. To achieve these objectives, a set of activities will be carried out: i) preparation of a set of messages to engage each type of stakeholders in collaboration with WP6; ii) in collaboration with all the partners, identification and involvement of stakeholders from their networks; iii) engagement of stakeholders from previous project (e.g. Biobridges, BIOWAYS, BIOVOICES, Biogoal, RoadToBio, Power4Bio, InnProBio, CommBeBiz, STAR-ProBio, BioLinX; ProBIO, BioHorizon; PLATFORM2, BIO-STEP, BIOPEN, STAR-4BBI, WASEABI, RRI2SCALE, etc); iv) to map other bio-based clusters in EU through the platform: <a href="https://www.clustercollaboration.eu/">https://www.clustercollaboration.eu/</a> and the European Bioeconomy Network (EuBioNet – a network of 87 EU funded projects about communication, awareness raising, education and stakeholder engagement in the bioeconomy and bio-based sectors) and invite them to take part in the project activities; v) in collaboration with WP6, widely relaying on communication activities to raise interest in stakeholders not yet identified through partners and partner's networks. Significant activities of engagement will be realised in the first 3 months of the project, but the engagement will last for the whole project duration.</p> <p>Task 2.3 Support tool (Task leader: LOBA, Partners involved: all) (M1-M36): The project’s online platform (task 6.3), will be an Open Space that will contain all materials developed within the project, including multimedia contents and a demonstrative videos for best practices demonstrated, lesson recordings and related materials, best practices guidelines etc. and standard info i.e. project and partners, calendar of events, news, etc., by facilitating cross-sector collaborations among stakeholders in the bio-based economy and to provide a knowledge centre to share relevant project results.</p>

**Work package WP3 – Social innovation, business models and governance structure - analysis of framework situation**

<b>Work Package Number</b>	WP3	<b>Lead Beneficiary</b>	8. NIBIO
<b>Work Package Name</b>	Social innovation, business models and governance structure - analysis of framework situation		
<b>Start Month</b>	1	<b>End Month</b>	36

Objectives
<p>The overall objective of the WP is to analyse and assess current governance structure related to the selected pilot regions including the definition of KPIs and good practice principles for achieving objectives of the European Green Deal and the EU Bioeconomy Strategy. This WP will identify the diversity of co-creative policy activities and highlight good methodologies influencing on real integration and on implementation of policy objectives. To achieve this, WP3 has the following specific objectives: i) To undertake a mapping of existing monitoring systems on a case-study-basis to promote upscaling across EU; ii) To identify criteria for defining key performance indicators (KPI’s) based on good practice principles; iii) To analyse social and economic barriers, commonalities and potentialities to enable the transition towards socially and environmentally responsible behaviour; iv) To analyse business models and local capacities and</p>

innovation actors; v) Environmental assessment of the pilot regions identified, through LCA analysis; vi) To transfer key findings to the other WPs.

### Description

Task 3.1 Framework definition for mapping (Task leader: NIBIO, Partners involved: APRE, FBCD, DFBG, UiA, RISE, EMU) (M1-M8) This task will develop a framework and define the scope and needs for mapping the current governance structures, business models and social innovations linked to the implemented pilot regions. The framework and the scope of the mapping will be created and discussed with WP leaders across the project and aligned with past projects and European Commission dialogues. Task 3.1. will in addition to delimit scope, decide on further sample criteria for inclusion such as process formats, process inclusion criteria and impact (such as public participation), as well limiting the scope in time and space. RISE will develop a methodology to assess the effectiveness of the governance framework, i.e., the schemes, processes, and principles organising and surrounding the cases. The methodology will be tailored to the needs and local conditions of the cases while considering broader impact and replication potential of the governance schemes. As part of the process, the governance schemes will be benchmarked. To ensure relevance to the pilot regions and establish case-specific benchmarks, vision-building exercises will be performed to get a first understanding of what the cases aim to accomplish in the long term. The analysis will be carried out by using workshops interviews (5-10 online in-depth interviews with relevant stakeholders in each pilot region) in addition to desk research. The outcome will form the basis of an iterative process that continues in subtasks 3.3.3 and 4.2.2.

Task 3.2 Mapping and KPIs definition (Task leader: NIBIO, Partners involved: APRE, FBCD, UiA, RISE, EMÜ, UNIPA) (M3-M36) The mapping will consist of several steps: i) Data collection (desk research), including consultation of academic literature, EU-studies and beyond, policy documents and current off and online participatory processes (pilot regions), and literature/guide-books on principles and guidelines for deliberative processes; ii) Data cleaning and validation: Inclusion of cases that meet the scope of the mapping exercise (Valid cases); iii) Identification of variables and KPIs: Variables includes identification of deliberative and participation processes and methodologies, stakeholders and citizens included, contribution, co-creation, outcome goals and impact (e.g. initiator of the process and responsibility for implementation of outcome (public, independent, academic body). KPIs and good practice principles relevant to the environmental footprint will be identified and updated. While a first version of the KPIs will be provided at M12 as basis for WP4 and WP5 activities, the process will continue throughout the whole project to revise KPIs on the basis of other WPs inputs.

Task 3.3 Pilot regions analysis and assessment (Task leader: RISE, Partners involved: APRE, FBCD, DFBG, UiA, EMÜ, NIBIO, UNIPA) (M9-M16): Subtask 3.3.1 Analysis of social innovation processes in the pilot regions: how they unfolded (e.g. key stakeholders, narrative, resources) and developed over time (NIBIO). NIBIO will analyse the novelty aspects of the i) human interaction and the ii) human environmental interaction within each pilot region classifying the findings according to the theory of modal aspects for social innovations. This will allow to elaborate on the different types of social innovation practices contributing to fill the existing knowledge gap.

Subtask 3.3.2 Analysis of business models in the pilot regions (UiA, EMÜ, APRE): UiA and EMÜ will apply a diverse set of tools and methodologies for this purpose (e.g. business model canvases with a strong focus on sustainability, social and community engagement aspects), focusing on design thinking. UiA and EMÜ will analyse successes and failures of the current business models and attempt to identify best practice, establishing dialogue and learning arenas for local and also wider range of stakeholders related to each case. Challenges towards the development of new value chains and bio-based business models identified in the Biobridges project will be updated (APRE).

Subtask 3.3.3 Analysis of the governance framework, including models in the pilot regions and indicators (RISE): RISE will use the methodology developed in task 3.1 to analyse the governance framework in each of the cases, looking at context and critical conditions of today and towards the future (i.e., what the cases aim to accomplish moving towards their vision - result from task 3.1). Depending on what is relevant for each case, organisational, local, national, and international governance models will be analysed, as well as barriers and enablers of the governance framework for each case.

The analysis of the task will be via workshops (one in person or online workshop per regional pilot, at least 10 participants per each workshop) or interviews (5-10 online in-depth interviews with relevant stakeholders in each pilot region) and desk research.

Task 3.4 Life-cycle assessment on the identified pilot regions (task leader: RISE Partners involved: EMÜ, FBCD, UNIPA) (M5-M18): Environmental evaluation using a holistic LCA approach will be performed on scenarios of alternative by-product use as identified in the pilot regions. Data for production of the raw materials (fish and algae) will be taken from literature or from data available to RISE and then as a minimum one alternative scenario to the current one will be designed in collaboration with the local team. It will imply changes in logistics, such as storage and transportation, processing and end use. The collection of data will focus on the alternative chain and model based on

estimated/assumed performance. For each one of 3 the pilot regions, the source and fate of these by-products will be mapped and matched with existing LCI (Life Cycle Inventory) data from literature. Based on that, a future scenario will be developed, and data collected from expert consultations, literature and industry that quantifies environmental impacts with a focus on greenhouse gas emissions, which are additive across the value chain, of new uses of these side streams. Care has to be taken in the definition of the functional unit and system boundaries, since the scenarios will lead to the production of different products. Information from the task will be used to feed models in the following WP.

Task 3.5 Connecting, integrating and upscaling (Task leader: NIBIO Partners involved: all) (M9-M13): Understanding local needs is vital to the successful implementation of policies aiming at changing social and environmental behaviour. This task will analyse the key elements for replicability including tools, impact and communities engaged. Building on the outcomes of task 3.3, the local contexts of the pilot regions will be explained emphasising the most relevant issues addressed allowing for matching and adapting potential methodologies with future actions in line with the project objectives. This task will also share knowledge about the methodologies and tools with relevant stakeholders.

## Work package WP4 – Social Innovation, business models and governance structure - new solutions

<b>Work Package Number</b>	WP4	<b>Lead Beneficiary</b>	5. UiA
<b>Work Package Name</b>	Social Innovation, business models and governance structure - new solutions		
<b>Start Month</b>	16	<b>End Month</b>	27

### Objectives

i) development of new informed governance and especially social innovation; ii) to develop new or updated business models and local capacities and innovation actors to enable sufficient impacts and performances of the whole pilot regions value chains; iii) to engage local communities of stakeholders in co-creation of the new governance and business models including social innovations.

### Description

Task 4.1 Proposal of new solutions (recommendations) for the pilot regions (Task Leader: UiA Partners involved: EMŪ, NIBIO, RISE ) (M16-M22):

Sub-task 4.1.1 Assessment of the depth of change of the social innovation involved in the pilot regions and proposing new ways to achieve ‘social enterprise’(NIBIO). This sub-task will i) assess the social values of the identified social innovations (WP 3); ii) evaluate how these social innovations interplay with other types of innovation; iii) co-create novel ways of generating specific value for society based on social-experimentation, structure, capacity and constraints through dialogue (in close collaboration with task 4.2 ).

Sub-task 4.1.2 Development of governance innovation, including new models for the pilot regions (RISE). RISE will analyse possible opportunities for how governance innovation can help the cases going forward from today and towards their future visions. This subtask will build upon the results from subtask 3.2.3. The visions developed in task 3.1 will be revisited and updated, as necessary, to ensure continued relevance. Recommendations for governance, strategy, and new models at organisational, local, regional, national, and international level will be given, if applicable, for each of the pilot region. Also, potential implications of the recommendations for the existing governance framework will be presented. The analysis by desk research will be discussed and finalised through workshops with stakeholders in task 4.2.

Sub-task 4.1.3, new or improved business models, including models for the pilot regions (UiA EMŪ). According to the analysis performed in Subtask 3.3.2, new or improved business models for the pilot regions will be developed, considering different business model approaches and best practice from related branches as described in section 1.2.1.5. The business models will be finalised with a co-creative approach in task 4.2 by collecting input from stakeholders coming from pilot regions.

Task 4.2 Engagement of stakeholders in co-creation of new solutions through workshops: (Task leader: EMŪ, Partners involved: APRE, FBCD, DFBG, UiA, RISE, NIBIO, UNIPA) (M22-M27): The aim of this activity is to propose new solutions and recommendations to local and regional authorities, primary biomass producers, SMEs, civil society organisations including NGOs, knowledge providers, community knowledge and marginalised groups involved in the project pilot regions to include their inputs in the final solutions. At the least three workshops will be organised in total, one for each of the pilot regions identified within the project, with at least 10 participants per workshop expected. Partners representing the regional pilots will host the co-creation workshop and provide the facility. Participants will add relevant

information from their experience at the regional levels starting from the results of task 4.1. By using interactive tools (e.g. world café, Mentimeter, etc.), the audience will be actively involved in the co-creation of new solutions, business models and governance structures and models for social innovation to boost local development through the potentialities offered by the bio-based sector. The task leader will set up a detailed plan and programme for each workshop, coordinate among all the workshops and check that the execution is performed according to the plan. Based on the results of the project activities, one best practice guideline will be developed, supporting climate- neutrality and low environmental footprint improvements of bio-based products and services. The best practice guideline will contain the practical novel business models and related social measures and will be translated in the 24 official EU languages, in order to assure their dissemination in all EU member states. An infographic will be produced for an easy access to the information, that will be uploaded in ad-hoc folders on the project public website and made available to all stakeholders.

## Work package WP5 – Pilot regions Demonstration

<b>Work Package Number</b>	WP5	<b>Lead Beneficiary</b>	2. FBCD
<b>Work Package Name</b>	Pilot regions Demonstration		
<b>Start Month</b>	22	<b>End Month</b>	36

### Objectives

i) Supporting pilot regions with the solutions developed within the project; ii) Sharing the findings and outputs of the project under a fully transferable case-study approach, that can be replicated in many other regions throughout Europe; iii) To increase opportunities created by the local bio-based economy within broader bioeconomy transition, e.g. by linking valorisation of ecosystem/nature services' (e.g. recreation) with sustainable biomass production, processing, product design and manufacture, circular use and upcycling to new applications; iv) To carry out a training programme to increase skilled jobs opportunities and small-scale establishments in the bio-based sector and to support the development of communication of innovation for small businesses and for business-to-consumers.

### Description

Task 5.1 To support pilot regions through the solutions developed within the project (Task leader: FBCD, Partners involved: all) (M24-M36): The solutions developed in WP4 for the 3 pilot regions will be demonstrated during workshops under a fully transferable case-study approach that can be replicated in similar regions in Europe. FBCD, UNIPA-DFBG, EMÜ (with the support of all the other partners) will organise at least three physical workshops, to present the results of the project and dig deeper into case-studies bringing together a number of relevant stakeholders (~50-100 participants per workshop). Workshops will also represent potential opportunities for collaboration among stakeholders, to meet and network among them, and further foster the integration of the opportunities created by the local bio-based economy within broader bioeconomy transition. Multimedia contents and a demonstrative videos for best practices demonstrated will be prepared and made available to the stakeholders on the project website. FBCD, UNIPA-DFBG, EMÜ will provide all the facilities and ensuring the proper execution, while all other partners will be involved in the contents definition. All partners will be involved in the engagement of relevant stakeholders to the workshops as described in WP2.

Task 5.2 Training programme to increase skilled jobs opportunities and small-scale establishments in the bio-based sector: (Task leader: UNIPA, Partners involved: all) (M22-M36): A plan of training events has been developed by the partners and will be revised and approved at the beginning of the project before starting training sessions (reported in section 1.2.1.7). Training will mostly have the form of online webinars that will be recorded, a total of 100-200 participants is expected. Recordings and all materials related to the different training events will be uploaded in folders on the project public website and made available to all stakeholders. The training will be divided into 4 modules for a total of 13 lessons, each one dealing with different objectives, sets of activities and target participants, as reported in section 1.2.1.7.

Task 5.3 Guidelines for small business on how to communicate innovation, climate-neutrality and low environmental footprint/benefits/trade-offs and performances of bio-based products and services to consumers (Task leader: APRE, Partners involved: all) (M24-M36): APRE in collaboration with LOBA will develop a guideline for small business to improve their skills on how to communicate innovation, climate- neutrality and low environmental footprint/benefits/trade-offs and performances of bio-based products and services (D5.4). Existing good practices will be analysed and included in the guideline, together knowledge and tools of how to effectively communicate when addressing consumers. The guideline will be co-developed with the pilot regions in order to include their needs and perspective. APRE will

develop a specific webinar (in English) on the basis of the guidelines that will be delivered in the 3 pilot regions (in national languages) with the support of the local partners (as part of the training programme, D5.3). The guideline will be translated in the 24 official EU languages, in order to assure their dissemination in all EU member states (D5.3). An infographic will be produced for an easy access to the information, that will be uploaded in folders on the project public website and made available to all stakeholders.

## Work package WP6 – Dissemination & Communication, exploitation and replication

<b>Work Package Number</b>	WP6	<b>Lead Beneficiary</b>	4. LOBA
<b>Work Package Name</b>	Dissemination & Communication, exploitation and replication		
<b>Start Month</b>	1	<b>End Month</b>	36

### Objectives

WP6 is devoted to dissemination, communication, exploitation and replication to ensure that the project reaches the expected impacts. The overall objectives of the WP are to: i) build and maintain effective communication within the project to create awareness of BlueRev project activities, events, results and continuously enlarge the stakeholders engaged in the project activities; ii) disseminate the project results to a large community of users, ranging from key stakeholders to public at large; iii) define the exploitation and replication strategies after the project end.

### Description

Task 6.1 Plan for the dissemination and exploitation including communication activities (Task leader: LOBA, Partners involved: all) (M1-M36): LOBA is responsible for defining the dissemination and exploitation including communication activities in collaboration with all partners. The plan will be devised at the initial stages of the project and will be periodically updated. It will comprise the following stages: 1) Knowledge: background analysis of the project (objectives, ambition, expectations), which will determine the definition of a strategic vision; 2) Brand strategy: creation of a holistic dimension that will position the brand, including: values; perceived attributes; positioning; and brand language; 3) Action plan: planning of communication activities, considering a broader approach, but also targeted campaigns to specific groups and audiences. This involves: a) Creation of actions: creative definition of the communication action as well as the briefing of how this will be put into practice; b) Definition of objectives: contextualisation of the action in terms of how each action/message will be adapted to suit any particular target audience; c) Definition of and assignment of the responsible party to carry out each action; d) Timing: definition of the time period of the action based on prior coordination with the other WPs; e) Materials: definition of the communication materials to be created. This plan also includes an exploitation section defining the continuous exploitation of all project results throughout the BlueRev lifespan consisting of the constant valorisation and maximisation of impact and visibility of all BlueRev results, outputs and assets.

Task 6.2 Visual development and supporting materials (Task leader: LOBA, Partners involved: all) (M1- M36): Based on the project's communication strategy and unique components defined in T6.1, this task will be responsible for the creation of the visual identity and brand framework of the project including project logo, standards manual, templates, letterhead, Word, PowerPoint, email signature; Also, the promotional kit will be developed including brochure/leaflet, poster, roll-up, pop-up booth, and 1 promotional video introducing the BlueRev project. This first set of materials will be developed in the first months of the project. Other materials will be developed throughout the lifespan of the project according to the project's dissemination and communication needs.

Task 6.3 Dissemination and communication activities (Task leader: LOBA, Partners involved: all) (M1-M36): The goal of this task is to ensure widespread visibility and awareness about the project and stakeholders' engagement in its activities. The following communication activities will be implemented throughout the project: a) Design, launch and constant update of the project's online platform. The online platform will be constantly updated with information on the project's activities, news, events and results, etc. b) Online dissemination through: the website, social networks such as LinkedIn, Facebook, Twitter, YouTube, blogs, websites of project partners and other multiplier organisations, networks and initiatives. Online presence will be guaranteed by M1 (e.g. landing page and social media channels established); c) Publication and email marketing of project newsletters (at least 2 per year), with news and information on project activities, events and outputs available; d) Distribution of press releases, with important achievements or announcements of the project, to relevant media/press working in the scope of the project; e) Publications in relevant media at national and EU level; f) Partners participation in external events, conferences and workshops not organised under the frame of

BlueRev. g) Publication and promotion of the project video, introducing the challenge at hand and how we are addressing it; h) Publication of results in relevant channels and communities.

Task 6.4 Networking with other projects/initiatives (Task Leader: LOBA, Partners involved: all) (M1- M36): An important component of the BlueRev project is to identify and liaise with existing projects and networks, and more specifically with projects funded under the topic “HORIZON-CL6-2021-COMMUNITIES- 01-02: Expertise and training centre on rural innovation”. Consequently, this task involves contributing partners drawing on their own insights in combination with desk-based research to identify the various networks that currently exist in Europe. Examples of initiatives include, among others: Biobridges, BIOWAYS, BIOVOICES, RoadToBio, Power4Bio, InnProBio, CommBeBiz, STAR-ProBio, BioLinX; ProBIO, BioHorizon; PLATFORM2, BIO-STEP, BIOPEN, STAR-4BBI, etc. Subsequently, partners will develop a plan (task 6.1) for how to leverage these networks and will work towards establishing relations with those networks, building synergies with the BlueRev project and contributing to network building and take-up of bio-based industries in Europe.

Task 6.5 Exploitation (Task leader: APRE, Partners involved: all) (M1-M36): As described in section 2.2.2, BlueRev project partners will draft an exploitation and replicability plan that will define the specific actions that will be undertaken for the replication of BlueRev project in other regions in EU. Concrete actions will be: i) to define the boundary conditions under which replication and adaptation of business models to other regions can be successful ii) to map and contact other similar regions/bio-based clusters in EU iii) to search sources of financing such as sponsorship by regional authorities, regional development agencies and other territorial agencies; clusters’ or a network of clusters own contribution; analysis of policy instruments and other EU funds (e.g. HEU, ERDF etc.).

## STAFF EFFORT

<b>Staff effort per participant</b>							
<i>Grant Preparation (Work packages - Effort screen) — Enter the info.</i>							
<b>Participant</b>	<b>WP1</b>	<b>WP2</b>	<b>WP3</b>	<b>WP4</b>	<b>WP5</b>	<b>WP6</b>	<b>Total Person-Months</b>
1 - APRE	18.00	12.00	3.00	3.00	9.00	7.00	52.00
2 - FBCD	1.00	6.00	2.00	2.00	8.00	6.00	25.00
3 - DFBG	1.00	6.00	0.10	1.50	2.50	3.50	14.60
4 - LOBA	2.00	10.00			2.00	21.00	35.00
5 - UIA	2.00	2.00	6.00	9.00	4.00	3.00	26.00
6 - RISE	0.50	7.00	15.00	4.00	1.00	1.00	28.50
7 - EMU	2.00	5.00	11.00	11.00	7.00	5.00	41.00
8 - NIBIO	0.50	1.00	18.00	8.00	4.00	6.00	37.50
9 - UNIPA	1.00	2.00	3.40	2.00	5.50	3.50	17.40
<b>Total Person-Months</b>	28.00	51.00	58.50	40.50	43.00	56.00	277.00

## LIST OF DELIVERABLES

<b>Deliverables</b>						
<i>Grant Preparation (Deliverables screen) — Enter the info.</i>						
<i>The labels used mean:</i>						
<i>Public — fully open (⚠ automatically posted online)</i>						
<i>Sensitive — limited under the conditions of the Grant Agreement</i>						
<i>EU classified — RESTREINT-UE/EU-RESTRICTED, CONFIDENTIEL-UE/EU-CONFIDENTIAL, SECRET-UE/EU-SECRET under Decision <a href="#">2015/444</a></i>						
<b>Deliverable No</b>	<b>Deliverable Name</b>	<b>Work Package No</b>	<b>Lead Beneficiary</b>	<b>Type</b>	<b>Dissemination Level</b>	<b>Due Date (month)</b>
D1.1	Project Management Plan	WP1	1 - APRE	R — Document, report	SEN - Sensitive	2
D1.2	DMP	WP1	1 - APRE	R — Document, report	PU - Public	6
D1.3	DMP update	WP1	1 - APRE	R — Document, report	PU - Public	18
D2.1	Stakeholders' board structure, communication tools and rules	WP2	1 - APRE	R — Document, report	PU - Public	3
D2.2	Report on numbers of stakeholders engaged within the project	WP2	1 - APRE	R — Document, report	PU - Public	36
D3.1	Framework for mapping	WP3	8 - NIBIO	R — Document, report	PU - Public	4
D3.2	Dataset	WP3	8 - NIBIO	DATA — data sets, microdata, etc	PU - Public	12
D3.3	KPIs and tools for selecting good practice methods	WP3	8 - NIBIO	R — Document, report	PU - Public	36
D3.4	Report on the governance models in the pilot regions	WP3	6 - RISE	R — Document, report	PU - Public	16
D3.5	LCA report on the pilot regions	WP3	6 - RISE	R — Document, report	PU - Public	18
D3.6	Business models analysis	WP3	5 - UIA	R — Document, report	PU - Public	16
D4.1	New models for social innovations to	WP4	8 - NIBIO	R — Document, report	PU - Public	27



**Deliverables**

Grant Preparation (Deliverables screen) — Enter the info.

The labels used mean:

Public — fully open (⚠ automatically posted online)

Sensitive — limited under the conditions of the Grant Agreement

EU classified — RESTREINT-UE/EU-RESTRICTED, CONFIDENTIEL-UE/EU-CONFIDENTIAL, SECRET-UE/EU-SECRET under Decision [2015/444](#)

Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month)
	enable stakeholders to switch to socially and environmentally responsible behaviour					
D4.2	New business models	WP4	5 - UIA	R — Document, report	PU - Public	27
D4.3	New governance models	WP4	6 - RISE	R — Document, report	PU - Public	27
D4.4	A best practice guideline including the best practices coming from the 3 pilot regions	WP4	5 - UIA	DEM — Demonstrator, pilot, prototype	PU - Public	27
D5.1	Training programme and materials	WP5	2 - FBCD	R — Document, report	PU - Public	27
D5.2	Multimedia contents and demonstrative videos for best practices demonstrated	WP5	4 - LOBA	DEM — Demonstrator, pilot, prototype	PU - Public	36
D5.3	Lessons recordings and related materials	WP5	9 - UNIPA	DEC — Websites, patent filings, videos, etc	PU - Public	36
D5.4	Guidelines for small business on how to communicate - 24 EU languages	WP5	1 - APRE	DEC — Websites, patent filings, videos, etc	PU - Public	36
D6.1	Plan for dissemination and exploitation including communication activities	WP6	4 - LOBA	R — Document, report	PU - Public	6
D6.2	Updated plan for dissemination and exploitation including communication activities	WP6	4 - LOBA	R — Document, report	PU - Public	18
D6.3	Final Exploitation and replication plan	WP6	1 - APRE	R — Document, report	PU - Public	36

**Deliverable D1.1 – Project Management Plan**

<b>Deliverable Number</b>	D1.1	<b>Lead Beneficiary</b>	1. APRE
<b>Deliverable Name</b>	Project Management Plan		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	SEN - Sensitive
<b>Due Date (month)</b>	2	<b>Work Package No</b>	WP1

<b>Description</b>
Plan of the procedure put in place for the sound, punctual and effective management and monitoring of the project

**Deliverable D1.2 – DMP**

<b>Deliverable Number</b>	D1.2	<b>Lead Beneficiary</b>	1. APRE
<b>Deliverable Name</b>	DMP		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	6	<b>Work Package No</b>	WP1

<b>Description</b>
First version of the DMP that will describe in detail the procedure for processing data collected by BlueRev

**Deliverable D1.3 – DMP update**

<b>Deliverable Number</b>	D1.3	<b>Lead Beneficiary</b>	1. APRE
<b>Deliverable Name</b>	DMP update		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	18	<b>Work Package No</b>	WP1

<b>Description</b>
An update of the DMP that will describe in detail the procedure for processing data collected by BlueRev

**Deliverable D2.1 – Stakeholders' board structure, communication tools and rules**

<b>Deliverable Number</b>	D2.1	<b>Lead Beneficiary</b>	1. APRE
<b>Deliverable Name</b>	Stakeholders' board structure, communication tools and rules		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	3	<b>Work Package No</b>	WP2

<b>Description</b>
Deatiled description of the stakeholders' board that will be defined at the start of the project

**Deliverable D2.2 – Report on numbers of stakeholders engaged within the project**

<b>Deliverable Number</b>	D2.2	<b>Lead Beneficiary</b>	1. APRE
<b>Deliverable Name</b>	Report on numbers of stakeholders engaged within the project		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	36	<b>Work Package No</b>	WP2

<b>Description</b>
Report on the status of the stakeholders engagement activities carried out during the whole project duration

**Deliverable D3.1 – Framework for mapping**

<b>Deliverable Number</b>	D3.1	<b>Lead Beneficiary</b>	8. NIBIO
<b>Deliverable Name</b>	Framework for mapping		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	4	<b>Work Package No</b>	WP3

<b>Description</b>
Report describing the framework developed in T3.1 for mapping the current governance structures, business models and social innovations linked to the implemented pilot regions.

**Deliverable D3.2 – Dataset**

<b>Deliverable Number</b>	D3.2	<b>Lead Beneficiary</b>	8. NIBIO
<b>Deliverable Name</b>	Dataset		
<b>Type</b>	DATA — data sets, microdata, etc	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	12	<b>Work Package No</b>	WP3

<b>Description</b>
Collection of relevant data for mapping the current governance structures, business models and social innovations linked to the implemented regions.

**Deliverable D3.3 – KPIs and tools for selecting good practice methods**

<b>Deliverable Number</b>	D3.3	<b>Lead Beneficiary</b>	8. NIBIO
<b>Deliverable Name</b>	KPIs and tools for selecting good practice methods		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	36	<b>Work Package No</b>	WP3

<b>Description</b>
Report describing KPIs and tools identified in T3.2 for selecting good practice methods relevant to the environmental footprint

**Deliverable D3.4 – Report on the governance models in the pilot regions**

<b>Deliverable Number</b>	D3.4	<b>Lead Beneficiary</b>	6. RISE
<b>Deliverable Name</b>	Report on the governance models in the pilot regions		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	16	<b>Work Package No</b>	WP3

<b>Description</b>
Report describing the governance framework analysed in each of the pilot cases.

**Deliverable D3.5 – LCA report on the pilot regions**

<b>Deliverable Number</b>	D3.5	<b>Lead Beneficiary</b>	6. RISE
<b>Deliverable Name</b>	LCA report on the pilot regions		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	18	<b>Work Package No</b>	WP3

<b>Description</b>
Environmental evaluation performed in T3.4 using a life-cycle assessment on the identified pilot regions

**Deliverable D3.6 – Business models analysis**

<b>Deliverable Number</b>	D3.6	<b>Lead Beneficiary</b>	5. UIA
<b>Deliverable Name</b>	Business models analysis		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	16	<b>Work Package No</b>	WP3

<b>Description</b>
Report describing the successes and failures of the current business models analysed in the pilot regions

**Deliverable D4.1 – New models for social innovations to enable stakeholders to switch to socially and environmentally responsible behaviour**

<b>Deliverable Number</b>	D4.1	<b>Lead Beneficiary</b>	8. NIBIO
<b>Deliverable Name</b>	New models for social innovations to enable stakeholders to switch to socially and environmentally responsible behaviour		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	27	<b>Work Package No</b>	WP4

<b>Description</b>
Report on the assessment of the depth of change of the social innovation involved in the pilot regions and the news ways proposed to switch stakeholders' behaviour to socially and environmentally responsible

**Deliverable D4.2 – New business models**

<b>Deliverable Number</b>	D4.2	<b>Lead Beneficiary</b>	5. UIA
<b>Deliverable Name</b>	New business models		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	27	<b>Work Package No</b>	WP4

<b>Description</b>
Report describing new or improved business models for the pilot regions developed

**Deliverable D4.3 – New governance models**

<b>Deliverable Number</b>	D4.3	<b>Lead Beneficiary</b>	6. RISE
<b>Deliverable Name</b>	New governance models		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	27	<b>Work Package No</b>	WP4

<b>Description</b>
Report describing possible opportunities for how governance innovation can help the cases going from today and towards their future visions

**Deliverable D4.4 – A best practice guideline including the best practices coming from the 3 pilot regions**

<b>Deliverable Number</b>	D4.4	<b>Lead Beneficiary</b>	5. UIA
<b>Deliverable Name</b>	A best practice guideline including the best practices coming from the 3 pilot regions		
<b>Type</b>	DEM — Demonstrator, pilot, prototype	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	27	<b>Work Package No</b>	WP4

<b>Description</b>
Best practice guideline containing the practical novel business models and related social measures, based on the results of the project activities

**Deliverable D5.1 – Training programme and materials**

<b>Deliverable Number</b>	D5.1	<b>Lead Beneficiary</b>	2. FBCD
<b>Deliverable Name</b>	Training programme and materials		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	27	<b>Work Package No</b>	WP5

<b>Description</b>
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Report describing the training programme to increase skilled jobs opportunities and small-scale establishments in the bio-based sector

### Deliverable D5.2 – Multimedia contents and demonstrative videos for best practices demonstrated

<b>Deliverable Number</b>	D5.2	<b>Lead Beneficiary</b>	4. LOBA
<b>Deliverable Name</b>	Multimedia contents and demonstrative videos for best practices demonstrated		
<b>Type</b>	DEM — Demonstrator, pilot, prototype	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	36	<b>Work Package No</b>	WP5

#### Description

Collection of multimedia contents and demonstrative videos for best practices demonstrated that will be prepared and made available to the stakeholders on the project website

### Deliverable D5.3 – Lessons recordings and related materials

<b>Deliverable Number</b>	D5.3	<b>Lead Beneficiary</b>	9. UNIPA
<b>Deliverable Name</b>	Lessons recordings and related materials		
<b>Type</b>	DEC — Websites, patent filings, videos, etc	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	36	<b>Work Package No</b>	WP5

#### Description

Collections of lessons recordings and related materials in order to assure the guideline dissemination

### Deliverable D5.4 – Guidelines for small business on how to communicate - 24 EU languages

<b>Deliverable Number</b>	D5.4	<b>Lead Beneficiary</b>	1. APRE
<b>Deliverable Name</b>	Guidelines for small business on how to communicate - 24 EU languages		
<b>Type</b>	DEC — Websites, patent filings, videos, etc	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	36	<b>Work Package No</b>	WP5

#### Description

Guideline (translated in the 24 official EU languages) for small business to improve their skills on how to communicate innovation, climate-neutrality and low environmental footprint/benefits/trade-offs and performances of bio-based products and services.

### Deliverable D6.1 – Plan for dissemination and exploitation including communication activities

<b>Deliverable Number</b>	D6.1	<b>Lead Beneficiary</b>	4. LOBA
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<b>Deliverable Name</b>	Plan for dissemination and exploitation including communication activities		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	6	<b>Work Package No</b>	WP6

<b>Description</b>
The first version of BlueRev CDEP detailing target groups, key messages, channels, indicators and events

### Deliverable D6.2 – Updated plan for dissemination and exploitation including communication activities

<b>Deliverable Number</b>	D6.2	<b>Lead Beneficiary</b>	4. LOBA
<b>Deliverable Name</b>	Updated plan for dissemination and exploitation including communication activities		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	18	<b>Work Package No</b>	WP6

<b>Description</b>
An updated version of BlueRev CDEP detailing target groups, key messages, channels, indicators and events

### Deliverable D6.3 – Final Exploitation and replication plan

<b>Deliverable Number</b>	D6.3	<b>Lead Beneficiary</b>	1. APRE
<b>Deliverable Name</b>	Final Exploitation and replication plan		
<b>Type</b>	R — Document, report	<b>Dissemination Level</b>	PU - Public
<b>Due Date (month)</b>	36	<b>Work Package No</b>	WP6

<b>Description</b>
Report describing BlueRev exploitation and replication plan

## LIST OF MILESTONES

<b>Milestones</b>					
<i>Grant Preparation (Milestones screen) — Enter the info.</i>					
<b>Milestone No</b>	<b>Milestone Name</b>	<b>Work Package No</b>	<b>Lead Beneficiary</b>	<b>Means of Verification</b>	<b>Due Date (month)</b>
1	Kick-off meeting	WP1	1-APRE	Minutes of the kick-off meeting	1
2	Stakeholders' board set-up	WP2	1-APRE	Structure and procedures defined (D2.1)	3
3	KPIs and tools for selecting good practice methods	WP3	8-NIBIO	D3.3	12
4	Business, governance models and models for social innovations ready to be discussed in co-creation workshops	WP4	5-UIA	Materials available	22
5	Training programme available	WP5	9-UNIPA	4 modules for a total of 13 lessons ready to be delivered	27
6	Demonstration of new solution	WP5	2-FBCD	3 pilot regions involved; at least 3 workshops organized	36
7	Full project website	WP6	4-LOBA	Website online	4



## LIST OF CRITICAL RISKS

<b>Critical risks &amp; risk management strategy</b>			
<i>Grant Preparation (Critical Risks screen) — Enter the info.</i>			
<b>Risk number</b>	<b>Description</b>	<b>Work Package No(s)</b>	<b>Proposed Mitigation Measures</b>
1	Delays and quality of work lower than expected	WP1	Procedures for quality check reported in the Project Management Plan will allow to detect problems in advance.
2	Changes related to people during the project lifetime	WP1	The Project Management Plan will define clear procedures to support new people to join the project.
3	Gender balance not adequately addressed in the project	WP1	The PC will regularly update the status of the gender, by asking corrective actions to the partners if needed.
4	Low engagement of the stakeholders	WP2	The consortium will increase efforts in engagement activities. Additionally, the PC will monitor engagement and check that all partners are working in the right direction. WP2 will set up early (M3) the stakeholders board procedures serving as basis for the whole stakeholders engagement in the whole project. The WP leader will ensure the alignment among partners in the stakeholders engagement activities and provide support.
5	Lack of information for analysis of pilot regions update	WP3	The partners involved will increase efforts in engaging stakeholders at regional level to collected additional information from them.
6	Afraid of sharing (“secrets”)	WP4, WP3	Build atmosphere of trust and co-creational learning
7	The support to the case studies chosen within the project will require more effort than planned	WP4	Partners will increase their effort. If budget shortfalls occur, partners are ready to use their own internal resources in order to reach the project objectives.
8	Participation in demonstration workshops and trainings activities is low	WP5	If necessary, promotion activities will be reinforced. The possibility to follow lessons online will also lower the risks.
9	Lack of interest from the defined target groups and citizens	WP6	Active involvement by the project partners of interested parties and agents in the sector to define and identify the relevant target groups. Continuous monitoring of the indicators for dissemination. Adaptation of the dissemination plan as the project develops.

<b>Critical risks &amp; risk management strategy</b>			
<i>Grant Preparation (Critical Risks screen) — Enter the info.</i>			
<b>Risk number</b>	<b>Description</b>	<b>Work Package No(s)</b>	<b>Proposed Mitigation Measures</b>
10	Inappropriate or insufficient development of dissemination materials	WP6	Development of a strong dissemination plan, review of all the materials previous to dissemination. Updating of materials as the project is developed. Active engagement of external agents and gathering of relevant feedback.
11	Conflicts among the consortium members due to differences in perspectives, objectives, work styles, communication, resource allocation, and decision-making processes.	WP1	The PC will stimulate and encourage clear and constant communication among the consortium. Moreover: <ul style="list-style-type: none"> <li>- A section of the Project Management Plan will be dedicated to conflict resolution</li> <li>- A robust Consortium Agreement will be developed and the PC will make sure that all procedures foreseen in it will be thoroughly respected</li> <li>- The PC will establish a regular and transparent communication with the PO</li> </ul> The PC will convene regular consortium meeting and, when necessary, extraordinary ones.

## PROJECT REVIEWS

### Project Reviews

*Grant Preparation (Reviews screen) — Enter the info.*

<b>Review No</b>	<b>Timing (month)</b>	<b>Location</b>	<b>Comments</b>
RV1	21	Brussels	tbd
RV2	36	Brussels	tbd

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## History of changes

Annex I	Date	Description of change	Section
Part A	16/02/2022	D2.2 and D2.3 has been merged. New deliverable is called D2.2 Report on numbers of stakeholders engaged within the project	3.1.1 List of Deliverables
Part A	16/02/2022	D6.2 and D6.4 have been removed, since communication activities will be reported in the technical report at the end of each reporting period. D6.2 is now the update of the CDEP	3.1.1 List of Deliverables
Part A	16/02/2022	D1.4 Meetings reports, agenda, minutes, list of participants has been removed as they are considered working documents internal for the project and the relevant information will be included in the technical report	3.1.1 List of Deliverables
Part A	16/02/2022	D3.3 delivery date has been moved at M36 (to address the comments on T3.2)	3.1.1 List of Deliverables
Part A	16/02/2022	D1.2 DMP, delivery date moved at M6	3.1.1 List of Deliverables
Part A	16/02/2022	M1.1 Consortium Agreement has been removed	3.1.2 List of milestones
Part A	16/02/2022	M6.1 modified in “Full project website” (M4) – means of verification: website online	3.1.2 List of milestones
Part A	16/02/2022	Task description (T6.3) modified to include “Online presence will be guaranteed by M1 (e.g. landing page and social media channels established)”	3.1.3 List of work packages
Part A	16/02/2022	M2.2 Stakeholders’ board set-up: in means of verification, D2.1 has been added to make more clear the milestone	3.1.2 List of milestones
Part A	16/02/2022	M5.1 has been rephrased to make more clear the link with the KPI: means of verification is 4 modules for a total of 13 lessons ready to be delivered	3.1.2 List of milestones
Part A	16/02/2022	M5.2 has been rephrased to make more clear the link with SO and KPIs: Demonstration of new solutions and 3 pilot regions involved as means of verifications	3.1.2 List of milestones

Part A	16/02/2022	The mitigation measure of the risk associated to stakeholder engagement (risk 4) has been updated as follows: “The consortium will increase efforts in engagement activities. Additionally, the PC will monitor engagement and check that all partners are working in the right direction. WP2 will set up early (M3) the stakeholders board procedures serving as basis for the whole stakeholders engagement in the whole project. The WP leader will ensure the alignment among partners in the stakeholders engagement activities and provide support”	3.1.3 Critical risks for implementation table
Part A	16/02/2022	Task 3.2 description has been updated as follows: “While a first version of the KPIs will be provided at M12 as basis for WP4 and WP5 activities, the process will continue throughout the whole project to revise KPIs on the basis of other WPs inputs”.	3.1.3 List of work packages (Task 3.2)
Part B	16/02/2022	Communication table activities in section 2.2.2 has been updated adding the workshops and training activities	2.2.2 Communication and dissemination activities
Part B	16/02/2022	Pert Chart has been updated to make more clear the interdependency of work packages	3.1.1 Brief presentation of the overall structure of the work plan (Pert Chart)
Part B	16/02/2022	Subcontracting for Beneficiary 3 (DFBG) has been removed and moved to purchase costs. Table 3.1g and Table 3.1h has been updated accordingly	3.1.5 Subcontracting costs 3.1.6 Purchase cost (Table 3.1h)
Part A	01/04/2022	D6.2 Updated plan for dissemination and exploitation including communication activities delivery date moved at M18	3.1.1 List of Deliverables
Part A	01/04/2022	Evaluation of the risk associated to stakeholder engagement (risk 4) has been moved up to ‘high’	3.1.1 Critical risks for implementation (table 3.1e)
Part A	01/04/2022	Evaluation of the risk associated to inappropriate or insufficient development of dissemination materials has been set as ‘low’	3.1.1 Critical risks for implementation (table 3.1e)
Part B	06/04/2022	Table 1.1 updated to quantify each KPI	1.1.1 Specific Objectives and KPIs
Part A	31/08/2023	New beneficiary added (BEN.9 UNIPA)	List of participants
Part A	31/08/2023	BEN.9 UNIPA added as task contributor/leader Leader of Task5.2 updated	List of work packages
Part A	31/08/2023	Effort of BEN.2 DFBG updated Effort of BEN.9 UNIPA added	Staff effort
Part A	31/08/2023	D5.3 lead beneficiary updated from BEN.2 DFBG to BEN.9 UNIPA	List of deliverables
Part A	31/08/2023	M5 lead beneficiary updated from BEN.2 DFBG to BEN.9 UNIPA	List of milestones
Part A	31/08/2023	Added a risk under WP1	List of critical risks

Part B	31/08/2023	Italian pilot case description updated with information about BEN.9 UNIPA	Table 1.2 BlueRev pilot region
Part B	31/08/2023	Lead beneficiary of training programme updated to BEN.9 UNIPA	1.2.1.7 Pilot region demonstration
Part B	31/08/2023	Information about BEN.9 UNIPA network and dissemination channels added	2.2.1 Dissemination of results
Part B	31/08/2023	DFBG information updated	Table 3.1.h
Part B	31/08/2023	Information about BEN.9 UNIPA added	3.2 Consortium as a whole

## 1. Excellence

### 1.1. Objectives



**BlueRev** aims to select a range of systems in the blue bio-based sector in 3 different pilot regions throughout Europe, i.e. Denmark, Italy and Estonia (pilot regions), to tailor value chains, from valorisation of co-products as feedstock to processing/conversion to final products, in order to revitalise local communities, both in a territorial and social sense and contribute to positive environmental and social impacts.

The proposal will analyse these value chains according to social, economic and environmental barriers and potentialities, business models, local capacities such as feedstocks, infrastructure, human skills, etc., innovation actors, including community knowledge and marginalised groups, by using existing or improved monitoring system and indicators to evaluate the effectiveness of the value chains. The proposal will also analyse the existing governance framework and how it can be improved.

The analysis will serve **BlueRev** to develop or replicate new governance and business models allowing the transition towards socially and environmentally responsible behaviour within all ranges (e.g. regulatory measures, corporate responsibility initiatives, education), to enable sufficient impacts and performances of the specific value chains and to allow replication across Europe.

In doing that **BlueRev** will ensure an efficient engagement of all actors, including local and regional authorities, primary biomass producers, SMEs, civil society organisations including NGOs, knowledge providers, community knowledge and marginalised groups via robust and transparent communication and awareness-raising campaigns.

#### 1.1.1 Specific Objectives and KPIs

In order to reach the main objective, partners identified the following specific objectives:

- SO1** To engage local communities of stakeholders to analyse social and economic barriers and potentialities, to improve awareness of stakeholders and to improve communication between them about opportunities for collaboration along the bio-based value chain (WP2-5).
- SO2** To analyse social and economic barriers and potentialities in pilot regions to enable the transition towards socially and environmentally responsible behaviour through new informed governance and especially social innovation developed within the project (WP3-WP4);
- SO3** To assess existing/develop new monitoring systems and indicators of the effectiveness of existing governance schemes, to analyse pilot regions and to allow replication across the EU (WP3-6);
- SO4** To analyse and develop new or updated business models and local capacities and innovation actors to enable sufficient impacts and performances of the whole pilot regions value chains (WP3-WP4);
- SO5** Environmental footprint of the whole value chains of pilot regions, through LCA analysis (WP3);
- SO6** To carry out a training programme to increase skilled jobs opportunities and small-scale establishments in the bio-based sector and to support the development of communication of innovation for small businesses and for business-to-consumers (WP5);
- SO7** To reach a sound impact of performed activities by involving all the stakeholders through a wide dissemination and awareness campaign. (WP6)

**Table 1.1 BlueRev KPIs**

#### KPIs

Engagement of at **least 500 stakeholders** and 3 pilot regions (WP2)

1 Analysis (business models, governance structure and social measures) of the <b>3 pilot regions</b> under study within the project (WP3).
Programme of at least <b>6 workshops in WP3 (3) and 4 (3) (at least 10 participants per each workshop)</b> aiming at helping local stakeholders to analyse social and economic barriers and potentialities in their regions to enable the transition towards socially and environmentally responsible behaviour through new business models, informed governance and especially social innovation developed within the project.
At least <b>2</b> new models to identify or set-up social innovations to enable stakeholders to switch to socially and environmentally responsible behaviour and to advance the role of ‘social enterprise’ model for local communities (D4.1); <b>1</b> New business model (D4.2). <b>1</b> New governance model (D4.3).
<b>1 best practices guideline</b> (WP4) and at least <b>3 demonstration workshops</b> for the 3 pilot regions under study within the project, <b>~50-100 participants</b> per workshop (WP5).
A training programme that focuses on helping local stakeholders to develop skilled jobs and small-scale establishments in the bioeconomy: <b>4 modules for a total of 13 lessons</b> for association of producers, master and PhD students, <b>100-200 participants in total</b> , (WP5).
<b>1 best Practice guideline</b> supporting the development of communication of innovation for small businesses and for business-to-consumers (WP5)
1 exploitation and replicability strategy (WP6).
At least <b>10,000 recipients</b> of dissemination campaign (numbers of stakeholders and activities targeted are reported in section 2.2-2.3) (WP6).

### 1.1.2 The Background

Frans **Timmermans**, Executive Vice-President for the Green Deal said: *“Healthy oceans are a precondition for a thriving blue economy. Pollution, overfishing and habitat destruction, coupled with the effects of the climate crisis, all threaten the rich marine biodiversity that the blue economy depends on. We must change tack and develop a sustainable blue economy where environmental protection and economic activities go hand in hand.”*

Virginijus **Sinkevičius**, Commissioner for the Environment, Fisheries and Maritime Affairs said: *“The pandemic has hit the marine economy sectors in different, but profound ways. We have an opportunity to start afresh, and we want to make sure that the recovery shifts the focus from mere exploitation to sustainability and resilience. Thus to be truly green, we must also think blue.”<sup>1</sup>*

A sustainable blue bio-based economy is essential to achieving the objectives of the updated European Bioeconomy Strategy<sup>2</sup>, European Green Deal<sup>3</sup>, the Biodiversity Strategy to 2030<sup>4</sup>, the Farm to Fork strategy<sup>5</sup>, the European Climate Pact<sup>6</sup>, initiatives under sustainable industry<sup>7</sup> and eliminating pollution<sup>8</sup>, the Sustainable Development Goals<sup>9</sup> as well as ensuring a green and inclusive recovery from the pandemic. Moreover, according to the most recent Blue Economy Report, the traditional sectors of blue economy provide **4.5 million direct jobs and generate over 650 billion euro in turnover**. Overall, the contribution of *marine living resources* (which includes any economic activity associated with the use of renewable aquatic biological biomass, e.g. food additives, animal feeds, pharmaceuticals, cosmetics, energy, etc.) to the EU Blue Economy in 2018 **was 12% of the jobs, 11% of the GVA and 11% of the profits**. Overall, the economic performance of the sector has improved from 2009<sup>10</sup> and the trend is projected to grow.

Such great changes required by the Green Deal need appropriate governance, by identifying insights into institutional barriers such as lock-ins, path dependency, political and cultural inertia power imbalances and regulatory inconsistencies or weaknesses. Such changes will also require experimenting new ways to govern the transition process and modernising the governance, in particular by making information and knowledge available and accessible. The innovation needed to address the societal challenges of the Green Deal will require not only technical innovation, but also innovation in policies and financial instruments as well as social innovation engaging civil

<sup>1</sup> [https://ec.europa.eu/commission/presscorner/detail/en/ip\\_21\\_2341](https://ec.europa.eu/commission/presscorner/detail/en/ip_21_2341)

<sup>2</sup> [https://ec.europa.eu/info/research-and-innovation/research-area/environment/bioeconomy/bioeconomy-strategy\\_en](https://ec.europa.eu/info/research-and-innovation/research-area/environment/bioeconomy/bioeconomy-strategy_en)

<sup>3</sup> [https://ec.europa.eu/info/strategy/priorities-2019-2024/european-green-deal\\_en](https://ec.europa.eu/info/strategy/priorities-2019-2024/european-green-deal_en)

<sup>4</sup> [https://ec.europa.eu/environment/strategy/biodiversity-strategy-2030\\_en](https://ec.europa.eu/environment/strategy/biodiversity-strategy-2030_en)

<sup>5</sup> [https://ec.europa.eu/commission/presscorner/detail/en/fs\\_20\\_908](https://ec.europa.eu/commission/presscorner/detail/en/fs_20_908)

<sup>6</sup> [https://europa.eu/climate-pact/index\\_en](https://europa.eu/climate-pact/index_en)

<sup>7</sup> [https://ec.europa.eu/commission/presscorner/detail/en/fs\\_19\\_6724](https://ec.europa.eu/commission/presscorner/detail/en/fs_19_6724)

<sup>8</sup> [https://ec.europa.eu/commission/presscorner/detail/en/fs\\_19\\_6729](https://ec.europa.eu/commission/presscorner/detail/en/fs_19_6729)

<sup>9</sup> <https://sdgs.un.org/goals>

<sup>10</sup> [https://blueindicators.ec.europa.eu/published-reports\\_en](https://blueindicators.ec.europa.eu/published-reports_en)

society. Social innovation will help in reaching out to disadvantaged groups, vulnerable and living in remote location and will let citizen-led groups to intentionally engage in the major environmental challenges of biodiversity loss, climate change and pollution. Social innovation will deal with co-creation of solutions involving different kind of local stakeholders, including local and regional authorities, primary biomass producers, SMEs, civil society organisations including NGOs, knowledge providers, community knowledge and marginalised groups.

## 1.2. Coordination and/or support measures and methodology

### 1.2.1 Concept and methodology

To support the objectives of the updated European Bioeconomy Strategy and the EU Green Deal the **BlueRev** project proposes the concept described in figure 1.1.

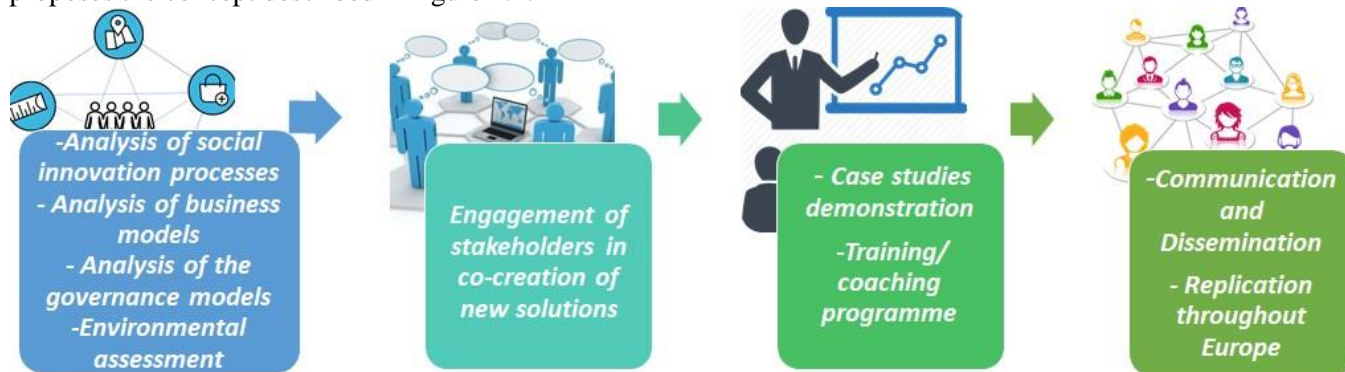



Figure 1.1 **BlueRev** concept




The overall concept of the **BlueRev** project is based on the revitalisation of European local communities with innovative bio-based business, governance models and social innovations focused on the blue bio-based sector, by demonstrating the benefits the wide deployment of the bio-based economy can offer. The project will take into account 3 model regions, the Northern, Southern and Central-Eastern Europe (table 1.2), giving a sound geographical balance to the project and covering almost all blue bio-based productive sectors including algae, fisheries and aquaculture. In this way the results can be replicated throughout Europe in other regions showing similar assets and conditions, under a fully transferable case-study approach. In **BlueRev** the new business, governance models and models for social innovations will be demonstrated on 3 pilot regions and will be tailored to their value chains taking into account different conditions at regional level, their assets (aquatic feedstocks, infrastructure, human skills, etc), and innovation actors (including community knowledge and marginalised groups). The Project will start from value chain already identified at regional level, showing potentialities and bottlenecks that are hampering the full potential of the bioeconomy to take place. While some economic barriers and potentialities have been already identified for these value chains, the project will perform a more in-depth analysis and will propose solutions for a transition towards socially and environmentally responsible behaviour, ensuring inclusiveness of all actors.

Table 1.2 **BlueRev** pilot regions

Partner	Region	Value chain	Stakeholders	Description
  <b>DFBG</b>	 Sicily (Italy), South Europe	 Marine bioactive compounds and ingredients from fish processing residuals and algae for industrial applications (e.g. cosmetics, nutraceuticals)	<b>UNIPA</b> can rely on a solid network in the blue growth area such as: association to Italian cluster of Blue growth- <b>Cluster BIG</b> , collaboration with <b>Westmed initiative</b> and International scientific societies (the European Society for marine biotechnology <b>ESMB</b> , European Federation of biotechnology <b>EFB</b> , Italian association of microalgae <b>AISAM</b> ). The <b>UNIPA</b> team, belonging to the Department of Earth and Sea Sciences- <b>DiSTeM</b> - has a strong interconnection with local stakeholders of the blue supply chains, from institutions (municipalities and departments	The Italian pilot is under the shared responsibility of two <b>BlueRev</b> Beneficiaries: <b>UNIPA</b> and <b>DFBG</b> . In the Italian pilot, <b>UNIPA</b> will transfer strategies and technologies to valorise marine by-products from fish processing, thanks to its expertise on extraction of bioactive compounds (omega-3 enriched fish oils, antioxidants and active peptides) with green and innovative technologies ( <b>SFEs</b> , <b>SPD</b> , etc.), suggesting industrial applications to support circular economy pathways. <b>DFBG</b> will contribute to build and implement actions useful to the entire fish supply chain at local, national and transnational level by acting in synergic cooperation with



			<p>of the Sicilian Region), to research and training (Institute of Marine Biology Trapani, CNR in Mazara and Palermo, Europe Direct centre Trapani), as well as agreements with many local enterprises, with local department of business associations (Sicindustria Trapani and Stazione Sperimentale Italiana per le conserve agroalimentari SSICA), and a solid collaboration with Italian, European and Mediterranean research and development entities: among the others, in France: Université de Brest, Université de Bourgogne, IFREMER; in Spain: University of Murcia, University of Valencia, IOR, IRTA; in Tunisia INSTM.</p> <p><b>DFBG</b> includes <b>134</b> enterprises and <b>46</b> institutions, associations, universities, Research and culture centres, among which companies producing fish by-products (e.g. Blue ocean), RTOs (University of Palermo, Research centre CNR-IAS, University consortium province of Trapani) and local stakeholders (Department of Mediterranean fisheries of the Sicily region, Confindustria Trapani).</p>	<p><b>UNIPA</b>, engaging research bodies, public and private institutions, credit institutions and businesses. The main bottlenecks of the pilot are represented by</p> <ul style="list-style-type: none"> <li>- the lack of infrastructures and governance measures/business models for collection, stocking and selling of marine by-products.</li> <li>- A gap in the connection between production and end-users (e.g. companies in the sector of cosmetics, nutraceuticals and pharmaceuticals).</li> </ul>
	 Denmark, Northern Europe	 Use of fish side- streams for nutraceutical, food and feed applications.	<p><b>300+ members</b>, including <b>Companies producing</b> high value-added products from improved utilisation of side streams (e.g. Royal Greenland, Jeka Fish). <b>Local authorities:</b> Lemvig Kommune (The municipal of Lemvig); Naalakkersuisut (Government of Greenland).</p>	<p>The uptake of blue bio-based economy value chains faces problems related to:</p> <ul style="list-style-type: none"> <li>- lack of skilled personnel</li> <li>- logistic infrastructures</li> <li>-being an outermost region (Greenland)</li> </ul>

	 <p>Estonia, Eastern Europe</p>	 <p>Use of red algae  biomass for food, nutraceuticals and cosmetic industry.</p>	<p>Stakeholders' network of <b>170+ stakeholders</b>, including <b>Companies</b> and laboratories (e.g. Vetik Ltd., ) developing formulations for factories and manufacturers and a final mixture consisting of different substances (texturising agents, emulsifiers, etc.); <b>research and development organisations</b> (e.g. Estonian University of Life Sciences, Tallinn University of Technology); <b>Local authorities</b> (Saare municipality).</p>	<p>A transition from traditional technologies for processing red algae to modern technologies in order to extract substances that could be valuable inputs for other industries.</p> <p>To expand the scope of blue bioeconomy in the region based on others local aquatic resources, not only red algae (by taking advantage of the experiences gained in the others pilot regions).</p> <p>The main bottlenecks include:</p> <ul style="list-style-type: none"> <li>- Lack of skilled R&amp;D specialists in the company and region.</li> <li>- Gap in the connection between production and end-users in new industries.</li> </ul>
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### 1.2.1.1 Stakeholders' engagement

The mobilisation of the stakeholders represents a necessary condition to reach the **BlueRev** objectives and therefore the active involvement of these stakeholders will be a primary action throughout the project. Specifically, the following stakeholders will be targeted by the consortium and involved **through a stakeholders' board (SB)**: local and regional authorities, primary biomass producers, SMEs, civil society organisations including NGOs, knowledge providers, community knowledge and marginalised groups. Leveraging on their wide and well-established networks, all partners will involve stakeholders from their networks by using their channels (more information about the partners networks and channels in section 2.2). In particular UNIPA-DFBG, FBCD and EMÜ will be involved in this activities, as they represent the pilot regions in the project. The first step for the creation of the SB will consist in definition of the structure, set -up of tools and procedures for the day-to-day collaboration. Through the board the stakeholders will be invited to actively take part in the project activities (workshops, interviews etc.), to give their input/feedbacks on the new governance, business models, models for social innovations and will be informed about the project results. **A web-based platform** able to facilitate cross-sector collaborations among stakeholders in the value chains of the bio-based economy will be set-up to provide a knowledge centre to i) share relevant information, to ii) make stakeholders aware about the possibilities offered by the uptake of the bioeconomy, ii) enhance cooperation opportunities, iii) train stakeholders, iv) allow collaboration and documents exchange among stakeholders.

### 1.2.1.2 Analysis of social innovation processes in the pilot regions and development of new solutions

The project will establish a repository of existing social innovation initiatives and will describe these in a manner that allows for comparisons across initiatives and for possible combinations. Having established such data, it is important that potential users are able to search the set of initiatives and facilitate need-driven choice of (combinations) of initiatives to implement in a systematic way. There is no single self-contained theory as to how to accomplish the above. However, experience from applied benchmarking projects following conceptual models, data standardisation steps and steering instruments for the search process are useful. The basic economic model of rational decision making can serve as a conceptual ideal. Rational decision making involves finding the best means to pursue ones preferences (Figure1.2). It is not obvious what the set of alternative solutions (defined as "alternatives" in the figure) are, what the preferences of the user looks like, and what are the relevant benefits and costs. The set of alternative solutions can be different and the preferences may vary with the context. To approximate the underlying set of alternative social innovation solutions, we will rely on past initiatives and on the pilot regions. To assess the effects of different initiatives and solutions, a series of relevant indicators will be established, taking into account the preferences which are expected to be different. The process will be to i) establish a detailed description of possible alternative solutions and ii) the process of allowing the users to express preferences and hereby to choose from the initiatives tried in different contexts.

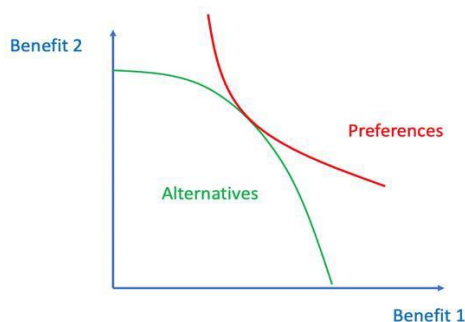


Figure 1.2: Economic model of rational decision making

The participatory process will be fully inclusive following the principle of “leaving no one behind<sup>11</sup>”. It will account for gender, ethnicity and will focus on the most marginalised categories to mitigate the risk of exclusion by creating new dimensions of economic and social inequality. For each initiative a series of information will be gathered and to make them more comparable it is important to standardise the description of the resources used (inputs), the measures of the effects (outputs) and the contextual specifics that may facilitate or serve as barriers for the transformation of the inputs into outputs (contextual). A summary of the information is reported below:

Table 2.3 BlueRev summary of the information

A description of the social innovation initiative	A simple description
<b>A brief characteristic</b>	Contextualisation – the bigger picture
<b>Goal</b>	Why was it implemented- scope
<b>Status</b>	If it is already implemented/ or only planned
<b>The targeted Key Community System (KCS)<sup>12</sup></b>	Which KCS the solutions are aimed to improve
<b>The impact and benefits</b>	Quantification of the impacts and benefits achieved-
<b>The key actors/stakeholders</b>	Description of the clients, beneficiaries, main actors involved
<b>The measurement tools</b>	Which indicators have been/will be used in their impact assessment
<b>The barriers</b>	What will hinder the successful implementation
<b>The resources and time</b>	Financial and human resources used or planned

### 1.2.1.3 LCA

The carbon footprint and environmental footprint of the whole value chains of the 3 pilot regions will be an integral part of the assessment of the bio-based systems in order to ensuring their low environmental footprint, in terms of feedstock, resources, processes, materials and products. The assessment will be performed by mean of a Life cycle assessment (LCA), according to ISO standards 14040,44. Essential when modelling the environmental assessment of a food- or a organic waste/by-product system is experience in and knowledge of the primary production in agriculture, aquaculture, and fisheries. RISE has long experience in using the holistic life cycle methodology for evaluation of the environmental impact of a food production system or organic waste upcycling process and have been participating in several EU funded research project as well as in applied contract projects as environmental evaluator. The analysis will be integrated in the new models developed in WP4.

### 1.2.1.4 Analysis of the governance framework and indicators and development of recommendations

Drawing on the fields of innovation systems analysis, foresight, and governance studies, RISE will employ a custom-designed and iterative process that runs through task 3.1, subtasks 3.2.3, 4.1.2 and task 4.2. This will allow developing a methodology to assess the effectiveness of the governance framework, tailored to the needs and local conditions of the cases, and ensure a continuous learning and maturation process, to make recommendations for improvements. Governance schemes in each pilot region will be benchmarked against seven indicators: i) regulatory knowledge; ii) stakeholders; iii) resource mobilisation; iv) direction of search; v) market and customers; vi) legitimacy; and vii) entrepreneurial experimentation. Vision-building will be performed. The governance framework in each of the cases will be analysed, identifying barriers and enablers. Critical factors, such as specific strengths and weaknesses, opportunities and threats for the cases, will be analysed, to create an understanding of how governance innovation can improve the conditions of change and help the cases going forward towards their future visions. Potential implications of the recommendations for the existing governance framework will be presented, e.g., in terms of building capacity and/or developing new policies. The analysis will be carried out through an exploratory,

<sup>11</sup> Stuart, E., and E. Samman. 2017. “Defining ‘Leave No One Behind.’” Briefing Paper. London: Overseas Development Institute. <https://www.odi.org/publications/10956-defining-leave-no-one-behind>

<sup>12</sup> <https://op.europa.eu/en/web/eu-law-and-publications/publication-detail/-/publication/2bac8dae-fc85-11ea-b44f-01aa75ed71a1>

collaborative approach, and will draw upon knowledge and insights from key stakeholders.

### 1.2.1.5 Analysis of business models in the pilot regions and development of new solutions

The analysis of business models will start from analysis and work performed in previous projects by the consortium partners. **Biobridges**<sup>13</sup> (LOBA coordinator, APRE partner) found that the interaction among processes and stakeholders between previously unconnected sectors carries various challenges that in many cases constitute obstacles towards the development of new value chains and bio-based business models. These challenges, reported in table 1.4 could be categorised in terms of feedstock, industry (conversion) and market (value chains) and can vary among the different actors representing suppliers, industry, brands and end users. By using the design thinking approach proposed by UiA, the challenges will be updated during the workshops with stakeholders to find new business models for pilot regions that could help to overcome these barriers. To this end, the library of business models developed within the **BalticBiomass4Value**<sup>14</sup> (EMÜ) will be considered. The library contains 12 good practice business models and 20 business cases in circular bioeconomy in the Baltic Sea Region as good practices guidelines for companies. If among the business models there isn't any business models that could be adapted for the pilot regions under study within the project, new business models will be developed by following the **BalticBiomass4Value**<sup>15</sup> methodology reported below:

The methodology starts at conceptual level with the explanation of what is a business model and what are its elements. The next step is to set-up the criteria for the selection of good practices business models, proceeding from bottom-up at the instance level: description of real good practice business models (found through literature search or collected from the stakeholders experience during workshops); identification of business models' elements of the good practice business models; clustering of good practice business models into a taxonomy of good practice business models; summary of the good practice taxonomy into archetypes.

The criteria for selection of real business models are: i) inputs and outputs (e.g., aquatic biomass sources and products); ii) type of companies (suppliers, processors, converters, service providers, distributors, cooperative, social enterprise, etc.); iii) sustainability (from environmental, economic, social point of view); iv) feasibility from policy perspective (regulation and subsidy dependence); vi) replicability in similar cases. Compared to the previous projects, **BlueRev** will put stronger emphasis on the social, environmental and cultural aspects of business models.

The similarities and differences between good practice business models will be evaluated, and translated into a taxonomy of a good practice business models by using cluster analysis. The taxonomy is used to separate related good practice business models and the resulting clusters are analysed in a qualitative way by using business models canvas. The resulting business models are also interpreted in terms of archetypes. The research process can thus be summarised as generalising initially individual good practice business models into coherent business models. Finally, following a co-creative and design thinking approach the business models will integrate feedbacks from stakeholders coming from pilot regions during co-creation workshops.

**Table 1.4** - Challenges towards the development of new value chains and bio-based business model

Stakeholder	Challenges	
<b>Industry</b>	in collaboration with biomass suppliers	Low feedstock availability
		High transferability costs - differences in prices per quantity per region
		Differences in the level of bio-based sector development in EU - lack of knowledge about bioeconomy practices
		Lack of skilled work-force - difficulties in networking with relevant suppliers
		Lack of standardised labelling and certifications
<b>Industry</b>	in collaboration with brands	Lack of knowledge and trust
		High prices - low market demand
		Lack of support to small industries - IP and patent issues
<b>Brand owners</b>	in collaboration with industry	Lack of standardised labelling and certifications
		Functionality and performance of bio-based products - Life Cycle Assessment
		Connection with industry stakeholders
<b>Brand owners</b>	in interaction with consumers	Enhance acceptance of bio-based products and communication of their benefits for the consumers
		Lack of standardised labelling and certifications - low demand
		High cost

<sup>13</sup> [BIOBRIDGES project](#) - D2.1 Cooperation challenges among consumers, brand owners and bio-based industry

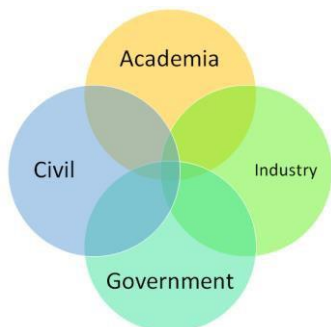
<sup>14</sup> <https://projects.interreg-baltic.eu/projects/balticbiomass4value-181.html>

<sup>15</sup> [BB4V A 2.3 REPORT 15.01.2021 FOR WEB.pdf \(balticbiomass4value.eu\)](#)

<b>Consumers</b>	Challenges in interaction with brands	Lack of standardised labelling and certifications
		Level of acceptance of bio-based products in terms of safety and performance
		Absence of well-targeted promotion of bio-based products

### 1.2.1.6 Co-creation activities

Co-creation activities (i.e. workshops and interviews) involving local stakeholders, including local and regional authorities, primary biomass producers, SMEs, civil society organisations including NGOs, knowledge providers, community knowledge and marginalised groups, will represent a central part of the methodology. These activities, carried in WP3 and 4, will include deep discussions on social and economic barriers and potentialities to enable the transition of pilot regions towards socially and environmentally responsible behaviour. Information will be used to analyse the pilot regions and draft news solutions (business, governance models and models for social innovations), in iterative or even continual process of interaction. Partners will be able to put together the greater interaction from across the quadruple helix (academia-industry-government-civil), to obtain the more reliable, trusted and taken up results by society. An important aspect partners will consider is the *inclusivity* of the engagement by diversity of participation as described in section 1.2.1.1.



**Figure 1.3:** interaction from across the quadruple helix

### 1.2.1.7 Pilot regions demonstration increased opportunities to develop skilled jobs

In order to increase opportunities to develop skilled jobs and small-scale establishments in the bioeconomy, thus helping to revitalise local communities and to increase opportunities created by the local bio-based economy within broader bioeconomy transition, the following activities will be performed:

**1) Workshops:** Three workshops (~50-100 participants each) organised at regional level by the pilot regions with the twofold aims: i) to transfer the new solutions to all the stakeholders (in and outside the pilot regions) under a fully transferable case-study approach, that can be replicated in many other regions throughout Europe, showing similar conditions in terms of local capacities (feedstocks, infrastructure, human skills, etc), and innovation actors (including community knowledge and marginalised groups) etc.; ii) to represent potential opportunities for collaboration among stakeholders, to improve communication among them, and further foster the integration of the opportunities created by the local bio-based economy within broader bioeconomy transition, *by linking valorisation of ecosystem/nature services' (e.g. recreation) with sustainable biomass production, processing, product design and manufacture, circular use and upcycling to new applications.*

**2) Programme of training/coaching:** a plan of training events has been developed as reported below and will be updated according to input/feedback collected during the workshops in WP3 and 4. Lessons will be recorded and all materials will be made available to the stakeholders through the project public website. A total of 100-200 participants is expected.

**UNIPA - Training directed to increase small-scale establishments in the bioeconomy**

**Topic:** best practices for characterisation and selection of fish by-products (FBP) and co-products (FCP) from fishery, aquaculture and processing plant, to be applied at industrial level (3 LESSONS).

**Target participants:** associations of producers (fishermen, fish processors, algae growers/collectors/processors).

**UNIPA - Training/coaching programme to increase skilled job opportunities.**

**Topic 1:** Methods for extraction of bioactive compounds from FBP and FCP from pilot to industrial scale (3 lessons).

**Topic 2:** Valorisation of bioactive compounds from FBP and FCP in cosmetics, nutraceuticals and pharmaceuticals (3 lessons).

**Target participants:** master and PhD students in chemistry, biochemistry, marine biotechnology.

**EMÜ, UiA - Training directed to increase small-scale establishments in the bioeconomy and to increase skilled job opportunities.**

**Topic:** Business development tools that students/employees in all disciplines can utilise to work systematically with operationalisation of the UN Sustainable Development Goals in their ideas and start-ups (3 lessons).

**Target participants:** master and PhD students in agro-food technology, economy, bioeconomy and associations of producers (fishermen, fish processors, algae growers/collectors/processors).

**APRE** - Training directed to increase small-scale establishments in the bioeconomy

**Topic:** empowering the small business with the knowledge, tools and practical examples of how to effectively communicate when addressing consumers (4 webinars).

**Target participants:** associations of producers (fishermen, fish processors, algae growers/collectors/processors).

**3) Best practices guidelines:** two guidelines will be developed for small businesses, which will be translated in the 24 official EU languages and an infographic will be produced for easy access to the information. The two guidelines will deal with: i) business, governance models and models for social innovations developed for the three pilot regions as best practices within the project; ii) improving skills of small business on how to communicate innovation, climate-neutrality and low environmental footprint/benefits/trade-offs and performances of bio-based products and services. All the materials will be uploaded in folders on the project public website and made available to all stakeholders. Multimedia contents and demonstrative videos for best practices demonstrated will be also developed.

### **1.2.2. Open science practices**

Even if the **BlueRev** methodology will not create research data but will provide new business, governance models and models for social innovations to exploit the potential of the bio-based value chains in Europe, it will implement appropriate open science practice as follows: 1) open access to scientific publications under the conditions required by the grant agreement; 2) management of research data in line with the FAIR<sup>16</sup> (addressed in section 1.2.3); 3) reproducibility of research outputs; 4) involving all relevant knowledge actors, including citizens.

1) Open access: all outcomes will be made accessible in Open Access and free of charge, as under the terms and conditions laid down in the Model Grant Agreement. The **BlueRev** partners will choose the “gold” Open Access model and they will use an open access repository, connected to the tools proposed by the European Commission (**Open Research Europe**), which will grant access to the publications and to a bibliographic metadata in a standard format including information requested by the European Commission. Protection of knowledge will be ensured by adopting licenses which enable free circulation of documents while safeguarding authors’ and the project’s IPR. In addition, adequate protection of project and Commission’s image as well as the content integrity will be ensured (e.g., against de-contextualisation).

2) Reproducibility of research outputs: reached thanks to science practices, i.e. the DMP, early sharing through preregistration and preprints, open access to publications, workshops and trainings, other research outputs etc..

4) Stakeholders involvement: as reported in section 1.2.1.6.

### **1.2.3 Data management and management of other research outputs**

All the participants of the project agree to cooperate in order to reach the most efficient process of data management in the Consortium Agreement. At the start of the project, a Data Management Plan (DMP), to set out guidance and rules for the storage and treatment of data collected and generated during and at the end of the project, will be developed, according to the DMP template provided by the EC. Updated versions of the plan will be included as additional deliverables at later stages to report any changes. The specific data management plan will serve to support partners in how the data, managed by the project, should be handled. This includes the type of data collected, how it should be processed or generated, what methodologies and standards should be followed, whether and how this data should be shared and/or made open, and how it should be curated and preserved, with the emphasis on ensuring the compliance with the GDPR during the whole project. In the following it is reported how different type of data will be treated during the project:

Outputs generated by the project: data management will be in line with the FAIR principles (Findability, Accessibility, Interoperability, and Reuse), to ensure that data can be found, accessed and re-used by researchers, maximising the effectiveness and reproducibility of the research undertaken. To deposit digital research outputs and provide (open) access to them, trusted repositories, e.g. Europe PMC for life sciences or general-purpose repositories, such as for example Zenodo, will be used.

Users’ data collected by the project website: The **BlueRev** website will collect and store user data only when it is actually in the interest of users, only when users know what kind of data they are dealing with and with what scope and for what purposes it can be used. **BlueRev** will comply with the existing European data protection legal framework and General Data Protection Regulation (GDPR). The project website will be tailored and run with respect

<sup>16</sup> FAIR data are data that are curated to satisfy the principles of findability, accessibility, interoperability, and reusability. For further reading: <https://www.go-fair.org/fair-principles/>

to the right for privacy, as formulated in the Article 8 of the European Convention on Human Rights. As the overall legal framework **BlueRev** will consider the Directive 95/46/EC of the European Parliament and of the Council of 24 October 1995 on the protection of individuals with regard to the processing of personal data and on the free movement of such data. Also, it will take into account the procedures for electronic data protection and privacy conforming to the Directive 2002/58/EC (and its amending acts, such as Directive 2009/136/EC). Data storage will be secured so as for the data not to become accessible to unwanted third parties and protected against disaster and risk.

#### **1.2.4 how the project methodology complies with the ‘do no significant harm’ principle**

The methodology is designed in a way it is not significantly harming any of the six environmental objectives of the EU Taxonomy Regulation: (a) climate change mitigation, (b) climate change adaptation, (c) the sustainable use and protection of water and marine resources, (d) the circular economy, including waste prevention and recycling, (e) pollution prevention and control, (f) the protection and restoration of biodiversity and ecosystems. The methodology will instead support all the six objectives, by supporting the spreading and uptake of value chains aiming to valorise **waste** from aquatic biomasses, by sustainably using marine resources that, while **reducing waste and pollution, will reduce GHG**, replacing the use of non-renewable feedstock mainly derived from oil through energy intensive processes.

## **2. Impact**

### **2.1. Project’s pathways towards impact**

#### **2.1.1 Outcomes specified in the topic and indication of the scale and significance of the project’s contribution**

*Higher awareness of stakeholders (e.g. by development of a programme that focuses, including primary biomass producers, civil society organisations including NGOs and SMEs to be integrated in and benefit from bio-based value chains) – identifying local actors and improve communication between them, showing opportunities for collaboration along the bio-based value chain.*

**BlueRev** will engage at least **500 stakeholders** including local and regional authorities, primary biomass producers, SMEs, civil society organisations including NGOs, knowledge providers, community knowledge and marginalised groups (**KPI-WP2**), and through the following activities, will improve their awareness, communication between them, showing opportunities for collaboration and benefitting from the bio-based value chain:

- Programme of at least **6 workshops in WP3 (3) and 4 (3) (at the least 10 participants per each workshop)** (KPI-WP3-4) aiming at helping local stakeholders to dialogue, by analysing social and economic barriers and potentialities in their regions to enable the transition towards socially and environmentally responsible behaviour through new business models, informed governance and especially social innovation developed within the project.

- **Successful pilot regions demonstration:** a guideline (KPI- WP4) and demonstration workshops (3) for the 3 pilot regions, with **~50-100 participants** per workshop (KPI-WP5). The workshops will also present to the stakeholders, the opportunities offered by the bioeconomy, but also networking opportunities to create new collaboration among stakeholders.

- **A training programme** that focuses on helping local stakeholders to develop skilled jobs and small-scale establishments in the bioeconomy: **4 modules for a total of 13 lessons** for association of producers, master and PhD students, (**100-200 participants** in total, KPI-WP4).

*Increased opportunities to develop skilled jobs and small-scale establishments in the bioeconomy, thus helping to revitalise local communities (by supporting the local and regional rural development, economic and implementing authorities, to raise awareness of bio-based options)*

**BlueRev** will reach this impact thanks to the following activities (described in detail in section 1.2.1.7):

**1) Workshops:** Three workshops (~50-100 participants each) to transfer the new solutions to all the stakeholders (in and outside the pilot regions) under a fully transferable case-study approach, that can be replicated in many other regions throughout EU (KPI-WP5).

**2) Programme of training/coaching:** 4 modules for a total of 13 lessons, where a total of 100-200 participants is expected (KPI-WP5).

**3) Best practices guidelines:** dealing with i) the practical novel governance and business models and related social measures developed for three the pilot regions as best practices within the project; ii) improving skills of small business on how to communicate innovation and benefits of bio-based products and services (KPI-WP4-5).

*Advancement of the role of ‘social enterprise’ model for local communities, including the low-income populations, benefiting from creativity linked to bio-based solutions and promoting inclusiveness and cooperation at all levels*

Social enterprises play one of the most relevant roles in the process of transitions from linear to circular economy. Such companies use innovative strategic thinking in order to reduce environmental impact and create higher added

value to the society, because the core business mission is a social one; a special attention for the sustainability is given by the stakeholders who must be involved into the transition process, such as policy makers, technology and innovation centres, researchers, etc<sup>17</sup>. **BlueRev** will reach this impact thanks to the activities of the *Sub-task 4.1.1 Assessment of the depth of change of the social innovation involved in the pilot regions and proposing new ways to achieve 'social enterprise'*. Moreover, as reported in section 1.2.1.2, the participatory process will be promoting inclusiveness and cooperation at all levels following the principle of “leaving no one behind”.

*Increased opportunities created by the local bio-based economy within broader bioeconomy transition, e.g. by linking valorisation of ecosystem/nature services' (e.g. recreation) with sustainable biomass production, processing, product design and manufacture, circular use and upcycling to new applications.*

In WP5, at least three physical workshops will be organised bringing together a number of about 50-100 participants per workshop. The 3 workshops aim to integrate the opportunities created by the local bio-based economy within broader bioeconomy transition, *linking valorisation of ecosystem/nature services' (e.g. recreation) with sustainable biomass production, processing, product design and manufacture, circular use and upcycling to new applications.* **BlueRev** has an enormous potential to bring together stakeholders from different regions, sectors and position of the value chains, considering the network the partners can bring together (see table 2.1). **KPI WP5-** at least **3 physical workshops** to integrate the opportunities created by the local bio-based economy within broader bioeconomy transition.

*Supporting the development of for small businesses and for business-to-consumers communication of innovation, climate-neutrality and low environmental footprint/benefits/trade-offs and performances of bio-based products and services (e.g. by development of best practice guidelines)*

**BlueRev** will reach this impact thanks to the activities of the task 5.3, where a guideline for small business will be developed to improve their skills on how to communicate innovation, climate-neutrality and low environmental footprint/benefits/trade-offs and performances of bio-based products and services (**KPI WP5-D5.3**). The guideline will contribute to enable the transition towards socially and environmentally responsible behaviour by empowering the small business with the knowledge, tools and practical examples of how to effectively communicate when addressing consumers. In order to assure their dissemination in all EU member states, the guideline will be available in the 24 official EU languages and an infographic will be made available on the project website.

*Supporting novel business models and related social measures to enable consumers, industry and public bodies to switch to socially and environmentally responsible behaviour within their choices (e.g. guidelines on regulatory measures, corporate responsibility initiatives, education); ensuring synergies, transparency and inclusiveness of all actors)*

To boost the development of a bio-based economy in Europe, there is a need for business models that can be replicated easily in a variety of locations and contexts, with relatively low levels of investment, risk and sophistication, due to the fact that these should be adopted by small communities often scattered across the regional landscape. Moreover these business models to be adopted should be understood and accepted by all the stakeholders involved, i.e. consumers, industry and public bodies. **BlueRev** aims at revealing the success factor enabling bio-based models and will look at potential at smaller scale in coastal/marine areas. WP4 will be dedicated to development of New models for social innovations to enable stakeholders to switch to socially and environmentally responsible behaviour (KPI WP4- D4.1); New business models (KPI WP4- D4.2). New governance models (KPI WP4- D4.3).

### ***2.1.2 Wider impacts, specified in the destinations in the work programme and indication of the scale and significance of the project's contribution***

*Innovative governance models enabling sustainability and resilience notably to achieve better informed decision-making processes, societal engagement and innovation*

The goal to achieve the climate objectives outlined in the European Green Deal cannot be reached only with new R&I development but it also needs new governance models with public administrations moving beyond traditional working methods to a more cross-cutting, integrated and stakeholder-driven way of working, fostering sustainable solutions to be applied. To achieve the potential of the blue bio-based economy, it will require the social engagement of all actors along the value chain to adopt innovative and sustainable best practices. In this context, **BlueRev** aims to achieve better informed decision-making processes, societal engagement and innovation by:

<sup>17</sup> Success factors of sustainable social enterprises through circular economy perspective. Dumitru Stratan Szent István University, Gödöllő, Hungary. Visegrad Journal on Bioeconomy and Sustainable Development DOI: 10.1515/vjbsd-2017-0003



- engaging local communities of stakeholders in all the project activities, **KPI - WP2: Engagement of at least 500 stakeholders**.
- by developing new governance models, developed in a co-creational approach with all the regional stakeholders in the value chain, to support local and regional authorities in their informed decision-making processes (**KPI WP4 - D4.3**).
- by supporting innovative bio-based value chains to overcome barriers related to governance, business models and social innovation, thus unlocking the potential of the bioeconomy and allowing the shift to a more sustainable and resilient consumption, based on circular re-use of biomasses and natural resources.

*More informed and engaged stakeholders and end users including primary producers and consumers thanks to effective platforms such as Agriculture Knowledge and Innovation Systems (AKIS)*

Approaches to knowledge exchange, learning and innovation in agriculture are rapidly evolving. Nowadays, new and better ways to share knowledge and expertise are essential to keep agriculture and food production competitive and rural areas vibrant in the 21st century. Thanks to the **EIP-AGRI** “interactive innovation model”, knowledge is now co-created by farmers, scientists, advisers, enterprises, NGOs, etc. The term Agricultural Knowledge and Innovation Systems (AKIS) is used to describe the whole knowledge exchange system: the ways people and organisations interact within a country or a region. AKIS can include farming practice, businesses, authorities, research, etc. and can vary a lot, depending on the country or sector<sup>18</sup>. **BlueRev** will engage stakeholders through the following activities, that according to the brochure made available by EIP-AGRI with examples, tools and tips can be defined as AKIS<sup>19</sup>:

- **Engagements of all project stakeholders**, including primary producers and consumers, through multi-actors stakeholders approach in several activities since the beginning: workshops for the analysis of pilot regions (WP3), co-creation workshops for elaboration of new solutions (WP4), demonstration workshops and a tailored training programme, mainly for association of producers, master and PhD students (WP5).
- **Knowledge centre for farmers**: The project website will be used to share relevant information. All materials developed within the project, i.e. trainings, best practice guidelines (2 infographics translated in all the 24 EU official languages), business and governance models, models for social innovations will be made available through the **BlueRev** website.
- **Use of social media** networks created for and by farmers to share success stories.
- **Short videos** of maximum 3 minutes in a clear and simple language to spread best practices among stakeholders.

**Strengthened EU and international science-policy interfaces to achieve the Sustainable Development Goals (SDGs)**

Algae represent a new source of renewable biomass for food and green products, and sustainable algae production has the advantage of achieving potentially high yields with minimum or no land and fertiliser requirements while enhancing biodiversity. Moreover, fishery waste stream could help to fight food waste by valorising it into a range of added value products. The potential of the bioeconomy is still hampered, by barriers in governance models not allowing stakeholders to benefit from the bioeconomy innovation. As reported above, new governance models are needed with public administrations moving beyond traditional working methods. **BlueRev** will do that by bringing together stakeholders from all the value chain (including researchers and policy makers) and supporting them to co-create innovative solution to overcome the barriers that do not allow the bio-economy to happen. **BlueRev** will strengthen EU and international science-policy interfaces, by advancing the role and impact of bio-based innovation to accelerate the transition from a linear fossil-based economy, which leads to overuse and depletion of natural resources, into a resource-efficient and circular bio-based system operating safely within planetary boundaries. This will allow **BlueRev** to achieve the **SDGs** as reported in the following section:

**1. NO POVERTY- 8. DECENT WORK & ECONOMIC GROWTH**: The project will directly support the opportunities to develop skilled jobs and small-scale establishments in the bioeconomy by successful pilot regions demonstration, development of best practice guidelines, a training programme for associations of producers, master and PhD students, novel and inclusive business models. **KPI (after the project end): at least 100 new jobs and a 10% increase in small-scale establishments** in the blue bio-based value chains. This is an estimate made by the partners, according to the network they will be able to bring in the project, the numbers of activities and participating stakeholders foreseen.

<sup>18</sup> [EIP-AGRI Brochure Agricultural Knowledge and Innovation Systems | EIP-AGRI \(europa.eu\)](#)

<sup>19</sup> [eip-agri\\_brochure\\_knowledge\\_systems\\_2018\\_en\\_web](#)

**4. QUALITY EDUCATION: BlueRev** will increase opportunities to develop skilled jobs and small-scale establishments in the bioeconomy through a well-defined training programme. **KPI-WP4:** training programme, 4 modules for 13 lessons for associations of producers, master and PhD students – **100-200 participants in total.**

**5. GENDER EQUALITY: BlueRev** will support the gender balance by taking measures to promote equal opportunities in the implementation of actions towards all the stakeholders involved in the project, including partners' organisations by: including the gender balance in the decision-making structure of the project, guaranteeing equal employment opportunities in partner organisations, promoting specific actions in order to engage woman in project activities (e.g. interviews, workshops, trainings).

**11. SUSTAINABLE CITIES & COMMUNITIES: KPI: 3 Regional pilot regions** (WP3-4) will be supported to enable the transition towards socially and environmentally responsible behaviour and to advance innovation at local scale.

**12. RESPONSIBLE CONSUMPTION & PRODUCTION: KPI: BlueRev** will support **3 pilot regions** (WP3-4) to improve their blue bio-based value chains towards more sustainable production and consumption, by involving **more than 500 stakeholders.**

**13. CLIMATE ACTION: KPI (after the project end): at the least 10% GHG emissions reduction** thanks to the adoption of the business, governance models and models for social innovation developed within the project, due to a sustainable and circular use of natural resources, promoted by **BlueRev** (see the next section). This is an estimate made by the partners, according to the network they will be able to bring in the project, the number of activities and participating stakeholders foreseen.

**14. LIFE BELOW WATER:** The **BlueRev** project will support the uptake of best practices in the blue bio-based sector, by significantly reducing the pressure on the resources of the European seas and protecting biodiversity. For example, **in fisheries and aquaculture about 35%<sup>20</sup> of the global harvest is either lost or wasted every year**, the up-take of new and sustainable solutions for the management of such material, by producing high value food products from aquatic biomass is expected to exploit this potential by reducing pressure on the marine ecosystem.

### **2.1.3 Possible barriers**

The following barriers that could prevent the exploitation have been analysed by **BlueRev** partners in advance, by allowing their prevention and enhancing the success for the project exploitation:

- **Insufficient cooperation and knowledge exchange between the parties in the value chains within and among regions:** The eventual success of the bio-economy depends largely on the extent of integration that can be achieved between the parties along the value chains to exploit synergies for mutual advantage. Historically, the sectors have not been known to work together. **BlueRev** will tackle this barrier, *by identifying value chains and stakeholders involved within the pilot regions, bringing them to collaborate together to identify barriers and potentialities in the region to unlock the potential of the bioeconomy in the region. Knowledge and network generated within the project will form the solid foundations for the future exploitation and replication of the project results.*
- **Scepticism towards products produced by using fish and algae biomasses, hampering the uptake of the new business models:** The eventual success of the bio-economy will also depend by the acceptance of new products by civil society. **BlueRev** *will not only communicate to citizen and consumers the social and environmental impact of the bioeconomy, but will also involve them in the co-creation of new governance, business models and new models for social innovations to enable them (as well as other consumers) to switch to socially and environmentally responsible behaviour.*

## **2.2. Measures to maximise impact - Dissemination, communication and exploitation**

To achieve the maximum impacts of the project results, it is necessary to develop an extensive dissemination and communication campaign that highlights the benefits of the initiative as well an exploitation and replication plan. To this end, a first version of the plan for dissemination communication and exploitation activities has been set up by the consortium partners who will also be actively involved in the realisation of the dissemination and communication actions. The plan will be updated upon the project start to reach the maximum possible audience. Moreover, partners are strongly committed to the maintenance of the website, containing all project information and all trainings, after the project end and to its future follow-up phase. To this end, a preliminary exploitation plan has been developed and will be updated within WP6.

### **2.2.1 Dissemination of results**

<sup>20</sup> <http://www.fao.org/documents/card/en/c/ca9231en>

To create awareness is fundamental, given that the main objective of the **BlueRev** project is making all the actors in the bio-based sector aware of or familiar opportunities for collaboration along the bio-based value chain and increasing opportunities created by the local bio-based economy. Since “*increasing opportunities*” thanks to the “*improved communication*” and “*higher awareness*” among stakeholders is one of the main expected impacts of the project, the dissemination actions will primarily consist of accompanying measures, such as awareness-raising and networking.

The **BlueRev** approach is tailored to the target groups, with specific actions towards i) primary biomass producers, primary biomass producers’ associations and cooperatives, SMEs, ii) national, regional local public authorities and regional clusters, iii) civil society organisations including NGOs, iv) scientific communities and knowledge community; v) marginalised groups. Accordingly, key elements of the Dissemination, Communication and Exploitation (DCE) strategy (section 2.3) are presented in the following with the main aim to:

- **Create awareness** of the existence of **BlueRev** among all target groups with a specific attention to local stakeholders
- **Increase EU bio-based economy knowledge** through an integrated, targeted and participatory dissemination approach
- **Create an outreach strategy** to stimulate the identified stakeholders to join **BlueRev**, thus increasing the potential uptake of innovative sustainable solutions
- **To foster cooperation** among stakeholders at local and regional level but also at national and European level

The Dissemination and Communication Strategy, starting from key elements reported in section 2.3, will be ready at M3. It will report the elements reported in the following and will be periodically updated in alignment with the project’s progress:

- Target audiences
- Dissemination channels and communication tools (website, visual identity and promotional materials, newsletters, video, etc.)
- List of external events and networks of interest
- Guidelines for implementing dissemination actions (use of visual identity, presentations, documents and other templates, press releases, events, etc.)
- Suggestions for the organisation of project workshops, including examples of a tentative agenda, guidelines for the different activities, etc. Procedure for monitoring the impact of the dissemination and communication strategy using KPIs
- Clustering activities, which will be included in the plan and will build links with other EU funded projects related to bio-based sector such as project funded under the topic “HORIZON-CL6-2021-COMMUNITIES-01-02: Expertise and training centre on rural innovation”.

The strong network that partners represent and the clustering activities with other European initiatives will be used to make the results available to a broader part of the sector:

**Table 2.1** –Partners network and dissemination channels

**APRE** is involved in **+200 projects** co-financed by the EC since FP6, in particular 71 projects in H2020 - coordinator in 16 projects (see section 3.2). Its networks counts on 150 associated members in Italy from the R&I community (among them Cluster BIG: Italian Cluster for the Blue Growth); 12 Regional Help Desks in Italy; 1 Liaison Office in Brussels; Member of the National Contact Point networks projects since FP7; Member of the Enterprise Europe Network, present in +60 states worldwide, with +600 network nodes, and about 3000 local experts; Cooperation history with 83 partners outside the EU. APRE media and outreach: **+40.000 users registered in the database**; **+15,000 followers on social media channels** (Twitter, Facebook, LinkedIn); about 400 Italian press contacts for media relations actions. APRE formats: APRE *website*; APRE *magazine* with information from the research community, distributed to 20.000 contacts registered in the APRE’s database and published on the APRE website (<https://www.apre.it/apremagazine/>); APRE *weekly* with news and information distributed to all APRE members every week; APRE *information days* about the novelties of the Framework Programme with an average of more than 200 persons attending onsite events and more than 400 for online events.

**FBCD** has 300+ paying members ranging from small start-ups to some of the largest companies in the world, representing around 75% of Denmark's exports. The cluster integrates all the leading universities in Denmark, and works closely with all major food and bioresources sector organisations including the Danish Agriculture & Food Council and Danish Food and Drink Federation. FBCD is a full-member of the Bio-based Industries Consortium (BIC) and invited member of the Programming Core Team (PCT) as well as being part of the Communication Team. Furthermore, the cluster has been a founding organisation in Enterprise Europe Network for 13+ years, which gives access to over 600 business, technology and research support organisations in 60+ countries, not only in Europe, but also in neighbouring countries and high-growth regions of strategic importance. Adding to this large international network, FBCD has a large portfolio of EU-financed projects, within the bioeconomy, food and fisheries sectors, as reported in section 3.2.

**DFBG** will leverage on a solid network represented by **more than 150 enterprises** in the sector of fishery, blue growth and related industries, along with representative of HEI, local government institutions and association of consumers. The DFBG make use of all the standard digital communication channel and, furthermore, is owner of the **Open 2.0 collaborative platform “Global Community and Expo”**, a digital collaboration tool, adopted for the virtualisation of Blue Sea Land 2020. The platform turns out to be a point of reference not only for the fishing system, but also for the agri-food and other production sectors. In fact, it is equipped with all the necessary tools to accommodate all stakeholders, (business or institutional ones) and to respond to the needs of users at all levels. By combining communication and collaboration tools, it represents for industry operators a space for self-promotion, an opportunity for national and international promotion, economic and commercial cooperation, and a showcase for consolidating or penetrating new markets. Blue Sea Land is the annual exposition on blue growth, organised by the DFBG, that attracts thousands of visitors and stakeholders from all over Europe, Africa and IORA countries.

**LOBA** will leverage on the networks created in the scope of European projects: reported in section 3.2. Besides that, it will make use of: i) Over **11,664 followers on Facebook**; ii) Over **1,662 followers on Instagram**; iii) Over **6,326 professional contacts on LinkedIn** ; iv) Over **172 followers on Twitter**; v) **Corporate mailing list with more than 2,000 recipients**; vi) Updated **database of over 800,000 contacts** of relevant media and journalists; vi) Permanent network of EU stakeholders developed in EU project participation.

**UiA**: will leverage on its network of 13,000 students and 1,400 faculty and staff members. UiA will disseminate the project results through its **LinkedIn (34,583 followers), Facebook (4,181 followers), Instagram (1,403 followers) and Twitter (543 Followers)** accounts.

**RISE** usually participates and often presents its work to the Swedish seafood federation, an association of the fishing, aquaculture and seafood processing sector, holding quarterly meetings called the “seafood forum”. RISE will exploit its collaboration with the Swedish research centre Blue Food- centre for future seafood, a collaboration between seven Swedish R&D partners (universities, institutes and innovation agencies) aiming to promote the production and consumption of more sustainable seafood in Sweden. RISE Identified the following events representing a good opportunity to present the project results: **ICES** (International Council for the Exploration of the Sea and the organisation providing scientific advice to the EU on stock assessment and fishing quotas) annual science conference which gathers the international fisheries and aquaculture community; **The Brussels seafood expo**, annual event gathering the international seafood industry; the **European Maritime Day annual event**.

**EMÜ** will share the project results and bioeconomy related information through its bioeconomy development centre, which stakeholders' network includes **170+ stakeholders in Estonia**. EMÜ will use it's webpage, **Facebook page with 11,900+ followers and LinkedIn page with 1,950+ followers**

**NIBIO**, thanks to its geographical distribution - with 15 research stations/offices nationwide - provides a huge local, regional and national network. Its clients and collaboration network involves both academic institutions, regional and local governance bodies (Statsforvaltere, Fylekskommuner, kommuner), small (NGOs) and big industrial partners as well as various agencies and public organisations and associations. Additional national and international networks are secured through successful project cooperation from idea development to application drafting and management both under European and Norwegian funding. NIBIO also develops freely available map-services on the web as part of its mandate. For example, kilden.no had over 300,000 user-hits in 2020. In 2020, NIBIO was mentioned more than 4000 times in various media, including 124 times on radio and TV. NIBIO's **website** has approximately **75,000 monthly site visits and 184,700 page views per month**. It contains 1266 news items, 375 project webpages, 1500 articles on various research topics, and an online database which lists over 40,000 publications. The site also provides a wide range of services and tools aimed towards industry and administration. 3-6 news items, press releases and videos are published weekly, several of which are submitted

to national and local media for publication. **NIBIO is a member of, and delivers news items to forskning.no, Norway’s most significant science news website with approx. 1,9 million site visits, and 2,7 million page views**, per month. The institute also submits its English news items to alphagalileo.org – an international media resource website for science news which sends daily or weekly news alerts to over 7000 journalists worldwide. NIBIO’s social media channels are used actively for distributing news, videos, and events, and to engage with users. As of now, the channels account for a network of **23,461 users: Facebook: 10,569 followers, LinkedIn: 6,968 followers, Twitter: 3,743 followers, Instagram: 1,881 followers and YouTube: 300 subscribers**. NIBIO’s researchers participate in several national public events every year, among others Norway’s National Science days, and Norway’s largest political gathering, Arendalsuka Popular science leaf-lets is also produced with its own publishing series (ISBN-registered).

**UNIPA** has an office dedicated to communication and dissemination activities both through the common social channels (**LinkedIn, Facebook, Instagram and Twitter**) and through the publication of web pages dedicated to specific events or projects, upon the request of professors or students. The team involved in the project will use every possible opportunity, both scientific (international and national conferences and workshops) and related to public engagement, to present, communicate and disseminate the project. UNIPA can rely on a solid network in the blue growth area such as: association to Italian cluster of Blue growth-**Cluster BIG**, collaboration with **Westmed initiative** and International scientific societies (the European Society for marine biotechnology **ESMB**, European Federation of biotechnology **EFB**, Italian association of microalgae **AISAM**), having possibility to multiply occasions for BlueRev dissemination. UNIPA team is currently involved in other project (until 2026) related to blue growth, green deal and circular economy area (funded from European to Regional entities) and can benefit of past projects networks, that can support the maximisation of the project’s impact. These possibilities can increase awareness of the existence of **BlueRev** among all target groups, stimulating the identification of new stakeholders that could join **BlueRev**, thus increasing the potential uptake of innovative sustainable solutions and fostering cooperation. UNIPA team will collaborate with the other partners in the production of scientific papers related to BlueRev results, to be published in international journal with IF and scopus recognition.

In this context, the WP6 of **BlueRev** aims to establish a framework that allows the widest outreach of information about the project results through communication and dissemination activities and the specific task 6.5 aims to cluster with other projects and European initiatives (see also the WP6 description).

The dissemination activities of the project will be structured in the following three main phases:

1. **Initial raising awareness:** During the initial project phase, informing stakeholders, raising interest
2. **Strategic Phase:** During the further project phase, keeping relevant stakeholders informed, engaging them to participate in project activities such as co-creation workshops, bringing knowledge to the project and participation in co-creation activities.
3. **Engaging and Promoting Phase:** Finally, widely disseminating the **BlueRev** results (innovative governance and business models, best practices guidelines and trainings developed within the project) across Europe, relying on partner networks outside the project.

### 2.2.2. *Communication and dissemination activities*

A set of communication and dissemination activities together with the objectives and measurable results, described in the following table, will enable a wide dissemination of the key project results/achievements with the aim of keeping stakeholders and the public always updated about progress.

**Table 2.2** – Communication and dissemination activities

Communication activities	Objectives and measurable results
Realisation of a project logo, brochures and other communication materials, containing a description of the project activities, objectives, results and expected impacts on the stakeholders.	<i>Project logo, leaflet and brochure, poster.</i>
A specific Media Plan focused on delivering press releases after the achievement of certain milestones.	<i>At least 6 press releases published on different broadcasts.</i>

The <b>BlueRev</b> project website.	<i>Project website available at month 4, continuously updated, target at least <b>10,000 visitors</b> by project end.</i>
Quarterly newsletter with the relevant information for the bioeconomy stakeholders.	<i>6 published and distributed newsletters starting in M6. Target at least <b>500 subscribers</b>.</i>
Digital communication on social networks: LinkedIn, Twitter, Facebook, Instagram, blogs etc.	<i>Creation of profiles on social media (target <b>1,000 social media followers</b>) and use of the partners' channels to promote <b>BlueRev</b>.</i>
Leveraging on <b>BlueRev</b> partners' network of organisations and individuals to disseminate the targeted communications that serves to generate more leads to the platform.	<i>Each partner will promote <b>BlueRev</b> through its networks, including websites, newsletters, organisation of local events, targeting at least <b>3,000 recipients</b>.</i>
A video showing the main feature of the information system that will be widely distributed through the <b>BlueRev</b> website and other social media, such as YouTube.	<i>At least 1 video with <b>2,000+ views</b>.</i>
Presentation of the <b>BlueRev</b> results in external events and fairs (e.g. <i>Industrial Biotechnology and Bioeconomy Conference; International BioEconomy Conference; IFIB, EFIB, Ecomondo</i> , etc.)	<i>At least <b>12 presentations</b> in external events, targeting at least <b>3,000 attendees</b>.</i>
<b>Publication in scientific journals:</b> e.g. <i>Journal Of Agricultural And Food Chemistry, European Food Research And Technology; International Journal of Food Science, International Journal of Biological Macromolecules; Process Biochemistry; Journal of Cleaner Production and the International Journal of Life Cycle Assessment.</i>	<i>At least <b>12 publications</b>, targeting minimum <b>2,000 readers</b>.</i>
<b>Workshops and trainings:</b> In order to support the analysis of pilot cases at local level, the co-creation of new solutions and their demonstration in the pilot cases, BlueRev will organize various events, workshops and training activities. All events will be announced on the project's website and communicated via social media.	<i>At least <b>9 workshops</b> and a training programme with at least <b>4 modules and 13 lessons</b> (WP3, WP4 WP5), targeting at least <b>500 stakeholders</b> engaged in the project activities</i>

### 2.2.3 Exploitation and replication of results

The **BlueRev** project will bring an important contribution to the bio-based economy in terms of both new business and co-operation opportunities. It is therefore of great importance to guarantee the replicability of knowledge and tools generated after the project end. During the project a detailed plan for exploitation and replicability will be prepared. Integration with already structured networks (see WP2) will be strongly supported in order to increase visibility and communication impacts. The strategy is reported in the following section.

#### Exploitation of the project results

The Key Exploitable Results (KERs) developed within the project will be exploited by the partners' activities (individual exploitation), and in parallel all the knowledge and tools offered by the project will be kept alive after the project end.

The following KERs will be achieved within the **BlueRev** project:

- Guidelines reporting the best practices demonstrated in pilot regions,
- Training programmes,
- Novel business and governance models, models for social innovations
- Guidelines supporting the development of communication of innovation.

Each partner will be interested in exploiting internally the developed KERs and the intangible asset represented by the large network they are part of. To this aim, an individual exploitation plan is foreseen in order to demonstrate how each of them will further exploit the **BlueRev** results within its organisation and activities. Each partner will take advantage from the exploitation activities as explained in the following:

- **UNIPA-DFBG, FBCD** and **EMÜ** (bioeconomy development centre) will exploit the **know-how** acquired within the project to guide and train their members/networks on inclusive and sustainable bio-based governance, business models and models for social innovations in the bio-based economy. Moreover, taking advantage of the network built during the project with other bio-based clusters through EU, they will give

members of their networks the chance to create new collaboration opportunities, while increasing their potential of attracting new members through these activities.

- **LOBA** will reinforce its already strong position among the bio-based value chains by increasing the number of organisations, projects and partnership opportunities.
- The big network built through the project activities will reinforce the **APRE, RISE, NIBIO, EMÜ and UiA** position in the frame of the Research and Innovation throughout Europe.

Besides the individual exploitation, the project partners will define a common strategy for the **BlueRev**, moreover, they will identify the replication strategy of the project as reported in the following paragraph.

#### **Replicability plan**

The **BlueRev** consortium will agree on a replicability plan that will guarantee the project life also after the project end and will implement the following activities:

- **Definition of the boundary conditions** under which replication and adaptation of KERs to other regions can be successfully adopted (geographical and climate conditions, feedstock and infrastructures availability, industrial development, consumption patterns, value chains and market measures and available investment streams etc.).
- **Mapping of bio-based clusters and regions in EU (WP2).** The analysis will take into account both the stakeholders already present in the networks of the partners and new identified ones. The bio-based clusters/regions will be contacted, informed about the project objectives. If the stakeholders are interested to be involved in project activities and possible replication after the project end, they will be directly invited to take part in demonstration workshops and training sessions (a part of the budget is devoted to these activities). After their participation in workshops and trainings, the bio-based clusters will be contacted for their feedbacks. The stakeholders that are interested to take part in replication activities will be involved in the development of the plan for replication activities, that will contain concrete activities for replication.
- **Seeking funding:** Seeking synergies with policy instruments, regional funds, relevant EU and national programmes (that will be analysed in WP6) to fund the activities reported in the plan.

An exploitation agreement will define the commitment of each partner in the actions for sustainability towards the end of the project.

#### **Exploitation booster materials**

In line with the dissemination and communication activities, LOBA will develop the so called “exploitation booster materials”, in other words, adapt the results generated during the project from activities, deliverables, and events to be communicated in a user-friendly, visually engaging format (i.e. factsheets, short videos, infographics, etc) to our target groups/stakeholders, aiming to contribute to its use and potential exploitation. The table below summarises an initial list of exploitation booster materials that may/will be updated during the execution of the project.

**Table 2.3** Exploitation booster materials

Activities	Exploitation booster materials
WP3	<ul style="list-style-type: none"> <li>• <b>Factsheets</b> about indicators, social innovation processes, business models, governance models and LCA</li> </ul>
WP4	<ul style="list-style-type: none"> <li>• <b>Factsheets about</b> new models for social innovations, new business models, new governance models</li> <li>• <b>Infographic</b> presenting the best practices developed in 3 pilot regions</li> </ul>
WP5	<ul style="list-style-type: none"> <li>• 3 <b>multimedia</b> contents and <b>videos</b> on best practices developed in the 3 pilot regions</li> <li>• <b>Infographic</b> presenting how to communicate innovation, climate-neutrality and low environmental footprint/benefits/trade-offs and performances of bio-based products and services</li> </ul>

#### **2.2.4 Strategy for knowledge management and protection**

All rules regarding management of knowledge and IPR will be governed by the Consortium Agreement that will be signed by all partners before the project starts its activities. The CA will address “background” and “results”, ownership and protection, use and dissemination of the results and access rights. Being a Coordination and Support Action, **BlueRev** is not expected to create research data but will provide action-focused strategies to exploit the potential of the bio-based value chains and promote the adoption of innovative and sustainable business, governance models models and models for social innovations in local/regional areas in Europe. Nevertheless, the CA will include clear guidelines for publishing project results, notably when it relates to the use of existing “background” and/or new “results” IP. In principle, “**Background**”, meaning any data, know-how or information (a) held by the beneficiaries

before they acceded to the Agreement and (b) needed to implement the action or exploit the results, will remain property of each partner. Each partner will be the owner of “**Results**” (any tangible or intangible effect of the action, such as data, know-how or information, whatever its form or nature, whether or not it can be protected, as well as any rights attached to it, including intellectual property rights) individually developed during the project. Jointly developed IP will lead to joint ownership by the contributing parties.



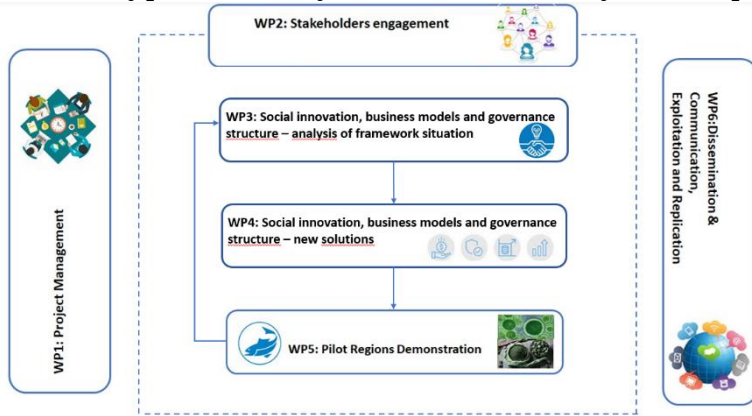
### 2.3. Summary Key element of the impact section

SPECIFIC NEEDS		EXPECTED RESULTS	D & E & C MEASURES
<p><i>What are the specific needs that triggered this project?</i></p>	<p><i>What do you expect to generate by the end of the project?</i></p>	<p><i>What dissemination, exploitation and communication measures will you apply to the results?</i></p>	
<p>Novel and appropriate governance models, innovative bio-based business models and social innovation are missing at regional level to reach the objectives required by the Green Deal.</p>	<ul style="list-style-type: none"> <li>- <b>Novel business, governance models and models for social innovations</b> to enable stakeholders to switch to socially and environmentally responsible behaviour and to advance the role of ‘social enterprise’ model for local communities.</li> <li>- <b>Successful pilot regions demonstration:</b> a best practice guideline and workshops for the 3 pilot regions under study within the project to enable stakeholders to switch to socially and environmentally responsible behaviour.</li> <li>- <b>A training programme</b> that focuses on helping local stakeholders to develop skilled jobs and small-scale establishments in the bioeconomy: 4 modules for a total of 13 lessons will be organised for associations of producers, master and PhD students.</li> <li>- <b>A best practice guideline</b> supporting the development of communication of innovation for small businesses and for business-to-consumers</li> </ul>	<p><b>Exploitation:</b> Definition of the boundary conditions for replications, mapping and contact of bio-based clusters and regions in EU, seeking funding for a possible replication, draft of a replication plan. Partners’ internal exploitation with their network.</p> <p><b>Dissemination towards:</b></p> <ul style="list-style-type: none"> <li>- <b>Primary producers, primary producers’ associations and cooperatives, organisations and SMEs:</b> Articles in journal/newspaper/magazine specific for primary producers; Press releases in popular newspapers and magazines at a local level; organisation local events; participation in sectoral events (e.g. IFIB, EFIB, Ecomondo); inviting them to take part in project activities, interviews trainings, co-creation and demonstrative workshops.</li> <li>- <b>National, regional local public authorities and regional clusters:</b> Invitation to dialogue; sending project information to contact persons; invitation to participate in demonstration workshops, lobbying at regional and national level for the promotion of bioeconomy.</li> <li>- <b>Civil society including NGOs:</b> flyers, news on blog/social media channels/popularised media/ project website.</li> <li>- <b>Scientific communities and knowledge providers:</b> Project website; publications in journals; posters/presentations in international conferences.</li> </ul>	
TARGET GROUPS		OUTCOMES	IMPACTS
<p><i>Who will use or further up-take the results of the project? Who will benefit from the results of the project?</i></p>	<p><i>What change do you expect to see after successful dissemination and exploitation of project results to the target group(s)?</i></p>	<p><i>What are the expected wider scientific, economic and societal effects of the project contributing to the expected impacts outlined in the respective destination in the work programme?</i></p>	
<p>Primary producers, primary producers’ associations and cooperatives, organisations and SMEs – <b>Dissemination Target (DT): at least 4,000</b></p>	<ul style="list-style-type: none"> <li>- <b>Take-up by regions:</b> 3 pilot regions within the project will adopt best practices, governance and business models demonstrated within the project. At least 3 replication cases are expected after the end of the project.</li> <li>- <b>Use of the project results:</b> Project materials, such as new business, governance models and models for social innovation, lessons of training programmes, best practices guidelines, infographics and videos will be available for primary producers and SMEs, local and regional and local authorities, students etc. (measured with the number of downloads/ views).</li> </ul>	<p><b>Scientific:</b> knowledge on new governance models, business models and models for social innovation, best practice for blue bio-based economy at local level.</p> <p><b>Economic: at least 100 new jobs and a 10% increase of small-scale establishments</b> in the blue bio-based value chains.</p> <p><b>Societal: at least 10 % GHG emissions reduction</b>, due to a sustainable and circular use of natural resources, promoted by <b>BlueRev</b>.</p>	
<p>National, regional, local authorities and regional clusters – <b>(DT): at least 500</b></p>			
<p>Civil society including NGOs – <b>(DT): at least 3,000</b></p>			
<p>Scientific communities and knowledge providers– <b>(DT): at least 2,500</b></p>			
<p>Target of stakeholders directly <b>engaged</b> in project activities: <b>500</b></p>			

### 3. Quality and efficiency of the implementation

#### 3.1. Work plan and resources

##### 3.1.1 Brief presentation of the overall structure of the work plan (Pert Chart)



The **BlueRev** Work plan is organised in 6 Work Packages: A range of coordination and support activities will be implemented in the project, divided into Work-Packages (WP 2, 3, 4, 5, see Pert Diagram in Figure). To maintain the schedule for the project as planned, the management will play a fundamental role (management tasks and activities are described in WP1). Dissemination, communication, exploitation and replicability activities (WP6) have also been foreseen as transversal actions aimed at ensuring the maximum exploitation of the project results.

Figure 3.1: Pert Chart.

##### 3.1.2 Gantt Chart

WP No	Title WP	Year 1												Year 2												Year 3											
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
WP1	<b>Project Management</b>	[Gantt bars for WP1 activities]																																			
T1.1	Set-up of management structure and procedures	[Gantt bar]																																			
T1.2	Management of project activities, costs, data	[Gantt bar]																																			
T1.3	Communication (internal and with the EC), meetings and conflict resolution	[Gantt bar]																																			
WP2	<b>Stakeholders engagement</b>	[Gantt bars for WP2 activities]																																			
T2.1	Stakeholder's board set-up of structure and procedures	[Gantt bar]																																			
T2.2	Stakeholders engagement	[Gantt bar]																																			
T2.3	Support tool	[Gantt bar]																																			
WP3	<b>Social Innovation, business models and governance structure - Analysis of framework situation</b>	[Gantt bars for WP3 activities]																																			
T3.1	Framework definition for mapping	[Gantt bar]																																			
T3.2	Mapping and KPIs definition	[Gantt bar]																																			
T3.3	Pilot regions analysis and assessment	[Gantt bar]																																			
T3.4	Life-Cycle Assessment on the identified pilot regions	[Gantt bar]																																			
T3.5	Connecting, integrating and upscaling	[Gantt bar]																																			
WP4	<b>Social Innovation, Novel business model and governance structure - new solutions</b>	[Gantt bars for WP4 activities]																																			
T4.1	Proposal of new solutions (recommendations) for the pilot regions	[Gantt bar]																																			
T4.2	Engagement of stakeholders in co-creation of new solutions through workshops	[Gantt bar]																																			
WP5	<b>Pilot regions Demonstration</b>	[Gantt bars for WP5 activities]																																			
T5.1	To support pilot regions through the solutions developed within the project	[Gantt bar]																																			
T5.2	Training programme to increase skilled jobs opportunities and small-scale establishments in the bio-based sector	[Gantt bar]																																			
T5.3	Guidelines for small business on how to communicate innovation, climate-neutrality and low environmental footprint/benefits/trade-offs and performances of bio-based products and services to-consumers	[Gantt bar]																																			
WP6	<b>Dissemination &amp; Communication, exploitation and replication</b>	[Gantt bars for WP6 activities]																																			
T6.1	Plan for the dissemination and exploitation including communication activities	[Gantt bar]																																			
T6.2	Visual Development and Supporting Materials	[Gantt bar]																																			
T6.3	Communication and Dissemination activities	[Gantt bar]																																			
T6.4	Networking with other projects/initiatives	[Gantt bar]																																			
T6.5	Exploitation	[Gantt bar]																																			

##### 3.1.1 Subcontracting costs (table 3.1g);

Table 3.1g: Subcontracting costs

Not available

##### 3.1.2 Purchase cost (table 3.1h);

Table 3.1h: 'Purchase costs' items (travel and subsistence, equipment and other goods, works and services)

1/APRE	Cost (€)	Justification
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<b>Other goods, works and services</b>	15,000€	Costs for printing materials
<b>Remaining purchase costs (&lt;15% of pers. Costs)</b>	23,800€	
<b>Total</b>	38,800€	
<b>3/DFBG</b>	<b>Cost (€)</b>	<b>Justification</b>
<b>Travel and subsistence</b>	13000€	7,000€ Cost for management meetings in WP1; 3,000€ costs for attending workshops in WP5; 3,000€ costs for attending events in WP6
<b>Other goods, works and services</b>	12100 €	8,000€ Costs for organising workshops in WP3, WP4, WP5; 4100€ Costs for dissemination materials in WP6
<b>Total</b>	25100€	
<b>4/LOBA</b>	<b>Cost (€)</b>	<b>Justification</b>
<b>Other goods, works and services</b>	18,000€	15.000€ printing, production and dispatch of dissemination materials 15.000€; 3,000€ Purchase of images, motion animations and videos rights, voiceover for the videos.
<b>Remaining purchase costs (&lt;15% of pers. Costs)</b>	16,000€	
<b>Total</b>	34,000€	
<b>5/UiA</b>	<b>Cost (€)</b>	<b>Justification</b>
<b>Travel and subsistence</b>	28,000€	10,000€ Cost for management meetings in WP1; 6,000€ costs for attending workshops in WP3; 6,000€ costs for attending workshops in WP4; 6,000€ costs for attending workshops in WP5;
<b>Remaining purchase costs (&lt;15% of pers. Costs)</b>	20,300€	
<b>Total</b>	48,300€	
<b>7/EMU</b>	<b>Cost (€)</b>	<b>Justification</b>
<b>Other goods, works and services</b>	15,000€	5,000€ Costs for organising workshops in WP3; 5,000€ Costs for organising workshops in WP4; 5,000€ Costs for organising workshops in WP5
<b>Remaining purchase costs (&lt;15% of pers. Costs)</b>	19,000€	
<b>Total</b>	34,000 €	

**3.1.3 Other costs categories (table 3.1i);**

**Table 3.1i: ‘Other costs categories’ items (e.g. internally invoiced goods and services)**

**Not Available**

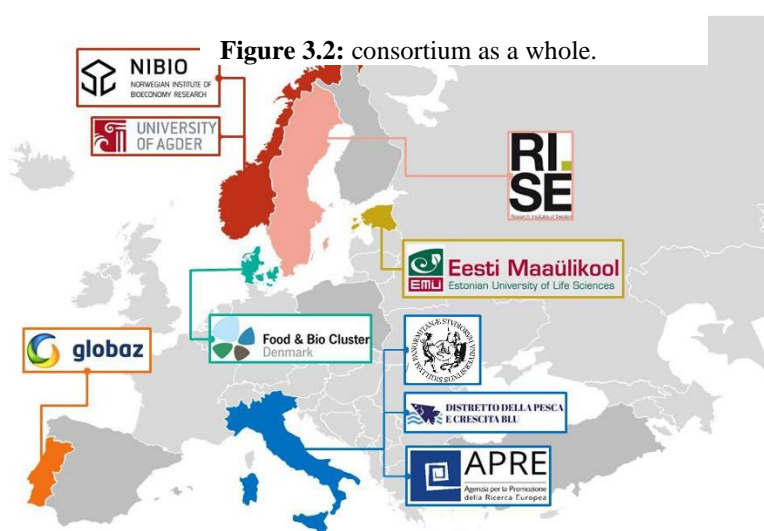
**3.1.4 ‘In-kind contributions’ provided by third parties (table 3.1i);**

**Not Available**

### 3.2. Capacity of participants and consortium as a whole

The consortium is composed of eight partners from

6 countries in EU, Italy, Sweden, Denmark, Norway, Portugal, Estonia, bringing together all the expertise needed to carry out the activities of this ambitious project. In the following, a brief description of each partner and their expertise is provided.



#### Experience relevant to carry out this research project

APRE is a non-profit research counting on more than 65.000 users registered in its database including both public and private research centres, more than 50 universities, industries (10.000 of which related to SMEs), industrial associations, chambers of commerce, science parks and civil society organisations (other information about the network reported in table 2.1). APRE has been involved in several initiative related to this project such as:

Biobridges<sup>21</sup>, BIOVOICES<sup>22</sup>, RRI2SCALE<sup>23</sup>, INNO-4-AGRIFOOD<sup>24</sup>, FOODSAFETY4EU<sup>25</sup>, Transition2Bio<sup>26</sup> and Biogoal<sup>27</sup> (this latest to support Sicily region in implementing the bioeconomy strategy).

**Main know how available for this project: Networking, stakeholders engagement and co-creation events:** design and conduction of networking and coordination workshops, targeted to specific actors (researchers, industries, policy makers); RRI approaches and co-creation methodologies; Benchmark and comparison of co-creation cases across Europe. **A significant aptitude in dissemination activities:** preparation of dissemination and communication plans, organization of European events, communication toolkits, websites (see table 2.1). APRE **has considerable experience in training activities** (courses, workshops, info-days, seminars and webinars, hosting study visits) in all fields of the Framework Programme (horizontal issues and thematic). A strong experience in the **Executive Management** as project coordinator

<sup>21</sup> <https://cordis.europa.eu/project/id/792236>

<sup>22</sup> <https://cordis.europa.eu/project/id/774331>

<sup>23</sup> <https://cordis.europa.eu/project/id/872526>

<sup>24</sup> <https://cordis.europa.eu/project/id/681482>

<sup>25</sup> <https://cordis.europa.eu/project/id/101000613>

<sup>26</sup> <https://cordis.europa.eu/project/id/101000539>

<sup>27</sup> <https://biogoal.wixsite.com/biogoalproject>

(8 in HORIZON 2020, 18 in FP7, 1 in FP6) or WP leader in management of medium-size and large-size projects, progress monitoring (financial and technical) and reporting to the European Commission, expert in contractual issues. Biobridges<sup>28</sup>, BIOVOICES<sup>29</sup>, RRI2SCALE<sup>30</sup>, INNO-4-AGRIFOOD<sup>31</sup>, FOODSAFETY4EU<sup>32</sup>, Transition2Bio<sup>33</sup> and Biogoal<sup>34</sup> (this latest to support Sicily region in implementing the bioeconomy strategy). **Main know how available for this project: Networking, stakeholders engagement and co-creation events:** design and conduction of networking and coordination workshops, targeted to specific actors (researchers, industries, policy makers); RRI approaches and co-creation methodologies; Benchmark and comparison of co-creation cases across Europe. **A significant aptitude in dissemination activities:** preparation of dissemination and communication plans, organization of European events, communication toolkits, websites (see table 2.1). APRE **has considerable experience in training activities** (courses, workshops, info-days, seminars and webinars, hosting study visits) in all fields of the Framework Programme (horizontal issues and thematic). A strong experience in the **Executive Management** as project coordinator (8 in HORIZON 2020, 18 in FP7, 1 in FP6) or WP leader in management of medium-size and large-size projects, progress monitoring (financial and technical) and reporting to the European Commission, expert in contractual issues.

**FBCD** is the national cluster organisation for the Danish food and bioresource industry. It is a unifying platform for innovation and growth - for Danish and international companies and knowledge institutions. It exists to strengthen knowledge-based innovation and collaboration between companies and knowledge institutions across the food and bioresources value chain. It is the gateway to networking and the development of new business ideas. FBCD has been involved in several initiative related to this project such as: WASEABI<sup>35</sup>, BIOBEC<sup>36</sup>, BIOSWITCH<sup>37</sup>, MPOWERBIO<sup>38</sup> and others. **Main know how available for this project:** FBCD will bring into the project the stakeholders of the bio-based sector value chains in Denmark, and their knowledge about social and economic barriers and potentialities. **A significant experience in dissemination activities:** organisation of and participation in European events, (see table 2.1).

**DFBG** aims to research, build and implement actions useful to the entire fish supply chain at local, national and transnational level by acting in synergic cooperation with cross-border countries, research bodies, public and private institutions, credit institutions and businesses, supporting and guiding them towards the processes of economic and social growth according to the principles of the Blue Economy. DFBG, for its activities, can leverage on the Open 2.0 collaborative platform “Global Community and Expo” and on the experience gained in several research project such as: HELIOS<sup>39</sup>, The Mediterranean Fishery Observatory. Blue Economy internationalisation district, A new path towards the blue bioeconomy, The new education path of district. **Main know how available for this project:** DFBG will bring into the project the stakeholders of the bio-based sector value chains in Sicily (IT), and their knowledge about social and economic barriers and potentialities. It has a **great experience in dissemination activities** as reported in table 2.1. DFBG will exploit the experience gained in several years of work in the field of blue bio-based sector, and its strong collaboration among universities and companies, providing **training activities** to the stakeholders involved in the project .

**LOBA** is a business and marketing consulting company based in Portugal. LOBA is specialised in delivering dissemination and communication services including marketing activities, consultancy services in the definition and implementation of innovation strategies in organisations. It participated in the following EU funded projects, either as coordinator or as partners, acquiring all the expertise needed to carry out the **BlueRev** project: BIOWAYS<sup>40</sup>,

<sup>28</sup> <https://cordis.europa.eu/project/id/792236>

<sup>29</sup> <https://cordis.europa.eu/project/id/774331>

<sup>30</sup> <https://cordis.europa.eu/project/id/872526>

<sup>31</sup> <https://cordis.europa.eu/project/id/681482>

<sup>32</sup> <https://cordis.europa.eu/project/id/101000613>

<sup>33</sup> <https://cordis.europa.eu/project/id/101000539>

<sup>34</sup> <https://biogoal.wixsite.com/biogoalproject>

<sup>35</sup> <https://cordis.europa.eu/project/id/837726>

<sup>36</sup> <https://cordis.europa.eu/project/id/101023381>

<sup>37</sup> <https://cordis.europa.eu/project/id/887727>

<sup>38</sup> <https://cordis.europa.eu/project/id/887501>

<sup>39</sup> <https://keep.eu/projects/22830/enHancing-thE-social-Inclus-EN/>

<sup>40</sup> <https://cordis.europa.eu/project/id/720762>

BIOVOICES; Biobridges; HUBIT<sup>41</sup>; Altfinator<sup>42</sup>; EVOLVE<sup>43</sup>; CCI<sup>44</sup>; TETRA<sup>45</sup>; SMAGRINET<sup>46</sup>; XPRESS<sup>47</sup>; PRONTO<sup>48</sup>; Icarus<sup>49</sup>; AI4Media<sup>50</sup>; Connect<sup>51</sup>; Robotics4eu<sup>52</sup>; DIALOGUES<sup>53</sup>. **Main know how available for this project:** It will exploit the knowledge and the network gained in EU projects to lead dissemination and communication activities of the **BlueRev** project.

**UiA** is one of the most modern universities in Norway. The research group participating in this proposal is an expert partner in business models. UiA strongly values co-creation and problem-based learning. This applies to student-centred activities as well as to other stakeholders. UiA design thinking methodologies provide a common language in a visual framework to enable stakeholders to collaboratively sketch, prototype, design, improve, understand, measure, diagnose and tell stories about any business model – economically, socially and environmentally in words and numbers. Uia carries out many project and activities related to the project activities such as: SHIFT<sup>54</sup> Entrepreneurship, CoLab, The PoP-Up Campus, GründerLab, IntLAB. **Main know how available for this project:** It will exploit the knowledge acquired in previous projects and activities to develop new of updated **business models** and will exploit its nature of being an high education institution **to realise training activities**.

**RISE** is the Swedish Research Institute and innovation partner in international collaboration with industry, academia and the public sector. RISE has identified the six primary business and innovation areas (B&I areas): digitalisation, energy and biobased economy, health and life science, material transition, mobility, sustainable cities and communities, which are tasked with amassing expertise and working across all divisions and businesses in order to respond to long-term and major challenges through interdisciplinary innovation. **Main know how available for this project:** RISE participated in several EU funded projects, among them RUGGEDISED<sup>55</sup>, FINEST<sup>56</sup>, MareValue<sup>57</sup>, BioCarb4Food<sup>58</sup>, (NoAW) - No Agricultural Waste<sup>59</sup>, by exploiting its expertise in **governance models, foresight and LCA**. It will also exploit this expertise within the **BlueRev** project.

**EMÜ** is the only university in Estonia whose priorities in academic and research activities provide the sustainable development of natural resources necessary for the existence of man as well as the preservation of heritage and habitat. According to QS World University Rankings by Subject (2019), the Estonian University of Life Sciences is one of top 50 universities in the world in the field of agriculture and forestry. EMÜ through its bioeconomy development centre reach a stakeholders' network that includes 170+ stakeholders in Estonia, moreover it is worth to mention here the link to the BIOEAST<sup>60</sup> initiative (aimed to improve the sustainable growth of knowledge- based agriculture, aquaculture and forestry in the bioeconomy in the CEE regions), demonstrated by its participation in the BIOEASTsUP<sup>61</sup> project, as Sustainable Bioeconomy in CEE countries. EMÜ also participated in other project such Study on Estonian Agricultural innovation system, Agricultural and Fisheries Strategy evaluation and BalticBiomass4Value. In particular in this last one, developing good practice business models. **Main know how available for this project:** EMÜ will bring into the project the stakeholders of the bio-based sector value chains in Estonia, and their knowledge about social and economic

<sup>41</sup> <https://cordis.europa.eu/project/id/769497>

<sup>42</sup> <https://cordis.europa.eu/project/id/792040>

<sup>43</sup> <https://cordis.europa.eu/project/id/825061>

<sup>44</sup> <https://cordis.europa.eu/project/id/787100>

<sup>45</sup> <https://cordis.europa.eu/project/id/825147/it>

<sup>46</sup> <https://cordis.europa.eu/project/id/837626>

<sup>47</sup> <https://cordis.europa.eu/project/id/857831>

<sup>48</sup> <https://cordis.europa.eu/project/id/675215>

<sup>49</sup> <https://cordis.europa.eu/project/id/882749>

<sup>50</sup> <https://cordis.europa.eu/project/id/951911>

<sup>51</sup> <https://cordis.europa.eu/project/id/872814>

<sup>52</sup> <https://cordis.europa.eu/project/id/101017283>

<sup>53</sup> <https://cordis.europa.eu/project/id/101022585>

<sup>54</sup> <https://shift.uia.no/program/>

<sup>55</sup> <https://cordis.europa.eu/project/id/731198>

<sup>56</sup> <https://www.ri.se/en/finest/about-us>

<sup>57</sup> <https://www.chalmers.se/en/projects/Pages/A-sustainable-and-profitable-Swedish-seafood-sectorQ-Increased.aspx>

<sup>58</sup> <https://susfood-db-era.net/main/content/biocarb-4-food>

<sup>59</sup> <https://cordis.europa.eu/project/id/688338/it>

<sup>60</sup> <https://bioeast.eu/>

<sup>61</sup> <https://cordis.europa.eu/project/id/862699>

barriers and potentialities. It will exploit the knowledge in previous projects and activities to develop new of updated **business models** and will exploit its nature of being an high education institution **to realise training activities**.

**NIBIO** was established in July 2015 and is one of Norway's largest research institutes. NIBIO is owned by the Ministry of Agriculture and Food and is a merger between the Norwegian Institute for Agricultural and Environmental Research (Bioforsk), the Norwegian Agricultural Economics Research Institute (NILF) and the Norwegian Forestry and Landscape Institute (Skog og landskap). NIBIO is organised in five divisions: Food Production and Society, Biotechnology and Plant Health, Environment and Natural Resources, Geography and Statistics, and Forest and Forest Resources. **Main know how available for this project:** NIBIO is dealing with social innovation and governance models in many project such as InnovAfrica<sup>62</sup>, TECH4EFFECT<sup>63</sup>, SPEAR<sup>64</sup>, bringing expertise about **social innovation** also in the **BlueRev** project.

**UNIPA, University of Palermo**, was founded in 1806 and has 16 departments, 70 degree courses covering 10 scientific subject areas and more than 40,000 enrolled students. The UNIPA team, belonging to the Department of Earth and Sea Sciences-DiSTeM- has coordinated more than 50 projects in the fisheries, aquaculture and bluegrowth domain and has developed strategies to develop new products (marine biobased, functional foods, cosmaceuticals) to support circular economy pathways at local and mediterranean level; among the outputs it is worth mentioning the production of a patent for aquaculture value-chain and the prize obtained by the project BIOVECQ (ENPI Ita-TUn 2007-2013), awarded as best marine biotechnology project from Westmed initiative. Members of UNIPA team are part of the PhD school in marine sciences at UNIPA, coordinating a specific project on valorization of marine by-products, and in teaching in international master courses (Mediterranean food science and technology at UNIPA and Master in marine biotechnology, Université de Brest, France) that BlueRev training programme could benefit of. The same group has a strong interconnection with local stakeholders of the blue supply chains, from institutions (municipalities and departments of the Sicilian Region), to research and training (Institute of Marine Biology Trapani, CNR in Mazara and Palermo, Europe Direct centre Trapani), as well as agreements with many local enterprises, local department of business associations (Sicindustria Trapani and Stazione Sperimentale Italiana per le conserve agroalimentari SSICA), and a solid collaboration with Italian, European and Mediterranean research and development entities: among the others, in France: Université de Brest, Université de Bourgogne, IFREMER; in Spain: University of Murcia, University of Valencia, IOR, IRTA; in Tunisia INSTM. UNIPA team is currently leading the European Society of Marine Biotechnology (ESMB) until the 2024, and is part of the scientific board of the European Federation of Biotechnology (EFB) and Italian Association for the study of microalgae (AISAM). UNIPA group is currently involved in other European projects related to blue economy: **ENGAGE4BIO** (Horizon Europe), **FORTHEM** (European University Alliance, Erasmus call) **Mediet4All** (call PRIMA 2022), **ARIBIOTECH** (ENI Ita-Tun 2014-2020) and in National and Regional projects (Marine hazard and INSAIL-PON-research; INNOVITTICA and HALIOTIS Sicilia, Regional industrial projects) which share some of the challenges and goals of BlueRev, providing opportunities for mutual exchanges and new collaborations.

<sup>62</sup> <https://cordis.europa.eu/project/id/727201>

<sup>63</sup> <https://cordis.europa.eu/project/id/720757>

<sup>64</sup> <https://cordis.europa.eu/project/id/824544>

## 4. Ethics self-assessment

### Ethical dimension of the objectives, methodology and likely impact

Human participants will be invited to participate in project activities:

- interviews (WP2-3-4-5)
- workshops (WP2-3-4-5)
- by joining the project platform, where all materials and information will be available upon registration.

By joining workshops or participating in interviews, participants will provide their insight about the bio-based economy at local/ regional level. Activities will include deep discussions on social and economic barriers and potentialities in the pilot regions under study that will be included in the new business, governance models and models for social innovation, overall focus of the project, to unlock the potential of the bio-based economy. Data of interview and workshops will be anonymised or aggregated (completely disjoined from participant identification and profiles) to be used in final reports.

Joining the project platform, participants will have access to materials and information available upon registration to improve their knowledge and support regions to develop the bio-based economy. The BlueRev website will collect and store user data only when it is actually in the interest of users, only when users know what kind of data they are dealing with and with what scope and for what purposes it can be used.

### Compliance with ethical principles and relevant legislations

Since human participants (researchers and platform users) will be involved in the project, particular attention will be paid to the legal and ethical rules to be followed regarding their involvement.

All activities developed within the project will be aimed to safeguard individuals' fundamental rights, while the main pillars of the relevant EU legal framework will be adopted with reference to ethical and legal issues during the project life cycle.

In fact, BlueRev will not only base its activities involving individuals on sound ethical rules and public morality, but it will also ensure for the compliance with legal standards, namely:

- General Data Protection Regulation (GDPR) (Regulation (EU) 2016/679);
- Charter of Fundamental Rights of the EU (2000/c 364/01);
- Directive 2000/31/EC of the European Parliament and of the Council of 8 June 2000 on certain legal aspects of information society services, in particular electronic commerce, in the Internal Market (Directive on Electronic Commerce);
- Directive 2002/58/EC of the European Parliament and of the Council of 12 July 2002 concerning the processing of personal data and the protection of privacy in the electronic communications sector (Directive on privacy and electronic communications);
- Convention No. 108 of the Council of Europe for the Protection of Individuals with regard to Automatic Processing of Personal Data adopted on 28 January 1997;
- Recommendation No.R(97) 18 of Committee of Ministers to Member States concerning the protection of personal data collected and processed for statistical purposes, adopted on 30 September 1997.

The coordinator will thus progressively keep updated legal and ethical issues arising within the project's development and identify mitigation actions and best practices that can be undertaken for each single case.

Specifically, BlueRev will ensure that collection and processing of data will comply with the GDPR (Regulation EU 2016/679), and in consultation with the Data Protection Officers (DPO) within participating institutions or at the national level where local institutional officers are not available. No SENSITIVE personal data will be collected, but certain personal data in the form of contact data (name, surname, business email address for example) will be collected. This will be stored separately from the project data with the only link being through a code which will be accessible to only the lead managers of the platform. That data will be pseudonymised and secured in servers located in the European territory, adopting all state of the art security mechanisms, including access control: only the researchers responsible for the activity will access that data. The partner collecting and processing the data during its own project activity will thus remain responsible for that data. Any report produced by the consortium will respect the privacy of the participants, and therefore only anonymised or aggregated data (completely disjoined from participant identification and profiles) will be used.

All participants will be made aware of this as part of the informed consent process. As it would be misleading if the informed consent documentation said that the data collected would be anonymized, participants will be informed that the data collected will only be linked to their personal data by a code, which will be kept securely in a separate location from the other platform data and only accessible to the lead manager. They will also be told for how long their personal details will be retained, and when and if the code/ link will be destroyed. All participant will receive the standard informed consent documentation translated into a language and terms they can fully understand.



Individuals will be informed that they have the right to withdraw themselves and their data at any point without any adverse consequences to themselves.

In particular, when voluntarily joining the project's activities stakeholders will be informed of their rights to privacy and confidentiality, and of the approaches, and the related national and/or international regulations, that will be followed in order to guarantee the Consortium's compliance.

These approaches will be adopted for each phase within the data processing, namely collection, storage, retention, destruction and confirmation.

This information will be provided within the informed consent process, in which the subscription forms will be integrated with information documents. The information documents will also indicate a responsible person from the BlueRev management board, to whom they can refer in case of potential infringements and need of clarification. Data controllers and the data processors of collected and processed data will be identified in the Consortium and they will appoint internal competent expert figures to ensure compliance with the ethical and legal ground rules, as well as to communicate with local authorities when requested.

## ESTIMATED BUDGET FOR THE ACTION

Estimated eligible <sup>1</sup> costs (per budget category)										Estimated EU contribution <sup>2</sup>				
Forms of funding	Direct costs								Indirect costs	Total costs	EU contribution to eligible costs			Maximum grant amount <sup>6</sup>
	A. Personnel costs		B. Subcontracting costs	C. Purchase costs			D. Other cost categories	E. Indirect costs <sup>3</sup>	Funding rate % <sup>4</sup>		Maximum EU contribution <sup>5</sup>	Requested EU contribution		
	Actual costs	Unit costs (usual accounting practices)	Unit costs <sup>7</sup>	Actual costs	Actual costs	Actual costs	Actual costs	Unit costs (usual accounting practices)	Flat-rate costs <sup>8</sup>					
	a1	a2	a3	b	c1	c2	c3	d2	$e = 0,25 * (a1 + a2 + a3 + c1 + c2 + c3)$	$f = a + b + c + d + e$	U	$g = f * U\%$	h	m
1 - APRE	208 000.00	0.00	0.00	0.00	10 800.00	0.00	28 000.00	0.00	61 700.00	308 500.00	100	308 500.00	308 500.00	308 500.00
2 - FBCD	187 500.00	0.00	0.00	0.00	11 550.00	0.00	8 500.00	0.00	51 887.50	259 437.50	100	259 437.50	259 437.50	259 437.50
3 - DFBG	65 700.00	0.00	0.00	0.00	13 000.00	0.00	12 100.00	0.00	22 700.00	113 500.00	100	113 500.00	113 500.00	113 500.00
4 - LOBA	122 500.00	0.00	0.00	0.00	7 000.00	0.00	27 000.00	0.00	39 125.00	195 625.00	100	195 625.00	195 625.00	195 625.00
5 - UIA	166 712.00	0.00	0.00	0.00	34 300.00	0.00	14 000.00	0.00	53 753.00	268 765.00	100	268 765.00	268 765.00	268 765.00
6 - RISE	256 500.00	0.00	0.00	0.00	17 000.00	0.00	5 000.00	0.00	69 625.00	348 125.00	100	348 125.00	348 125.00	348 125.00
7 - EMU	143 500.00	0.00	0.00	0.00	17 000.00	0.00	17 000.00	0.00	44 375.00	221 875.00	100	221 875.00	221 875.00	221 875.00
8 - NIBIO	285 000.00	0.00	0.00	0.00	14 000.00	0.00	0.00	0.00	74 750.00	373 750.00	100	373 750.00	373 750.00	373 750.00
9 - UNIPA	95 700.00	0.00	0.00	0.00	11 000.00	0.00	0.00	0.00	26 675.00	133 375.00	100	133 375.00	133 375.00	133 375.00
<b>Σ consortium</b>	1 531 112.00	0.00	0.00	0.00	135 650.00	0.00	111 600.00	0.00	444 590.50	2 222 952.50		2 222 952.50	2 222 952.50	2 222 952.50

<sup>1</sup> See Article 6 for the eligibility conditions. All amounts must be expressed in EUR (see Article 21 for the conversion rules).

<sup>2</sup> The consortium remains free to decide on a different internal distribution of the EU funding (via the consortium agreement; see Article 7).

<sup>3</sup> Indirect costs already covered by an operating grant (received under any EU funding programme) are ineligible (see Article 6.3). Therefore, a beneficiary/affiliated entity that receives an operating grant during the action duration cannot declare indirect costs for the year(s)/reporting period(s) covered by the operating grant, unless they can demonstrate that the operating grant does not cover any costs of the action. This requires specific accounting tools. Please immediately contact us via the EU Funding & Tenders Portal for details.

<sup>4</sup> See Data Sheet for the funding rate(s).

<sup>5</sup> This is the theoretical amount of the EU contribution to costs, if the reimbursement rate is applied to all the budgeted costs. This theoretical amount is then capped by the 'maximum grant amount'.

<sup>6</sup> The 'maximum grant amount' is the maximum grant amount decided by the EU. It normally corresponds to the requested grant, but may be lower.

<sup>7</sup> See Annex 2a 'Additional information on the estimated budget' for the details (units, cost per unit).

<sup>8</sup> See Data Sheet for the flat-rate.

# DATA SHEET

## 1. General data

Project summary:

Project summary
BlueRev aims to select a range of systems in the blue bio-based sector in 3 different pilot regions throughout Europe, i.e. Denmark, Italy and Estonia (pilot regions), to tailor value chains, from valorisation of co-products as feedstock to processing/conversion to final products, in order to revitalise local communities, both in a territorial and social sense and contribute to positive environmental and social impacts. The proposal will analyse these value chains according to social, economic and environmental barriers and potentialities, business models, local capacities such as feedstocks, infrastructure, human skills, etc., innovation actors, including community knowledge and marginalised groups, by using existing or improved monitoring system and indicators to evaluate the effectiveness of the value chains. The proposal will also analyse the existing governance framework and how it can be improved. The analysis will serve BlueRev to develop or replicate new governance and business models allowing the transition towards socially and environmentally responsible behaviour within all ranges (e.g. regulatory measures, corporate responsibility initiatives, education), to enable sufficient impacts and performances of the specific value chains and to allow replication across Europe. In doing that BlueRev will ensure an efficient engagement of all actors, including local and regional authorities, primary biomass producers, SMEs, civil society organisations including NGOs, knowledge providers, community knowledge and marginalised groups via robust and transparent communication and awareness-raising campaigns.

Keywords:

- blue bio-based sector, business models, regional and local communities

Project number: 101060537

Project name: Revitalisation of European local communities with innovative business models and social innovation in the blue bio-based sector.

Project acronym: BlueRev

Call: HORIZON-CL6-2021-GOVERNANCE-01

Topic: HORIZON-CL6-2021-GOVERNANCE-01-09

Type of action: HORIZON Coordination and Support Actions

Granting authority: European Research Executive Agency

Grant managed through EU Funding & Tenders Portal: Yes (eGrants)

Project starting date: fixed date: 1 September 2022

Project end date: 31 August 2025

Project duration: 36 months

Consortium agreement: Yes

## 2. Participants

List of participants:

N°	Role	Short name	Legal name	Ctry	PIC	Total eligible costs (BEN and AE)	Max grant amount	Entry date	Exit date
1	COO	APRE	AGENZIA PER LA PROMOZIONE DELLA RICERCA EUROPEA	IT	999514191	308 500.00	308 500.00		
2	BEN	FBCD	FBCD AS	DK	984236206	259 437.50	259 437.50		
3	BEN	DFBG	CONSORZIO SICILIANO PER LA VALORIZZAZIONE DEL PESCATO CO.S.VA.P DISTRETTO DELLA PESCA E CRESCITA BLU	IT	911557404	113 500.00	113 500.00		

N°	Role	Short name	Legal name	Ctry	PIC	Total eligible costs (BEN and AE)	Max grant amount	Entry date	Exit date
4	BEN	LOBA	GLOBAZ, S.A.	PT	983211983	195 625.00	195 625.00		
5	BEN	UIA	UNIVERSITETET I AGDER	NO	998822969	268 765.00	268 765.00		
6	BEN	RISE	RISE RESEARCH INSTITUTES OF SWEDEN AB	SE	999613422	348 125.00	348 125.00		
7	BEN	EMU	EESTI MAAULIKOOL	EE	999857280	221 875.00	221 875.00		
8	BEN	NIBIO	NIBIO - NORSK INSTITUTT FOR BIOOKONOMI	NO	999754848	373 750.00	373 750.00		
9	BEN	UNIPA	UNIVERSITA DEGLI STUDI DI PALERMO	IT	999734284	133 375.00	133 375.00	18/9/2023	
<b>Total</b>						2 222 952.50	2 222 952.50		

**Coordinator:**

- AGENZIA PER LA PROMOZIONE DELLA RICERCA EUROPEA (APRE): from 23 May 2022 to present

**3. Grant**

**Maximum grant amount, total estimated eligible costs and contributions and funding rate:**

Total eligible costs (BEN and AE)	Funding rate (%)	Maximum grant amount (Annex 2)	Maximum grant amount (award decision)
2 222 952.50	100	2 222 952.50	2 222 952.50

**Grant form:** Budget-based

**Grant mode:** Action grant

**Budget categories/activity types:**

- A. Personnel costs
  - A.1 Employees, A.2 Natural persons under direct contract, A.3 Seconded persons
  - A.4 SME owners and natural person beneficiaries
- B. Subcontracting costs
- C. Purchase costs
  - C.1 Travel and subsistence
  - C.2 Equipment
  - C.3 Other goods, works and services
- D. Other cost categories
  - D.2 Internally invoiced goods and services
- E. Indirect costs

**Cost eligibility options:**

- In-kind contributions eligible costs
- Parental leave
- Project-based supplementary payments
- Average personnel costs (unit cost according to usual cost accounting practices)

- Limitation for subcontracting
- Travel and subsistence:
  - Travel: Actual costs
  - Accommodation: Actual costs
  - Subsistence: Actual costs
- Equipment: depreciation only
- Indirect cost flat-rate: 25% of the eligible direct costs (categories A-D, except volunteers costs, subcontracting costs, financial support to third parties and exempted specific cost categories, if any)
- VAT: Yes
- Other ineligible costs

**Budget flexibility:** Yes (no flexibility cap)

#### **4. Reporting, payments and recoveries**

##### **4.1 Continuous reporting** (art 21)

**Deliverables:** see Funding & Tenders Portal Continuous Reporting tool

##### **4.2 Periodic reporting and payments**

**Reporting and payment schedule** (art 21, 22):

Reporting					Payments	
Reporting periods			Type	Deadline	Type	Deadline (time to pay)
RP No	Month from	Month to				
					Initial prefinancing	30 days from entry into force/10 days before starting date – whichever is the latest
1	1	18	Periodic report	60 days after end of reporting period	Interim payment	90 days from receiving periodic report
2	19	36	Periodic report	60 days after end of reporting period	Final payment	90 days from receiving periodic report

**Prefinancing payments and guarantees:**

Prefinancing payment	
Type	Amount
Prefinancing 1 (initial)	1 778 362.00

**Reporting and payment modalities** (art 21, 22):

Mutual Insurance Mechanism (MIM): Yes

MIM contribution: 5% of the maximum grant amount (111 147.63), retained from the initial prefinancing

Restrictions on distribution of initial prefinancing: The prefinancing may be distributed only if the minimum number of

beneficiaries set out in the call conditions (if any) have acceded to the Agreement and only to beneficiaries that have acceded.

Interim payment ceiling (if any): 90% of the maximum grant amount

Exception for revenues: Yes

No-profit rule: Yes

Late payment interest: ECB + 3.5%

Bank account for payments:

IT58C0200805203000401087776

Conversion into euros: Double conversion

Reporting language: Language of the Agreement

#### **4.3 Certificates** (art 24):

Certificates on the financial statements (CFS):

Conditions:

Schedule: only at final payment, if threshold is reached

Standard threshold (beneficiary-level):

- financial statement: requested EU contribution to costs  $\geq$  EUR 430 000.00

Special threshold for beneficiaries with a systems and process audit(see Article 24): financial statement: requested EU contribution to costs  $\geq$  EUR 725 000.00

#### **4.4 Recoveries** (art 22)

##### **First-line liability for recoveries:**

Beneficiary termination: Beneficiary concerned

Final payment: Each beneficiary for their own debt

After final payment: Beneficiary concerned

##### **Joint and several liability for enforced recoveries (in case of non-payment):**

Individual financial responsibility: Each beneficiary is liable only for its own debts (and those of its affiliated entities, if any)

Joint and several liability of affiliated entities — n/a

#### **5. Consequences of non-compliance, applicable law & dispute settlement forum**

##### **Suspension and termination:**

Additional suspension grounds (art 31)

Additional termination grounds (art 32)

**Applicable law** (art 43):

Standard applicable law regime: EU law + law of Belgium

**Dispute settlement forum (art 43):**

Standard dispute settlement forum:

EU beneficiaries: EU General Court + EU Court of Justice (on appeal)

Non-EU beneficiaries: Courts of Brussels, Belgium (unless an international agreement provides for the enforceability of EU court judgements)

**6. Other**

**Specific rules (Annex 5):** Yes

**Standard time-limits after project end:**

Confidentiality (for X years after final payment): 5

Record-keeping (for X years after final payment): 5 (or 3 for grants of not more than EUR 60 000)

Reviews (up to X years after final payment): 2

Audits (up to X years after final payment): 2

Extension of findings from other grants to this grant (no later than X years after final payment): 2

Impact evaluation (up to X years after final payment): 5 (or 3 for grants of not more than EUR 60 000)