

Part I – General information

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Part II – Policy Context

<p>Name of the policy instrument addressed: Further details on the policy context and the way the action plan should contribute to improve the policy instrument.</p>	<p>In the case of Twente the program of Green Metropolis Twente (GMT) is the policy instrument. Main goal of the programme is to stimulate regional economy by encouraging local and regional actors to innovate and work together. The geographical area of the programme is the Twente Region (nuts2 region NL21). Main priorities in the GMT-program are Agribusiness and Food, Biodiversity, Biomass Management, Social Development and Cohesion, Tourism and Water Management. One of the main challenges is the transition to circular economy in the region Twente. The Agribusiness and Food sector is an important economic sector for Twente. It provides for 10% of the jobs in Twente and 15% of the RGP. The Agribusiness and food sector is in transition, it has to become more durable and circular. One of the topics in that transition is to shorten the food chain and produce and consume more regional food products,</p> <p>We believe that innovation and regional economic growth has to come from the entrepreneurs and organisations at the base of our region. The GMT-program uses multiple instruments to reach these target groups:</p> <ul style="list-style-type: none"> - ongoing development of a shared regional vision - facilities to build cooperatives of stakeholders: organisational, communication and coordination capacity
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	<ul style="list-style-type: none"> - facilities to stimulate innovation: quadruple helix cooperation and living labs (Green Knowledge Portal Twente), knowledge sharing (internet, events) among regional actors and experts, assistance in obtaining grants, assistance with project management, lobby at and cooperation with Province, State and EU <p>Within GMT-network the municipalities Twenterand, Wierden, Rijssen-Holten, Hof van Twente, Haaksbergen, Hellendoorn and Borne, the cities Enschede, Hengelo and Almelo, the waterboards, the regional farmers organization, educational institutes and the nature conservation organization work together on rural and urban-rural topics. Together these organizations finance and run the GMT-program. The leaders (aldermen municipalities and directors of the non-governmental organizations) of these organizations together form the governing board of GMT. The governing board decides on the program and the projects.</p> <p>GMT aims at expanding the network of regional actors and stakeholders. This is an ongoing process. The GMT-program is regularly discussed in the GMT-network and adjusted if necessary or desirable. This way, with the development of the network, also the GMT-program evolves.</p> <p>This action plan focusses on improve the cooperation in the network of GMT and the innovation capacity of stakeholders in the region, which will contribute to economic growth in Twente. There are many stakeholder who can benefit from the actions and projects that follow form the GMT-program, for instance farmers that are helped to get new insight for and help with the future development of their farms, SME-businesses that are helped to innovate and develop new products, municipalities and local NGO's that are facilitated in improving biodiversity, innovations for in the use of biomass for nature conservation organizations, farmers and municipalities and organizations that work on the liveability of villages in the rural area.</p>
<p>The Action Plan aims to impact:</p>	<p>The action plan aims to impact regional development by means of improving our policy instrument, the GMT-program, though an evaluation of results, development and introduction of new working methods and models for cooperation and by setting an example for the Twente Canteen.</p>

Name of the policy instrument	Green Metropolis Twente 2014-2020
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Part III – Details of the actions envisaged

Please list and describe below the actions that will be implemented in your region as part of the second phase of the project.

ACTION 1

Name	<i>Innovating innovation: evaluation, problem analysis and recommendations.</i>
Planned activities	<ul style="list-style-type: none"> - <i>Commission external experts to evaluate the position and working methods of the Green Knowledge Portal Twente and formulate recommendations for the future.</i> - <i>Conduct the evaluation</i> - <i>Discuss the outcome of the evaluation and recommendations with the partners in GMT and GKP</i> - <i>Preparation of action 2.</i>
Challenge addressed	<p><i>The Green Knowledge Portal (GKP) exists approximately 10 years. Focus of GKP is to include students and researchers in regional development processes. In the first period until 2017 as a non-formalised network of cooperating municipalities and knowledge institutes, closely related to the network of Green Metropolis Twente (GMT). The partners in GMT finance and make use of GKT. In 2016 GKP was formalised as a foundation with a board. The idea was that the foundation would continue the work for the cooperating network, but could expand the activities to additional parties, like other knowledge institutes, entrepreneurs and non-governmental organizations.</i></p> <p><i>In a short self-evaluation of GKP and GMT it was concluded that the ambition to develop new activities was only partly met, and that it was not so clear to the outside world what the position of GKP was related to GMT. Also GKP wished to be more explicit to the outside world about the added</i></p>

	<i>value of its working methods. This was the reason to ask an external expert to review the position, organization and working methods of GKP.</i>
Interregional inspiration	<i>The examples of regional cooperation between knowledge institutes, entrepreneurs and government of our partners in RUMORE (triple helix and quadruple helix cooperation's) helped us to analyse the situation of GKP and formulate clear recommendations for the future, especially the examples from Lombardy (Lombardy High Technology Agrofood; legal aspects) and Thessaloniki (AgroDesignCluster; including creative industry).</i>
Players involved	<ul style="list-style-type: none"> • Board Foundation GKP • 10 municipalities of Twente • Waterboard Vechtstromen • Knowledge institutes (a.o. Zone College, Wageningen University and Research, University of Twente, Saxion, Van Hall, Aeres) • Province Overijssel • Entrepreneurs
Timeframe	<i>This action has already been completed (start 1 July 2018, end 31 January 2019).</i>
Costs	<i>€ 20.000,-</i>
Funding source(s)	<i>RUMORE budget.</i>
Urban-rural aspects	<i>Indirectly: an important part of the work of GKP exists of improving urban-rural relations. It is important to specify the way GKP operates on urban-rural topics and strengthen the position of GKP.</i>
Innovative character	<i>It was the first time that a thorough external analysis and evaluation was conducted, using examples of innovation hubs and cooperation in The Netherlands and Europe and including development of concrete recommendations.</i>
Monitoring	<i>This action has already been completed.</i>

ACTION 2

Name	<i>Innovating innovation: transformation and consolidation</i>
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<p>Planned activities</p>	<ol style="list-style-type: none"> 1. <i>Transform network Green Metropolis Twente (GMT) into an innovation platform for regional challenges like circular agribusiness, sustainable energy, biodiversity, liveability, activities:</i> <ul style="list-style-type: none"> ○ <i>Evaluation of results of GMT 2013-2018:</i> <ul style="list-style-type: none"> ▪ <i>Results for the stakeholders in Twente.</i> ▪ <i>Effectiveness and efficiency of the co-operation, way of organizing and working methods.</i> ○ <i>Consultation of (potential) partners</i> ○ <i>Organisation of link with national programme revitalising rural areas in the Netherlands (IBP)</i> ○ <i>Decision steering committee GMT</i> ○ <i>Set up the new organisation and formalise the cooperation with the national government (IBP).</i> 2. <i>Consolidate methodology of the Green Knowledge Portal Twente (GKP) of incorporating students in the innovation process in regional development within the network of Green Metropolis Twente:</i> <ul style="list-style-type: none"> ○ <i>Integrate the networks of GMT and GKP</i> ○ <i>Enlarge the geographical working area of GMT and GKP to all municipalities in Twente.</i> ○ <i>Secure the cooperation with the other networks and programmes in Twente and the province Overijssel through smart organisation and governance.</i> ○ <i>Draw up an agreement with network parties for goals and responsibilities.</i> ○ <i>Be good and tell it (show results), for instance by disseminating results to stakeholders through our website and participation in meetings and events.</i> ○ <i>Broaden the scope to other themes.</i> ○ <i>Appoint a figurehead/ambassador for the joint (new) network of GMT and GKP.</i> ○
<p>Challenge addressed</p>	<ul style="list-style-type: none"> • <i>In the current situation GMT is a voluntary cooperation between municipalities in Twente, the farmers' organization, the nature conservation organization and educational institutes. GMT is facilitated by one of the municipalities. There is a close cooperation with the Community Led Local Development (CLLD/LEADER) programme in the region and with GKP.</i>

	<ul style="list-style-type: none"> • <i>For the transition towards a circular economy it is necessary to work together more closely in the region of Twente. In the present situation there are multiple networks, mostly thematic (TES/RES (energy), MVT (agriculture), Twente Groeit (economy), Onder Twente (mining), GMT, GKT, etc.). A circular economy can only be realised when all parties in the region work together and themes are interlinked on the level of ambitions/goals, and on the level of actions to reach the goals. An example of this is the production of energy from bio-energy plants. This needs interlinkages between the network around the theme of sustainable energy production and the network around the theme of circular agriculture. For all themes a dramatic transition is needed in the coming years. This calls for an intensive innovative approach towards the interlinked challenges for the future. So the networks in Twente have to come together under the umbrella of Green Metropolis Twente and form a joint platform where innovation is the key.</i> • <i>This means that the network of GMT will be expanded with other parties. This calls for another way of organisation. The idea is to make up an agreement with the old and new parties in GMT. In the agreement the goals and ambitions of the cooperation are formulated and also the responsibilities of the parties towards each other and for the network of GMT. Furthermore, a small facilitation organisation for GMT will be set.</i> • <i>GKP has accumulated extensive experience on incorporating knowledge institutes and students in regional development processes. This has resulted in an effective methodology to speed up innovation processes. We want to consolidate this methodology into the new innovation platform of Green Metropolis Twente and to integrate the networks of GMT and GKP to secure the involvement of students and young people and their new knowledge and insights into the regional policy making process.</i>
<p>Interregional inspiration</p>	<p><i>The innovation approach in partner regions Milan, Amsterdam and Hamburg have inspired us to look at another way towards the theme of urban-rural cooperation. In our case we are working on the regional food chain as a means to strengthen urban-rural relations and to stimulate the circular economy, especially in the Agribusiness Food sector. In Milan we saw how a long tradition of regional food production and consumption raises awareness for the significance of urban-rural</i></p>

	<p><i>relations and contributes to the quality of the region in terms of recreation and (Agro)tourism and landscape and spatial quality of the region. Also the way of organising the urban-rural cooperation in Milan has been an example to us. Hamburg and Amsterdam have inspired us to look more closely to interregional and cross border cooperation. This also involves urban-rural relations, but on a larger scale. The Amsterdam programme to work together with peripheral regions in the Netherlands gives opportunities to strengthen our regional economy and that of the Amsterdam region, by exchanging knowledge and create new business opportunities. An example of a new business opportunity is the cooperation on rebuilding a textile industry in the Netherlands, using biomass and rags as sustainable sources of raw materials.</i></p> <p>Specific inspiration sources for us are:</p> <ul style="list-style-type: none"> - Milano Metropoli Rurale: public-private cooperation - The responsible capital (Amsterdam) - Amsterdam initiatives on city farming, reducing food waste, - Amsterdam Institute for Advanced Metropolitan Solutions (AMS) -
<p>Players involved</p>	<ul style="list-style-type: none"> • <i>Province Overijssel</i> • <i>Region Twente</i> • <i>14 municipalities of Twente</i> • <i>Waterboard Vechtstromen</i> • <i>Waterboard Rijn and IJssel</i> • <i>Nature conservation organisations (a.o. Landschap Overijssel)</i> • <i>Farmers association (LTO Noord)</i> • <i>Association of small villages in Overijssel (OVKK)</i> • <i>Green Knowledge Portal and knowledge institutes (a.o. Zone College, Wageningen University en Research, University of Twente, Saxion, Van Hall, Aeres)</i> • <i>Entrepreneurs</i>
<p>Timeframe</p>	<ol style="list-style-type: none"> 1. <i>Decision steering committee: March 2019; implementation rest of 2019.</i> 2. <i>Decision on implementing the activities: March 2019; implementation of activities in rest of 2019.</i>

	<i>Continuous activities like marketing and communication for the period 2019-2022 (according to agreement)</i>
Costs	<i>€ 100.000,- + costs following from the agreement (which will be part of the agreement)</i>
Funding source(s)	<i>This activity will be funded by the partners that take part in the joint network (own budgets, also by in kind contributions).</i>
Urban-rural aspects	<i>The transition towards a circular regional economy will strengthen the link between urban and rural dramatically. For almost all themes (energy, food, recreation, climate mitigation (heat stress), etc.), a circular economy can only be realized when there are strong urban-rural interlinkages.</i>
Innovative character	<i>The integrative approach (not per theme, but all themes interlinked) to innovation is new for our region and asks for a great involvement and substantial commitment of the partners. The partners also have to get used to this new way of working.</i>
Monitoring	<i>We will monitor the progress by monitoring the agreements on joint ambitions/goals and transition programmes.</i>

ACTION 3

Name	<i>Innovating innovation: Twente Canteen</i>
Planned activities	<p><i>Establish Twente Canteen as an guiding example of a living innovation lab and the innovation approach of GKT:</i></p> <ul style="list-style-type: none"> <i>- Feasibility study and inventory demand public organisations.</i> <i>- Evaluate demand public organizations on business opportunities.</i> <i>- Set up pilots at canteens of public organisations.</i> <i>- Organise meetings for producers to inspire and work on collaboration</i> <i>- Evaluate and develop new business opportunities to reach the goal of 25% usage of regional food products in the canteens of public organisations in Twente.</i> <i>- Working on new cooperation models between supply and demand</i>
Challenge addressed	<i>For the Twente canteen, the challenge is to set up a working regional food chain, beginning with bundling of the demand.</i>

Who of you, or which of your organisations, is working on circular agriculture right now? Isn't it necessary that government agencies are setting the good example themselves?

With the Twente Canteen, we are trying to do just that. Setting the good example by selling products in the canteens of governments, which are produced in the immediate vicinity? By doing that, we want to raise the awareness of the importance to reduce steps in the marketing process: shorten market chains. It's better for the environment, and more important: it's better for the producers. They are getting a better price, because the market is in the hands of themselves.

A number of government agencies in Twente are taking the first step. They take up the condition in their procurement policy that at least 25% of the products which are processed in their kitchens, is produced in the immediate vicinity.

Producers are enthusiastic and want to organise how to meet the demand. But the big challenge is: how to organise the logistics in a way which is efficient. Furthermore: it is important that producers are in the lead of and hold a grip on the market. After all: the big problem, or big failure, of the current system is that the sellers, the merchants, are walking away with the big profits. And the producers are getting barely their cost price.

Another big challenge is; how to raise the awareness of end users. After all, we want to sell the local products in our canteens.

After many conversations with a lot of stakeholders it is clear we have to scale up. If we want to reach the general public and we want to reach an efficient scale to organise the logistics, we have to combine more markets. We need to reach more outlet channels. That's why we designed a follow up project: the seasoning of Twente.

Goal of this project is to organise three market-chains out of the philosophy of the Twente Canteen:

- *An online web shop*
- *The Twente Canteen (the government agencies), supplemented with restaurants, business to business, etc.*
- *One or more shops*

By combining these three chains, we can create enough extend to organise the logistic in an efficient way. Besides that, we are able to reach the big public.

Important centrepiece of the project 'the seasoning of Twente' is the taste-agent. He or she is able to recognize market opportunities and is able to mobilize the producers.

	<i>The biggest profit out of our project ‘the Twente Canteen’ is the awareness of producers and the awareness of governments that it is necessary to scale up and organise an alternative way to market agricultural products. A way in which the producers are in the lead of the market. The awareness has led to a new project with a large scale: the seasoning of Twente!</i>
Interregional inspiration	<p>In the course of the Interreg Europe projects RUMORE we have seen good examples how to strengthen the regional food chain:</p> <ul style="list-style-type: none"> - BuenMercato (Milano) and Parco delle Risaie Lombardia : inspiration on how to organize the regional food chain, legal aspects, marketing and cooperation. - Large scale distribution in Lombardy Region (RUMORE): inspiration on how to cooperate for the complex issues distribution and joint marketing. - New Food Value Chains based on traditional products in Central Macedonia like mountain tea (Sideritis scardica) in Rodopi villages; Greek Black Pig.: inspiration on transparency and traceability. - Tuinen van West an Innstock: innovative ways to raise awareness about the importance of rural-urban cooperation and spillage.
Players involved	<ul style="list-style-type: none"> • <i>Province Overijssel</i> • <i>14 municipalities of Twente</i> • <i>Farmers association (LTO Noord)</i> • <i>Green Knowledge Portal and knowledge institutes (Wageningen University and Research, University of Twente)</i> • <i>Entrepreneurs</i>
Timeframe	<i>Feasibility study ready in March 2019; set up pilots April-June 2019; broader business development July-December 2020</i>
Costs	<i>Feasibility study € 24.000,-; Pilots and business development € 125.000,-</i>
Funding source(s)	<i>Province Overijssel and GMT-network/program. The feasibility study has already been granted by the province. Application for the pilots and business development will be submitted in the spring of 2019. The application is for the Agro & Food programme of province of Overijssel which is open for application in 2019. The application will be considered by the advisory board of the province. And then</i>

	<i>the province will take a decision. The funding from the GMT-network/program has already been granted.</i>
Urban-rural aspects	<i>In Twente we are working on the regional food chain to strengthen urban-rural relations. In this case, we focus on the bundling of the demand for regional products in public organizations in the urban areas of Twente like municipalities and city, hospitals, university and other educational institutes. On the basis of this demand we are building the regional food chain, linking the rural economy to the urban market.</i>
Innovative character	<i>The approach is innovative in the sense that it is a living lab, combined with a bottom up approach with producers of regional food products, to build the regional food chain and solve problems of distribution, food quality and certainty of delivery. Twente Canteen is an example of how to organize and realize innovation in new regional value chains. The way of cooperating, the working methods on innovation, funding and development of feasible business cases, will be used for other themes in the GMT-program.</i>
Monitoring	<i>The results will be monitored by the board of GKP measuring the results of this action:</i> <ul style="list-style-type: none"> - <i>Bundled demand (in €)</i> - <i>Number of business cases to link demand and supply of regional food products.</i> - <i>Number of organizations within the Twente Canteen.</i>

Please copy and fill in the above table for each of the actions you envisage implementing in your region in order to improve your policy instrument.