

## Task 3.1: Terms of References for the SWOT analysis



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Deliverable 3.1



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The overall objective of CASA, a Coordination and Support Action (CSA), is a **consolidated common agricultural and wider bioeconomy research agenda** within the European Research Area.

CASA will achieve this by bringing the Standing Committee on Agricultural Research (SCAR), which has already contributed significantly to this objective in the past, to the next level of performance as a research policy think tank. CASA will efficiently strengthen the strengths and compensate for the insufficiencies of SCAR and thus help it evolve further into “SCAR plus”.

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## **Abbreviations**

CASA = Common Agricultural and wider bioeconomy reSearch Agenda

CSA = Coordination and Support Action

CWG = Collaborative Working Groups

DG = Directorate-General

DoA = Description of Action

DX.X = Deliverable X.X

EC = European Commission

ERA-Net = European Research Area Networks

FACCE-JPI = Joint Programming Initiative on Agriculture, Food Security and Climate Change

FAO = Food and Agriculture Organization

GDP = Gross Domestic Product

HDHL = Healthy Diet for a Healthy Life

JPI = Joint Programming Initiative

PPP = Public Private Partnership

RDI = Research Development Innovation

R/I = Research and Innovation

SCAR = Standing Committee on Agricultural Research

SWG = Strategic Working Group

SWOT = Strength, Weaknesses, Opportunities, Threats

T = Task

WP = Work Package

## Introduction

The CASA CSA project started on 1<sup>st</sup> September 2016 and a Kick-Off Meeting was held on 7<sup>th</sup> October 2016 in Brussels. The overall objective of CASA is a consolidated common agricultural and wider bioeconomy research agenda within the European Research Area.

The overarching aim of CASA will be achieved through the accomplishment of the following four specific objectives:

1. Increased and broadened participation, interaction and collaboration of Member States and Associated Countries
2. Improved quality of outputs and outcomes of the SCAR creating added value for greater impact
3. Strengthening the production of more strategic policy advice by the SCAR based on the increased, deepened and broadened participation facilitated by CASA
4. Improve overall organisation, communication and dissemination of SCAR activities, outputs and outcomes for greater impact

The objective of Work Package 3 “Strengthening Strategic Advice” is to strengthen the basis for SCAR to provide more and relevant high-quality strategic policy advice in the coming years in the evolving landscape of the broader Bioeconomy and other relevant adjoining sectors and policy areas. This will be achieved by supporting SCAR’s internal and external work – especially by exploring new opportunities for alignment, collaboration and strategic action associated with relevant recommendations.

To support SCAR and increase its visibility, two SWOT analyses are performed in T3.2 (D3.2 and D3.3). The Terms of References and a Stakeholder Mapping for D3.2 are the content of this Deliverable D3.1.



## Summary

The Task 3.1 of Work Package 3 “Strengthening Strategic Advice” of the CSA project CASA was the preparatory work for a SWOT-Analysis to be performed in Task 3.2 (D3.2): “Terms of References for the SWOT Analysis”.

A task force was established to work on the SWOT Concept and Impact Assessment. This task force met on 9<sup>th</sup> and 10<sup>th</sup> March 2017 in Bonn, Germany. The summary of this meeting is provided in Annex 1.

The original focus of Deliverable D3.2 was “A detailed overview on the state of play and a gap analysis within the broader Bioeconomy”. However, as various other projects, organisations and research institutions are conducting, or have conducted, SWOT analyses of the broad bioeconomy in Europe, it is beyond the remit and aim of CASA to repeat such analyses. Therefore, the focus was changed to a more tailored and specific SWOT analysis of the SCAR and its structure, organisation, processes and activities to be able to support SCAR better. This change was discussed and agreed on by the SCAR Steering Group on 17<sup>th</sup> May and CASA General Assembly by written procedure in May/June 2017. An overview of changes within T3.2 is provided in Annex 2. Due to these changes, the outcomes of the task force can only be used partly, especially for the areas related to impact assessment. New Terms of References were needed for D3.2: a stakeholder mapping was performed to identify possible candidates for interviews within the SWOT analysis in D3.2. Those interviewees should either influence the SCAR, or should be influenced by the SCAR. The results of this stakeholder mapping are presented in this report.

## Terms of Reference

Within Task 3.2, two independent but complementary SWOT analyses will be performed by TEAGASC.

The **first SWOT** analysis (D3.2) is an analysis of the SCAR itself and its structure, organisation, processes and activities. Here, primary research will be conducted in the form of interviews with stakeholder both inside and outside of SCAR. The stakeholder mapping results included in this Deliverable D3.1 will be used within D3.2 to facilitate identification of relevant and appropriate interviewees. The focus of the analysis is on the decision-making tier of SCAR, as well as on the CWGs and SWGs of SCAR. The SWOT analysis will be carried out on the overall structure and activities of SCAR.

In addition to the primary research, desk-based research feeds into the analysis. Results of D3.2 will be presented at the SCAR Conference at the 4<sup>th</sup> and 5<sup>th</sup> December 2017 in Tallinn, Estonia. During this conference, workshops and discussion groups will further elaborate the analysis. The Deliverable D3.2 is due Month 17 of the CASA Project.

The **second SWOT** analysis (D3.3) will be a report on the state of play of research and innovation policy in Europe. Desk-based research, policy and literature reviewing and internet research found the basis for this SWOT. It is due Month 16 within CASA and is not affected by the changes mentioned above. For the Tallinn Conference, a draft of this analysis will be made available for information. The report on the Tallinn Conference (former: SWOT Conference Report) is Deliverable D3.4 in T3.3 and will be compiled in Month 17 of the CASA Project.

TEAGASC is the Task Manager of T3.2 and T3.3. Contributors to T3.2 are all CASA Partners (especially INIAV), SCAR groups and SCAR Steering Group. Contributors to T3.3 are all CASA Partners, SCAR groups and SCAR Steering Group.

## Stakeholder Mapping

In order to be able to perform interviews for the SWOT analysis for D3.2, a stakeholder mapping was carried out to identify possible interviewees. As a structure, the approach by Olson, Prepisci, Baddache (2011) was used.

### Definition

There are various definitions what a stakeholder actually is. Here, we understand a stakeholder as “Any group or individual who can affect or [be] affected by the achievement of an organisation’s objective” (Freeman, 1984). This definition emphasizes the importance of the bi-directionality of stakeholders.

Stakeholder mapping itself is “a collaborative process of research, debate and discussion that draws from multiple perspectives to determine a key list of stakeholders across the entire stakeholder spectrum” (Olson, Prepisci, Baddache, 2011).

### Mapping exercise

Four phases exist when conducting a stakeholder mapping:

1. Identifying
2. Analysing
3. Mapping
4. Prioritizing

Here, those four phases were used as a guideline when identifying possible interviewees both influencing the SCAR and being influenced by the SCAR. However, Step 4 gives a broad overview only and will be done in more detail within D3.2.

### *A: Stakeholders influencing the SCAR*

#### **A1: Identifying**

When identifying possible interviewees, it is important to keep in mind that people identified might change over time. Thus, the developed list is neither final nor static, but can be extended or reduced as needed.

The first step was to perform a brainstorming exercise with insight experts from BLE, Germany. Additionally, an internet research to identify possible stakeholders influencing the SCAR was performed. Here, keywords like “SCAR”, “EU”, “CASA”, “Foresight Group”, “European Commission” were used and respective websites were carefully browsed. A list of websites used is provided in the Literature section.

The following groups have been identified (Part 1):

- Members of SCAR like
  - SCAR Plenary members
  - SCAR Steering Group members
  - SCAR Collaborative Working Groups (CWG) members
  - SCAR Strategic Working Group (SWG) members
  - SCAR Foresight Group members
  - SCAR Secretariat



To understand the structure of SCAR better, an overview of the organisation of SCAR is provided in Figure 1.

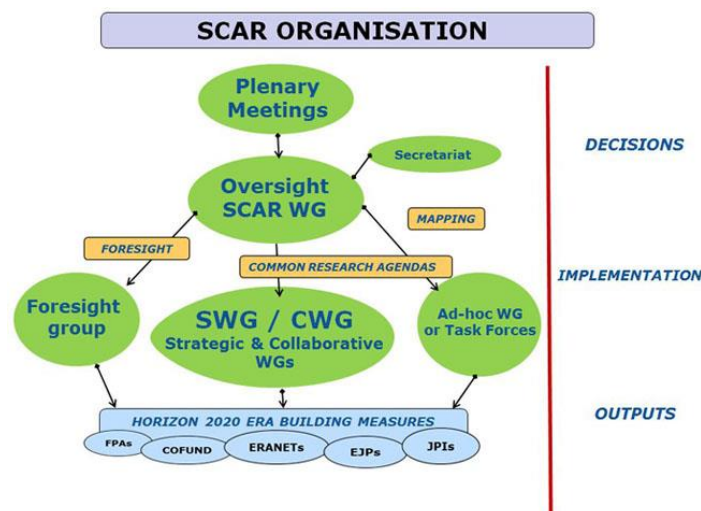


Figure 1: Structure of SCAR (<http://ec.europa.eu/research/scar/index.cfm>)

Information on current SCAR CWGs and SWGs, incl. membership lists can be found here: [www.scar-europe.org/](http://www.scar-europe.org/)

Identified groups (Part 2):

- European Commission Services (Policy)
- Members of CASA
- Representatives of Member States (Policy (research funding organisations/agencies) and research performing institutes)
- JPI<sup>1</sup> Members (in particular Chairs of Boards)
- Global Organizations like the FAO

Regarding the JPIs, it is recommended to interview only JPI Members of JPIs whose topics are directly linked to SCAR. Those include Agriculture, Food Security and Climate Change (FACCE), A Healthy Diet for a Healthy Life (HDHL) and Water Challenges for a Changing World.

Some of the groups have direct influence like the SCAR Steering Group members, some have more indirect influence like Global Organizations. However, a visual differentiation is not possible using the method in this Deliverable. Yet, it is advised to take this into consideration when performing the identification of interviewees in D3.2.

<sup>1</sup> Current JPIs: Alzheimer and other Neurodegenerative Diseases (JPND), Agriculture, Food Security and Climate Change (FACCE), A Healthy Diet for a Healthy Life, Cultural Heritage and Global Change: A New Challenge for Europe, Urban Europe - Global Urban Challenges, Joint European Solutions, Connecting Climate Knowledge for Europe (CliK'EU), More Years, Better Lives - The Potential and Challenges of Demographic Change, Antimicrobial Resistance- The Microbial Challenge - An Emerging Threat to Human Health, Water Challenges for a Changing World, Healthy and Productive Seas and Oceans

## A2: Analysing

After identifying the list of stakeholders, further analysis is done to better understand their relevance and the perspective they offer. Five criteria were identified by Olson, Prepisci, Baddache (2011) and used here:

- Contribution (value): Does the stakeholder have information, counsel or expertise on the issue (here: Structure of SCAR) that could be helpful?
- Legitimacy: How legitimate is the stakeholder's claim for engagement?
- Willingness to engage: How willing is the stakeholder to engage (here: to be interviewed)?
- Influence: How much influence does the stakeholder have on SCAR?
- Necessity of involvement: Is this someone who could derail or delegitimize the process if they were not included in the engagement?

Each stakeholder was analysed regarding the five criteria. Table 1 lists their fulfilment.

*Table 1 Groups influencing the SCAR*

No.	Stakeholder	Contribution	Legitimacy	Willingness to be interviewed	Influence	Necessity
1	SCAR Plenary	H: knowledge is of high value	H: "Governing Body"	H: strongly linked to SCAR	H: very important for SCAR	H: key figure
2	SCAR Steering Group/Plenary	H: knowledge is of high value	H: direction of SCAR	H: strongly linked to SCAR	H: very important for SCAR	H: key figure
3	SCAR CWG	H: knowledge is of high value	H: discussion on specific research topics	M: strongly linked, but have been interviewed often	H: very important for SCAR	M: other interviews can be used for information
4	SCAR SWG	H: knowledge is of high value	H: strategic policy advice	M: strongly linked, but have been interviewed often	M: important for SCAR	M: other interviews can be used for information
5	SCAR Foresight Group	H: knowledge is of high value	H: Future	M: have been interviewed often	H: very important for SCAR	H: key figure
6	SCAR Secretariat	H: knowledge is of high value	M: planning, organization	H: strongly linked to SCAR	H: very important for SCAR	M: organisational function
7	European Commission Services	H: knowledge is of high value	H: strategic advice	H: strongly linked to SCAR	H: very important for SCAR	H: key figure
8	CASA	M: depends who is asked	M: supports SCAR	H: supports SCAR	M: important for SCAR	M: support function for SCAR
9	Member State	H: knowledge is of high value	H: Member State driven	H: profit from SCAR	H: very important for SCAR	H: key figure
10	JPI	M: depends who is asked	M: research direction	H: profits from SCAR	M: important for SCAR	M: advisory function mostly
11	Global Organizations	M: depends who is asked	L: just partly related to SCAR	M: just partly related to SCAR	M: important for SCAR	L: not an outspoken Stakeholder

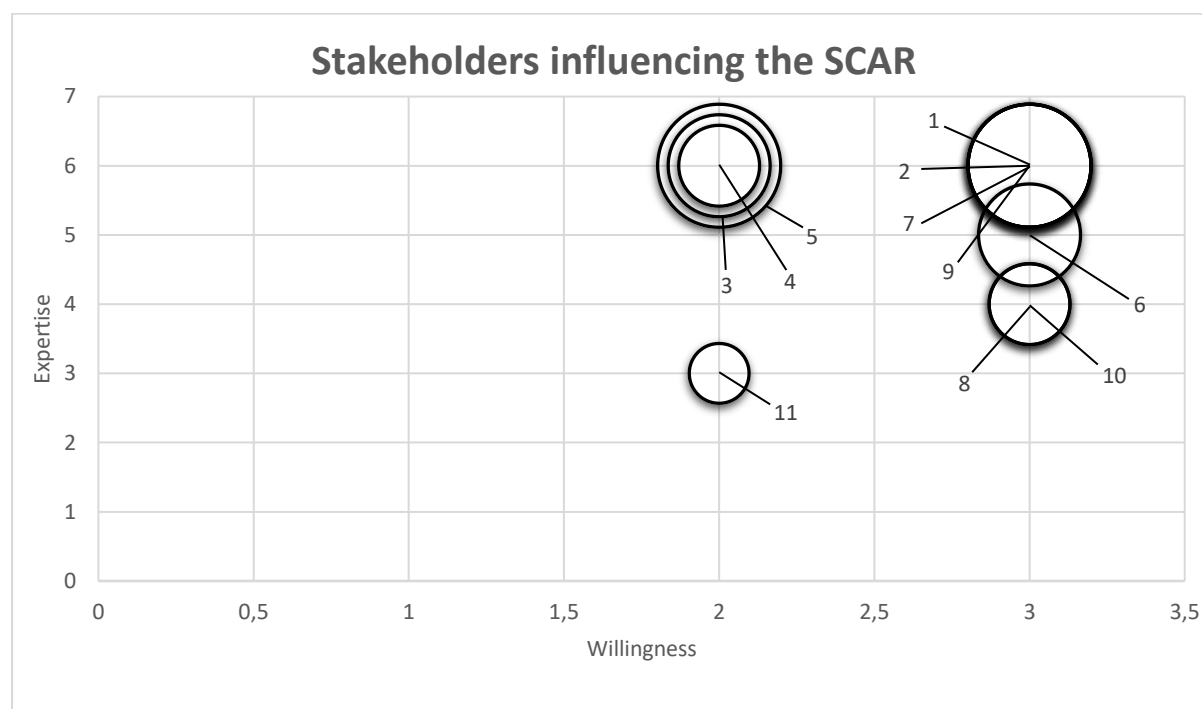
H = High (value 3) , M = Medium (value 2), L = Low (value 1)

### A3: Mapping

Mapping stakeholders visually is an analysis tool which is used to further determine which stakeholders are most useful to engage with (Olson, Prepisci, Baddache, 2011). The key criteria used in Step 2: “Analysing” are used to work out the weight of each stakeholder. The criteria “Contribution” and “Legitimacy” are condensed to “Expertise” (y-axis) and “Willingness” is displayed on the x-axis. The value on the x/y-axis is the result of adding the values from Table 1: each “H” counts 3 value points, each “M” counts 2 value points and each “L” counts 1 value point. The criteria “Influence” and “Necessity” are condensed to “Value” and is visualized by the circle size in Graph 1.

For example: the SCAR Plenary was determined “H” for “Contribution” and “H” for “Legitimacy”, resulting in 6 points for Expertise displayed on the y-axis. Willingness is also “H”, thus results in 3 points on the x-axis. The x/y point for the SCAR Plenary is therefore (6/3). The circle size is 6, as the values for “Influence” and “Necessity” are “H” (=3 value points), respectively.

This approach is taken from Olson, Prepisci, Baddache (2011).



Graph 1 Mapping of groups influencing the SCAR

Legend:

No.	Stakeholder	No.	Stakeholder
1	SCAR Plenary	7	European Commission Services
2	SCAR Steering Group	8	CASA
3	SCAR CWG	9	Member State
4	SCAR SWG	10	JPI
5	SCAR Foresight Group	11	Global Organizations
6	SCAR Secretariat		

Graph 1 shows the result of visualizing the analysis from Step 2. The higher the value on the y-axis (“Contribution” + “Legitimacy”), the higher the expertise of the stakeholder about the structure of SCAR. The higher the value at the x-axis, the higher the “willingness” to participate in interviews. The larger a circle size, the higher the value (“Influence” + “Necessity”) of a stakeholder when interviewed.

#### **A4: Prioritizing**

It is often not expedient to target all stakeholder groups at the same time, as time and money is limited. To reduce the workload on both sides, a prioritisation of stakeholder groups based on Step 2 and Step 3 was performed. The list does not claim to be final or set in stone, but gives a recommendation only.

Scored equally high, thus should be targeted first, are the **SCAR Plenary, SCAR Steering Group, European Commission Services and Member States**. Yet, regarding the Member States, a high value is only adequate if the country is very active within SCAR. Some Member States are more passive, thus, the value could be reduced here.

The second highest score reached the **SCAR secretary**.

The third highest score reached **CASA** itself and the **JPIs**. Yet, JPIs could also have a high value, as they provide an independent perspective. Again, the result depends strongly which JPI members interviewed.

Interviews with the **SCAR CWG, SCAR SWG and SCAR Foresight** have been performed a lot, thus their willingness to contribute again might be reduced. However, here it depends a lot on who is asked.

**Global organizations** scored relatively low. This is due to the fact that they are considered as more distant stakeholders of SCAR.

#### *B: Stakeholders influenced by the SCAR*

The approach of mapping stakeholders influenced by the SCAR is the same as described in section A. Many stakeholders overlap, supporting the approach of Freeman (1984) and the importance of bi-directionality of stakeholders.

#### **B1: Identifying**

In a second step, the identification of stakeholders influenced by the SCAR took place. Again, a brainstorming exercise in combination with an internet research was performed, see A1. As a result, the following groups were identified:

- Members of SCAR (see Figure 1) like
  - SCAR Plenary members
  - SCAR Steering Group members
  - SCAR Collaborative Working Groups (CWG) members
  - SCAR Strategic Working Group (SWG) members
  - SCAR Foresight Group members
  - SCAR Secretariat members
- European Commission Services (Policy)
- Members of CASA

- Representatives of Member States (Policy (research funding organisations/agencies) and research performing institutes)
- JPI Members
- Global Organizations like the FAO
- Researchers
- DGs
- EU Regions

## B2: Analysing

In table B, the results of analysing the identified groups is provided.

*Table 2 Groups influenced by the SCAR*

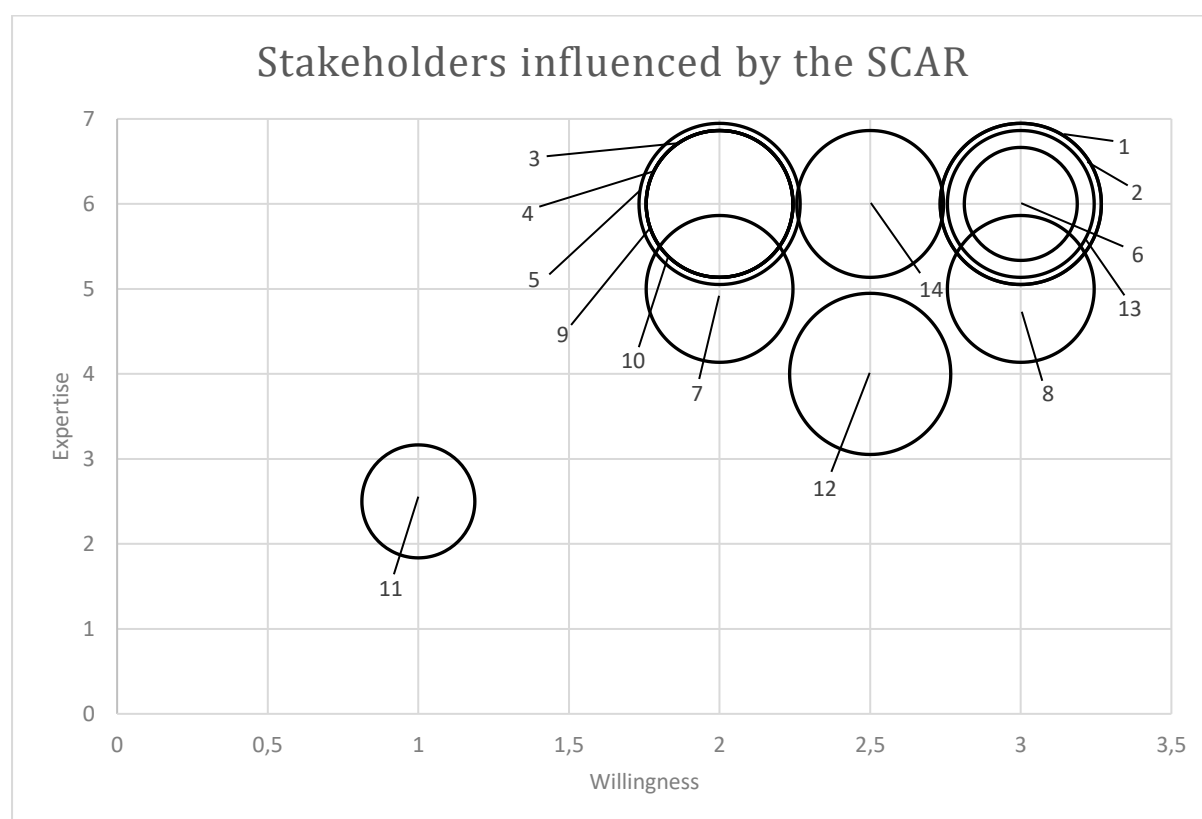
No.	Stakeholder	Contribution	Legitimacy	Willingness to be interviewed	Influence	Necessity
1	SCAR Plenary	H: knowledge is of high value	H: "Governing Body"	H: strongly linked to SCAR	H: Part of SCAR	H: key figure
2	SCAR Steering Group	H: knowledge is of high value	H: direction	H: strongly linked to SCAR	H: Part of SCAR	H: key figure
3	SCAR CWG	H: knowledge is of high value	H: discussion on specific research topics	M: have been interviewed often	H: Part of SCAR	M: other interviews can be used for information
4	SCAR SWG	H: knowledge is of high value	H: strategic policy advice	M: have been interviewed often	H: Part of SCAR	M: other interviews can be used for information
5	SCAR Foresight Group	H: knowledge is of high value	H: Future	M: have been interviewed often	H: Part of SCAR	H: key figure
6	SCAR Secretariat	H: knowledge is of high value	H: EC level	H: strongly linked to SCAR	M: is reacting on developments	L: Organisational function
7	EC Services (Cofunds/ERA-NETs)	H: Developments of ERA-NETs	M: receive research needs	M: depends on who is asked	H: SCAR identifies research needs	M: view on SCAR would be interesting
8	CASA	H: CASA was founded to support SCAR	M: Supportive role	H: Supportive Role	H: SCAR formulates needs of support	M: SCAR uses support
9	Member States (Policy and Research)	H: main target group	H: direct link to SCAR	M: depends on workload and persons asked	M: findings of SCAR can influence a lot, but it depends on national strategies as well	H: view is very interesting
10	JPIs	H: developments of ERA-Nets	H: new needs of research developed	M: depends on workload	H: lot of bilateral development	M: view could be interesting
11	Global Organizations	M/L: depending on the organization, the focus might be influenced	L: receives input from SCAR	L: depends who is asked, just partly related to SCAR	M: new research directions might influence	L: not an outspoken Stakeholder
12	Researchers	H: directions of trans-national research	L: is receiving input	H/M: depends on workload	H: long-term planning for researchers	H: view is very interesting
13	DGs	H: target group	H: strongly	H: high interest	M: DGs only partly	H: view is very

			linked to SCAR	on SCAR	influenced by SCAR	interesting
14	EU Regions	H: Main target group	H: direct link to SCAR	H/M: depends on workload and persons asked	M: findings of SCAR can influence a lot, but depends also on national strategies	H: view is very interesting

H = High (value 3), M = Medium (value 2), L = Low (value 1)

### B3: Mapping

The key criteria used in Step 2: “Analysing” are used to work out the weighting of each stakeholder. The criteria “Contribution” and “Legitimacy” are condensed to “Expertise” (y-axis), “Willingness” is displayed on the x-axis and the criteria “Influence” and “Necessity” are condensed to “Value” and visualized by the circle size in Graph 2.



*Graph 2 Mapping of groups influenced by the SCAR*

Legend:

No.	Stakeholder	No.	Stakeholder
1	SCAR Plenary	8	CASA
2	SCAR Steering Group	9	Member States (Policy and Research)
3	SCAR CWG	10	JPIs
4	SCAR SWG	11	Global Organizations
5	SCAR Foresight Group	12	Researchers
6	SCAR Secretariat	13	DGs
7	European Commission Services (Cofunds)	14	EU Regions



Graph 2 shows the result of visualizing the analysis from Step 2. The higher the value on the y-axis (Contribution + Legitimacy), the higher the expertise of the stakeholder about the structure of SCAR. The higher the value at the x-axis, the higher the willingness to participate in interviews. The larger a circle size, the higher the value (Influence + Necessity) of a stakeholder when interviewed.

#### **B4: Prioritizing**

Again, a prioritisation of stakeholder groups was performed to minimize the workload but achieving the maximum of output. The list does not claim to be final or set in stone, but gives a recommendation only.

The stakeholders with the highest value (should, thus, be targeted first), are the **SCAR Plenary** and **SCAR Steering Group**.

They are followed by the **DGs** and **SCAR Secretariat**.

The Willingness and Expertise of **CASA** itself is also very high, followed by the **EU Regions**. Here, the expertise is higher, but the willingness might be lowed, depending who is interviewed.

Reaching the next scores are the **Researchers**, followed by the **SCAR Foresight group**.

The **SCAR CWG** and **SCAR SWG** have great knowledge, but again due to many interviews performed already, it might be advisable to ask other groups first. **Member states** and **JPIs** reached the same value as the **CWG/SWGs**.

The **EC Cofunds** were rated relatively low; this is due to a lower ranked necessity.

Last but not least was the ranking of **Global Organizations** – again due to the fact that they are considered to be a more distant stakeholder of SCAR.

## Conclusion

Two stakeholder mappings were performed, one identifying groups influencing the SCAR, and one group influenced by the SCAR. As expected, many of those groups overlap, but depending on the focus, their ranking is different. To achieve the best ratio between time/money spent and output of results, the two analyses were combined: groups scoring high in both analyses are recommended for the first interviews. In Annex 3, names are stated for each group on an individual basis. Those names are suggestions for interviews based on experience and existing networks. The individual persons have not been approached yet, as the final decision who to approach will be taken when performing the interviews in D3.2.

It is suggested to start interviews with the **SCAR Plenary and the SCAR Steering Group**. Often, the members overlap in this group, so it might well be possible to interview only one person but cover both groups. Then, it is recommended to interview the **SCAR Secretariat**, maybe in combination with the **EC services** (again, an overlap of persons is very likely). Certainly, the **JPIs** – focussing on FACCE, HDHL and WATER – and/or **DGs** should be interviewed to gain an independent perspective. For DGs, it is recommended to start with DG Agri and DG Research, as both DGs have been working with the SCAR for years and the representatives are well informed about the Structure of SCAR.

**CASA** has a high willingness to participate, great knowledge of the process but lower scored necessity due to its supportive role. Nevertheless, it is recommended to interview a CASA representative. Interviewing **EU-Regions** can bring a lot of benefit regarding the influence of SCAR, but only low information on how Regions are influencing the SCAR. If possible, a representative from a **member state** could be interviewed, having knowledge of Regions as well.

The SCAR **CWG/SWG** and **Foresight Group** have all great knowledge and are very relevant, but lower scored due to a possible unwillingness to perform interviews again. Here, it depends a lot who is approached to reduce workload on individuals.

**Global Organizations** like the FAO are perceived difficult to interview as they are considered to be a more distant stakeholder of SCAR. However, they might have bigger influence or knowledge than expected. Here, it could be interesting to have direct contact in order to be able to perform profound interviews.

Depending on the field of expertise, an interview with **researches** can bring new insights on the influence of SCAR (one way only, researchers are usually not influencing the SCAR).

Generally, care has to be taken to reduce the workload on single SCAR members. Interviews have been performed within other WPs of CASA already, for example within WP1, T1.1 and WP 2, T2.1. Close collaboration and linkages between different Tasks within CASA is, therefore, essential, to avoid duplication of work and addressing the same persons too often.

## Literature

Freeman R.E. (1984). Strategic Management: a Stakeholder Approach. Pitman, Boston.

Olson E., Prepisci, J., Baddache, F. (2011). Stakeholder Mapping. Business for Social Responsibility, New York.

Websites used (extract):

CASA/CWG/SWG/Foresight Group:

<http://www.scar-europe.org/>

EU:

[https://europa.eu/european-union/about-eu\\_en](https://europa.eu/european-union/about-eu_en)

FAO:

<http://www.fao.org/home/en/>

JPIs:

[http://ec.europa.eu/research/era/joint-programming-initiatives\\_en.html](http://ec.europa.eu/research/era/joint-programming-initiatives_en.html)

SCAR:

<https://ec.europa.eu/research/scar/index.cfm?pg=home>

## **Annex 1: Summary SCAR-CASA Task Force Meeting**

Summary of the

### **SCAR-CASA Task Force Meeting**

**Workshop: concept for SWOT Analysis and Impact Assessment**  
**SWOT: Assess the state of play of research and innovation policy in the**  
**broader bioeconomy area**

9<sup>th</sup> and 10<sup>th</sup> March 2017 in Bonn, Germany

Date of the document: 7<sup>th</sup> April 2017

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## SESSION 1: DISCUSSION ON SWOT CONCEPT

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*Author: Laura Devaney*

Three questions were discussed in groups.

*Q1: What are your expectations of the Workshop?*

- Build basis for, and clarify, WP3: for greater impact from results, need a clear focus, method, objective and target for WP3 and its SWOT analysis
  - Sense that WP3 SWOT should be tailored more to a SWOT of SCAR activities than overall bioeconomy – SWOT to improve usefulness of SCAR
- Develop common vision and approaches: to guide CASA work
  - Clarify linkages between different work packages and tasks
  - Clarify communication and reporting processes for the team
  - Common framework to target SCAR members after implementing actions
- Knowledge exchange
  - On research and innovation policies that already exist
  - On SWGs, CWGs and different fields
- Networking and collaboration: appeal of face-to-face meeting
- Broader participation concerns: how to get WGs involved and make SCAR more attractive to MS (wider CASA aim)
  - Search for methods and procedures for improved horizontal integration between WGs (more linked with CASA Task 2.4)
- Finding order: bioeconomy concept as diverse and broad, influenced by numerous policies
  - Is WP3 analysis able to cover all aspects?
- Research and innovation links: need to keep bringing back to research and innovation scope of WP3
  - Contributions to bioeconomy strategy (research dimension in particular)
- Scalar considerations: interfaces between national, European and international levels when tackling global issues (e.g. food security)
- Discuss role of food in the bioeconomy

*Q2: To whom does the Research and Innovation (R/I) Policy matter?*

R/I Policy matters to all of those involved in the added value chain/"classic pillars" but different actors involved in different ways. They include:

- Primary producers/farmers
- Industry: all practitioners and stakeholders/business sectors
  - Large- and small-scale players and SMEs
- Policymakers and politicians



- EU level DGs
- Agricultural ministries, RDI ministries and other relevant ministries etc.
- Political system (including budgets)
- Public Research
  - Research Organisations
  - Scientific community
  - Experts: different roles of scientists and policymakers – need to neutralise bias from individual experts to address actual needs
- Civil Society
  - Civil Society Organisations and NGOs (involved in participatory decision making)
  - Citizen-Consumer/ society at large (addressing societal challenges)
  - Consumer organisations
  - Citizens need to ask for greener policy
  - Civil society representativeness: awareness raising and communication
- Global organisations
  - National policy takes into account global level
- Stakeholder associations and umbrella organisations

Other considerations:

- Gap between research and market
- Short term vs long term significance of R/I policy
- Policies are not always based on facts
- EC need to incorporate socio-economic aspects into bioeconomy research
- Word “bioeconomy” is not always positive
- Role of local?

*Q3: What are the current characteristics of R/I Policies in the bioeconomy?*

- Transdisciplinarity (but often concretely starting in one field) and Multidisciplinarity
- Job creation
- Standard creation
- Pursuing more sustainable economy, transition from fossil resources
- National R/I policies are highly heterogeneous
  - Some countries focus on more applied research
  - Some innovation instruments influenced nationally
- Increasing integration of industry and research – increasing role for PPPs
- Research: H2020 – work programme influenced by delegates of Member States
- Critique of current R/I policies in the European bioeconomy:
  - Lack of coordination/fragmentation/disconnection – no holistic approach (yet)
  - Lack of adequate monitoring

- Question capability to address the insufficiency of EU biomass for a developed bioeconomy (more of a challenge than characteristic)
- Current R/I still focuses on traditional sectors, very little on newer sectors
- Too much short term thinking
- Need for closer cooperation between research and policy implementation – a systems approach that includes socio-economic factors

Other considerations/future desires:

- Collaborative groups should provide concrete input to SCAR
- Bioeconomy is “cool” for researchers
- “Same content- new packages” research policy
- Continuity in research funding: keep basic funding but also need room for innovation in long term research plans
- Risks increasing in new sectors (€€s) and decreasing in traditional sectors
- KKBE now application and societal demand driven

## SESSION 2: DISCUSSION IN THE ROLE OF 8 STAKEHOLDERS TO CHANGE PERSPECTIVES

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*Author: Laura Devaney*

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### Perspective

Farmer/producer

National research funding body

Entrepreneur

Consumer

Venture capital/investor

Researcher

Local authority (e.g. municipal waste)

Regulator

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**CORE QUESTIONS asked of personas:**

- What does the PERSONA need to make this happen?
- How can bioeconomy research and innovation help?
- Who does the PERSONA need to connect with for this to happen?
- What type of research and innovation is already available to help?

## Character A: Farmer

*"I am looking for opportunities for new sources of income. I have heard that the bioeconomy could provide some opportunities but am not sure where the opportunities are for me".*

What does the PERSONA need to make this happen?	How can bioeconomy research and innovation help?	Who does the PERSONA need to connect with for this to happen?	What type of <i>research and innovation</i> is already available to help?	How will this <i>impact</i> on other farmers and primary producers?
<ul style="list-style-type: none"> <li>• New knowledge: information of alternative opportunities and how bioeconomy could increase farmer income</li> <li>• Support: need for entry point in administration to keep updated on opportunities</li> <li>• Advice: technical advice and guidelines that can be adapted per farm</li> <li>• Training: peer to peer</li> <li>• Finance: fast and cheap credit and seed money for machinery/equipment and small scale biorefining</li> <li>• Market: to sell ultimate output</li> <li>• Logistics and infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of new technological possibilities, varieties and equipment</li> <li>• R&amp;I could give new solutions to utilising biomass: both as side and main product</li> <li>• Desire for solutions tailored to small scale players (affordable) that also allow continued food production but with added opportunity pathways</li> <li>• Can guide development and provide understandable knowledge and guidelines</li> <li>• Assist with economic assessment and business plan</li> </ul>	<ul style="list-style-type: none"> <li>• Extension services, advisory services and local policymakers</li> <li>• Chambers of agriculture</li> <li>• Consumers: who can provide waste, participate in the solution and find out what they want (market)</li> <li>• Advisors/veterinarians: to influence new research</li> <li>• Investors: so that production can be adapted for creation of SMEs</li> <li>• Connection with research that can actually implement the bioeconomy on farm</li> </ul> <p>More broadly</p> <ul style="list-style-type: none"> <li>• Promote to others that connection with farmers could be profitable – for implementing solution and assessing feasibility</li> </ul>	<ul style="list-style-type: none"> <li>• H2020</li> <li>• Structural Funds</li> <li>• BBI-projects</li> <li>• Operational groups</li> <li>• Focus groups (EIP_AGR)</li> <li>• National/regional projects</li> </ul> <p>• Sense however that farmers may be unaware of R&amp;I available, particularly if involved in small scale production</p>	<ul style="list-style-type: none"> <li>• Interest from colleagues but risks in transforming landscape and reducing biodiversity in the name of biomass production</li> <li>• Spread knowledge peer-to-peer to increase production of biomass</li> <li>• Potential for farmers to become involved in research projects to diversify their production and source new income</li> <li>• Potential for pilot farm to showcase demonstration facility</li> </ul>



## Character B: National research funding body

*“The bioeconomy has been highlighted as a way to transition to fossil free economy. I have been given a large budget to allocate to fund research to this area but I do not know which areas to prioritise”.*

What does the PERSONA need to make this happen?	Who does the PERSONA need to connect with for this to happen?	What areas need to be developed in terms of <i>human capital</i> to ensure the funding body is at the forefront?	What are possible <i>disadvantages</i> when allocating money to this sector?
<ul style="list-style-type: none"> <li>Gather universities, research groups and scientific leaders (from different disciplines) to determine areas to be covered</li> <li>Consultation process required to list priority areas</li> <li>Knowledge about potential impact on the sector, sustainable development and demand</li> <li>Estimates of potential outcomes of specific areas and TRL/time to market to assist prioritisation of funds</li> <li>Potential for foresight analyses with researchers and needs assessment with civil society</li> <li>Improved knowledge of policies and strategies at EU and national levels</li> <li>Rules for society to e.g. use degradable plastic: “change as little as possible, as cheap as possible”– financial support for solutions separating waste that benefit in future</li> <li>Clear communication to society</li> <li>Develop small scale, adaptable, cheap solutions e.g. city level</li> </ul>	<ul style="list-style-type: none"> <li>Universities, research groups, scientists but also crucially interconnected with industry (nationally and abroad) for feasibility – need for funding of research with companies involved</li> <li>Farmers (including regarding agricultural waste)</li> <li>Civil Society (to analyse demand)</li> <li>Sector analysts and foresight experts</li> <li>Bring together “fossil free” people and “fossil” people to improve understanding of the transition phase and potential for mutual benefits</li> <li>Other local authorities for exchange of experiences and mutual learning</li> </ul>	<p>Human Capacity</p> <ul style="list-style-type: none"> <li>Training of researchers in their skills and to improve knowledge about sector: where their research has impact so that demand and prioritisation of the area is enabled</li> <li>Exchange/mobility programmes</li> <li>Technological expertise</li> <li>Raise awareness in society of biobased alternatives</li> </ul> <p>Disciplinary</p> <ul style="list-style-type: none"> <li>Mathematics on complex systems (for systems approach) to integrate and analyse heterogeneous big data</li> <li>Applied mathematics and informatics</li> <li>Social Sciences</li> </ul>	<ul style="list-style-type: none"> <li>Lack of permanent contracts for researchers, high insecurity and demotivation – long term strategy and funds needs to address this</li> <li>Danger if there is no long term strategy and/or sufficient funds to maintain instruments</li> <li>Reluctance of the “fossil people” to re-invest in the fossil free economy</li> <li>Risk is high if expect short-term results</li> <li>Jobs still doubtful but bioeconomy high on the agenda for politicians</li> <li>Mathematicians not connected to biologists: risks of increasing the sector without connection to biology</li> <li>Oil industry leaves the country and potential loss of competitiveness</li> </ul>





## Character C: Entrepreneur

*"I am an entrepreneur and have heard of the potential to add value to food co-processing streams. I have some intellectual property but would like to link up with others to capitalise on it".*

What does the PERSONA need to make this happen?	How can bioeconomy research and innovation help?	Who does the PERSONA need to connect with for this to happen?	What type of <i>research and innovation</i> is already available to help?	What are the potential <i>risks</i> when investing in the bioeconomy sectors?
<ul style="list-style-type: none"> <li>Needs to find complementary company e.g. in pharmaceutical sector or food additive industry</li> <li>Guidance to find the right partners and build links with other stakeholders and scientists</li> <li>Easy access to research results: no central tool to find up to date research results on European level currently</li> <li>Need to discover if IP is really new</li> <li>Financial support</li> <li>Identify early obstacles</li> <li>Contact with regulators</li> <li>Need for fair and transparent discussion with the different groups involved</li> </ul>	<ul style="list-style-type: none"> <li>Plentiful research on the potential, benefits and side effects of the material use – though probably still far from appreciation</li> <li>Research showing where value can be added</li> <li>If entrepreneur can find appropriate research partner they can develop together based on bioeconomy agenda</li> <li>Scientist and innovator to evaluate IP and help entrepreneur make related product</li> <li>Demand driven research will be key</li> </ul>	<ul style="list-style-type: none"> <li>Private funding, venture capitalists and financial institutions: to explain advantages of project – positive for image of funders to invest in environmentally friendly ventures</li> <li>Researchers: to develop the idea further</li> <li>Research/business partnerships to increase chance of success</li> <li>Innovation experts</li> <li>Other entrepreneurs in the same field</li> <li>Scientific consultancy</li> <li>DG Agri, DG Enterprise, DG Research</li> <li>Regulatory Authorities</li> <li>Chambers for Trade</li> <li>Public organisations</li> </ul>	<ul style="list-style-type: none"> <li>Sense that entrepreneur unfamiliar with this territory – will rely on partners for this angle and help</li> <li>All the agro-biotech, green and white biotechnology and gene editing R&amp;I</li> <li>Studies from market experts</li> <li>Coordinated support activities in FP7</li> <li>Supporting activities to support market uptake</li> <li>Need for more influence of industry in drafting research agenda and specific calls</li> <li>Need for more research re GMOs for industrial uses</li> </ul>	<ul style="list-style-type: none"> <li>Acceptance by consumers: new food technology often regarded suspiciously</li> <li>Compliance with regulations/rules</li> <li>Financial loss for entrepreneur: though less risk if they continue to focus on food production and seek to valorise co-product</li> <li>Long term benefits may be smaller than expected</li> <li>End products may have higher prices</li> <li>Expectation to get results earlier and in better quality: not enough expertise or financial resources</li> <li>Food sector less profitable but less risky than industrial sector e.g. steady demand</li> <li>Pressure groups may only focus on negative aspects</li> </ul>



## Character D: Consumer

*"I have heard about the bioeconomy and it sounds really exciting. I am interested in sustainability and the environment. I would like to be confident that the biobased products I buy are actually better for sustainability and the environment. However I am a bit concerned about using waste in the range of uses that are being discussed".*

What does the PERSONA need to make an informed purchase decision?	How can bioeconomy research and innovation help?	Who does the PERSONA need to connect with for this to happen?	What can be done to address his/her concerns?	Who can s/he trust to be provided with information?
<ul style="list-style-type: none"> <li>• Labelling/indicator on products so have information on content of product</li> <li>• A standard needs to be developed to mark and place products in a ranking e.g. traffic light labelling for fair and clean production compared to those created from side products/waste streams</li> <li>• Information from credible source</li> <li>• Public advertising (TV, social media, articles, newspapers)</li> <li>• Tests in consumer magazines</li> <li>• Information on the production cycle</li> <li>• Assurances that the product is the same quality as regular product, safe and more sustainable</li> </ul>	<ul style="list-style-type: none"> <li>• Create standards and regulations for labelling</li> <li>• Include information campaigns in policy</li> <li>• Research for clear indicators so that standard can be developed</li> <li>• Reassure safety: research to show that products are free of harmful pathogens</li> <li>• Consumer not aware of R&amp;I policies but it can support the consumer by making the products better</li> </ul>	<ul style="list-style-type: none"> <li>• Media</li> <li>• Retailers ("green products")</li> <li>• Local authorities</li> <li>• Umbrella organisations</li> </ul>	<ul style="list-style-type: none"> <li>• The consumer needs to be engaged at a large scale: possible role for umbrella organisations</li> <li>• Active knowledge gathering: consumer studies and surveys</li> <li>• Clear communication, transparency, comprehensiveness: provision of legislation on transparency and traceability in favour of consumers</li> <li>• Communicate quality, safety, price and environmental impact to engage consumer</li> <li>• Effective research for the development of indicators</li> </ul>	<ul style="list-style-type: none"> <li>• Public institutions</li> <li>• Retailers: labelling for green and sustainable products</li> <li>• Consumer Associations</li> <li>• Doctors</li> <li>• NGOs (environmental)</li> <li>• Certification bodies</li> <li>• Food authorities</li> <li>• Health authorities</li> </ul>



## Character E: Venture Capitalist/Investor

*"I believe that we have to reduce our dependence on fossil fuels. I would like to invest in companies who will deliver on this but don't know where the best returns are likely to be".*

What does the PERSONA need to make this happen?	How can bioeconomy research and innovation help?	Who does the PERSONA need to connect with for this to happen?	What type of research and innovation is already available to help?	What are the possible obstacles the venture capitalist could face?
<ul style="list-style-type: none"> <li>• Risk assessment regarding consumers and the environment: role for EU agencies (European Standards for production)</li> <li>• Desire to enter the market ahead of competitors for long term investment as fossil fuels diminish</li> <li>• Reliable information about short and medium term profitability including market and policy insights</li> <li>• Eradicate (?) subsidies for conversion of fossil fuels</li> <li>• Mapping at global level of start-up profitable companies</li> <li>• Evaluation of the evolution of the system over past 2 years</li> <li>• Quick answers from funding agencies</li> <li>• Resources to invest in research and innovation</li> </ul>	<ul style="list-style-type: none"> <li>• To establish standards/limits</li> <li>• Develop new technologies</li> <li>• Communication</li> <li>• Need for venture capitalist to invest in research: co-fund opportunities and exclusive results for a period of time</li> <li>• R&amp;I policy can support demand driven innovation (not 'blue skies' research or too much theoretical)</li> <li>• Incubator research for SMEs</li> <li>• Research about policy evaluation to tailor policies</li> <li>• Need for a bioeconomy policy to foster bioeconomy in industry: support by governments as essential for planning security, subsidies, tax incentives, job creation etc.</li> <li>• Need policy also on PPPs to encourage start-ups</li> <li>• Question: Should EU money help investors?</li> </ul>	<ul style="list-style-type: none"> <li>• Communication Officers: should address issues with scientists and industry (to develop new tools)</li> <li>• Policymakers: to level the playing field (e.g. cf fossil fuel subsidies)</li> <li>• Applied &amp; other researchers to establish state of play and optimise ideas</li> <li>• Citizens (who in turn vote for politicians): behaviour change</li> <li>• Large companies who are developing spin-offs and successful companies for best practice</li> <li>• Ministries and funding agencies</li> <li>• International stakeholders who specialise in the bioeconomy for knowledge exchange</li> <li>• Experts include government, industry, research, NGOs</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of awareness around this matter on behalf of the investor but perceived willingness to listen</li> <li>• Key enabling technologies</li> <li>• Social innovation among living labs</li> <li>• Biotechnology</li> <li>• ICT</li> <li>• Horizon2020</li> <li>• EC pushing bioeconomy agenda with national activities also growing</li> <li>• US/AC funding for research</li> <li>• SCAR</li> </ul>	<ul style="list-style-type: none"> <li>• Adverse public: need for public campaign and new communication tools</li> <li>• Lack of awareness around bioeconomy</li> <li>• Question: is co-financing possible under EU rules?</li> <li>• Insecure return on investment: also because the market is insecure</li> <li>• Politics is dominated by short term thinking</li> <li>• Policy actors/public bodies influenced by old lobby/industry groups</li> <li>• Lobby/pressure groups against climate change or the bioeconomy</li> <li>• NIMBYism</li> <li>• Low oil prices make start-ups in this space risky</li> <li>• Leader-laggard: Too slow in Europe compared to Asia</li> </ul>



## Character F: Researcher

*"I am a researcher looking to make an impact through my research. I have identified potential from food co-processing streams and would like to get funding to conduct research that will lead to commercialisation opportunities".*

What does the PERSONA need to make this happen?	How can bioeconomy research and innovation help?	Who does the PERSONA need to connect with for this to happen?	What type of <i>research and innovation</i> is already available to help?	What are the possible <i>obstacles</i> the researcher might face when performing research in this area?
<ul style="list-style-type: none"> <li>• Calls and funding for research in the domain of co-processing streams</li> <li>• Analyse impact and demonstrate market opportunity to apply for funding</li> <li>• Connection to a company/ industry partner to bring to market: potential to seek funding together</li> <li>• Focus on health: safety of the product</li> <li>• Develop a market strategy</li> <li>• Seek legal advice</li> </ul>	<ul style="list-style-type: none"> <li>• Learn from other applications</li> <li>• Assist with conducting analysis of impact</li> <li>• Due to importance of bioeconomy for industry, it is easier to find money in this research domain</li> <li>• Research for future developments and risks</li> </ul>	<ul style="list-style-type: none"> <li>• Funding agencies</li> <li>• Other researchers (across disciplines) to carry out impact analysis and learn from other applications</li> <li>• Companies</li> <li>• Agencies that facilitate contact with industry and investors</li> <li>• Proposal writing experts</li> <li>• Private funding institutions</li> </ul>	<ul style="list-style-type: none"> <li>• Other research results in life sciences (e.g. food, feed) to build upon</li> <li>• Work on Green and White biotechnology</li> <li>• Gene editing</li> <li>• Pilot applications scaling up to demonstration plants</li> </ul>	<ul style="list-style-type: none"> <li>• Further processing of by-product may be energy intensive and more expensive than original processing</li> <li>• Industry lobby: resistance to innovate</li> <li>• Difficulty in recruiting specialists: wages in research are not competitive</li> <li>• Limited funding for research, especially for breakthrough technologies</li> <li>• Limited papers in this field</li> <li>• Possible shift of focus</li> <li>• Difficult/unknown regulations</li> <li>• Limited management knowledge</li> </ul>



### Character G: Local Authority (e.g. municipal waste)

*“Processing the volume of municipal waste that we currently have, not to mind the amount we will have in the future as a result of increased urbanisation, is a major cost and concern for me. I have heard that the bioeconomy may provide some solutions.”*

What does the PERSONA need to make this happen?	How can bioeconomy research and innovation help?	Who does the PERSONA need to connect with for this to happen?	What type of <i>research and innovation</i> is already available to help?
<ul style="list-style-type: none"> <li>• Understanding the principles of recycling and potential added value (not just volumes)</li> <li>• Knowledge of appropriate waste treatment practices</li> <li>• Possibilities of privatization</li> <li>• Improved services to reduce food waste</li> <li>• Move away from burning waste as cheap solution</li> <li>• Need for others to fund the research in this area: no budget for research in local authority</li> <li>• Time and competence to explore solutions</li> <li>• Logistics/Infrastructure</li> <li>• Human capacity</li> <li>• Clear regulatory framework</li> <li>• Incentives</li> <li>• Training/sensibilization campaigns for civil society</li> </ul>	<ul style="list-style-type: none"> <li>• Provide technological and economic solutions</li> <li>• Highlight improved processes for use of waste material and innovative applications for material use</li> <li>• Develop products</li> <li>• Life Cycle Assessment: biobased material already available, need to estimate environmental benefits of use now (currently lacking)</li> <li>• Assess costs of alternate solutions</li> <li>• Demonstrate that transition can work for the whole community: evidence of perhaps a successful pilot activity</li> <li>• Provide innovative business concepts</li> <li>• Conduct feasibility studies</li> </ul>	<ul style="list-style-type: none"> <li>• Local authorities must be involved at all stages for better understanding</li> <li>• Demonstration projects</li> <li>• Visit successful initiatives and communities for best practice learning</li> <li>• Cooperation with other actors (e.g. local information meetings)</li> <li>• Need to connect with all local actors downstream and upstream: this includes consumers, citizens, local NGOs, press etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Information on possible solutions offered by the bioeconomy</li> <li>• If research can demonstrate bioeconomy potential, this will drive more funds to this type of research and develop demonstration plants that local authorities can learn from</li> <li>• Technical solutions are available: missing social and economic assessments at present</li> </ul>



## Character H: Regulator

*“A lot of talk is going on about reducing waste and redefining waste as a resource for industrial processes. I want to support this but don’t want to compromise on our high standards of food safety, environmental protection, etc.”.*

What does the PERSONA need to make this happen?	How can bioeconomy research and innovation help?	Who does the PERSONA need to connect with for this to happen?	What type of <i>research and innovation</i> is already available to help?	How could the public be convinced to see waste in a different way (as an actual resource)?
<ul style="list-style-type: none"> <li>• A well informed minister</li> <li>• A simple, clear regulatory framework</li> <li>• Dialogue with other stakeholders (in particular industry and farmers)</li> <li>• New processes (safe and inexpensive)</li> <li>• Evidence base from research that products are safe, secure, high quality and pose no risk to the environment</li> <li>• Policy regulations must support and give incentives to existing waste disposal facilities to convert /adapt appropriately</li> <li>• No objections from consumers: need to be engaged from outset</li> <li>• Work with scientists to meet current standards and approach funding agencies together</li> </ul>	<ul style="list-style-type: none"> <li>• Innovative processes</li> <li>• Communication strategies</li> <li>• New technologies</li> <li>• Demonstrate safety of new processes and products</li> </ul>	<ul style="list-style-type: none"> <li>• Policymakers</li> <li>• Industry</li> <li>• Citizens</li> <li>• Consumers</li> <li>• Farmers</li> <li>• NGOs</li> <li>• Research organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Many technologies already available though LCA still significantly lacking</li> <li>• Environmental considerations/ assessments need to be included now</li> <li>• Research on quality and safety as pivotal to development</li> <li>• Information on composition of new materials</li> </ul>	<ul style="list-style-type: none"> <li>• Thorough life cycle analyses</li> <li>• Strong information campaigns (e.g. cf circular economy)</li> <li>• Open demonstration days</li> <li>• Showcasing products and concepts</li> <li>• Promotion activities</li> <li>• Inform public of success stories (e.g. biological waste used to make compost/fertilisers) and benefits of this approach (e.g. cf preserving natural resources, reducing pollution, substitution etc.)</li> <li>• Spread environmental awareness</li> <li>• Reassure public that quality is not compromised</li> </ul>



## SESSION 3: SUMMARY OF POSTERS

Author: Vera Steinberg

<b>Poster No. 1 Topic: What are possible consequences of the full adoption of COP21 and SDG objectives for International, European and National Policies?</b>		
<b>Statement</b>	<b># Sticker</b>	<b># Sticker</b>
The Common Agricultural Policy should be re-designed and focused on environmental and social aspects (e.g. Health) in a more coherent way	6	0
Development of alternative production chains (e.g. novel foods, use of originated proteins, biofuels...)	2	1
Increasing empowerment of citizens	2	0
Wise use of bio- and renewable energy. Wealth stays within communities. Local solutions	2	0
Better use of waste	2	0
Enhanced regulatory framework	0	0
More R+I policies towards applied research and more room for creative fundamental research (breakthrough technologies)	2	1
New directions for national and European research → more alignment?	1	0

<b>Poster No. 2 Topic: Which research areas within your area has not been considered yet/where do you see research demand?</b>		
<b>Statement</b>	<b># Sticker</b>	<b># Sticker</b>
Economic valuing of ecosystem services (employment, companies...); Livestock: Contribution to/need for a healthy diet for the general population (human)	7	1
Better use of manure	0	0
Marketing strategies for new biobased products	3	0
Role of small-scale actors	1	0
Bio-food processing (revising bio regulations at the level of food processing on the basis of scientific work, for reducing costs?)	1	0
Biomass, untapped potential of alternative/industrial crops	0	1
Gene editing for production of new varieties (CRISPR/CROP9)	1	0
Implications of bioeconomy on <u>national</u> , <u>European</u> and <u>international</u> level	3	0
Alternatives to antibiotic/antimicrobial use in farming	1	0
Social sciences on the impact of consumers on the systems – they are drivers for change but how?	4	0

<b>Poster No. 3 Topic: Who is a possible winner or loser within the bioeconomy?</b>		
<b>Statement</b>	<b># Sticker</b>	<b># Sticker</b>
Everyone can win if done in a socially and ecologically sustainable way	6	0
Traditional oil based industry will lose	3	1
Much depends on the bioeconomy model that will prevail. If a regional	5	0



model will be prevalent, everyone would benefit. If it will be based on imported biomass only, the big players will. Farmers are often not involved – primary sector		
If not managed properly: losers small scale agro bio business	0	0

<b>Poster No. 4 Topic: How can SCAR/CASA help to tackle the identified (during the workshop) threats and obstacles?</b>		
<b>Statement</b>	<b># Sticker</b>	<b># Sticker</b>
Special discussions on each obstacle/problem oriented/one problem at time	3	0
Ask the EC for an amendment of the DoW if changes are needed	1	2
Moving positively forward – make sustainability plan – also financially – working together all SWGs/CWGs/SCAR	1	0
Transfer the information to the SCAR WG for inclusion in their discussions	2	0
Bring in the right experts into the SCAR (Plenary + SWGs)	2	0
By giving directions to the WGs to adapt SRAs towards agreed general scopes	2	0

<b>Poster No. 5 Topic: How can CASA support SCAR CWG/SWG specifically?</b>		
<b>Statement</b>	<b># Sticker</b>	<b># Sticker</b>
In identifying common themes between SWGs/CWGs for interaction	8	0
Guideline/regulation relevant membership expertise in the SGWs/CWGs (this is strictly related to a reciprocal trust in the activity carried out (in the SWGs and CWGs) t not double work	1	0
Common meetings of <u>all</u> CWG/SWG and SCAR	4	2
Development of a tool for management of the SCAR groups	9	1
Provide resources for new MS to participate	3	1
Transparency how collaboration works	1	0
By giving clear mandate	1	0

<b>Poster No. 6 Topic: Are there any documents or papers from your SCAR group which could be useful for the SWOT (using synergies)?</b>		
<b>Statement</b>	<b># Sticker</b>	<b># Sticker</b>
AKIS documents/reports	6	0
Policy briefs	1	0
Reflection on the SCAR's role (document 2015)	1	0
Improved dissemination of reports to relevant people outside the groups (e.g. support from SCAR CASA)	5	0
Bioeconomy Observatory →background docs on research and innovation policies (comment on red dot: CASA could start this but have to consider sustainability)	0	1
UNEP report on Food Systems	2	0
IPES-Food report "From uniformity to diversity" June 2016	1	0

<b>Poster No. 7 Topic: Business concentrations are compressing small farmers/Businesses (e.g. Bayer buying Monsanto). What are the consequences on farmers' and consumers freedom?</b>		
<b>Statement</b>	<b># Sticker</b>	<b># Sticker</b>
Large businesses can affect decisions at the political level in such a way that alternatives to "industrial agriculture" may not develop	5	0
Need for regulatory framework for bioeconomy	4	0
Expanded choice for consumers (comment on red sticker: not relevant to SCAR or CASA)	2	1
Need to ask for more transparency	3	0
Need to encourage alternative ways for income generation/new product development (local etc.)	1	0
Policy should support inclusiveness and multiactoriality (different categories of rural actors)	3	0

<b>Poster No. 8 Topic: Is there anything you missed during the Workshop regarding SWOT</b>		
<b>Statement</b>	<b># Sticker</b>	<b># Sticker</b>
A clear concept on the content of the SWOT	10	0
Method used for the SWOT	5	0
Concrete questions of SWOT	2	0
Concrete way to carry out the SWOT	0	0
The Workshop is not over. It should help still or define the focus: SCAR? Bioeconomy? Both	2	0

## DISCUSSION ON KEY FACTORS OF INVOLVEMENT AND REPRESENTATIVENESS

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Author: Dorri te Boekhorst

### Background

One of the tasks in the CASA DoA is investigating representativeness and inclusiveness of SCAR countries in the different Working Groups (WG) of SCAR. The following WGs are presently active: Strategic Working Groups: AKIS, Fish, Bioeconomy (BE), ARCH, Forestry (FOREST), Food Systems (FOOD) and Collaborative Working Groups: Animal Health and Welfare (AHW) and Sustainable Animal Production (SAP).

At the Task Force meeting in Bonn, participants and chairs from AKIS, BE, ARCH, FOREST, FOOD, AHW and SAP were present. In some occasions, questions were also answered by participants of the workshop in their capacity as representatives from the SCAR Foresight Group or Steering Committee. In the session on key factor of involvement and representativeness, the chairs of the WGs that were present, were interviewed as part of the analysis. This structured interview will be conducted with all the chairs of the WGs. The participants of the WGs were asked to answer clustered sets of questions in small groups, allowing for discussion. The setup of the session was completely free, as to allow time for groups to work at their own pace. Participants were asked to label their answers for the respective WG.

### Results

Questions were clustered in three major themes:

- A. Composition of the Working Group
- B. National representation, attendance to and influence in meetings
- C. Products of the Working Group, Impact

Per cluster this report describes a general summary of results. The final report of Task 1.1 will include more (detailed) information, that will be based on a desk-study, interviews with chairs, survey questions to WG members and interviews with targeted participants in the Steering Committee or Plenary. As in some cases, only very few participants of a WG were present, we consider this as *one of the* inputs that will help set the overall view of the WG, not necessarily as *the* point of view of the group as a whole. Also remarks that were made under personal title will be included in the analysis, but to anonymise the outcomes as much as possible, these will be part of the final report.

#### A. Composition of the Working Group

The answers with regards to the composition of the WG's shows a lot of diversity. Several groups have a mix of policy representatives, experts, funders and stakeholders, but this varies amongst groups.

Some groups have relatively few policy representatives, where one of the CWGs mainly has policy or funder representatives. Overall, groups regard their participants' mix as good, or -at least- suited to their purpose. One WG remarked that the mix is not that important. This may also relate to the question on the right balance between different experts or expertise that is wished for. It may not be necessary to have all the required experts structurally present in a WG, as long as the possibility exists to invite specific experts to specific meetings.

All groups are well connected to the European Commissions' Directorates (DG) RTD and DG AGRI and one participant commented on the good communication between the Commission and the WGs. Connections between the WG and other relevant DGs is not always in place, or needs to be strengthened. DGs that are mentioned in this context include DG MARE, DG DEVCO, DG ENV and DG HEALTH. At the level of the Steering Committee, DG REGIO is connected as well.

Linking with stakeholders also happens in several Working Groups, although the need and also the desirability of involving different stakeholders is questioned. In terms of resources, including stakeholders can be a challenge. Involvement of stakeholders may also not always be preferred when it is not related or important for the mandate of the WG. In WGs where stakeholder involvement is seen as relevant or important, these connections exist.

Links *between* the various WGs also exist or are currently being considered. Where several Strategic Working Groups have links with each other, there seems to be no links between Strategic Working Groups and Collaborative Working Groups. Strengthening existing connections and establishing new ones is an important point for the Foresight Group, as they have the task of making sure all input from the various groups feeds into the Foresight exercise. Improvement of such connections have to happen mostly at the level of the WGs themselves, as Foresight is too small to be able to handle this alone.

## **B. National representation, attendance to and influence in meetings**

Many participants that were at the Task Force meeting find participation of a large number of SCAR countries important. This is especially the case when EU-wide strategies are discussed. However, it is not always a "must". Where the specific topic of the group is quite narrow, it may be more or less obvious for specific countries to participate in a group. If asked about regional<sup>2</sup> participation, the regions that are less participating are Eastern Europe and, to a lesser extent, Southern Europe. One remark was that especially smaller countries have more difficulties in terms of participating. As to why

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<sup>2</sup> **Regions** according to UN Statistics Division: **Northern** (Denmark, Finland, Ireland, Sweden, The United Kingdom, Estonia, Lithuania, Latvia, Norway, Iceland), **Western** (Austria, Belgium, France, Germany, Luxembourg, The Netherlands, Switzerland) **Southern** (Greece, Italy, Spain, Portugal, Croatia, Malta, Slovenia, Albania, Montenegro, Serbia, Macedonia) and **Eastern Europe** (Bulgaria, Czech Republic, Hungary, Poland, Romania, Slovakia). **Non-European** include Cyprus, Israel and Turkey.

countries do not participate, the reason that is given most often is a lack of resources, in terms of money, human capacity and time. Underlying this however, may also be other, less evident and visible reasons. SCAR (and its Working Groups), need to demonstrate its effectiveness and impact. If information on what the outcomes or results are is not there, or if this is not clearly communicated, SCAR may not be a priority where national Ministries are willing to invest in. Some ideas to help improve visibility of SCAR and its WGs were offered, like organising national mirror groups of SCAR. Ideas to help improve country participation were: having a dedicated delegate from a region instead of a country (e.g. from the Balkans, Nordic or Mediterranean region), and to organise more WG meetings in regions where travel costs are limiting country participation.

Closely related to this topic is the way participants in a WG regard their role and mandate. How strict WGs address their participants as “group members” differs considerably. The way participants view themselves, can also differ considerably from person to person. In this session, a first start was made to gain more insight in this with the people present. When asked about the value of participants having a mandate from their country, most participants at the Task Force meeting remarked such a mandate indeed is important. However, in one-on-one conversations, the problematic nature of what such a mandate can or should entail, becomes clear very quickly (Mandated by whom?, For what decisions?, At which level of government?). It would be advisable to better define the meaning of a mandate and whether it relates to being asked by a national Ministry to participate in a certain WG on behalf of that Ministry, or to be able to bring specific knowledge, expertise or national priorities to a WG.

There is almost unanimous agreement that regular meetings and high attendance at meetings is very important for the WGs to operate effectively. In one case where this was not seen as very important, the way of working seems different; with an active core group and broader meetings around a specific issue. The main reasons that regular meetings and high attendance are seen as important relates to continuity of the work process, the variety of inputs that go into a product of the WG and the impact participants are able to have in their national institutions (“*Unconstant attendance leads to weak impact*”). However, it is also recognised that not all participants are very active, and this differs between people. Several groups remarked that the attendance levels are high, and in some instances, WG meetings were organised back-to-back with other relevant group meetings (for example ERA-NET meetings) to ensure a high participation.

### **C. Products of the Working Group, Impact**

*The aim of the set of question in this cluster was to assess whether national priorities are visible or not in results and products of the WGs, not to examine improvement of impact.*

In most groups, ideas are shared by common discussions in meetings or dedicated workshops. Some groups start working in a core group or with a few people that take the lead in writing a note, which is then subsequently discussed and commented by the others. In the case of expert studies, several groups have asked external experts to write a study. When asked if national priorities are visible in the

products of the groups, several responses indicate that people regarded this as a negative effect that should not occur. One exception seems very logical: in the case where a specific ERA-NET was established as a result of the Working Group, national priorities were included. The outcomes of this session seems to point out that Working Group see themselves not as agents for raising national priorities. What does occur in many groups is exchange of information, best cases from the national levels; in short: acting as think tanks. This is consistent with how people regard their own role in the WG, but not necessarily with the clearly stated importance for a national mandate.

Not surprisingly, when asked whether national priorities would be recognised in products of the WG, most participants indicated that this is not the case. In reversal, one of the Collaborative Working Groups remarked that several participants of their group reported back that the WG's SRA was used as a basis for national SRA's.

All groups are clear on the targeted users of their products: the EC and the national governments. It is acknowledged that the dissemination of products and results is in need of improvement. Products include advice on topics for funding instruments (mainly Framework Programme, but also on harmonisation between different Funds), but not on the instruments themselves.

## DEFINING 'IMPACT' IN THE FRAMEWORK OF SCAR

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*Author: Vera Steinberg*

### **Wrap-up 'Impact' Group A**

#### **Definition of 'Impact' in the framework of SCAR**

Impacts are on different time scales, e.g. policy objective → what, when, how measure success of impact?

Consider the impact of the entire SCAR on the direction of fossil fuel free society

#### **Brainstorming exercise 'Impact'**

- Is the process or the result more important?
- Impact by whom on what?
- Different elements can be impacted
  - o Research
  - o Cascading impacts
  - o Working together
  - o Increased alignment of research
- Are all stakeholders included?
- What is often forgotten when finishing a task: the process itself is very important, not only the result
- National level:
  - o Focus of researchers is changing from national level to EU level
  - o # of projects on EU level is increasing, national scale is decreasing (depends on the country)
  - o SCAR is a big help to know whom to talk to
  - o Small countries push strongly towards EU funding, the researchers benefit a lot from the EU. There is a lot of pressure on national funding for national problems
- Different time scales: short/medium/long-term → break the impact assessment down to different levels

#### **Indicators for 'Impact'**

##### **Positive indicators**

- Trust between countries is growing
- Networking is increasing

- Gaps between research and business is reduced (e.g. in Denmark, researchers need to present a business model of research results) → exchange of experiences
- Researchers take the impact on society more important, not just publishing in highly ranked papers
- # ERA-Nets leads to more researchers working together
- # money spend on international research is increasing (also the share of percentage)
- Questions:
  - o would research have decreased without ERA-NETs?
  - o Where does the money go to? → Analysis of publications
  - o Does the publication network/patterns change after joining e.g. FACCE? → Analysis of publications
  - o GDP correlates to sectors, does it increase with the number of projects?
- FACCE brought global level: e.g. discussions and cooperation with Australia and New Zealand
- Compare status quo vs future analysis
- Imagine World without SCAR: No JPI, no FACCE, less ERA-Nets, no Foresight
- Demand on research at European level is increasing

### **Negative indicators**

- Gaps between research and business is also increasing, depends on the topic. If results are not implemented, there is a big gap

## **Wrap-up 'Impact' Group B**

### **Definition of 'Impact' in the framework of SCAR**

- a) Uptake of SCAR documents into EC and national research policies
- b) Effect on the alignment of National Research Agendas/Programmes
- c) Identify gaps and provide input for policies

### **Brainstorming exercise 'Impact'**

- There is direct and indirect impact
  - o Direct impact can be influenced more
  - o Direct impact is directly influenced through communication and is then always influencing indirect impact
  - o Direct impact of SCAR on policy of several ministries (depending on the country)
  - o Indirect influence is e.g. on the environment
- Think of impact by which group on what outcome
- There are always different level of outcomes of results
- Different impact on different stakeholders (EC is one of them)



- Quality of impact is different than quantity of impact
- Possible questions:
  - o What are the SCAR activities so far having an impact on...
    - ... H2020 at EU level
    - ... H2020 at national level
  - o Influence on EC level is working very well, taking the outcomes of SCAR serious. But not on a national level!
- Impact of SWG are linked to activities
- Help the improvement of R/I policies at national level

### **Indicators for 'Impact'**

#### **Positive indicators**

- # of ERA-Nets in Societal Challenge 2 (compared to other challenges)
- Types of meetings on national level
- Attendances of Workshops, who is invited
- # of responses (the more, the more serious people are taking it)
- Continuity (very important for impact on policy; also knowledge is lost when no continuity exists)
- SCAR group food system: very connected to EC, break it down to a national level
- Depending on member states:
  - o Change of the policy in the future (measure e.g. the change between national policies in 2015 and 2019)
  - o Change of food chain to more systematic level
  - o Alignment of national R/I policies with European programs
- Creation of jobs related to SCAR. Important: discrepancy between SCAR level (EC funded) and working group level (on national funds)
- Attention is rising
- Amount of resources for doing the work. Important: how to gather resources
- Improve the impact by stability of working groups and continuity of members

#### **Negative indicators**

- Fewer jobs created related to SCAR
- Decreasing amount of resources allocated
- On a national level, relevant documents are not taken into account/serious

### **Possible questions/research need on impact (mix from both groups, not sorted by importance)**

How big is the uptake of SCAR documents into EC and national research policies? Which documents are considered when formulating policies?

What is the effect on the alignment of National Research Agendas/Programmes?

Identify gaps and provide input for policies

What are the SCAR activities so far having an impact on...

- ... H2020 at EU level
- ... H2020 at national level

How can the R/I policies at national level be improved?

How does the number of ERA-Nets in Societal Challenge 2 varies from other challenges without SCAR?

Does the policy in the future change (measure e.g. the change between national policies in 2015 and 2019)?

How big is the alignment of national R/I policies with European programs?

Would research have decreased without ERA-NETs?

Analysis of publications:

- a) Does the publication network/patterns change after joining e.g. FACCE?
- b) GDP correlates to sectors, does it increase with the number of projects at EU level?

## POSTCARDS

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*Author: Laura Devaney*

### **A) What would the perfect research and innovation policy for the bioeconomy look like?**

#### **Research Dimensions: transdisciplinarity and supportive**

- Space for basic and fundamental research
- Balance between long-term and basic science funding and shorter term closer to market science
- Multidisciplinarity and Transdisciplinarity as fundamental to development
- Regular calls for projects
- Requirement that business companies are involved in the research project
- Extended research periods of up to 5 years (particularly for forestry)
- Create an environment that supports science and respects end user needs
- A perfect strategy will help to place scientists from a number of disciplines in integrated projects and link scientists with companies and citizens in a straightforward manner

#### **Enhanced Participation, Collaboration and Coordination**

- Encourage different sectors and disciplines to form new collaborations
- Promote interaction between high profit and low profit innovation countries
- Inclusion of all sectors (including ecosystem services, tourism, freshwater, sidestreams etc) with strong links to all policies dealing with the bioeconomy
- Early participation of all actors of the entire value chain: e.g. participatory approach to definition of principles, topics and interventions to increase ownership by relevant actors
- Extensive stakeholder engagement
- Policy arenas to talk to one another and develop a common agenda for more coherent policy
- Need for a multidisciplinary, cross-country coordination point
- Inclusion of Research, Agriculture and Economic Ministries with dedicated actions in one strategy

#### **Public Engagement**

- It should allow for participation of citizens in science and debate before, during and after the research is performed
- Attention to social themes
- Demand driven
- Input of end users is key
- Consumer/market aspects need attention to instigate actual change (e.g. standardisation, consumer awareness)

### **Systematic Approaches**

- Adopt systems approach
- Bioeconomy to be included in all policies
- Focus on the whole food chain in all production systems and evaluate the contribution of each system to the European bioeconomy
- Holistic policy that includes all relevant public bodies
- Support from research to market including support for market uptake so innovation established effectively and efficiently
- Need to consider entire value chain

### **Flexibility and Balance**

- National and regional policies capable of interpretation to local specificities
- A balanced policy that respects all areas of the bioeconomy
- Open to change regarding future technologies (no prejudgement)
- Aware of knowledge available and gaps remaining

### **Sustainability**

- Promote a sustainable bioeconomy with attention to technological but also social innovation
- Creation of added value should not lead to over-exploitation of resources (e.g. soil, landscape, biodiversity, public goods)
- Orientated towards circular economy
- Need to consider all 3 pillars of sustainability agenda: economic, social and environmental

### **Priority Actions**

- Need to set priority criteria with objective advisors to overcome bias
- Prioritise actions that turn problems into opportunities (e.g. waste as a resource)
- Concentrate on synergies and avoid trade offs
- Propose alternatives to actual production cycles and products
- Food production should remain a key activity in rural areas
- Application driven: ability to put ideas into practice
- Roots “in the field” starting from concrete problem/opportunity and very connected with primary production...only then can it become transdisciplinary, overarching and cross-sectoral
- Secure long term vision
- Consider novel technologies (e.g. gene editing, breeding technologies, precision agriculture, big data etc.) and global influences (e.g. international policies)
- Need for clear targets, plan and budgets to reach goals

## **B) What is needed to implement it?**

### **Practical Considerations**

- Financing and resources
- Financial support to SMEs and start ups
- Human capacity building e.g. training programmes
- Knowledge Exchange
- Wide dissemination of information to businesses

### **Research Considerations**

- Longer term orientation of research programmes
- Increased willingness of member states to align their research agendas to enhance synergies
- Research & Development e.g. funding for new products and technologies to encourage renewal of economy
- Protected money for risky 'blue skies' research for longer term innovation
- Simplified call proposals
- Research Centres having critical mass to deliver
- Research Groups in international networks
- Structural funding programmes for research

### **Societal Considerations**

- Increased openness to public scrutiny
- Public campaigns to increase awareness
- Analysis of demand
- Training for each category of actors (including consumers) to participate

### **Governance Considerations**

- Consensus on what the bioeconomy is to allow informed debate and guide actions
- More dialogue between different sectors and across scales instead of trying to obtaining specific sectoral advantages
- Reinforce multilevel dialogue: involve producer organisations to involve territorial actors
- Multilevel governance structure
- Important role given to regions with programmes to link different regions
- Link and engage diverse policies
- Convince diverse stakeholders
- Instruments in different policies under a broader bioeconomy framework; will still require efficient sectoral policies
- Coordination and Cooperation
- Political Willingness and Commitment
- Sense of urgency amongst Member States and the EC to engage
- Multi-actor approach with coordination of different ministries, all relevant DGs, governmental institutions, private bodies and downstream public

## AGENDA

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### SCAR-CASA Task Force Meeting

**Venue: Federal Office for Building and Regional Planning (BBR)**  
**Deichmanns Aue 31 – 37**  
**53179 Bonn**

**Host :** Federal Office for Agriculture and Food (BLE)

**Thursday, 09<sup>th</sup> March 2017**

<b>Time</b>	<b>Item</b>	<b>Moderator</b>
12.00-12.30h	Welcome Coffee, Snacks and Registration	
12.30-12.45h	Opening  Welcome Organisational Issues	Representative from BLE (tba) Rolf STRATMANN Vera STEINBERG
12.45-13.30h	Short introduction to SWOT Overview of received input Expectations for the Workshop	Vera STEINBERG
13.30-14.30h	Session one: discussion on SWOT concept	Vera STEINBERG
14.30-14.50h	Coffee Break	
14.50-16.20	Session two: discussion on SWOT concept	Vera STEINBERG
16.20-16.30	Short Break for fresh air	
16.30-17.15h	SCAR Foresight process	Elke SAGGAU
17.15-17.30h	Wrap up Day 1	Vera STEINBERG
19.00h	Social Dinner	

**Friday, 10<sup>th</sup> March 2017**

<b>Time</b>	<b>Item</b>	<b>Moderator</b>
08.45-09.00h	Welcome Coffee	
09.00-09.15h	Summary of Day 1	Vera STEINBERG
09.15-10.15h	Session three: discussion on SWOT concept	Vera STEINBERG
10.15-10.30h	Coffee Break	
10.30-10.45h	Explanation of group work + Find your group	Dorri te BOEKHORST Vera STEINBERG
10.45-11.45h	<u>Parallel session I:</u> Group A) Discussion on key factors of involvement and representativeness Group B) Defining 'Impact' in the framework of SCAR	Dorri te BOEKHORST Vera STEINBERG
11.45-12.00	Swap groups + fill up your coffee	
12.00-13.00	<u>Parallel session II:</u> Group A) Defining 'Impact' in the framework of SCAR Group B) Discussion on key factors of involvement and representativeness	Vera STEINBERG Dorri te BOEKHORST
13.00-13.15h	Closing of meeting	Vera STEINBERG
13.15	Snacks and Good Bye	

## Annex 2: Proposed Changes for D3.2

### **Task 3.2: Assess the state of play of research and innovation policy in the broader bioeconomy area: assessment and SWOT analysis**

**Proposed Changes – May 2017**

***Compiled by Dr. Laura Devaney and Dr. Maeve Henchion, Teagasc, Ireland***

#### **Expected Outcomes of Task 3.2 (original proposal)**

A detailed overview of the state of play and a gap analysis within the broader bioeconomy and its adjacent research policies, delivery mechanisms applied, state of implementation, actors involved and national and regional financial and human capacities. The task promises to develop a set of recommendations as a basis for SCAR to build its strategy in a way that further and even better contributes to improve the system approach in this area.

#### **Proposed Changes**

5. Focus on Research & Innovation (R&I) policy landscape only (instead of broader bioeconomy)
  - a. This analysis will build on already available documents (e.g. the BE-assessment of the regions) but will adopt a critical lens through the use of a SWOT framework, creating a novel contribution and assessment in combination with other data sources, policies, reports and with input from surveys and interviews conducted in other CASA tasks.
  - b. Results will form the basis for deliverable D3.3 as per the original proposal.
6. The original plan to do a SWOT analysis of the broader bioeconomy will now be replaced by a more tailored and specific SWOT analysis of the SCAR, as desired by the SCAR SG
  - a. This analysis will focus on the current structures, organisation, processes and impact of the SCAR providing an evidence-base for further recommendations as to how the SCAR might adapt to improve its functions, impact and activities (as promised by other tasks).
    - o Purpose: establishing the state of play 'plus' i.e. touching on next steps that Task 3.4 onwards can take forward for improved SCAR structure and activities
  - b. A results report of this new sub-task will replace deliverable D3.2 (SWOT report on the broader bioeconomy) meaning that no outputs are lost as a result of the changes.



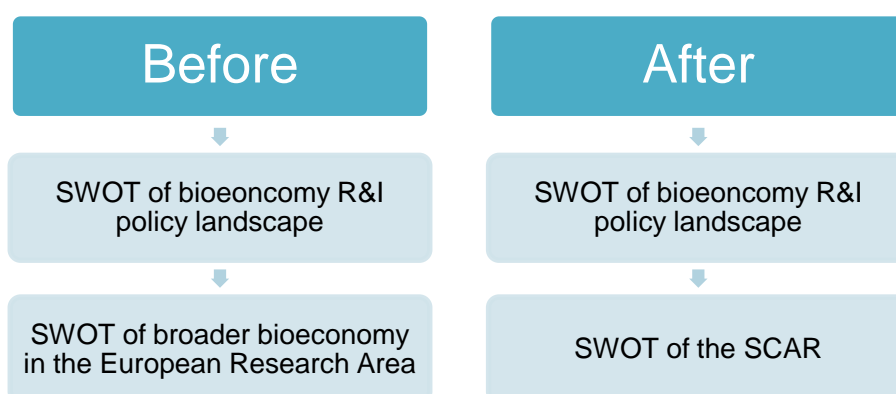


Figure 2 Proposed changes to Task 3.2 - 'Before' and 'After'

### **Justification for adjusting Task 3.2**

While elaborating a detailed work plan for Task 3.2, the aims, focusses and expected outcomes as in the original DoA were revisited. As various other projects, organisations and research institutions are conducting, and indeed have conducted, SWOT analyses of the broad bioeconomy in Europe, it is beyond the remit and desire of CASA to repeat such analyses.

The focus of Task 3.2, which is on the bioeconomy *R&I policy landscape*, is however within the core remit and analysing this is a novelty. It is thus crucial that this element remains in Task 3.2. This SWOT will, and always intended to, provide the foundation for several other WPs and tasks within CASA. It will also receive input and consolidate findings from other key CASA activities and research tasks. This connecting and consolidating role must remain to provide coherence and cohesion, not just in WP3 but across the CASA project more broadly. More details on this unifying, connecting and CASA strengthening function are outlined in Table 1 below.

Further, given the primary aim of CASA in supporting SCAR, a SWOT analysis of the SCAR itself is highly appealing and appropriate. This will replace the SWOT analysis that was to be undertaken of the broader bioeconomy, thus refining and clarifying the focus of Task 3.2 on the organisation that the whole project aims to support. This level of detail and clarity makes more strategic sense and again will make valuable contributions to, and receive and consolidate contributions from other CASA tasks and WPs (see Table 1). Conducting an analysis of the strengths, weaknesses, opportunities and threats currently prevalent in SCAR is essential before making any recommendations regarding its future operations. Given the focus of Task 3.4 on alignment between the 'SCAR-related bodies' ( i.e. the SWGs, CWGs etc), this new element of Task 3.2 will focus exclusively on the high level organisation SCAR and its activities and not its various sub-groups.

In sum, Task 3.2 thus now adopts a clearer and more tailored focus on the bioeconomy R&I policy landscape (providing and assessing for the wider policy context within which SCAR operates) as well as a dedicated and improved focus on the SCAR. Such an approach ensures a sufficient breadth of analysis through the high level focus on the European bioeconomy R&I landscape, but now also a welcome depth through the new focus on SCAR structure, organisation, processes and activities. Results from both of these improved elements of Task 3.2 will set the foundation and evidence base for recommendations to be made regarding the future functioning and improved impact of the SCAR. We cannot make predictions and suggestions for the future without learning from the past. The adjusted Task 3.2 achieves this objective for CASA and SCAR.

Work Package (WP)/ Task Number	Interactions with Task 3.2: Input and Output Dimensions	Outcomes/Deliverables
<b>WP1</b>	Results of both SWOT analyses will feed into the identification of initiatives to attract new SCAR members, the ultimate aim of the representativeness focus of CASA WP1. Outputs of WP1 are also of relevance to completing the SWOT as detailed below.	
1.1	Results of the Task 1.1 survey assessing representativeness in the SCAR will feed in as data inputs to both SWOT analyses. This survey is due to commence before summer 2017 so the timing of both Task 1.1 and 3.2 neatly align.	Survey results to provide research data and insights for SWOT
1.2	The SWOT workshop will now be hosted as part of a larger conference that also includes the conference on representativeness. Such collaboration will ensure maximum attendance and participation in all events. Interactions will thus be on-going between task 1.2, 3.2 and 3.3 regarding the format, structure and content of this conference.	Conference agenda, to include SWOT workshop
<b>WP2</b>	Results of both SWOT analyses hold relevance to this value and impact focused work package. Evaluating the current structure, organisation and activities of SCAR and the broader R&I landscape is essential to identify opportunities for greater value addition in SCAR and improve the quality of results for greater impact. SWOT findings will identify how to support these aims, highlighting what is needed or indeed missing from current operations.	
2.1	Results of both SWOT analyses hold relevance to Task 2.1 that aims to assess the experience of, and need for support to, the working groups operating within SCAR. The proposed SWOT of the SCAR will be particularly useful in this regard.	Both SWOT results reports to be shared with the team involved in this task
	Results of a mini-SWOT conducted as part of a workshop through Task 2.1 on SCAR representativeness will also be shared with Task 3.2. This will provide crucial data to be consolidated in the new SWOT regarding representativeness aspects of the body.	Results of 2.1 mini-SWOT to provide input to SWOT analysis
2.3	There is potential for results of the SWOT analyses to identify areas worthy of further investigation in the expert external studies promised under Task 2.3 in support of the SWGs and CWGs. Results could provide an additional and complementary evidence base for the allocation of funds within this task (15 studies of €25,000 available)	Both SWOT results reports to be shared with the team involved in this task to assist funding allocation
2.4	Results of the SWOT will also help to identify opportunities for improved linkages and coordination between the SWGs and CWGs (SWOT of SCAR results in particular) as well as with DGs (SWOT of R&I landscape)	Both SWOT results reports to be shared with the team involved in this task
<b>WP3</b>	The outcomes of Task 3.2 feed directly into further work in WP3, and even more so given the proposed changes to include a more specific assessment of the SCAR. Establishing the current context of bioeconomy R&I policy and SCAR operations is essential before making any recommendations for future changes to strengthen SCAR strategic advice.	
3.1	Concept for SWOT analysis and Terms of Reference will be devised in this task in collaboration with Task 3.2, directly influencing the operation, parameters and measures of	Terms of Reference that will directly frame both SWOT activities

	success to be utilised in the SWOT analyses.	
3.3	SWOT workshop to be hosted as part of a wider SCAR annual conference in Tallinn, 4 <sup>th</sup> -5 <sup>th</sup> December 2017. Results of both SWOT analyses will form the fundamental basis of this workshop, though the SWOT of the SCAR will be used primarily to structure discussion, sense check results with relevant stakeholders and progress findings into targeted recommendations and actions.	Presentations in Tallinn Leading workshop activities SWOT Conference Report
3.4	Task 3.4 aims to support SCAR, and provide recommendations on the better alignment of R&I policies. The current strengths, weaknesses, opportunities and threats of the R&I policy landscape thus need to be established first through Task 3.2 before making any recommendations regarding future alignment opportunities. Indeed, Task 3.4 specifically refers to the need for results from the SWOT to achieve its objectives including when exploring the meaning of alignment.	SWOT R&I results report to feed directly into the foundation of this task
3.5	Results of the SWOT will also feed into the development of tools and general procedures for initiating new activities in SCAR including SWGs, CWGs, ad-hoc working groups and task forces. The newly tailored SWOT on SCAR will be key here, establishing and reviewing the current context before making any future recommendations for change.	SWOT of SCAR to feed into foundation of this task
3.6	Task 3.6 aims to create a structure for future SCAR foresight processes. Again, the newly tailored SWOT on SCAR will be essential, establishing and reviewing the current context before making future recommendations for change.	SWOT of SCAR to feed into foundation of this task
3.7	Inputs from both elements of Task 3.2 will assist in identifying areas worth investigating in the Impact Assessment Framework that aims to support SCAR in assessing the impact of its work and represents the overall objective of Task 3.7.	Both SWOT results reports to be shared with the team involved in this task
<b>WP4</b>	WP4 aims to improve the communication and dissemination activities of SCAR and its related bodies. Outcomes of Task 3.2 will help to identify current communication gaps and overlaps and opportunities for improvement, particularly with the new tailored SCAR focus.	
4.1	Results of the Task 4.1 survey identifying communication obstacles and needs will feed in as data inputs to the SCAR SWOT. This survey has already been administered so will provide crucial inputs regarding the communication activities of SCAR; one element of the proposed SWOT alongside other organisational structures and activities.	Survey results to provide research data and insights for SWOT

Table 3 CASA consolidating, connecting and strengthening features of Task 3.2: planned interactions with other tasks and WPs

### Annex 3: Potential interviewees

List of possible persons to interview on a global, EU, national (member state) and regional level (individual basis, date: September 2017)

#### For A and B:

Group	Name(s)
CASA	Rolf Stratmann (Project Coordinator)
EC (research)	Waldemar Kütt (Head of Cabinet of Commissioner for Research, Innovation and Science) or John Bell (former Head of Cabinet of Commissioner for Research, Innovation and Science)
SCAR Secretariat (= EC services)	Laurence Bastin (SCAR Secretary)
SCAR Foresight	Elke Saggau (BLE), Stefano Bisoffi (CREA), Egizio Valceschini (SAD);
SCAR Plenary and SCAR Steering Group	Mike Collins, Külli Kaare (very experienced members)
Member States	Niels Götke (also great knowledge of ICT Agri, COFASP, FACCE)
JPIs	10 JPIs have been launched to date. Three of them are most likely influencing or influenced by SCAR the most: JPI-FACCE: Hartmut Stalb (Coordinator) and JPI-Water: Maurice Héral (Chair); JPI-HDHL: Pamela Byrne (Chair)
AKIS	Krijn Poppe (former coordinator)
FAO	maybe more information available from Laurence Bastin

SCAR SWG and CWG (Version 12<sup>th</sup> January 2017)

SWGs				
ARCH	Co-chair	Patricia Wagenmakers (MINEZ)	Co-chair	Philippe Petithuguenin (CIRAD)
Forest	Chair	Jean-Michel Carnus (INRA)	Co-chair	Kalliopi Radoglou (DUTH)
Fish	Chair	Philippe Maguedet (IFREMER)	Co-chair	Pilar Pereda (IEO)
AKIS	Chair	Adrien Guichaoua (ACTA)		
Bioeconomy	Co-chair	Jan van Esch (Delft University)	Co-chair	Stefan Rauschen (DLR)
Food Systems	Chair	Monique Axelos (INRA)		

<b>CWGs</b>				
Animal Health and Welfare	Coordinator	Marina Bagni (MH-DGSAFV)	Deputy	Hermann Schobesberger (Vetmeduni)
Sustainable Animal Production	Chair	Bernhard Polten (BMEL)	Co-chair	Susana Astiz (INIA)

### Additions for B only:

<b>Group</b>	<b>Name(s)</b>
EU-Regions	Spain: Paloma Velasco; Poland: Monika Rzepecka ( <i>Ministry of Science and Higher Education, Poland</i> )
Researchers	maybe more information available from Christine Bunthof (ERA-LEARN Project?)
EC Cofunds	maybe more information available from Laurence Bastin?
DG Agri	Inge van Oost (Policy Officer Research and Innovation)
DG Research	Waldemar Kütt (see above)

