

D3.9 STRATEGY WITH IMPLEMENTATION PLAN



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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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LIST OF ABBREVIATIONS

AG	Assessment Group
CSA	Coordination and Support Action
CWG	Collaborative Working Group
DG	Directorate General
EC	European Commission
IA	Impact Assessment
IAF	Impact Assessment Framework
IP	Implementation Plan
SCAR	Standing Committee on Agricultural Research
SRIA	Strategic Research and Innovation Agenda
SWG	Strategic Working Group
ToR	Terms of Reference

SUMMARY

The "Strategy with Implementation Plan" (IP) of the Impact Assessment Framework (IAF) for the Standing Committee on Agricultural research (SCAR) represents document closely correlated to the CSA CASA Deliverable D3.8. It aims at giving further details and some basic guidance in relation the carrying out of actual impact assessment exercises based in the IAF developed as CASA Deliverable D3.8.

The set of evaluation questions, aggregated into the three target areas, represents the final outcome of D3.8, and at the same time the starting point of the present document.

The plan suggests that, once the process has started with the identification of an assessment group (AG), the development of the assessment exercise can be structured along three main steps.

- ✓ First, a desk analysis conducted on the SCAR website and other pertinent online sources as well as on other documents produced by SCAR or directly influenced by SCAR activity. This analysis could potentially lead the AG to update the evaluation questions in relation to the current state of SCAR and its context.
- ✓ Second, the submission of semi-structured questionnaires to stakeholders, experts and other key informants, using the suggested set of evaluation questions developed in the IAF and confirmed or updated by the AG.
- ✓ Third, the organisation of a focus group, composed by knowledgeable persons with a sufficiently long experience in SCAR and as balanced as possible representation of geographical areas and competences.

In section 1 the three suggested steps for the implementation of the IAF are described, followed, by an overall look at the assessment process. Section 2 introduces the general impact assessment table, with target areas and evaluation questions, provided in Annex 1. Some methodological guidance on how to collect and elaborate information in each of three assessment steps is provided in section 3.

The questionnaire submission, the second step of the process, represents the backbone of the assessments. Thus, the selection of the respondents, discussed in the following section 4, is an important element to be addressed.

After a brief description (in section 5) of the possibility to develop specific case-studies alongside the three assessment phases, the need for a flexible assessment framework is explained in section 6, with the identification of possible options that can be chosen or not according to the time, resources and ambition of the future assessments. Some options are suggested, like for example i) limiting the analysis to the submission of the questionnaires or getting through the three phases, ii) reducing or expanding the evaluation questions, iii) carrying out or not specific case-studies. A related issue is the definition of a timeframe and of a preferable periodicity for the future assessments, for which indicative suggestions are given in section 7.

The last section suggests an indicative template for the IA reports, consistent with the IAF structure.

1. AN OVERALL LOOK AT THE ASSESSMENT PROCESS

The present implementation plan of the IAF for SCAR aims at giving further details and some basic guidance in relation the carrying out of actual impact assessment exercises based in the IAF developed as CASA Deliverable D3.8. Thus, the two deliverables represent autonomous but highly interrelated documents.

The set of evaluation questions, aggregated into the three target areas, is the outcome of D3.8, and at the same time the starting point of the present document.

The foreseen implementation of the IAs begins with the establishment of an Assessment Group (AG) in charge of the whole process. It is suggested that the identification of the AG members is made by the SCAR Steering Group. The AG can either be composed of persons involved in SCAR activities or by external evaluators, or by a mix of the two.

It is also suggested the production, by the AG, of Terms of Reference (ToR) indicating a timeframe for the exercise and additional indications which could directly refer to those expressed in the IAF and/or adapt and refine them. The ToR could be then submitted for approval to the SCAR Plenary.

Once the process has started, with the identification of the AG, the development of the assessment exercise will be structured along three main steps.

- ✓ First, a desk analysis conducted on the SCAR website and other pertinent online sources as well as on other documents produced by SCAR or directly influenced by SCAR activity. This first analysis could potentially lead the AG to update or adapt the evaluation questions in relation to the current state of SCAR and its context.
- ✓ Second, the submission of semi-structured questionnaires to stakeholders, experts and other key informants, using the suggested set of evaluation questions developed in the IAF and confirmed or updated by the AG.
- ✓ Third, the organisation of a focus group, composed by knowledgeable persons with a sufficiently long experience in SCAR and as balanced as possible representation of geographical areas and competences.

Figure 1 represents the assessment process, highlighting in red the three steps in which information and feedbacks are collected, in green the phases the elaborations by the AG.

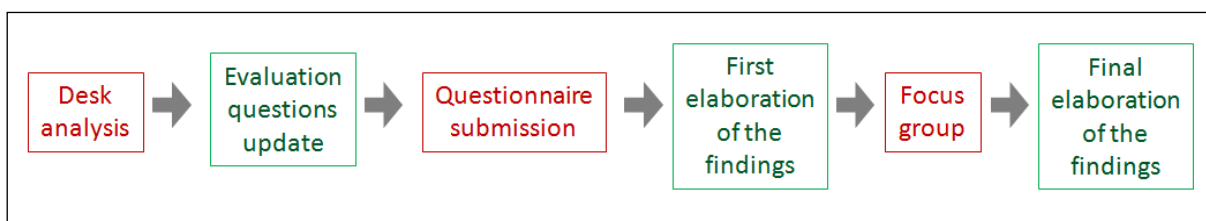


Figure 1 - The assessment process
(own elaboration)

Figure 2 looks at the assessment pathway from a different perspective. It represents the assessment logic (black boxes and violet arrows), and the information and elaboration flows (red arrows), with possible aggregations of the outcomes.

Indeed, the outcomes of the IAs can be aggregated and elaborated at overall level (all responses gathered together) or for specific areas or groups. For example findings could be aggregated and discussed by target area, by country, by respondents' group (SCAR delegates, DG officers, national officers, research community and private sector).

Feasibility and relevancy of these aggregations will be assessed by the AG.

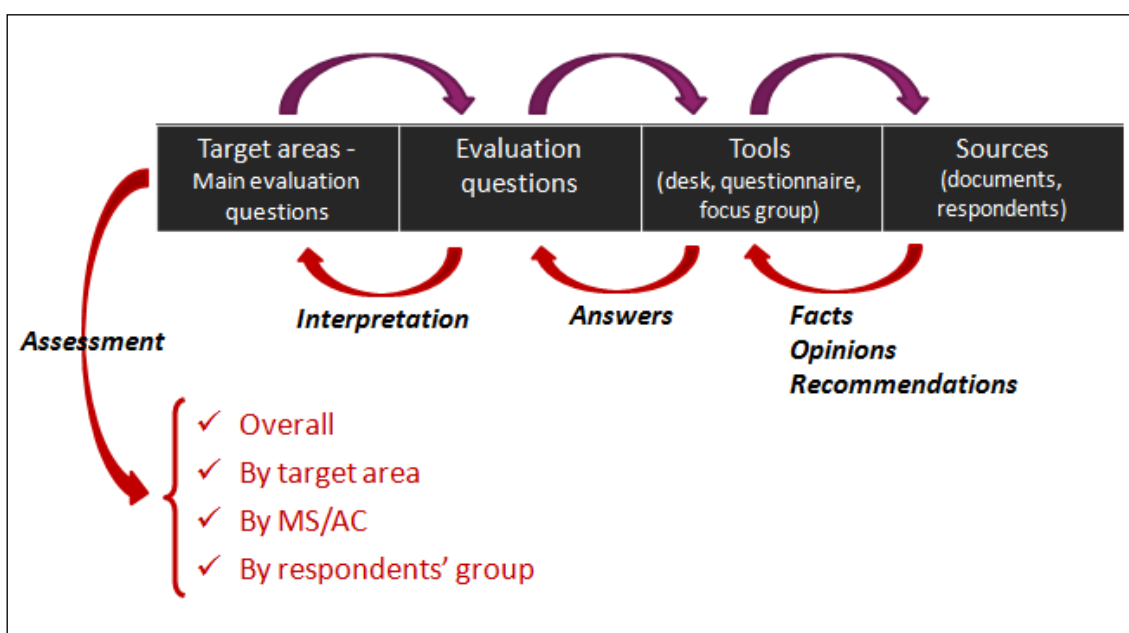


Figure 2 - The assessment logic
(own elaboration)

2. THE GENERAL IMPACT ASSESSMENT TABLE

In the general impact assessment table, shown in Annex 1, the three assessment levels are detailed:

1. The three target areas and the related main evaluation questions
2. The more specific evaluation questions associated with each target area, that will be addressed through desk analysis and open questionnaires
3. Further indications on how answers can be organised by the respondents in the boxes for comments that, for each question, follow the Likert assessment scale (Likert, 1932). These indications could also be used by the evaluators as a base to identify additional more specific evaluation questions.

The columns on the right side of the table indicate the sources (desk, types of respondents for the questionnaires) suggested for each evaluation question. The suggested recipients' types are: SCAR members, DG officers, national officers, public and private research and business community. More indications on how they could be identified are given below, in section 4.

3. METHODS AND SUGGESTED GUIDELINES FOR INFORMATION COLLECTION

As explained in section 1, data and information harvesting will be based on three main methods, which correspond to three phases of the assessment process:

- A desk analysis conducted on SCAR website and other pertinent online sources as well as on documents produced by SCAR or potentially influenced by SCAR activity.
- Semi-structured questionnaires to be submitted by stakeholders, experts and other key informants within the categories identified in the previous section.
- The final focus group, which represents a moment of analysis and reflection, but also a step in which additional information can be collected.

3.1 Guidance for desk analysis

This part of the work is aimed at providing a basic mapping of SCAR outputs, through consultation of SCAR documents, possibly supported by direct contacts with SCAR delegates and WGs chairs and other relevant actors.

The desk analysis is first aimed at providing a base of information (mainly focused on SCAR activities and outputs) preliminary to the questionnaires submission. However, it is also as a tool to validate and integrate questionnaires' outcomes and represents an informative base to be offered for discussion at the final focus group, alongside questionnaires' outcomes.

Alongside the SCAR website and other additional sources, the Annual Reports on activities and deliverables, where available, could provide a basis for the information collection.

In particular, information should be collected with regard to a range of SCAR-related activities, events and products, where appropriate in relation to the chosen assessment timeframe:

a. Representativeness and inclusion

- identification of countries officially represented in each SCAR structure (Plenary, Steering Group, SWGs/CWGs, ad hoc groups);
- frequency of attendance by MS/ACs' representatives at SCAR meetings (Plenary meetings, Steering Group meetings, SWGs/CWGs meetings, workshop/seminars, conferences, others).

b. Partnerships and networking

- establishment of partnerships and other coordination actions derived from SCAR initiative, with information about number of countries involved, resources and other relevant elements;
- joint calls, knowledge hubs, policy labs and any other coordination activity born within partnerships derived from SCAR initiative, with indication of the participating countries;
- SCAR participation to European, macro-regional or global partnerships, platforms or other networks, with specific attention to the joint meetings with the Planning Committee of the time-pertinent Framework Programme (H2020, HEU, etc.), with relevant outcomes.

c. Production of documents

- foresight reports, with related side and supporting documents;
- technical notes, policy briefs, external study reports, mapping reports;
- strategic research agendas produced by CWGs/SWGs or SCAR-born ERA-NETS, etc.).

In this regard, a useful representation of the documents produced by or with the support of SCAR could be a simple matrix with the list of CWGs/SWGs on one axis and the types of documents (and/or indication of main recipients) on the other.

A wider representation, which would cover both the "partnerships and networking" activities and the production of documents can be taken from the SCAR Rolling Work Plan (for example from the 2019 version), where the SCAR bodies (Plenary, Steering, SWGs/CWGs) are set in relation to the main European and global processes or events to which they gave a contribution in the timeframe covered by the assessment.

Table 1 provides an example, adapted from the matrix shown in the SCAR Rolling Plan 2019 (presented at the SCAR Plenary in December 2018).

	SCAR Plenary	SCAR SG	Foresight Group	SWG XXX	CWG YYY
Revision of the EC Strategy (...)					
Implementation of the EC Strategy (...)					
Development of the EU initiative (...)					
Development of work programmes for the FP (...)					
Improvement partnership with the global forum (...)					

Table 1 - Example of matrix of contributions
(own elaboration based on SCAR Rolling Plan 2019)

This table could be refined throughout the assessment process, with the identification of the most prominent contributions and the integration of other relevant and pertinent processes and events with which SCAR bodies have interacted.

d. Communication and dissemination

- identification of products and services specifically dedicated to communication and dissemination (for example: leaflets/flyers, e-newsletters, mailing lists, social media channels, website).

- identification of individual events open to external actors aimed at disseminating information about SCAR activities and products (for example: workshops, seminars, conferences, contributions and posters in occasion of scientific events, presentation of reports and studies);

If possible, the target groups for each product or event should also be identified (for example: scientific community, policy makers, funding and government agencies, EC, farmers' and industry's associations, NGOs, general public).

- e. Any other SCAR activity or outcome deemed relevant in the selected timeframe.

The AG can decide to organise this information in the form of a set of indicators. Examples are:

- Number of visits to the SCAR website, Number of downloads of the materials available online;
- Number of public events organised, Number of participants to the communication and dissemination events,
- Number of policy briefs (or similar documents) produced, Number of newsletters issued, Number of flyers produced and distributes;
- Number of SRIAs produced by CWGs/SWGs, Number of SRIAs produced by SCAR-born ERA-NETS;
- Number of funded project proposals which refer to SCAR documents.

However, setting a target for each indicator does not seem to be a fruitful exercise. As argued in the IAF document (Grando 2019), SCAR activities are developed in a continuously evolving context, and the expected outcomes vary accordingly. Thus, specific expected target can be hardly identified for a given timeframe. Harvesting general information as “food for thought” seems to be a more viable solution. But, again, a decision in this regard to be taken by the AG, in relation to the specific period in which the assessment will be carried out and according to the chosen timeframe.

3.2 Guidance for questionnaires

The evaluation questions are generally meant to be addressed though a Likert scale with five response options scaled from 1 to 5 indicating different impact levels, where "1" corresponds to no impact at all, and "5" to the maximum impact reasonably achievable in that field.

It is important to let the possibility to select an option like "I don't know", in order to limit "forced" or highly uncertain responses.

A suggested Likert scale is the following:

5. To a very large extent
4. To a large extent
3. To a moderate extent
2. To a small extent
1. To a very small extent
0. Not at all
X. I don't know

Table 2 - Suggested Likert scale for the questionnaires
(own elaboration)

For each evaluation question, two open boxes are at disposition for brief personal comments and collection of anecdotal evidence in support of what argued. These open answers can provide a valuable input, which can represent a key added value of the assessment. Respondents should be encouraged in this regard.

Thus, two different types of information can be collected:

1. explanation of the evaluation given through the Likert scale, with examples and anecdotal evidence;
2. identification of barriers that hamper SCAR's capability to maximize its impact and suggestions for improvement;

Additionally, for those questions for which desk analysis provides useful information (see previous paragraph and column "G" in the assessment table): these two boxes can also provide information useful to integrate and/or refine the data acquired through desk analysis.

In order to valorise the SCAR added value, respondents can be encouraged to answer the questions having in mind a comparison with a fictive situation as if SCAR does not exist.

Following what just argued, a possible questionnaires' structure is suggested:

Preliminary Section: Description of respondents

- Type of organisation/sector
- Country
- Role
- Area of competence
- Participation to past or current SCAR initiatives

Short description of each target area and related evaluation questions.

These descriptions can be taken/adapted from Sections 5.1, 5.2 and 5.3 of the IAF - CASA D3.8 (Grando 2019).

Then for each evaluation question:

- Text of the question for an overall assessment through a Likert scale as detailed above.

Below the Likert scale, two optional but recommended fields for open comments, possibly following the indications given in the "third level" of the impact assessment table:

- Possibility to explain of the overall Likert assessment, also through examples and anecdotal evidence, possibly following the indications given for each question.
- Possibility to describe of barriers and bottlenecks preventing higher/better impacts, with suggestions for improvement.

For this third type of question, there could be some overlapping between suggestions given in relation to different but connected evaluation questions. This is not necessarily a problem: respondents can leave the space empty or refer explicitly to suggestions given in relation to previous questions.

To underline the link between the three fields related to each of the 30 evaluation questions, it is suggested to keep the same number followed by a letter. Thus, for each evaluation question, the suggested format is the following, with the questions numbered from "1.a" until "30.c".

The example below is given for the evaluation question 1:

1.a	<p><i>Has SCAR given a specific contribution to the definition of common research priorities among member states and associate countries in the agriculture and bioeconomy fields?</i></p> <table border="1"> <tr> <td data-bbox="405 495 1214 568">5. To a very large extent</td><td data-bbox="1214 495 1291 568"></td></tr> <tr> <td data-bbox="405 568 1214 645">4. To a large extent</td><td data-bbox="1214 568 1291 645"></td></tr> <tr> <td data-bbox="405 645 1214 721">3. To a moderate extent</td><td data-bbox="1214 645 1291 721"></td></tr> <tr> <td data-bbox="405 721 1214 797">2. To a small extent</td><td data-bbox="1214 721 1291 797"></td></tr> <tr> <td data-bbox="405 797 1214 873">1. To a very small extent</td><td data-bbox="1214 797 1291 873"></td></tr> <tr> <td data-bbox="405 873 1214 949">0. Not at all</td><td data-bbox="1214 873 1291 949"></td></tr> <tr> <td data-bbox="405 949 1214 1025">X. I don't know, No comment</td><td data-bbox="1214 949 1291 1025"></td></tr> </table>	5. To a very large extent		4. To a large extent		3. To a moderate extent		2. To a small extent		1. To a very small extent		0. Not at all		X. I don't know, No comment	
5. To a very large extent															
4. To a large extent															
3. To a moderate extent															
2. To a small extent															
1. To a very small extent															
0. Not at all															
X. I don't know, No comment															
1.b	<p><i>Please explain your answer, possibly providing some examples. We suggest to highlight some of the following elements:</i></p> <p><i>1) Which priorities and in which documents (Policy briefs, SRIAs produced by CWGs or SCAR-born ERA-NETS, etc.);</i></p> <p><i>2) For which strategies/policies (H2020, HEU, CAP, etc.).</i></p>														
1.c	<p><i>Can you identify barriers and bottlenecks that in your opinion prevent SCAR from having higher/better impact? Which suggestion could you give to remove them?</i></p>														

Table 3 - Example of questionnaire format
(own elaboration)

3.3 Guidance for the final focus group

For the organisation of the final focus group, it is suggested that the AG identifies a group of knowledgeable experts with long-standing experience in SCAR activities, who will be asked to discuss the results of the desk analysis and, particularly, of the questionnaires.

The AG should provide, in advance, a first elaboration of the questionnaires outcomes, to be submitted as “food for thought” to the experts, during (or even before) the actual focus group meeting. The discussion should be aimed at validating, integrating and refining the questionnaire outcomes, with regard to each of the three target areas and, if possibly, with attention paid to each of the three questionnaire fields: (i) Likert answers; ii) comments/anecdotes, iii) barriers and recommendations.

The focus group provides also the opportunity to better highlight those indirect impacts that SCAR can have on basic and applied research through the activity of research centres and private industry, triggered and funded by initiatives that are promoted by SCAR or born within SCAR-related environments.

The best option for the organisation of the focus group is a physical meeting where experts have the opportunity to directly talk and interact with each other around a table. However, alternative options as an email conference or a Delphi exercise could also be explored.

The AG has then the possibility to further elaborate the assessment and finalise the assessment Report in the light of the final focus group outcomes.

4. SELECTION OF THE RESPONDENTS

The selection of the respondents to the questionnaire is an important aspect of the assessment process.

For the selection of the stakeholders and experts whose knowledge and opinions are relevant for the IA, this framework suggests to rely, with some adaptation, upon the stakeholders' analysis carried out for the SCAR stakeholders' analysis in a previous task of the CASA CSA (Steinberg, 2017), based on the approach developed by Olson et al. (2011).

In that document, stakeholders are identified and mapped according to:

- Relevance of the contribution;

- Legitimacy of stakeholder's claim for engagement;
- Willingness to be interviewed;
- Influence given or received;
- Necessity of involvement for a legitimate assessment.

These criteria can usefully lead the identification of the respondents to the questionnaires/interviews used to collect information in each IA.

With regard to the process of identification, it is suggested what follows.

The AG should identify a core group of respondents (SCAR delegates, Chairs and members of the CWGs/SWGs, competent EC officers, etc. At the same time, national SCAR delegates can be asked to support the identification of other persons or organisations at the national level to be also contacted, among institutions, research centres and business sector, This means that the guidelines here suggested can be adapted to specific contexts and current situations.

The selection of the respondents should take into account as much as possible personal knowledge and experience alongside the formal roles and responsibilities.

As an indicative guideline to be adapted by the AG in relation to timing, ambitions and resources of each assessment, it is possible to suggest the following list of respondents types, which links to the columns at the extreme right of the general impact assessment table shown in Annex 1.

Respondents' types	Indications
SCAR members	All the national delegates of MS/AC at the SCAR Plenary and SCAR SG; chairs and members of SCAR strategic, collaborative and ad hoc working groups
DG officers	DG officers from all interested DGs (mainly but not exclusively DG RTD and DG AGRI) of the European Commission
National officers	National officers of pertinent Ministries, in particular from units in charge of strategic planning and research policy in the areas covered by SCAR remit
Public and private research and business community	For the research community: representatives from national funding agencies and public research centres and Universities active in the areas covered by SCAR remit, experts involved in current and past SCAR Foresights; a sample of researchers leading EU-funded research projects in the areas covered by SCAR remit
	For the private research/business community: private companies represented in the KICs, in Joint Undertaking initiatives and in other public-private partnerships

Table 4 - Indications for questionnaires respondents

All respondents are not necessarily expected to address all the evaluation questions, as suggested and detailed in the general impact assessment table.

With specific regard to the respondents belonging to national MS/AC level, the identification should pay particular attention to two issues:

- The selection of the institutions and organisations to be contacted. If we look at the national level of assessment, these organisations (and also possible diverse branches of the same entity) could vary from country to country, in relation to the different distribution of responsibilities in the field of research for agricultural innovation and bioeconomy.
- The hierarchical level at which the respondents will be identified. In the case of a Ministry, that could be the director of the unit in charge of international relations (however defined in that specific institution), or the officer directly in charge of the SCAR-related activities. Again, the actual identification of the most pertinent respondents generally following these guidelines, can also rely upon the personal knowledge of national SCAR delegates.

5. THE CASE-STUDIES OPTION

According to the availability of resources, the possibility to deepen the analysis by carrying out specific case-studies can also be explored. Case-studies can be carried out to have more in-depth information on singular target areas, on the impact of specific SCAR WGs or main initiatives (for example: mapping studies), on the impact on individual countries, on specific EU or national policies, etc. They can highlight good practices, interesting failures, exemplary cases or extreme cases that may require, in the evaluators' judgment or following a specific request by SCAR, a deeper analysis. The anecdotal dimension of information collection could play an even stronger role, here.

Case-studies could be developed by carrying out more detailed interviews, but also through the organisation of ad hoc focus groups with stakeholders, experts and other key informants. Focus groups could be used to collect (and share) information, and to carry out specific case studies to identify best practices, exemplary cases (or even interesting failures). Besides, they can provide the opportunity for a participated collective discussion on SCAR strengths and weaknesses, becoming a further tool for dissemination and awareness-raising about SCAR potential.

The feasibility of these additional activities will have to be assessed in relation to the resources available for carrying out the actual IA exercises, as better argued in the following section.

Among the various possible objects of case-study assessment, particular attention could be devoted, according to available resources, for the assessment of the impact of the Foresight studies, which is already explored through a sub-set of questions within the questionnaire, or the mapping studies. The specific character and relevance of these exercises, and the limited number of studies that are being produced, suggest the importance of an ad hoc evaluation, and require a tailored design and a specific timeframe.

6. A FLEXIBLE FRAMEWORK

The need for a flexible assessment framework, highlighted in the last section of the IAF, leads to identify some possible options that can be chosen or not according to timeframe, resources, scope and ambition of the actual future assessments, and that could be detailed in the IA ToR.

Some of these options have already been suggested in the document. We can list here some of the possible choices.

1. The desk analysis can be fully or in part carried out or, at least in principle, not carried out at all;
2. Questionnaires can be submitted to harvest only overall Likert assessments plus some general anecdotal evidence, or to harvest also further details as indicated in the third level of the assessment grid;
3. Barriers to higher impact and suggestions on how impact can be increased can be asked explicitly for all the questions, for some individual questions, for groups of related questions, only once for each target area, or not at all.
4. Specific sub-sets of questions can be developed in the questionnaire, explicitly focusing on specific SCAR initiatives (beyond the Foresight, which already has a dedicated sub-set of questions). For example, the various issues already addressed by the evaluation questions could be specifically asked with regard to the mapping studies, or the external studies, as already indicated for the Foresight. Conversely, the pairs of similar questions referred to the Foresights and to the extra-Foresight initiatives could be merged into single questions.

5. Specific SCAR activities (identification or priority research areas, dissemination of the outcomes, relations with global platforms), structures or events (a specific Working group, a Conference), areas of impact (Horizon Europe, CAP, Partnerships) can be further explored through dedicated case-studies, as suggested in the previous section.
6. In principle, each one of the evaluation questions could become the object of a specific deeper investigation.

7. TIMEFRAME AND PERIODICITY

The periodicity that could be given to the IAs, again linked to resources availability, is a further dimension of flexibility for the IAs.

The suggested time-frame for the assessments (the number of years covered by each exercise) is influenced by their periodicity. For the following exercises, the most rational time-frame starts from the moment at which the last exercise was conducted.

With regard to the first IA, the time-frame is an open issue that should be addressed by the AG, in relation to the moment in which it is to be carried out. The suggestion is to have a time-frame wide enough to cover the possible SCAR influence on all the most relevant policies and strategies active in the SCAR remit at the time of the assessment.

In principle, even a long-term time-frame starting from 2005, when SCAR was given the new SCAR mandate, could be suggested. However, a five-year timeframe could be a possible starting point for a reflection in this regard. A five-year time-frame, and even longer ones, will require an explicit indication for the questionnaire's respondents to involve more experienced colleagues, in case their experience with SCAR is not sufficiently long to properly address all the questions.

It is worth noting that the kind of feedback received to some questions could be strongly influenced by the selected timeframe. Let's assume, for instance, that a Foresight report triggered the creation of a partnership (like an ERA-NET): this potentially relevant impact would be accounted or not in the replies according to the chosen time-frame.

These elements can be also suggested by the AG as inputs for thought to the participants to the final focus group, when they are asked to reflect on the questionnaire's outcomes.

8. INDICATIVE TEMPLATE FOR THE IA REPORTS

What follows is an indication of a possible template for the IA Report. It is a highly general structure, where titles are meant to be descriptive of the suggested content rather than the true headers.

The AG can adapt the template, or chose a new template, according to the main outcomes and to the specific objectives of the exercise as indicated in the ToR of the IA. However, it is important to underline the importance of having an Executive Summary of the Report, with the aim to facilitate the use of the Report as a dissemination tool towards an as wide as possible audience of stakeholders and interested constituencies. A section dedicated to the utilisation and dissemination and of the IA's results is also highly recommended.

Impact Assessment for SCAR - template

Executive summary

1. Rationale and methodology

1.1 Aims and scope of the assessment

1.2 Reference to the IAF and IP, with description of adaptation and changes

1.3 Methodology and overall evaluation issues

2. Main findings

2.1 Outcomes of the desk analysis

2.2 Questionnaire findings

2.3 Outcomes of the focus group

3. Reflections

3.1 Overall findings for the three target areas

3.2 Results organised by MS/AC and/or macro-areas

3.3 Results organised by respondents' group

4. The follow-up

4.1 The follow-up of the assessment: recommendations

4.2. The follow-up of the assessment: dissemination

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ANNEX 1

Table with target areas, evaluation questions and recipients

N°	Evaluation questions	Suggestions for the explanation/examples box	Desk	SCAR members	EC officers	National officers	Public & private research
Target area "Alignment and coordination". Main evaluation question: "Is SCAR effectively supporting the alignment and coordination of the research policy agendas of member states and associate countries in the agriculture and bioeconomy fields, at the European and at the global level?"							
1	Has SCAR given a specific contribution to the definition of common research priorities among member states and associate countries in the agriculture and bioeconomy fields?	1) Which priorities and in which documents (SRIAs produced by CWGs or by ERANETS or other partnerships, etc.); 2) For which strategies/policies (H2020, HEU, CAP, etc).	✓				
2	Has SCAR given a specific contribution to the valorization of the possible synergies between different EU strategies and policies?	1) Which SCAR activity (Meetings, Policy briefs, Mapping, etc.); 2) Which synergies; 3) For which strategies/policies (H2020, HEU, CAP, etc).					
3	Have SCAR Foresights given a specific contribution to the identification of new agreed thematic areas and topics for trans-national cooperation?	1) Which thematic area; 2) For which strategies/policies (H2020, HEU, CAP, etc)					
4	Have SCAR (with initiatives other than Foresights) given a specific contribution to the identification of	1) Which thematic area; 2) For which strategies/policies (H2020, HEU, CAP, etc)					

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	new agreed thematic areas for trans-national cooperation?						
5	Has SCAR been capable to collect research needs and priorities for agriculture and bioeconomy emerging by member states and associate countries?	<i>By sector: agriculture, forestry, fishery, aquaculture, bio-fuel, bio-based materials, By documents in which national needs and priorities are reflected; Answers by/for each country</i>					
6	Has SCAR been able to promote joint programming / joint funding initiatives (like ERANETs, JPIs, EJPs) with the mobilisation of adequate resources ?	<i>By SCAR initiative (Foresight, others). Reference to SCAR role in the establishment/development of ERANets, JPIs, EJPs, etc., with reference to the amount of resources mobilised.</i>	✓				
7	Does joint programming / joint funding deriving from SCAR initiative reflect the priorities for the development of agriculture and bioeconomy emerging from your country?	<i>With reference to specific SCAR activities or initiatives and possibly with examples of national priorities.</i>					
8	Does joint programming / joint funding deriving from SCAR initiative match the capabilities of the actors of the agriculture and bioeconomy research system in your country?	<i>With reference to specific SCAR activities or initiatives and possibly with examples (rules for participation, minimum thresholds of financial commitment, etc.).</i>					
9	Has SCAR strengthened cooperation and strategic planning with other players in the global arena ?	<i>Indication of the partnerships, platforms or other initiatives with description of SCAR role in documents, events, etc.</i>	✓				
10	Has SCAR promoted joint undertaking and joint funding with other players in the global arena ?	<i>Indication of the partnerships, platforms or other initiatives with description of SCAR role in documents, events, etc.</i>	✓				

Target Area "Strategic advice".

Main evaluation question: "Does SCAR produce useful advice influencing agriculture and bioeconomy policy design and coordination for member states and associate countries and at the European level?"

11	Have national strategies and programs been influenced by SCAR Foresights recommendations?	<i>By type of national strategy/program (ex: innovation strategy, bioeconomy strategy, circular economy strategy, etc.)</i>					
12	Have national strategies and programs been influenced by SCAR extra-Foresights recommendations (Policy briefs, etc.)?	<i>By type of national strategy/program (ex: innovation strategy, bioeconomy strategy, circular economy strategy, etc.)</i>					
13	Have SCAR Foresights recommendations influenced EU strategies related to SCAR remit (agriculture, forestry, fishery, bioeconomy, circular economy, food etc.)?	<i>By type of strategy (ex: on innovation, on bioeconomy, on circular economy, others)</i>	✓				
14	Have SCAR recommendations (other than Foresights) influenced EU strategies related to SCAR remit (agriculture, forestry, fishery, bioeconomy, circular economy, food etc.)?	<i>By type of strategy (ex: on innovation, on bioeconomy, on circular economy, others); By SCAR output</i>	✓				
15	Have SCAR Foresights recommendations influenced EU policies related to SCAR remit (agriculture, forestry, fishery, bioeconomy, circular economy, food etc.)?	<i>By policy (ex: H2020, HEU, CAP, others)</i>	✓				
16	Have SCAR recommendations (other than Foresights) influenced EU policies related to SCAR	<i>By policy (ex: H2020, HEU, CAP, others); By SCAR output (mapping, policy briefs, etc.)</i>	✓				

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	remit (agriculture, forestry, fishery, bioeconomy, circular economy, food etc.)?						
17	Has SCAR Foresights advice been taken into account by the public research community in the agriculture and bioeconomy fields?	<i>By research product (ex: papers, project proposals funded, presentations to conferences, etc.).</i>					
18	Has SCAR advice (other than Foresights) been taken into account by the public research community in the agriculture and bioeconomy fields?	<i>By SCAR output (mapping, policy briefs, etc.). By recipient (ex: papers, project proposals funded, presentations to conferences, etc.).</i>					
19	Has SCAR Foresights advice been taken into account by the private research and business sector in the agriculture and bioeconomy fields?	<i>By sector: i) agriculture and forestry, ii) fishery and aquaculture, iii) bio-fuel, iv) bio-based materials, v) others</i>					
20	Has SCAR advice (other than Foresights) been taken into account by the private research and business sector in the agriculture and bioeconomy fields?	<i>By SCAR output (mapping, policy briefs, etc.). By sector: i) agriculture and forestry, ii) fishery and aquaculture, iii) bio-fuel, iv) bio-based materials, v) others</i>					
21	Have you used SCAR documents (Foresights reports, Policy briefs, Studies, etc.) in your extra-SCAR activity ?	<i>Examples of utilisation of SCAR advice</i>					
22	Has SCAR been able to disseminate its outcomes to relevant users at the country level (in particular to funding agencies and other pertinent authorities)?	<i>In relation to i) Single events like conferences or workshops, etc.; ii) communication tools like leaflets/flyers, newsletters, mailing lists, website; iii) dissemination of reports, briefs, studies</i>					

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23	Has SCAR been able to disseminate its outcomes to the competent recipients at the EC level ?	<i>In relation to i) Single events like conferences or workshops, etc.; ii) communication tools like leaflets/flyers, newsletters, mailing lists, website; iii) dissemination of reports, briefs, studies</i>	✓				
Target Area "Networking and community building". Main evaluation question: "Is SCAR capable to create a European research policy community in the agriculture and bioeconomy fields and to reinforce the science-policy-business dialogue?"							
24	Are you aware of the SCAR activities in which you are not directly involved?	<i>Answers by/for each person, with indication of the activities and outputs they are familiar with.</i>					
25	Do your MS/AC representatives sufficiently participate and give a pro-active contribution to the SCAR activities?	<i>Answers by/for each country in relation to Plenary, Steering Group, SWGs/CWGs, other activities</i>	✓				
26	Is the current structure and governance of SCAR (Plenary, Steering Group, SWGs/CWGs, Foresight group) adequate to maximise SCAR effectiveness and impact?	<i>Attention paid to formal rules but also to actual ways of working.</i>					
27	Has SCAR contributed to the creation of mutual trust and common approaches between the EC and the member states / associate countries?	<i>Indicate which SCAR activities played a major role.</i>					
28	Has SCAR contributed to the creation of mutual trust and common approaches among funding agencies and other competent authorities of the various member states and associate countries?	<i>Indicate which SCAR activities played a major role.</i>					

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29	Has SCAR favoured the engagement of the private research and business sector in the identification of research needs and priorities in the agriculture and bioeconomy fields?	<i>By sector: i) agriculture and forestry, ii) fishery and aquaculture, iii) bio-fuel, iv) bio-based materials, v) others</i>					
30	Has SCAR favoured the engagement of the private research and business sector in joint undertaking and joint funding in the agriculture and bioeconomy fields?	<i>Through which SCAR activity or initiative. By sector: i) agriculture and forestry, ii) fishery and aquaculture, iii) bio-fuel, iv) bio-based materials, v) others</i>					

