

**Report SCAR SWG AKIS 4th Meeting
Bratislava, 27th -28th of March 2017**

Index

- General Report: pp. 1-4;
- Annex 1: Discussion and parallel session: Learning and feedback from interactive projects approaches: pp. 5-11;
- Annex 2: Discussion and parallel session: Monitoring interactive innovation policies and benchmarking for sustainability: pp. 12-13;
- Annex 3: Participants list: p. 15.

General Report

Introduction

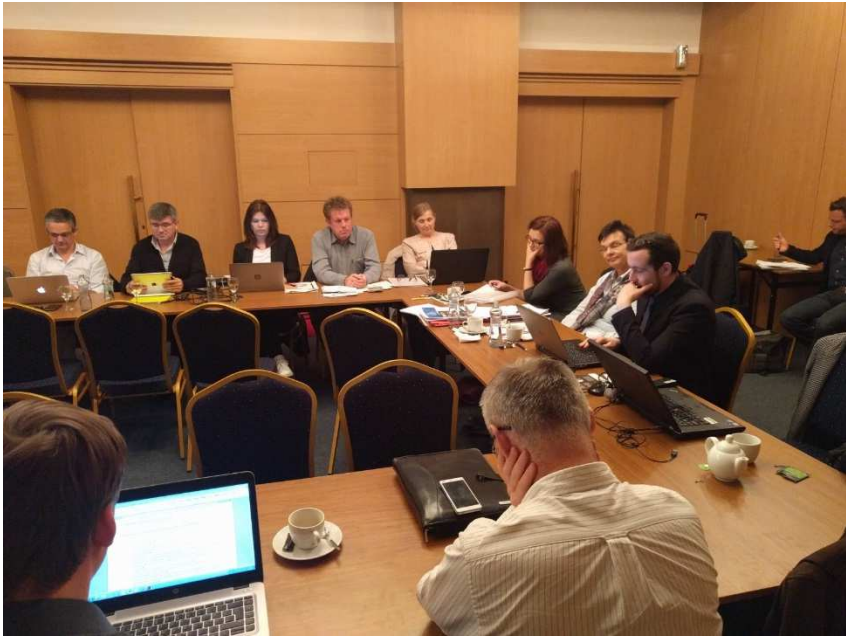
The SCAR SWG AKIS4 meeting in Bratislava was the fourth of the meetings proposed for the development of the mandate endorsed by the SCAR plenary in December 2015. This meeting looked at the following 3 topics, identified in the mandate:

1. Learning and feedback from interactive projects approaches;
2. Monitoring interactive innovation policies and benchmarking for sustainability;
3. Better address the knowledge flows along the whole production/value/supply chain.

This meeting was again an opportunity to carry on the widening objective by having representatives on board from most of the EU member states. We would like to thank the Slovakian team for hosting two excellent meeting days.

All slides and information regarding the presentations, are available on the SWG SCAR-AKIS Dropbox.

Chair: Adrien Guichaoua; Facilitator: Floor Geerling-Eiff (report)



Day 1 – March 27th

Session 1: Learning and feedback from interactive project approaches

Presentations:

1. Hennovation (ISIB2 – 2014) – *Lisa Van Dijk (Uni Bristol)*: <http://www.hennovation.eu>

The project Hennovation demonstrates the potential of innovation led by producers and industry practices in poultry (on farm, during transport and at the abattoir), through the establishment of innovation networks that proactively search for and utilize new ideas to make their business more efficient and sustainable.

2. AgriSpin (ISIB2 – 2014) – *Alex Koutsouris (AUA)*: <http://www.agrispin.eu>

The project AgriSpin identifies best practice for innovation and support systems. It seeks to find the answers to those questions and many more by identifying best practices for innovation and support systems in European agriculture.

3. OK ARABLE NET (ISIB2 – 2014) – *Bram Moeskops (IFOEM EU)*: <http://www.ok-net-arable.eu>

The project OK ARABLE NET synthesizes the scientific and practical knowledge available about organic arable farming and identifies the best methodologies for exchanging this knowledge. It creates a European network of farmers to exchange experiences and discuss the advisory material selected by the project. Finally, the project creates an online platform offering evidence-based advisory material as well as facilitating farmer-to-farmer learning.

4. TREASURE (SFS 7A – 2014) – *Meta Candek Potokar (AIS)*: <https://treasure.kis.si/>

The project TREASURE improves knowledge, skills and competences necessary to develop existing and create new sustainable pork chains based on European local pig genetic resources (local breeds).

The presentations were followed by a plenary discussion on the lessons learned from the interactive projects. This provided input for the parallel sessions on the following topics regarding interactive project approaches. The results of the discussions are described in Annex 1.

The discussion topics on interactive project approaches

Multi-actor Approach within H2020 projects:

- The main added value of the MAA during the implementation/realisation phase of the project;
- The main difficulties linked to the MAA during the implementation/realisation phase;
- The adaption of attitudes, role and skills by actors involved in the MAA projects, by learning from one another (changes and gaps between initial role and implementations activities);
- Main recommendations to improve or facilitate the implementation of MAA in the future.

Connection of OGs with H2020 projects (TN and MAA-RIA):

- Best practices (examples) as solutions to connect H2020 with OGs;
- Bottlenecks (examples) in connecting H2020 projects with OGs;
- Added-value of connecting H2020 projects with other national, regional projects and networks (beyond OGs);
- Main recommendations to improve/facilitate the connection of H2020 projects with OGs.

Availability of end-user material produced by H2020 projects on the long term:

- Better spread (accelerate the uptake of) end-user material produced by H2020 projects;
- Ensure sustainability and easy access of H2020 end-user material on the long term;
- Inter-connect and link end-user material coming from different projects;
- Main recommendations to boost the diffusion of end-user material and ensure its long-term sustainability.

Day 2 – March 28th

Presentations of Slovakian Innovation projects in the Bioeconomy sector:

1. Innovations and knowledge transfer in agriculture and food: in Slovakia. Dana Peskovicova, National Agriculture and Food Centre (NPPC);
2. Innovation, adding value to food products. Peter Siekel, NPPC;
3. LignoSilva: Centre of Excellence Forest-based Industry Implementation of intelligent technologies into wood assortment and wood processing - National Forest Centre – Tomáš Bucha, Forest Research Institute
4. ARANGE: Alternative Forest Management in Kozie Chrbty (Slovakia). An example of an Innovative Project. Zuzana Sarvašová

Session 2: Evaluation and monitoring interactive innovation policies and benchmarking for sustainability

1. Presentation ‘Evaluation of innovation in RDPs 2014-2020’ by Jela Tvrdonova, Evaluation Manager of the ENRD Evaluation Helpdesk.

Jela Tvrdonova provided a presentation on behalf of the thematic working group: Evaluation of innovation in rural development programmes. The presentation focused on: EU policy and innovation in rural areas, evaluation of innovation in rural policy, challenges of evaluating innovation in RDPs, the composition of the Thematic Working Group and the content of the guidelines.

The results of the plenary discussion and the parallel sessions, followed by the presentation regarding Evaluating and monitoring interactive innovation policies, are described in [Annex 2](#).

The discussion topics on evaluation and monitoring of interactive innovation

- Lessons learned of ex ante evaluation (i.e. evaluation of project for the selection process);
- Challenges linked to evaluation of innovation in other R&I&D programmes, including other ESIF programmes;
- Transferable solutions to support evaluation of innovation can you identify from the practical examples in Member States/regions? (Quantitative and qualitative elements, ex ante, ex post);
- Specific aspects of “evaluation of innovation” that should be investigated further through partnership with other programs and organisations?

Session 3: Other topics of interest

EIP up-date: Inge van Oost, DG AGRI

- France organised a RDP national meeting (June 2016) with a day dedicated to EIP Implementation in RDPs, H2020 and their relationship. Aim was to inform actors about H2020 and help to link

projects to H2020 projects. France decided to move forward in this direction in order to strengthen the synergy between H2020 and RDPs;

- There will be 22 EIP oriented projects in the next H2020 Societal challenge 2 calls. So in October there will be new topics for multi-actor projects. There are a lot of researchers looking for non-research partners. Partners can propose and introduce themselves via the EIP-website.

Action: Adrien will send the EIP-catalogue of projects and topics to the group members.

Agricultural Innovation Summit: October 2016 Lisbon – Luis Mira da Silva, Inovisa

- The AKIS group can come up with a proposal for relevant projects and experts for the summit from out the AKIS group.
- The AIS will send out questionnaires to the national contact persons in the member states.

Action: AKIS-group members send suggestions about multi-actor projects for the parallel sessions and for key note speakers to Luis and Adrien.

The CASA project

- It is a CSA project (Collaborative and Support action) that receives funding from H2020 to boost SCAR activities (Composed of National representative of the SCAR steering Group);
- For the SCAR-AKIS group in particular support for facilitation, studies and communication are interesting:
 - o Floor Geerling-Eiff (Wageningen Economic Research) is facilitator for the SCAR-AKIS group;
- Studies: in Hungary the group set out the terms for studies, among others on ‘Synergies and infrastructure with regard to knowledge flows’. The AKIS-group should receive funds for 2 studies. The group will need support to select the relevant proposals. This will help the SCAR-AKIS group with regard to our final report for the mandate;
- Communication from out CASA (WP4, leader: Valérie Dehaut) will enhance the SCAR website and other communication activities. It will facilitate the AKIS group to be more visible with regard to the work the group does. It requires taking photos, for one. The aim of the Communication WP, is to make our output and outcome better and the SCAR activities more visible.

New co-chair

The SWG needs a new co-co-chair to fulfil its objective. The workload is too heavy for one single chair. A co-chair is suggested from an Eastern EU country, with a strong connection to the SCAR Steering Group and that could also interact with the CASA project. Decision: The AKIS group agrees.

Action: search for a new co-chair.

Session 4: Better address the knowledge flows along the whole production/value/supply chain: cooperation with the SWG on Food systems - 2030

Starting from the Flash Report of the KoM between AKIS and Food System, it’s expected to work together with the FOOD SYSTEMS SWG on a Topic regarding the boundaries of Primary production and Agri-food sector. “Innovation in food SMES” (Farm processing, Short Supply chain, Marketing, product quality, etc.)

has been identified as a relevant topic, also in line with the willingness of DG RTD to organise such initiative in the frame of FOOD 2030 implementation strategy. The AKIS-group has lots of expertise so it could be useful to cooperate with the food system group. However, our own mandate is already challenging and ambitious. To overcome this problem, the Value/food chain is an important topics in the AKIS-mandate to establish this intended cross-fertilisation. The scope of Food Systems is really broad. It should focus to avoid that its mandate becomes too challenging. The aim is to set-up a type of Task-Force between AKIS and FS to lead this initiative. The proposed cooperation should address food related topics, close to farmers. The cross-topic should focus on the added value for the farmer. Look at the boundary objects and focus on a win-win gain.

Conclusion: the topic looks interesting as far as it addresses farmers' needs and activities. We have to consider it as an item of the mandate. Everybody has background material and potentially good examples and initiatives for input (such as IFOAM). However, we have to pay attention on:

- (i) the specific collaboration with the FS group and not to lose our own objectives,
- (ii) how far it contributes to the FOOD 2030 strategy and
- (iii) the weight of this initiative with regard to the whole FOOD 2030 strategy.

Action: A specific task force (with 2 up to 3 people of each two SWGs) should be set to agree on all objectives (AKIS, FS, DG RTD & AGRI), precisely frame the topic, identify relevant experiences and expertise and set-up the action plan.

Next meeting: Bonn, May 30 and 31st 2017

Topics are:

- Improve the integrated approach within the European AKIS and the Implementation of the EIP
 - Further development of the EIP approach : *Digitization*
- SCAR 'CASA' project
- Other Topics: AIS Lisbon, Cooperation with SWG Food Systems, BioEast, Policy briefs, AgriSpin
- Analysing the perspective of AKIS in Food and Nutrition Security and Sustainable Agriculture across developing countries: *Green Innovation Centre in Africa*.



Annex 1

Discussion and parallel sessions on “**Learning and feedback from interactive projects approaches**”

Plenary discussion: lessons learned and feedback

Regarding the implementation phase of MA-projects

- An important factor in stimulating multiple actors to participate in a multi-actor project from the start, is the level and complexity of administration. Reducing administrative burdens is an important aspect in getting agricultural entrepreneurs involved. The Hennovation project developed a tool for financial assessment.
- The speed of innovation on farm level is increased if more budget is available, yet there is a difference in capacity. Bundling budgets for a group wise approach to stimulate innovation is effective. This way the budget distributed for innovation can be allocated in a more efficient manner. Also, entrepreneurs learn from each other’s approaches, peer-to-peer.
- However, it should be discussed with farmers that their business strategy must not depend too much on direct payments. Multi-actor projects can in particular focus on stimulating innovation in alternative ways, without direct payments
- In multi-actor projects for innovation, the knowledge demand of the farmer should have primary focus. Based on farmers’ needs, next should be discussed what knowledge is yet available or new insights have to be developed. It might seem that the level of innovativeness will not be very ambitious. However, in order to stimulate valorisation of knowledge by farmers on farm level, one has to start with the knowledge demand that is close to the farmer’s daily practice. Once there is experience in cooperating with researchers and the knowledge returned its investment, scientists can discuss taking the innovation steps with farmers, to a higher level. It is a process of learning-by-doing. It is also about unexpected and unintended changes. This can be quite challenging, especially for more technical oriented researchers involved in multi-actor projects.
- In developing an approach for multi-actor projects, it is wise to learn from previous experience with multi-actor programmes and projects. Don’t reinvent the wheel.
- Spend sufficient attention to the skills of the knowledge and innovation facilitator, the person who helps the farmer in adapting and applying the innovative insights. For scientists it can be difficult to get them out of their scientific mode into a facilitator’s role. It is also a matter of mind-set. You *can* be a researcher and an innovation broker at the same time. In the sector the advisor comes only for half a day. An innovation facilitator goes beyond that and has to be really committed to the group. You can’t train an innovation facilitator in one day.
- In multi-actor projects, the actors have to find the right balance between experimenting (letting 1000 flowers bloom) and specific frames and focus.
- Furthermore, it is quite difficult to find available time to organise meetings between the multiple actors involved. Especially for entrepreneurs of larger farms it is difficult to find time to meet. When starting a multi-actor project, the actors involved should be aware and calculate sufficient time to be spend in the project, including meetings.
- In particular in the application phase, implementing the multi-actor approach can be difficult. It can be time-consuming to build up the concept. Once the proposal is accepted, partners can be committed to the project in different ways. In the implementation phase it can be challenging to keep everyone up-dated so they can learn from each other. Furthermore, it can be more

- They who work as innovation brokers should have a certification to do so. CECRA courses aim at training innovation facilitators.
- We must bear in mind that certain rules in the CAP should be adjusted too. If you take one step forward, you cannot go back.
- Regional managing authorities should be more actively involved in MA projects, instead of having a more or less passive role. They are actors in the triple (and quadruple) helix innovation process too. The regional authorities have to provide for the enabling ecosystem to enhance innovation. For example, they should learn from innovation processes which are bottom-up organised. However, bureaucracy could be a problem.
- One major challenge in MA-projects is finding the balance between SMARTLY formulated outcomes and providing the possibilities for experience and testing (letting 1000 flowers bloom). We should work on defining SMART outcomes, specifically for innovation processes.
- It is interesting to analyse how MA projects learn from failures and how they intervene and adjust their process. It should be mirrored how actors involved learn from their mistakes and what effects this has.
- In particular, the AgriSpin project looked at all kinds of innovation, with and without commitment and role of MAs. These could be innovation processes led by the private sector and support providers, depending on the cases. In particular the cooperation between private actors and publicly financed knowledge providers (from research, education, advisory services) was investigated. AgriSpin produced a specific set of recommendations for these knowledge actors, in order to advise them on how to steer their activities and their role in supporting innovation in a more efficient way. AgriSpin studied innovation support services from a systemic point of view. The methodology for analysing the 53 EU study cases, encompass an analysis of the overall environment, including the local/regional AKIS.

Parallel session: Learning and feedback from interactive projects approaches

Multi-actor Approach within H2020 projects

What is the main added value of the MAA during the implementation/realisation phase of the Project?

- The clear practical application and ownership of the project and results.
- More informed and involved stakeholders, in particular policy makers.
- Adaptive oriented, experimental and co-generated knowledge.
- The development of common language.
- Implementation under real conditions (for example through demos, farmer-driven).

What are the main difficulties linked to the MAA during the implementation/realisation phase?

- To actually get people committed to action.
- Different interests, incentives, languages, communication and understanding gaps.
- The organization and coordination of the partnership - keeping all actors on board.
- Compliance with administrative rules and burdens.
- Temporary failures that may disappoint some of the actors involved.
- Limited time available or it takes too long to come to results.
- Inappropriate networks that are not suitable to do the job.

Do the actors involved in the MAA projects adapt their attitude, role and skills by learning from one and other? (Changes and gaps between initial role and implementations activities)

- Yes slowly, but they do. In the long term it will lead to change, if the actors involved have an open mind to change. A challenge will be to persuade and stimulate policy makers to adapt policy changes.

From lessons learned, what are the main recommendations to improve or facilitate the implementation of MAA in the future?

- To improve the sense of responsibility. Beneficiaries need to truly feel responsible for the project, activities and outcomes.
- The awareness of the pivotal role of the facilitator. It is important for example to train advisors well to become innovation facilitators.
- To exchange good practices so that actors and networks can learn from other actors and networks.

Connection of OGs with H2020 projects (TN and MAA-RIA)

What are best practices (examples) as solutions to connect H2020 with OGs?

- National organizations that facilitate the implementation of H2020 results, could obtain a “mandate” or someone (specialized) to connect H2020-projects to OGs.
- Chambers of agriculture, national research institutes or national rural networks (depending on the country) should also have someone working as an intermediary between OGs and H2020.
- The private sector (consultancy companies, private research institutes) could also have a role in the connection.

What are bottlenecks (examples) in connecting H2020 projects with OGs?

- Synchronisation of the ending of TNs/MAA-projects and the application deadline of OGs.
- Language: OGs working in national language versus results like applications etc., in English.
- Limited flexibility in designing projects whilst innovation is experimental and bottom-up.
- Insecurity of projects getting financed. For example in one call there were 70 applications while only 23 projects were funded, in another call there were 55 applications and only 7 projects funded.
- Lack of competences in the H2020 facilitating structure on agriculture innovation (sometimes the person responsible does not know enough about the sector).
- Lack of knowledge of the facilitators in the several national AKISs about H2020.
- OGs are not sufficiently connected to H2020 initiatives; this takes time.
- There is also no common agenda nor interconnections between OGs.

What is the added-value of connecting H2020 projects with other national, regional projects and networks (beyond OGs)?

Positive:

- Engaging them in solving questions the OGs cannot solve.
- There are many other measures but not many OGs (so it seems logical).
- Increasing the dissemination of results;
 - o Dissemination that reaches ‘the last mile’, information that should be easily converted into ‘money’ (return on investment).

- Creating space for interactive innovation; the more projects, the better to adopt the MAA approach.

However:

- The added value is obvious but there is a huge gap between H2020 projects and national / regional projects.
- Do not replicate what is being developed at EU level, make results accessible to farmers.

From lessons learned, what would be the main recommendations to improve/facilitate the connection of H2020 projects with OGs?

- Incentives to translate/implement the results of TNs and MAA-projects in the formation of operational groups (and vice versa).
- Cluster OGs and link them to TNs, MAA- and other projects; (on-going initiative of the EIP Service Point: first OG cluster on Organic).
- To connect ideas and outcomes of H2020 projects to OGs, not via networks as they are often unstable after the end of a project.
- Develop a question data base, dedicated to OGs to find relevant material from H2020 projects.

Feedback

There are many thematic networks and MAA-projects, there aren't many operational groups yet. Some of the questions remain unanswered. We need to stimulate and create more space for interactive innovation. One incentive for forming operational groups could be to give an extra point in the review phase to continue an H2020-project as an OG. Furthermore, a question database could be developed for OGs to come up with questions for further developments that can be translated into calls for new H2020-projects. Third, (informal) networks to exchange knowledge should be stimulated. For example, a link between a workshop from AgriSpin and the Organic platform wasn't possible. That has to change. There could be a minimal degree of overlap between thematic networks to lay connections. This is order that the different actors involved can learn from each other and the different approaches.

The national organisations that implement H2020 results should be better connected to the authorities relating OGs. There is a disconnection between these two agencies, meaning chambers of commerce, Ministries, NCPs and NRNs (depending on the country). MAs should be aware of H2020 projects and outcomes as well as the other way around, by informing MAs of H2020 results. With regard to the lack of competence in facilitating the structure for agricultural innovation, the national EIP contact person does not always have the knowledge nor enough connections to the agricultural sector. And if we look at national sector organisations, they are not always knowledgeable about the EIP. They are organised around their members, hence the non-members are harder to reach. This indicates a gap. Finally, there should be clearer connections between national and EU institutions. They could be reinventing wheels because they don't know well enough what is going on. The MAs and the EIP Service Point should be more transparent regarding the list of selected OGs. Some syntheses and regular updated lists should be disseminated on a regular basis, to reach networking and cross-fertilisation on activities.

Availability of end-user material produced by H2020 projects on the long term

How to better spread (accelerate the uptake of) end-user material produced by H2020 projects?

- Translate the results into practice abstracts and interactive events such as exchange visits, demonstrations and other physical meetings.
- Involve actors, especially farmers, breeders and associations, from the start of the project. Communication and dissemination should be stimulated in two ways: both scientific and practice oriented.
- Translation funds could be installed to translate results into local and regional languages.

How to ensure sustainability and easy access of H2020 end-user material on the long term?

- Through EIP abstracts at EIP-AGRI level. Therefore, stable and long term media channels are needed.
- Every project should be stimulated to use you tube and/or already existing platforms (websites).
- Social media like twitter might be good for quick communication. Videos on you tube can provide subtitles in different languages.
- Also, google translate is really far already with its translation possibilities.
- Permanent attention to last and sustain results is needed, at both national and regional level.
- Knowledge centres or reservoirs could be set up which link knowledge to innovation hubs. Advisory bodies, educational institutions or National Rural Networks could provide/manage these centres/reservoirs.
- Use the EIP-website as a central EU online platform to capture end results of EU projects. The results of Valerie, as a search engine could be connected to or integrated in the EIP –website (in progress).
- Connect CORDIS to the EIP-website. This should be publicly financed. It is not expected that farmers will pay for this or that otherwise private organisation are going to pay for it. This is challenging for the EU political arena, because the question is if the EIP service point has enough budget to support this.
- Also, the challenge is to involve popular privately initiated (online) platforms that have proven their success and that are sustainable. Involve them yet in the (pre)proposal and proposal stages. The experience is that publicly financed platforms end after the financial means end.

How to inter-connect and link end-user material coming from different projects?

- Keep information alive through interconnecting activities. Stimulate thematic networks on similar topics to cross fertilize results and stimulate/organise regular knowledge exchange.
- An actor on cluster turn-over is needed.
- Clustering and networking are important to be able to exchange knowledge. A minimal degree of overlap or repetition is allowed, so that the actors can learn from one another.

What would be the main recommendations to boost the diffusion of end-user material and ensure its long-term sustainability?

- Communicate and disseminate, build and cross bridges, from the start on. Link dissemination to education and make sure that sustaining results has permanent attention;
- In the end, the discussion questions rose 2 more questions:
 1. How do we create peer-to-peer networks, and how do entrepreneurs adopt the information?
 2. How to involve education, not so much academic education but more on the vocational and prevocational level and make trainings or masterclasses? This is more oriented on sustaining the knowledge for (future) end users.

Feedback

From the start, the project should already communicate about its aims and ambitious and continue communicating up-dates during the project. Listening is very important. What are the farmer’s needs and implement and disseminate results when needed. Therefore language is an important issue. Google translate can help overcome language barriers. Each project should set up a YouTube channel and connect it to existing platforms. There should also be a central platform/website which should be managed by the project, where people can ask questions (Q&A). In order to manage results after projects are finished, we could develop a digital library of knowledge results. The term innovation hub is already captured by the IT sector, so maybe we could call it a knowledge reservoir.

Farmers aren’t the only target group, also advisory services, the economic sector in general and other actors. One question is if we need to change the mind-set of researchers/scientists to publish in a more practice oriented manner. The EIP could provide tools to publish H2020 practice oriented output. NRNs and education could be involved to form knowledge centres, to continue utilising the knowledge developed for instance in trainings and teaching material. The link between new knowledge production and education is very important so that knowledge can be incorporated in teaching material to educate the entrepreneurs of the future. Furthermore it is important to form clusters with national projects. Make the knowledge come alive, so that national EIP communities are strengthened and that they play a role in the long-term availability of the end-user material.



Annex 2

Plenary discussion and parallel session on Evaluating and monitoring interactive innovation policies and benchmarking for sustainability

Plenary discussion

- Particularly interesting is the topic of the enabling environment and the attitudes of actors involved: trust and willingness. How will these softer skill be evaluated? With qualitative methods. With regard to the soft skills, see the Leader guidelines. For example mapping methods. Who are the beneficiaries? The ones who feel the impact of the interventions. The challenge is to design the right questions. We want to look at behaviour, how the programme has effected attitudes. We can also collect harder data through surveys.
- An ex-ante analysis is useful at the application stage: what will be the consequences of the innovation? It is also important to look at what non-agricultural projects do and realise.
- We have to look closer at the processes of innovation. We tend to be focused on the policy objectives. We have to look at the RDP measures, what kind of actions are undertaken, what kind of beneficiaries are there and which actors are involved?
- Normally in RDP contexts we use independent evaluators, financed through external programmes. Evaluating multi-actor innovation is a new field. It requires a different kind of expertise.
- There are a lot of expectations. How can we address all of this? It is important to distinguish between innovation as a result and innovation as a process. This requires a transdisciplinary approach and expertise on innovation itself. There should be a strategy for evaluating, beyond the usual. The selection criteria have to enable further innovation. It should not be indicated as a check-up but it should be addressed as helping the innovation process. We should address the follow-up of the outcome of the evaluation more. Assess partnerships and relationships: are farms more connected to other (regional) actors (than before)?
- It'll be hard to come up with a generic approach because a lot depends on contexts.
- What will be the effects on the long term? Focus on output is not enough. What will happen in 5-10 years from now? This is a challenging question. Another challenge is the evaluation of the MAA-projects in horizon 2020. What will be the effects of those projects? It will be an expensive exercise.
- We should also look at the effects and influence of informal networks.
- Many think that networks have to be heterogeneous but that's not true. Homogenous networks are also important.
- We are moving towards new knowledge and innovation programmes in a couple of years' time. We have to learn from the lessons from ex-post evaluation. Then we will have more basis to gain long lasting impact later.
- There is a lot to do around multi-actor networking but you don't need very many people. It is important to have the right people involved. We have to learn about this.
- Functional networks should be key.

Parallel session 2: Evaluation of Innovation

Lessons learned of ex ante evaluation?

- There should be specific expertise regarding ex-post evaluation on innovation.
- Next to quantitative data, more descriptive and qualitative data are important.
- Selection criteria should not be binding. There has to be flexibility to realise the project and it should not affect the outcomes of the project.
- Stimulate learning processes and collective networking through innovation camps or living labs;
- Stimulate the learning process through mandatory selection criteria.
- Create a common understanding of the project, language and communication at the beginning of the project activities.
- Evaluation should aim at the changing attitudes of managing authorities to focus more on the process instead of the projects' results (a recommendation from AGRISPIN).
- There is a lack of acknowledgement by the MAs with regard to different AKIS-actors, who should (all) take part in innovation processes.

Challenges linked to other programmes, including other ESIF programmes

- It takes a different planning system (plan of evaluation) and frameworks (approaches, designs, indicators).
- We notice a difference in timing of tendering services for evaluation and there is a lack of unitary vision, meaning there is no dialogue among ESIF administrations and different sensibility and capacity of governing evaluation of programmes.
- Finding the right evaluators is the real challenge. They need capacities and skills on specific evaluating methods for MA innovation.
- There are problems with understanding innovation relating to evaluation of the subjective (contextual) aspects of the projects. One example in the IT-sector. There was an independent expert list for evaluation but still, the *understanding* of innovation in the expert selection process was not assessed.
- The right composition of the evaluation group is also a challenge, the assessment should be flexible with regard to that. One example in Poland. There are 5 types of actors defined and the group should have at least 2 members of the same type.
- Real motivation and interest are also difficult to be assessed. One example in Spain (Catalonia) where we apply a 70% intensity, that means that the OG should contribute also by money to the project, so it can ensure a bit that those who apply believe in the success of the project and dare to put also money in it.
- In different programmes the implementation varies. There is no real communication between managing authorities or intention for knowledge exchange and uniformity.

Which transferable solutions to support evaluation of innovation can you identify from the practical examples in Member States/regions? (Quantitative and qualitative elements, ex ante, ex post)

- Evaluation should be open minded, meaning that it should not be restricted to particular aims but should contain a holistic approach.
- There is a need for a clear framework (with regard to the process of agricultural innovation and impact evaluation). In line with that, the plan to set-up an "Ex-ante Evaluation of Impact guide(together with SWG ARCH, FAO and OECD) would be relevant
- Innovation cannot be used as a selection criterion for operational groups. Operational criteria and content should be applicable in practice; interview applicants, critical mass and advisory team (but with mix of evaluators also see below).
- One important distinction: is it about evaluating innovation or the potential of innovation?

- According to us it should be both, containing both a quantitative and qualitative approach addressing both output (amount of workshops, reports, articles, patents, IPR, etc.) and outcomes (effects of the innovation like new services, products, markets).
- Evaluation should address the pathway of nurturing innovation and look at the capacity, the enabling environment of the region to enhance innovation.
- Indicators to monitor and evaluate innovation should be formulated.
 - o According to Marko Hekkert and Suurs' work there are seven innovation keys: 1. entrepreneurial activities, 2. knowledge development, 3. knowledge exchange, 4. guidance of the search, 5. formation of markets, 6. mobilization of resources, 7. counteracting resistance to change.
- Innovation depends on critical incidents along the process which you can't predict beforehand. It's a flexible process.
- Learning histories and timeline methods (or Spiral of innovation as presented by AgriSpin) are good approaches to distil lessons learned, based on success factors and barriers of the process.
- Learn from innovation processes in agriculture that have been developed in, say, 1 or maybe 2 decades.
- Hence, the learning element is really important. It should be more about reflexive monitoring and evaluation in action. Regions should learn from one another: stimulate knowledge exchange on lessons learned.
- Innovation depends on context; case-study approaches seem appropriate.
- It's learning by doing. People need time to adapt to multi-actor or triple/quadruple helix cooperation.

What specific aspects of "evaluation of innovation" should we investigate further through partnership with other programs and organisations?

- Region specific innovation, innovation processes, regional evaluation experts (what skills are required, what regional focus, who should carry out the evaluation, combination of independent experts versus sector-related etc.),
 - o link to OECD and World Bank Investment Source Book.
- The EU has to work together with the members states and the regional authorities and transfer the key elements used in MAA projects evaluation.
- First of all the enabling environment or the regional cluster for knowledge and innovation within the region should be assessed. Multiple actors involved should work on a regional agenda for knowledge and innovation first. Projects should match with this agenda for the results to be embedded.



Annex 3

Participants list

Belgium	1. Sylvia Burssens	Research/Adv
Estonia	2. Annika Suu	Ministry
France	3. Adrien GUICHAOUA	Research/ISS
Greece	4. Alex Koutsouris	Research/innovation
Hungary	5. Andrew Fieldsend	Research/Adv
Hungary	6. Timea Reszketo	Chamber of Farmers/Adv
Hungary	7. Anett Fekete	Ministry
Italy	8. Simona Cristiano	Research/Ministry
Italy	9. Mara Lai	Research/Ministry
Netherlands	10. Floor Geerling-Eiff	Research
Netherlands	11. Martijn Plantinga	Ministry
Poland	12. Jacek Węsierski	Adv
Poland	13. Ewa Grodzka	Ministry
Portugal	14. Luis Mira	ISS
Spain	15. Jaume Sio	Reg. Ministry
Slovak Rep	16. Dana Peskovicova	Ministry
Slovak Rep	17. Daniel Acs	Research
Slovak Rep	18. Peter Siekel	Ministry
Slovenia	19. Marjeta Candek-Potokar	Research
DG AGRI	20. Inge Van Oost	EC
IFOAM	21. Bram Moeskops	Organics support organisation
COPA	22. Herzog Florian	Farmers Org
Univ Bristol - Hennovation	23. Lisa Van Dijk	University