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Optimising interactive innovation

Levelling-up the EIP-AGRI – towards a common framework for Capacity Development (CD)

SCAR AKIS workshop, ‘s Hertogenbosch, 7/4/2022

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This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 773418. This document presents the authors' perspective but not the position of the European Commission.

SCAR AKIS SWG 5th Mandate
‘s Hertogenbosch 07 April 2022

Structure of the workshop

Part 1 – LIAISON: Better Rural Innovation Linking Actors, Instruments and Policies through Networks

Part 2 – Levelling-up the EIP-AGRI: towards a common framework for Capacity Development

LIAISON - Better Rural Innovation: Linking Actors, Instruments and Policies through Networks

1. About LIAISON
2. LIAISON's multi-actor approach
3. Output of LIAISON

1) Aims of LIAISON (5/2018 – 4/2022)

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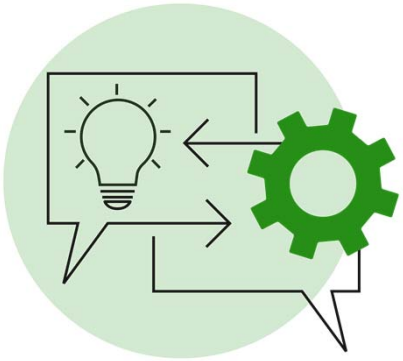
Why do some partnerships have the ability to organise themselves, to capture new ideas, to nurture them and create something new?

The project aimed to

- Understand better what makes a successful partnership for innovation,
- Encourage more of these successful partnerships for innovation,
- Develop recommendations to those providing the enabling environment for the implementation of such co-innovation projects.

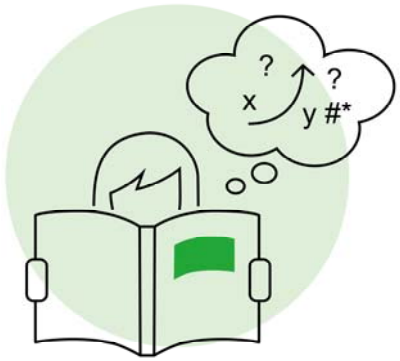


LIAISON's common understanding

Multi-actor projects

- Under the H2020/HEU programme (RIA, IA, CSA),
- Rural Development Plan (OG, networks);
- Other project consortia with mixed groups of actors

➡ Working in a co-creative way -> co-innovation (`interactive innovation´)



Focus on the `I´ - Innovation

AKIS

↓

Innovation

↙ ↘

Classical innovation approach

Multi-actor/ Interactive Innovation Approach

2) LIAISON‘s own multi-actor approach

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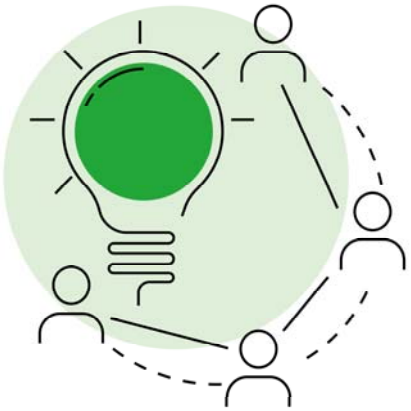
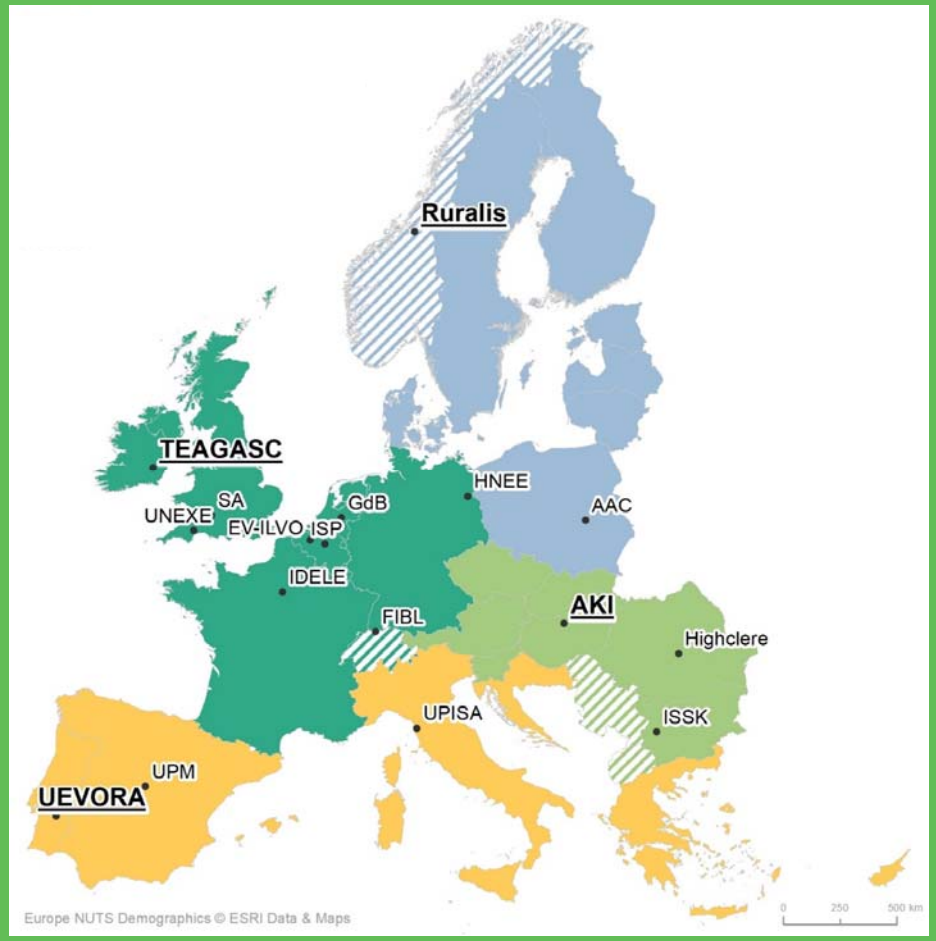
- Macro-regional stakeholder groups: stakeholder mapping, selection/invitation, three workshop events, bilateral exchanges
- Project Advisory Group representing different types of stakeholders
- Shared responsibilites within WPs and tasks
- Ethics Committee looking after GDPR and Gender, but helping also with mediation
- One workpackage only on `How we work together‘





LIAISON's Macro-regional concept

- Nordic-Baltic
- Danube / Balkan States
- Mediterranean
- Atlantic / North Sea
- Non-EU

Actors and stakeholders in LIAISON

- Consortium partners (17 partners from 14 EU Members States and NO, CH, UK)
- 30 In-depth case studies from across Europe plus 2 international case studies - Living Labs Canada and CDAIS Africa
- 15 Rural Innovation Ambassadors

Approach to `How we work together´

- Co-design workshop on communiation and collaboration in the first months
- Annual self-reflection on our co-innovation processes and the own particatory learning
  - Ensuring awareness of multi-actor challenges
  - Critical assessment of the cooperation e.g. the sharing of responsibilities or the degree of inclusiveness - efficiency versus participation

➡ Ongoing awareness raising and critical reflection about the challenges when being a leader or a participant in a multi-actor project

LIAISON - Better Rural Innovation: Linking Actors, Instruments and Policies through Networks

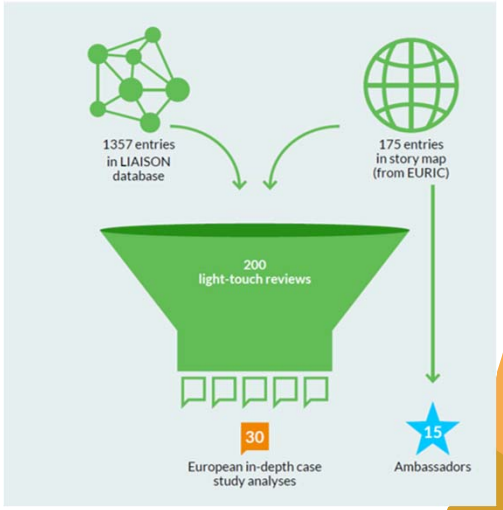
1. About LIAISON
2. LIAISON‘s multi-actor approach
3. Output of LIAISON for MA management, training, monitoring and evaluation and the improvement of the enabling environment

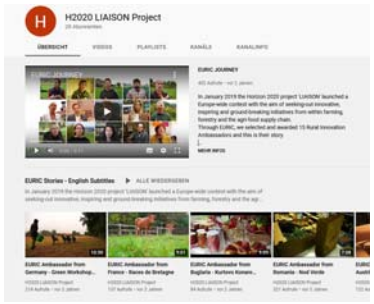
Management of multi-actor projects (MAP)

- Two sets of macro-regional workshops (2018, 2021)
- Practice-oriented LIAISON conference (2021)
- Self-reflection workshops during project meetings
- Partners‘ engagement in many new EU multi-actor project proposals (H2020, HEU, ERASMUS+ etc.)
- All partners engage in nationally (co)funded MAP (OG, networks, LEADER, LIFE+, national funds etc.)
- Seven partners provide national innovation support

Training / learning from good examples

- Several reports and scientific papers from the light-touch review of 200 MA partnerships
- 30 European case study analyses, 2 international
  https://liaison2020.eu/our-network/case-studies/
- European Rural Innovation Contest `EURIC´ with the selection of 15 LIAISON Ambassadors





Videos: 1 LIAISON Journey and 15 Ambassadors
https://www.youtube.com/channel/UC6EKMM7Gh4wkhfA98RK9AMg

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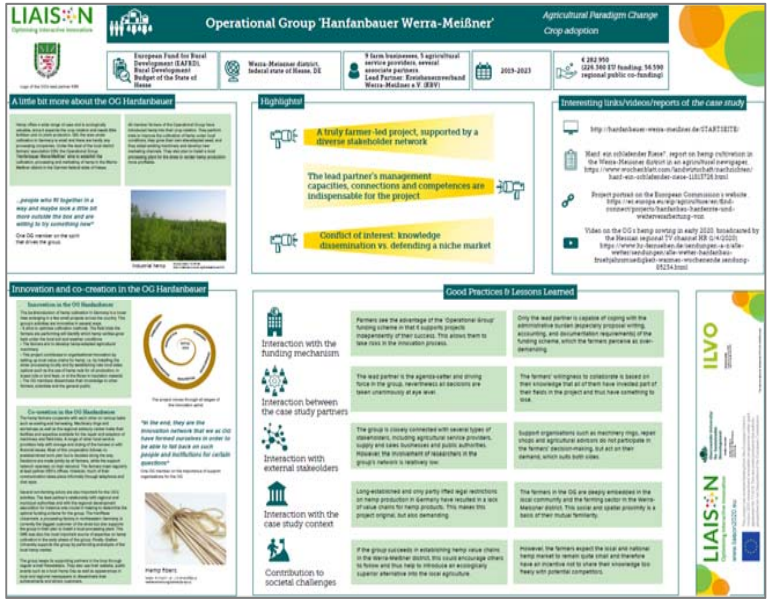
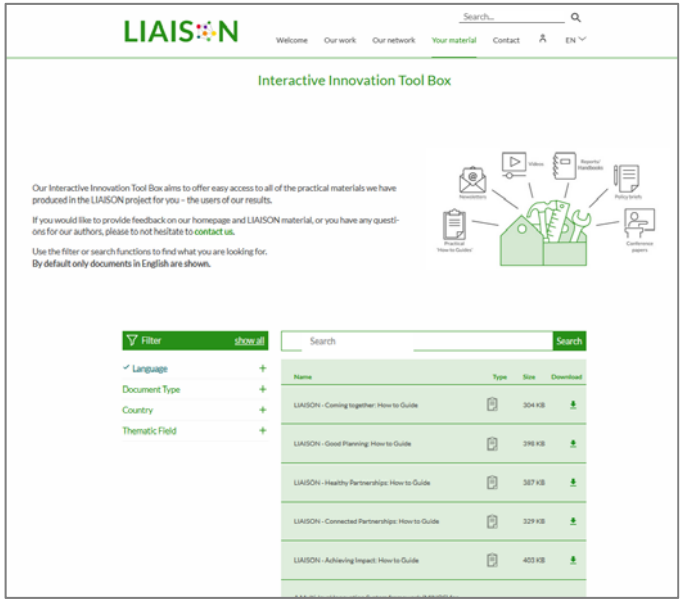


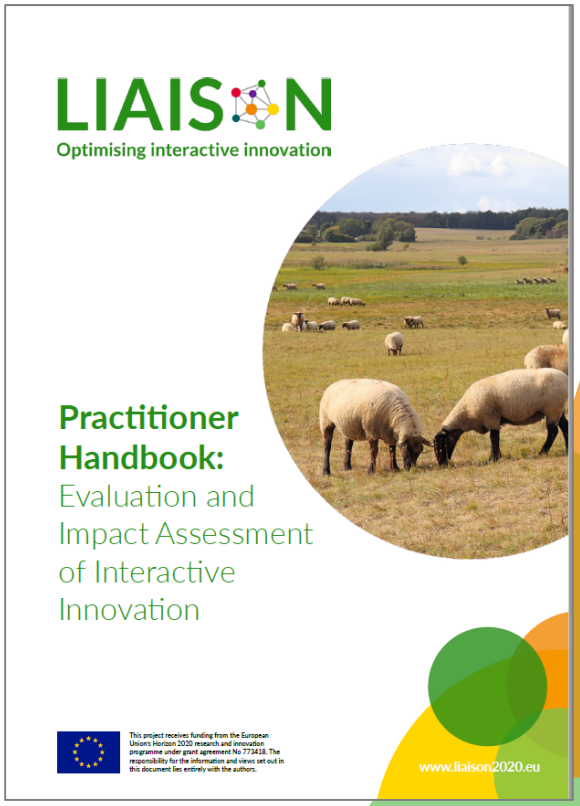
32 Posters of the in-depth case studies
https://liaison2020.eu/our-network/case-studies/



5 How-to-Guides for practitioners
https://liaison2020.eu/your-material

Monitoring and evaluation of MAP

- Co-design of qualitative self-assessment in numerous workshops with external project groups (2019-2021)
- Co-design of quantitative approaches with a sub-set of the groups from the case study work (2021)



Improving the enabling environment

- Analysis of mechanisms in support of innovation
- Discussion paper challenges innovation actors are facing and the related research and innovation needs
- Administrative and financing challenges
- Contributions to the SCAR-AKIS and other events
- Macro-regional workshops; LIAISON conference
- Engagement with international organisations (FAO, LivingLabs Canada)

- SCAR-AKIS workshop today
- Set of Policy Briefs

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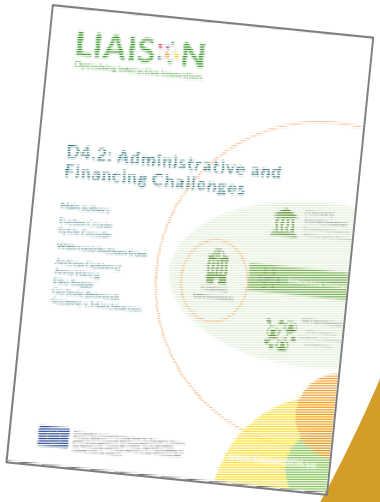

To conclude

- It's evident lots of progress has been made with EIP-AGRI implementation.
- But we are realising that improvements targeted at the enabling environment for interactive innovation remains a challenge!
- Our work on the conceptual framework and the insights from EU and non-EU case studies show that we need to think bigger and look at the whole picture of EIP-AGRI implementation.

➡ Particular competences and capacities are needed at all levels.

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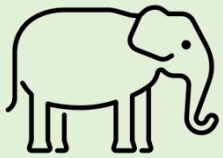
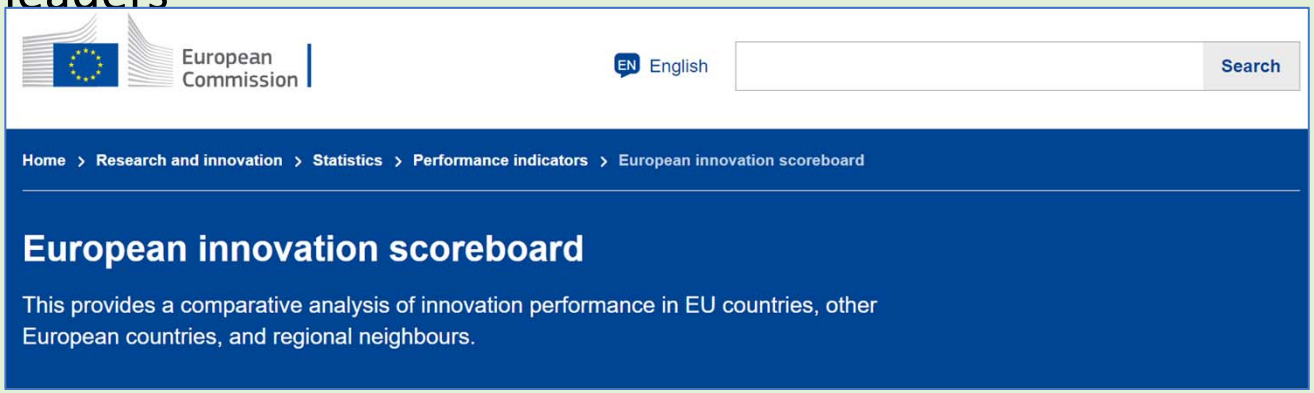
I really think we should talk about it!
Talk about what?



There are **significant differences** in the ‘innovation performance’ of the EU-27 Member States -> with a substantial number of MS (and regions) **lagging well behind** the ‘innovation leaders’



https://ec.europa.eu/info/research-and-innovation/statistics/performance-indicators/european-innovation-scoreboard_en

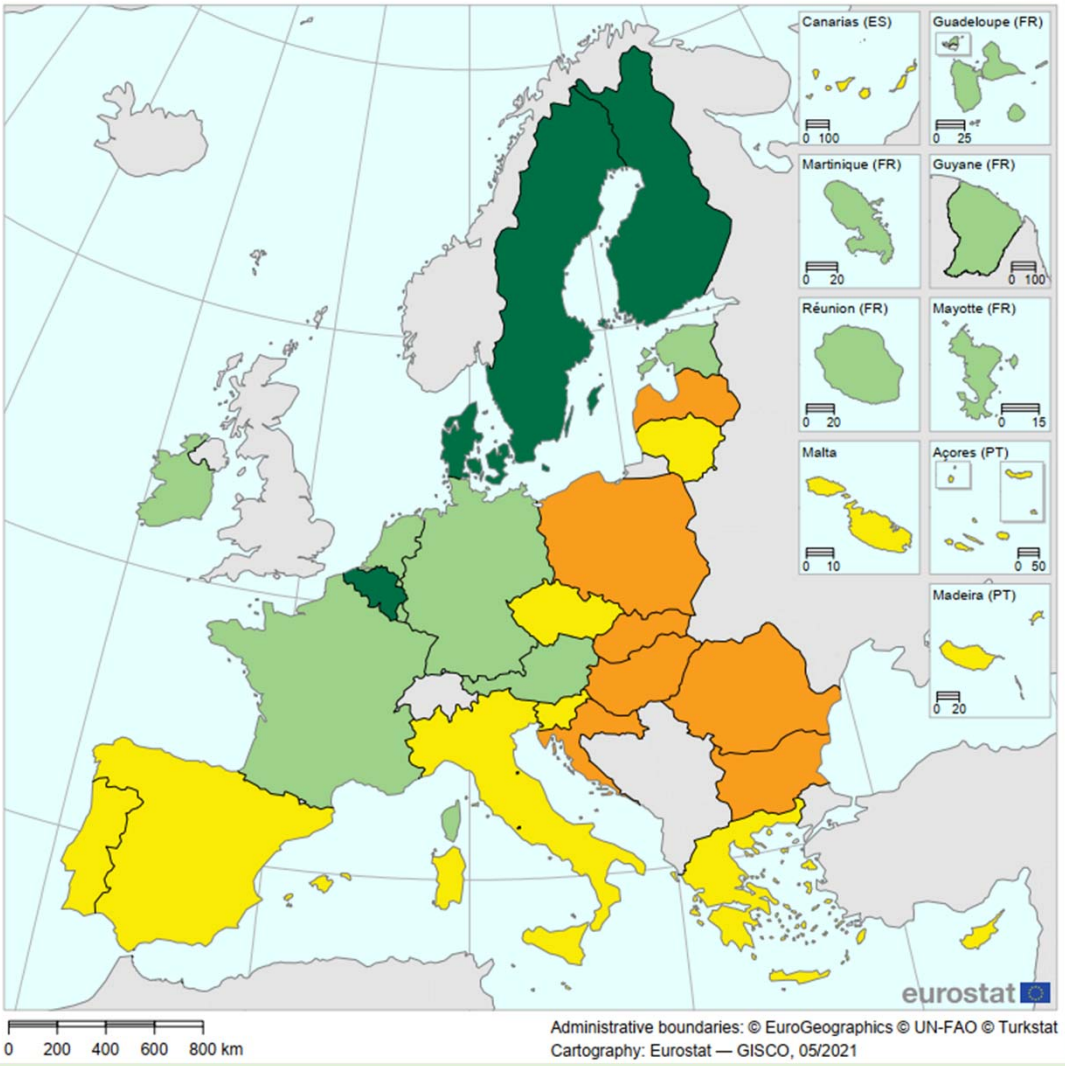
EIS provides a comparative assessment using a *composite index* based on 32 indicators reflecting 4 ‘dimensions’ (framework conditions, investments, innovation activities and impacts)

2021 European Innovation Scoreboard

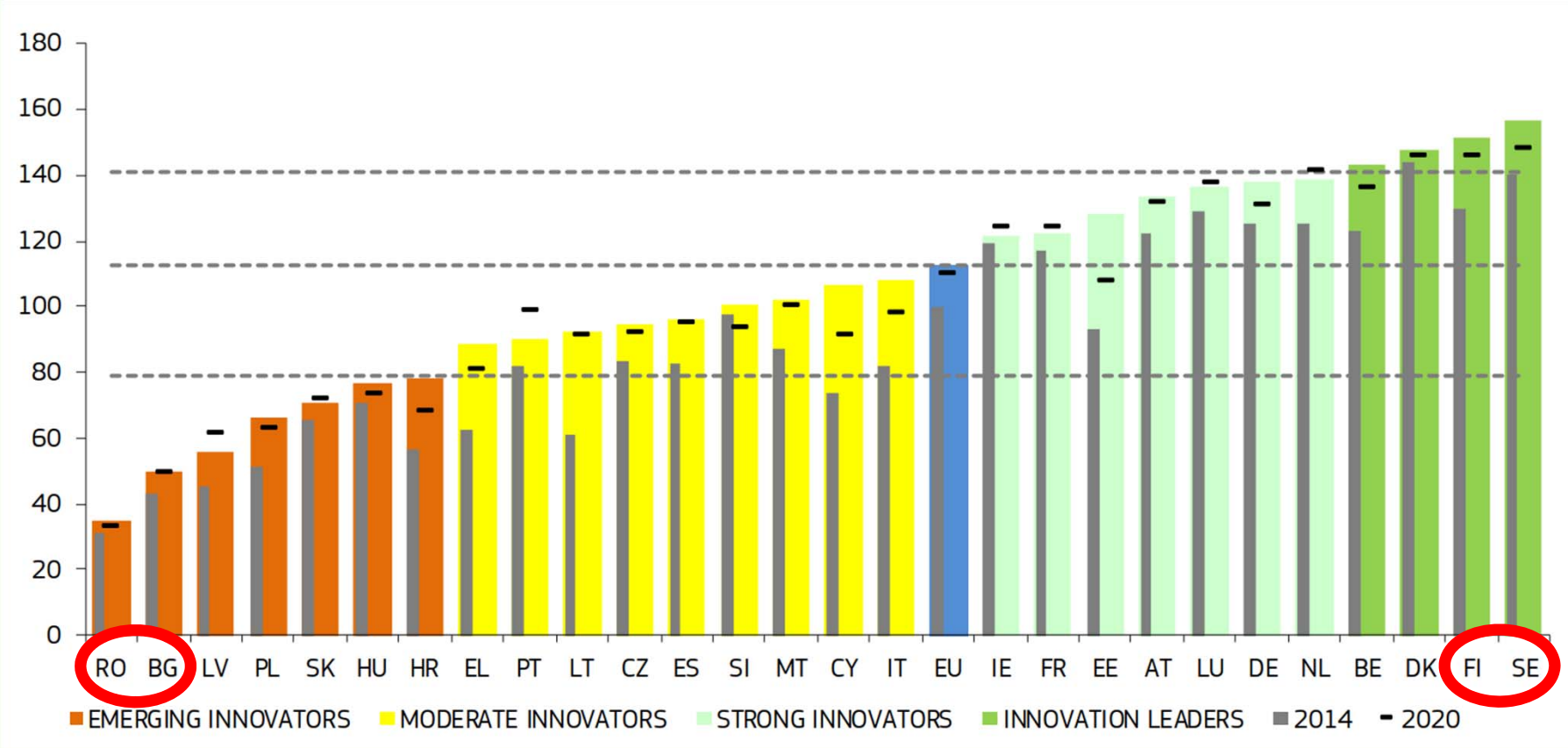
- Innovation Leader
- Strong Innovator

EU average

- Moderate Innovator
- Emerging Innovator

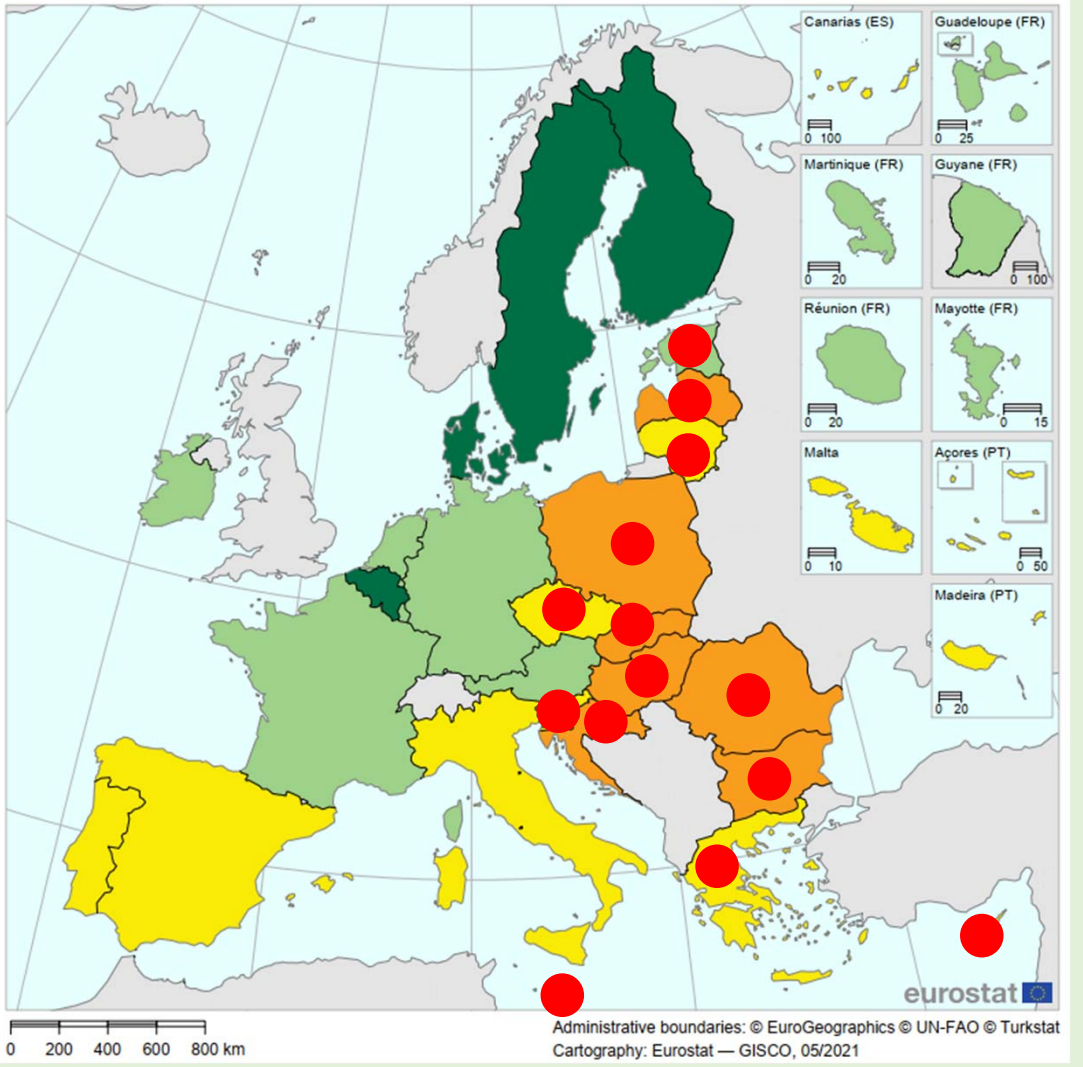


2021 European Innovation Scoreboard



The H2020 / HEU "**Widening Participation and Spreading Excellence (SWEP)**" actions aim to support those countries *lagging behind* in research and innovation (R&I) performance

15 x MSs (+ all associated countries) are **eligible**

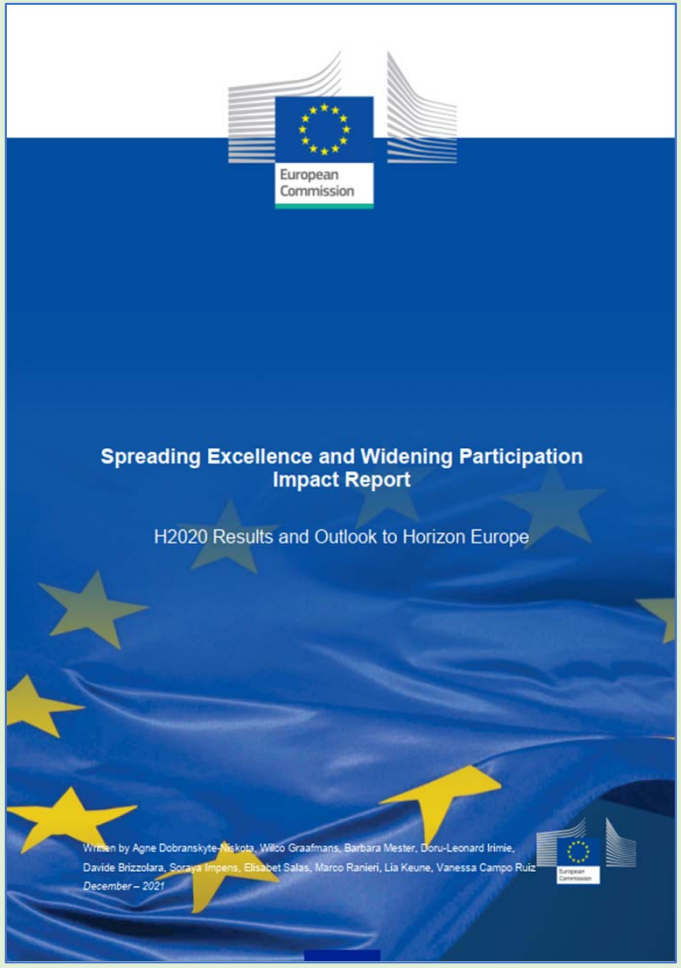


SWEP actions are **Co-ordination and Support Actions (CSAs)** that aim to:

- Support centres of excellence
- Establish a vibrant ecosystem
- Enhance capacity to access research networks
- Attract talents
- Improve skills of researchers

Actions	Consortium structure	Policy objectives
TEAMING	Main beneficiary + 1 or 2 strategic advanced partners	Develop **role models** to **stimulate excellence**, **new investments** and **reforms**
TWINNING	Main beneficiary and network of partnering organisations	Develop excellence in a chosen domain, increase **visibility and upskill staff**
ERA CHAIRS	One host organisation to the selected ERA chair with optional partner organisation	Help excellent scientists to **become game changers**
COST*	Cross-border scientific network	Help excellent researchers and innovators **get access to the European and international networks**

* European Cooperation in Science and Technology (COST)



Indications from the first *Impact Assessment* (December 2021) of the H2020 SWEP actions are **positive**, but:

- CSA project proposals are assessed on the basis of “excellence” => consequently, there **still remains an uneven geographical distribution** of SWEP beneficiaries (CY, EE, PL & PT most successful)
- SWEP actions have **poor sustainability** after CSA projects are completed

More targeted actions are still needed for effectively “levelling-up” R&I performance

Towards an EIP-AGRI common framework for Capacity Development

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- Levelling up the EIP-AGRI: **systematically strengthening the existing framework** and scales up, deep, out & in the impact of interactive innovation
- **CD as a core policy concept** for the implementation of the Post-2020 CAP
- EIP-AGRI Common Framework for multi-level Capacity Development to provide an **innovative and systemic approach** to the strengthening the capacity of individual and organizations across Europe as well as the enabling environment
- Implementation of the common CD framework through the **adoption, adaption and expansion of existing Capacity Development support mechanisms** within and outside the rural policy domain

What is Capacity Development?

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Capacity Development, also referred to as Capacity Building

Capacity as the **ability** of people, organizations and society as a whole to manage their affairs successfully.

Capacity Development is the **process** whereby people, organizations and society as a whole unleash, strengthen, create, adapt, and maintain capacity over time. in order to achieve result.

What is Capacity Development?

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Physical and Economic

CAPACITY

Functional

Technical

CD experiences form different policy contexts

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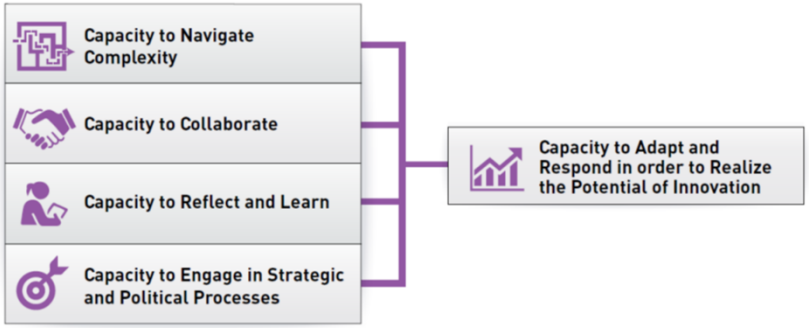
TAP/FAO Common Framework on Capacity Development

- A practical approach to Capacity Development (CD) for Agricultural Innovation that aims at harmonizing the diversity of existing strategies.
- Concepts, principles, methodologies and tools to better understand the architecture of AKIS, to assess CD needs and to plan, implement, monitor and evaluate CD interventions.



https://www.fao.org/in-action/tropical-agriculture-platform/commonframework/ru/

EIP-AGRI Common Framework on Capacity Development

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- Provides clear **strategic policy direction to CD** across the rural policy domain - links with widening SWEP agenda
- **Consolidates existing CD support mechanism** within the rural policy domain
- **Expands through adoption and adaption** of Capacity Development support mechanisms from within and outside the rural policy domain
- **Consolidates concepts, principles, approaches** and provides a '**readiness' assessment** tools to better understand the functional capacity for implementation of the interactive innovation model
- Emphasizing the role of reflection and learning and facilitation for **enhancing the enabling innovatio**n

EIP-AGRI Common Framework on Capacity Development

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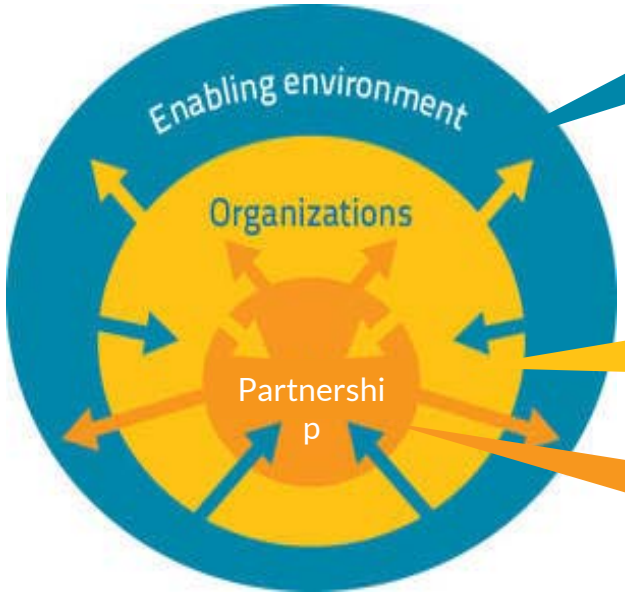
WHO: Multi-level CD - micro, meso & macro

WHAT: Seven interactive innovation capacity dimensions

HOW: Adoption, adaption and expansion of existing CD support mechanisms within and outside the rural policy domain

EIP-AGRI common framework for Capacity Development: WHO

Three interlinked and interconnected CD levels



Adopted from: FAO (2010) & Tropical Agriculture Platform (2016)

MACRO

Enabling environment (or system) in which individuals and organizations function: the 'rules of the game' - formal 'tangible' rules, laws, regulations and policies, and informal 'intangible' components such as social conventions, norms, values, attitudes and beliefs (Public policy and governing structures. Framework conditions. Industry policies and practices that shape the landscape)

MESO

Organizations: the internal structure, policies, procedures and practices of the organisations the individual actors are part of, as well as, those that translates and implement policy at local context and provide support to implement on micro level. (For example: National and regional level administration, ISS, intermediary organizations, project such as 'modern AKIS' 'ATTRACTIS' and others)

MICRO

Innovation partnership, niche or network: the combined and complementary skills, experience and knowledge of each individual actor collaborating in interactive innovation processes - shaped by the organisational and environmental factors described above. ((AKIS actors in MAPs, TNs & OGs)

EIP-AGRI common framework for Capacity Development: WHAT

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7 interactive innovation capacity dimensions

- Trust
- Single and double loop learning
- Openness to doubt and failure

- Multi-actor, multi-level, multi-sector
- Variety of problem frames
- Diversity of solutions

- Creativity
- Trust
- Facilitation
- Self-organisation

- Adaptive co-management
- Stimulate action
- Collaborative

- Legitimacy
- Responsiveness
- Integration
- Accountability

- Need based
- Engagement
- Equity

- Access to information
- Ability to improve
- Autonomy
- Act according to plan

Dimension adapted from Gupta et al 2010, Toillier et al 2020)

EIP-AGRI common framework for CD: WHAT

	Individual Capacities	Organisational Capacities	Capacity for the Enabling Environment
1. Diversity	✓ Capacity to manage conflict and diversity ✓ Capacity to develop new multi-actor partnerships ✓ Capacity to identify partners with complementary competencies	✓ Capacity to link actors and create bridges	✓ Capacity to develop policy mechanism that foster partnership development ✓ Capacity of policy makers and programme managers to make the EE 'work' to its full potential. .
2. Reflect & learn	✓ Capacity to generate, share and share knowledge ✓ Capacity to learn and innovate	✓ Capacity for M&E ✓ Capacity to learn and adapt ✓ Capacity to manage organisational change.	✓ Capacity to understand AKIS as a complex system with no- linear knowledge production/flow ✓ Capacity to try out a variety of policy mechanisms, gather evidence on their effectiveness and scale up those proven effective
3. Participatory Leadership	✓ Inclusive leadership & decision making	✓ Inclusive leadership & decision making	✓ Inclusive leadership & decision making
4. Fair multi-level Governance	✓ Capacity to navigate admin processes and procedures ✓ Capacity to translate policy into context	✓ Capacity to navigate admin processes and procedures ✓ Capacity of the national implementing agencies to translate the MA approach into local context	✓ Capacity to create a democratic environment/opportunity for inclusion in programs and funding mechanisms ✓ Capacity to integrate existing policy goals and instruments so that contradictions between programs' goals are avoided
5. Inclusive vision, policies and strategies	✓ Capacity to identify & articulate need ✓ Capacity to create common ground ✓ Capacity for joint idea development ✓ Capacity to develop vision and strategies	✓ Capacity to identify & articulate need ✓ Capacity to deliver in a responsive manner to micro-level needs	✓ Capacity to develop comprehensive policies and strategies ✓ Capacity to create inclusive vision and mandate
6. Space and Ability to Act	✓ Capacity to self-organise and deliver ✓ Capacity to utilise diverse knowledge, skills and available resources	✓ Capacity to respond and adapt to change ✓ Capacity to mobilise and inspire to act ✓	✓ Capacity to adapt and improve compatibility of policy frameworks ✓ Capacity to change the status qou: change existing structures
7. Engagement and collaboration	✓ Capacity to engage relevant partners ✓ Capacity to collaborate and network ✓ Capacity to build trust and relationships ✓ Capacity to facilitate dialogue and interaction	✓ Capacity to facilitate dialogue and value chain interaction ✓ Capacity to partner between ISS	✓ Capacity to develop policy mechanism that incentivise multi actor engagement and bring together diverse actors

EIP-AGRI common framework for CD: HOW

	Capacity development support mechanisms		
	Individual capacities	Organisational capacities	Capacities for the Enabling Environment
1. Diversity			
2. Reflect & learn			
3. Participatory Leadership			
4. Fair multi-level Governance			
5. Inclusive vision, policies and strategies			
6. Space and Ability to Act			
7. Engagement and collaboration			

H2020 / Horizon Europe projects with specific 'capacity development' elements relevant to the EIP-AGRI:

H2020

LIAISON:
Better rural innovation Linking actors, instruments and policies through networks [RIA]

I2Connect:
Connecting advisors to boost interactive innovation in agriculture & forestry [CSA]

HEU 2021

modernAKIS:
Modernisation of Agriculture through more efficient and effective Agricultural Knowledge and Innovation Systems [CSA]

ATTRACTISS:
Activate and trigger actors to build a deeper understanding of Innovation Support Services [CSA]

HORIZON-CL6-2021-COMMUNITIES-01-02:
Expertise and training centre on rural innovation [CSA]

HEU 2022

HORIZON-CL6-2022-GOVERNANCE-01-14:
Improving preparation of multi-actor projects to enable the relevant actors to work in a co-creative way [CSA]

HORIZON-CL6-2022-COMMUNITIES-01-01:
Boosting women-led innovation in farming and rural areas [RIA]

Examples of existing policy mechanisms suitable for ADOPTING or ADAPTING:

Horizon Policy Support Facility *(launched Feb. 2021)*

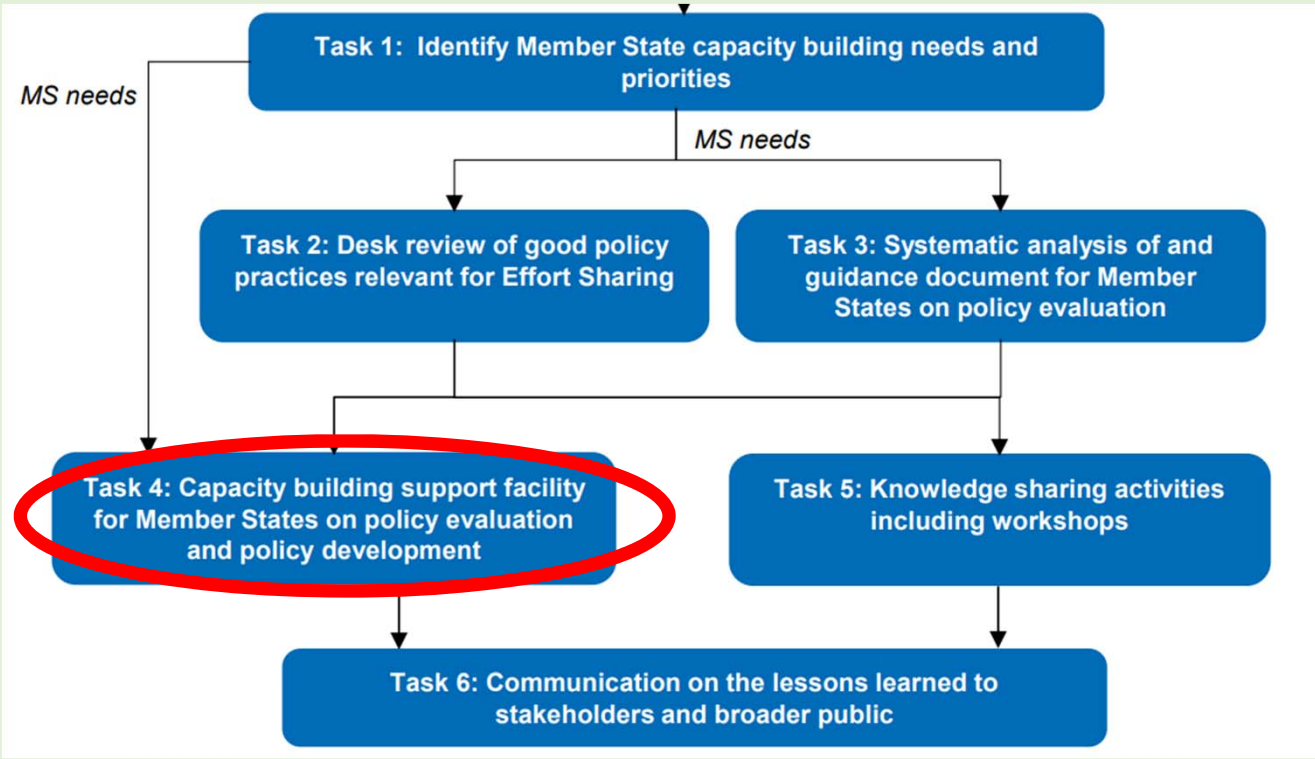
https://ec.europa.eu/research-and-innovation/en/statistics/policy-support-facility

National administrations can request practical support to **design, implement and evaluate reforms** that enhance the quality of their national R&I systems **(or parts of it)**:

- **National focus** -> in-depth assessments of a country's R&I system **(or parts of it)** leading to actionable policy recommendations to strengthen the system
- **Challenge focus** -> knowledge exchange and mutual learning focused on specific R&I challenges of interest to several countries

Needs-driven Technical Assistance Facility for mainstreaming climate action (Effort Sharing Regulation) *(2014-2020)*

- Support provided upon MS request
- Experts deliver tailored capacity-building support to national administrations
- 5-20 working days support for a maximum of 10 MS
- Up to 80 days support on one specific task for one MS *(results and lessons to be shared with other MS)*



WORLD CAFÉ

CAPACITY DEVELOPMENT (CD) GROUP DISCUSSION MATRIX

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WORLD CAFÉ - SCAR AKIS - 7 APRIL 2022
CAPACITY DEVELOPMENT (CD) GROUP DISCUSSION MATRIX

Levels / *Questions*	MICRO	MESO	MACRO
What are the priority areas for functional Capacity Development at each level?			
What are the existing Capacity Development mechanisms to build functional capacity including CSPs and other plans & initiatives?			
What are the Capacity Development gaps and needs not yet addressed at each level?			

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Thank you!

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https://youtube.com/playlist?list=PLSwCCZQECphqki10TZxJZmqNK6jj2fLl4

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