

How do you innovate together with different types of people and organisations?

Lessons from 32 multi-actor co-innovation partnerships from across Europe and beyond



Evelien Cronin, Sylvie Fosselle & Elke Rogge (ILVO)



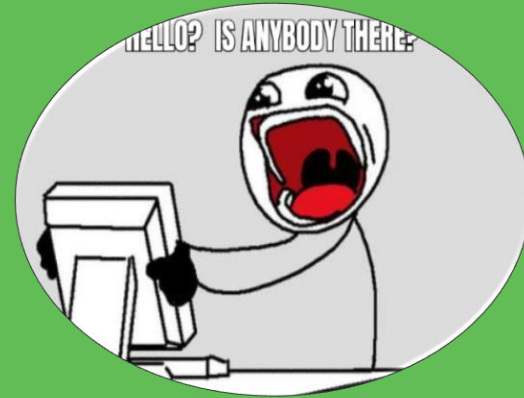
This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 773418. This document presents the authors' perspective but not the position of the European Commission.

Rules for today

- We keep your microphones muted
- Asking questions or writing comments:
 - Use the chat (Marleen & Elke will keep an eye on it)
 - 'Raise hand' will NOT be used
- We are recording the session and will make it available online

How can I voice my opinion or thoughts?

1. Mentimeter during the presentation:
www.menti.com, CODE: 7571 3600
2. Mural during the break
3. Chat during the panel



Who is with us?

www.menti.com

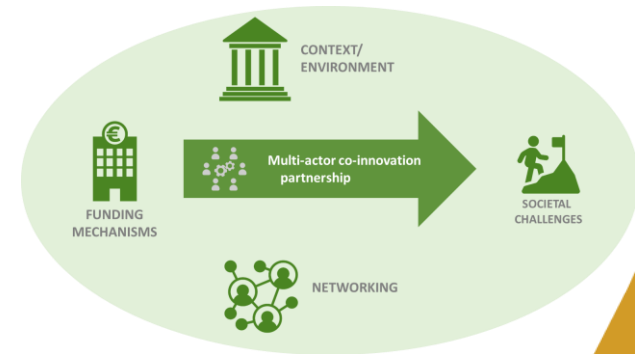
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What will we discuss?

1. The role of the case studies in LIAISON
2. The LIAISON case study approach
 - a. What were our case studies: From many to a few*
 - b. The Five Interactions framework*
3. 5 lessons learned from our case studies
4. Where to find more information?

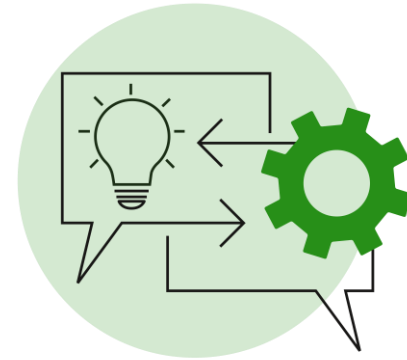
Take aways from this presentation

1. There is an **enormous variety** of multi-actor co-innovation partnerships across Europe
2. Multi-actor cooperation for innovation can be done **effectively and efficiently** in different types of formats
3. There is **more to 'interactive innovation'** than just the interaction within a multi-actor co-innovation partnership



Role of the case studies in LIAISON

How do interactive innovation approaches work?



To **understand** the complex process behind interactive innovation, we set up a qualitative research design

- Case study = **multi-actor co-innovation partnership**



301 interviews



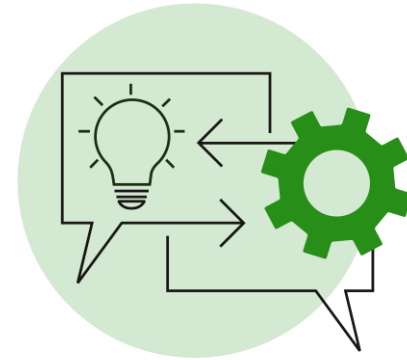
7 focusgroups

Limited because of
Covid-19 restrictions

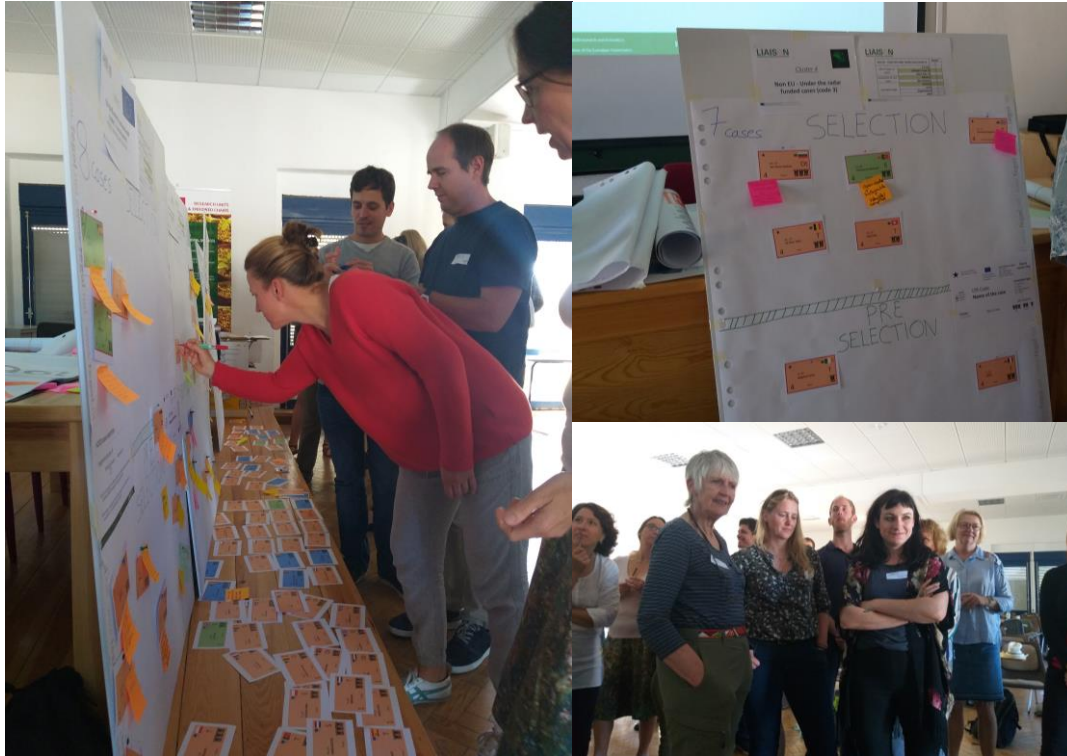
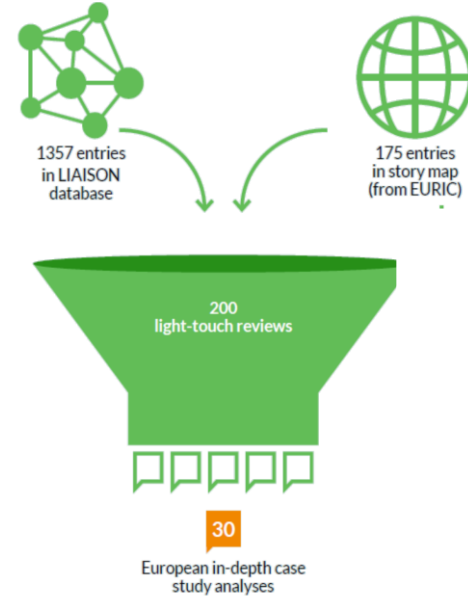
- Project coordinators
- Advisory services
- Farmers
- Policy makers
- National contact points
- Funding agencies
- Project partners
- ...

The LIAISON case studies

From many to a few



Participatory selection process

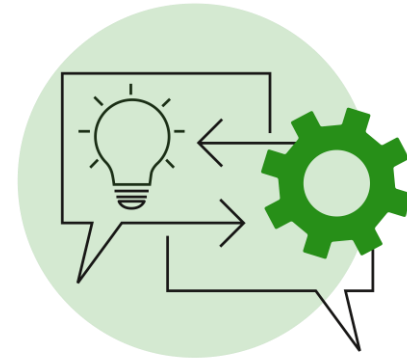


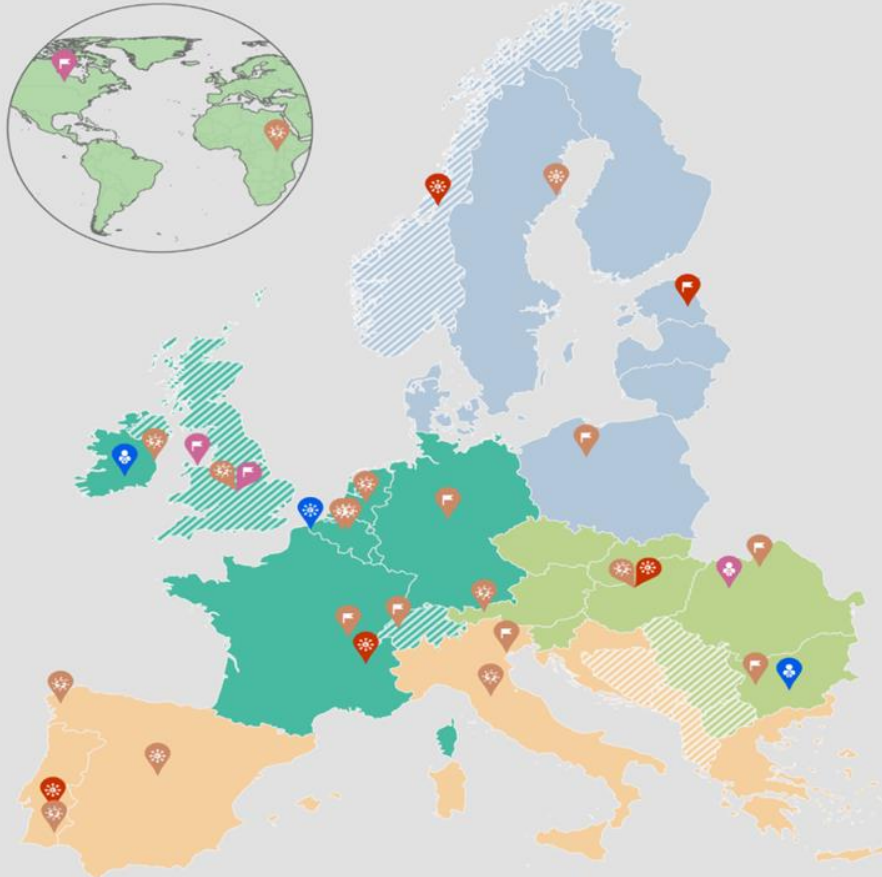
#	Funding	Scope	Name	Type	Partner	#	Funding	Scope	Name	Type	Partner
1	H2020	IN	Fairway	RIA	ILVO	20	Public financing	NO	Arena Skog	Arena, SIVA & NO Innovation	Ruralis
2		IN	Organic PLUS	RIA	HNEE	21		RO	Aroma Montelui	Norway EEA Grant	HCC
3		IN	AgroCycle	RIA	Teagasc	22		CH	Agrolora	National public	FiBL
4		IN	TRUE	RIA	AKI	23		ES	Optireg	Public company	UPM
5		IN	Afinet	CSA	UPM	24		FR	l'Atelier Paysan	Various sources	IDELE
6	Interreg	IN	Protecow	Interreg V-A FR-Wa-Vla	ISP	25	Miscellaneous	HU	Biokutatas	Various sources	AKI
7		IN	Food Heroes	Interreg V-B NWE	ILVO	26		RO	Nod Verde	Romanian-American Foundation	HCC
8		IN	Inno4Wood	Interreg V-A AT-Bayern	FiBL	27		PT	Sustentabilidade de Vinhos do Alentejo	From public to self-financing	UEVORA
9		IN	ValuePAM	Interreg V-B Sudoe	UEVORA	28		SE	Skogskollo	Various sources	Ruralis
10	Eras-mus +	IN	Sparkle	Erasmus+	UNIPI	29	Private financing	BG	10Frame Beehive	Private financing	ISSK
11	LIFE	BG	Land for Life	LIFE14	ISSK	30		IE	Magners Farm	Private enterprise - micro-finance loan	Teagasc
12	CAP - RDP funded	PL	Ancient Grain	OG	CDR	31	Non-European cases	CA	Living Lab Atlantic	National	SA
13		FR	Tous Paysan!	OG	IDELE	32		IN	CDAIS	EU - DEVCO	UNEXE
14		IT	Farmers Lab	OG	UNIPI						
15		UK	Farmer Connect	OG	SA						
16		DE	Hanfanbaer Werra-Meißner	OG	HNEE						
17		UK	RISS	NGO/RDP/OG	UNEXE						
18		BE	24 Hour Hops	RDP	ISP						
19	EE	Mavas	RDP	CDR							

Final set of 32 cases

The LIAISON case studies

What were they?





Type of initiative

- Project
- Programme
- Cluster/Network/Cooperative
- One entrepreneur initiative

Type of financing & geographical coverage

- Mixed
- Private
- Public - multinational
- Public - national

Macro-region

- Atlantic - North Sea
- Danube - Balkan
- Mediterranean
- Nordic-Baltic
- NonEU

A diversity of interactive innovation formats

Project



Single entrepreneur initiative



Program



Cluster, cooperative, network



A diversity of interactive innovation formats

Project

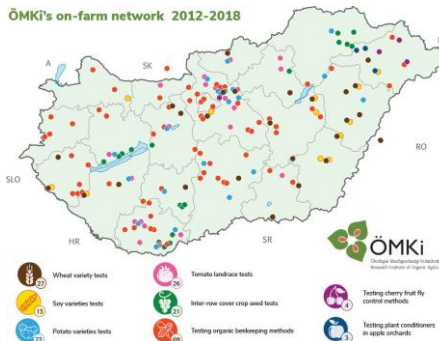


Cluster, cooperative,
network



A diversity of interactive innovation formats

Project



**ARENA
SKOG**
SKOGNÆRINGA
I TRØNDELAG

Cluster, cooperative, network

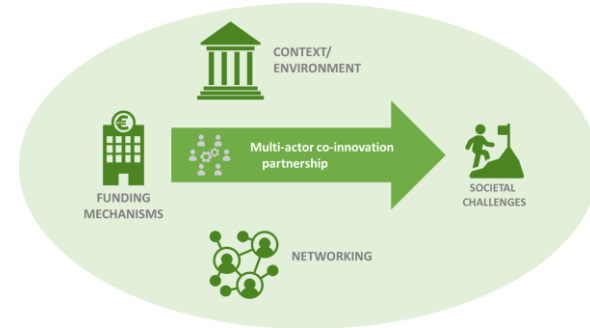


Are you still awake?
Let's ask you a question!

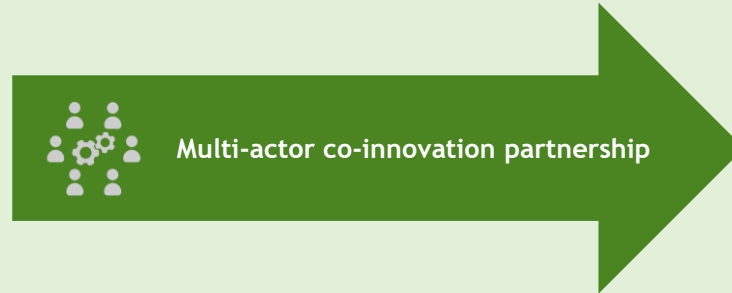
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The Five Interactions framework

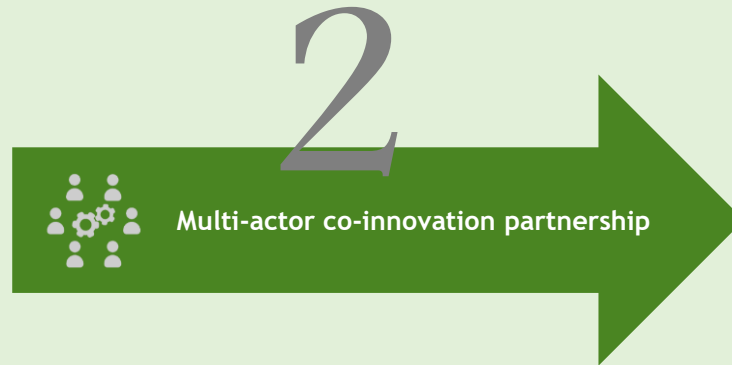
With whom do you interact?



Five Interactions framework



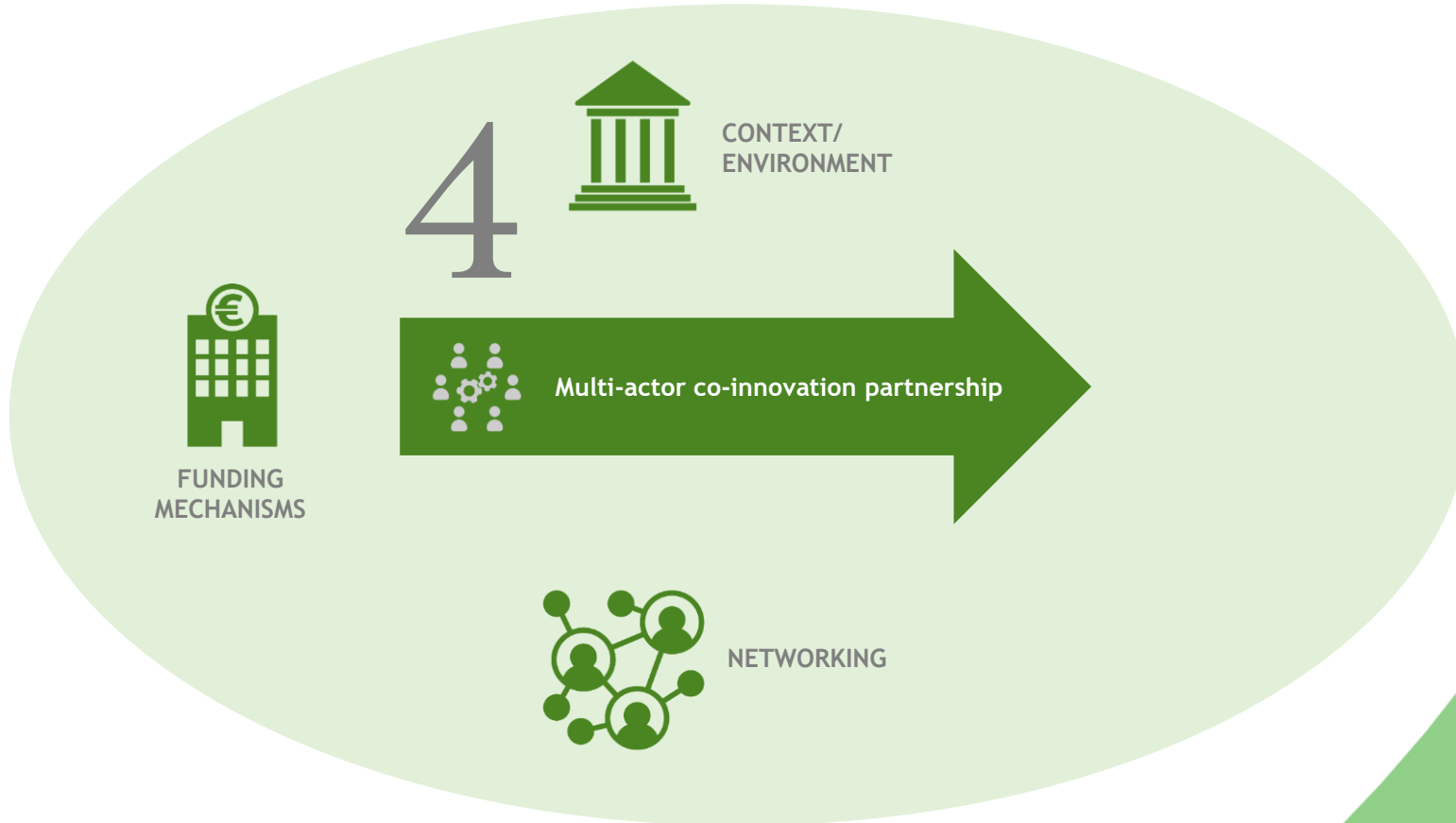
Five Interactions framework



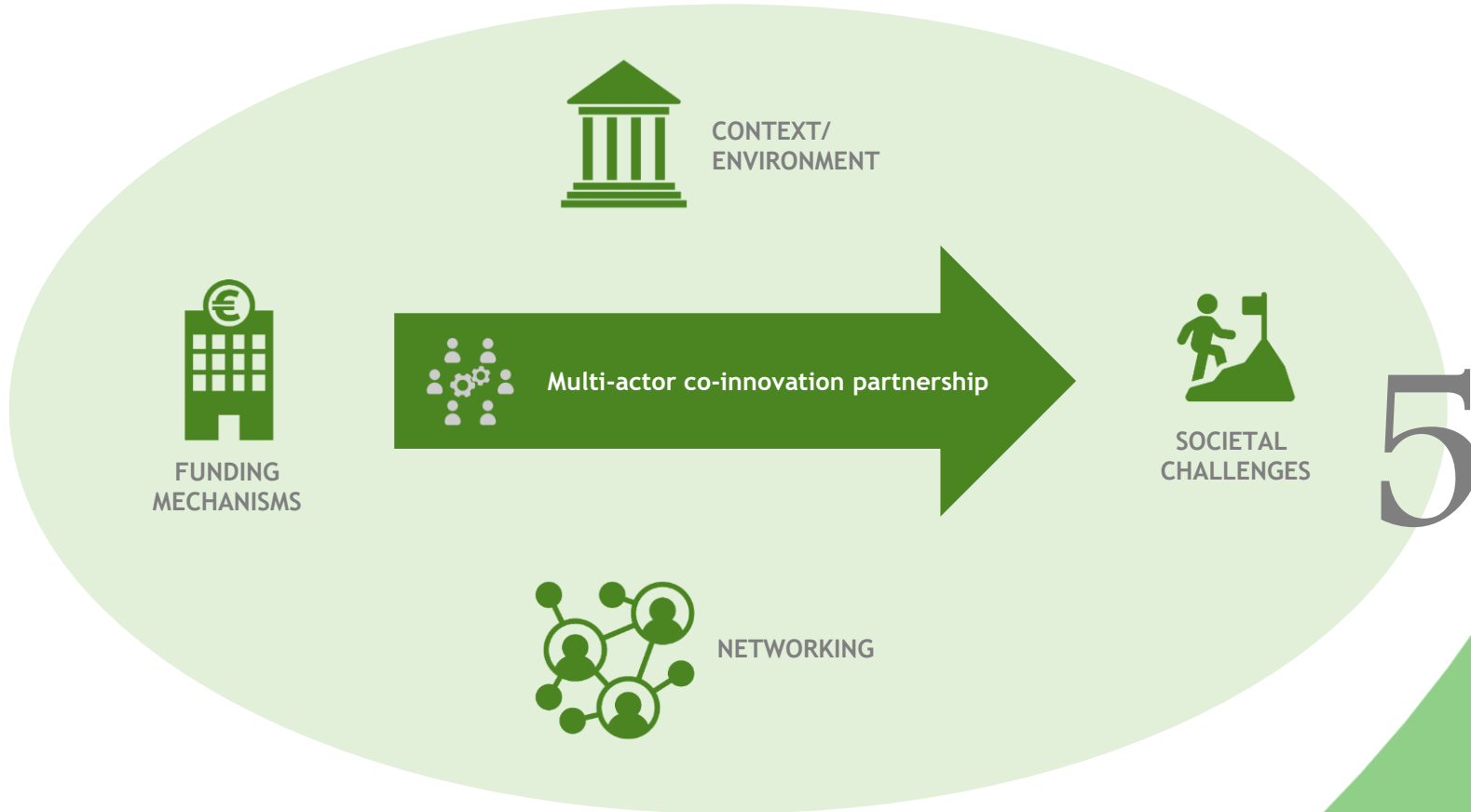
Five Interactions framework



Five Interactions framework



Five Interactions framework



Lessons learned from our case studies

Five lessons for five interactions

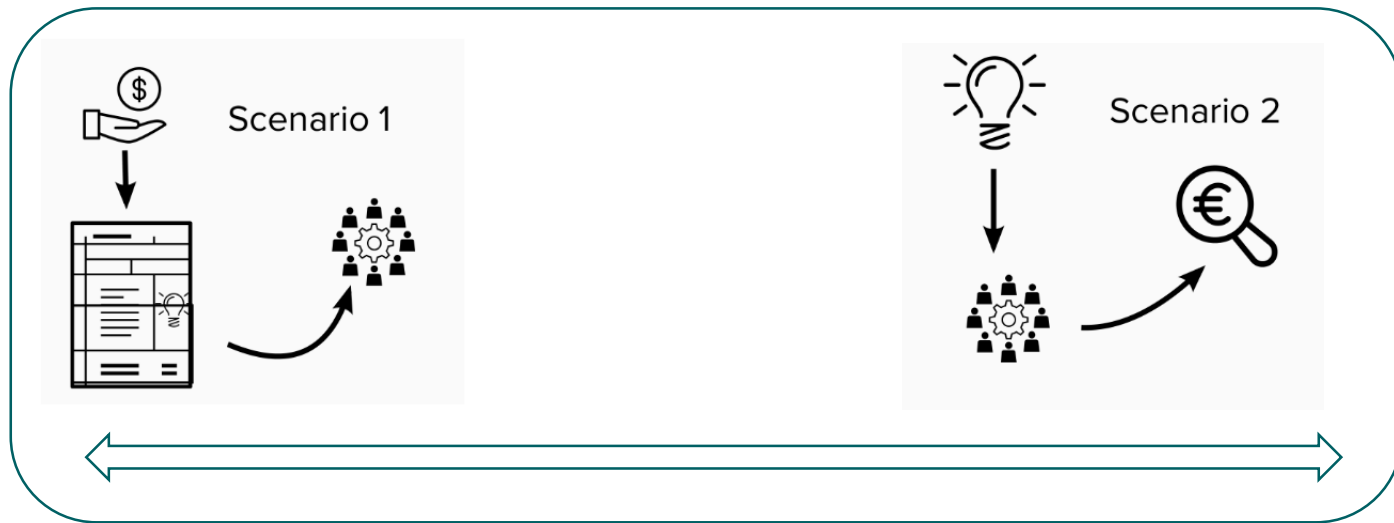
“The best path to innovation is through cooperation”

“We put ourselves in each other’s shoes”

Interacting with the funding mechanism

Money talks





Administrative and financing challenges!

- Funding applications can be complicated and time consuming
- Unequal access to resources for proposal writing





Funding mechanisms can act as **filters or roadblocks**:

- Institutional jargon
- Inflexibility/instability of public financing

Funding mechanisms can act as **incentives**:

- MA requirement has opened doors
- Endorse 'daring' ideas

Mentimeter

Go to www.menti.com, code: 7571 3600

Interacting with your partners

If there are many wires, it is easy to get them crossed



Big responsibilities for coordinators or coordinating teams



- Common narrative
- Inclusive structure
- Diversity = Complexity

Interacting with a wider network of stakeholders

Come off your ivory island!





- Using feedback from external stakeholders:
 - Involvement?
 - Dissemination?
- Embeddedness in networks matters

Interacting with the context or environment

Is your soil fertile or barren?



Fertile

- + Compatibility of policy frameworks
- + Agreement on key issues
- + External competition
- + Mainstream ideas

Barren

- Incompatibility of policy frameworks
- Contested topics
- Power dynamics & competitiveness
- Alternative ideas



Interacting with societal challenges

Short term gains over long term improvements?

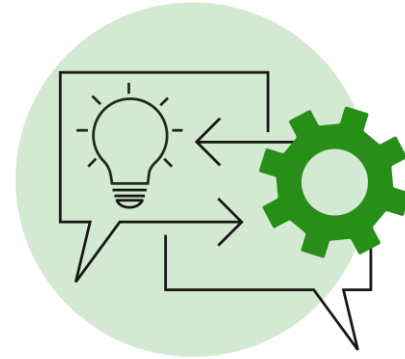




- Challenges are translated into policy objectives and again into funding opportunities
 - Induce work in ‘unpopular’ areas
 - Risk of gaps policy vs. real needs
 - Lack of stability in political attention
- Right vocabulary for self-reflection?

The LIAISON case study outputs

Where can I peruse all this information?



Case study portraits on www.liaison2020.eu



Local project both publicly and privately funded

Switzerland: Cantons of Bern and Freiburg (Seeland territory)

Number of partners: 10
Lead Partner: Agricultural Institute of Grangesneuve (AIG)

End 2016 - ...

Competitiveness
Optimization of decision-making and planning process

- AIG: €22,500/year
- Producer association: €375
- Water unions: for ex. €5 M invested by one water union (for irrigation infrastructures)

A little bit more about Agrolora

Water availability for vegetable farmers is an important issue in the Seeland territory, which is mainly located in the cantons of Freiburg and Bern. There is a need for efficient management of water resources to ensure sustainability of the vegetable sector.

The overall goal of the project is to develop an irrigation system that optimizes the use and preserves the resource of water, and that addresses irrigation needs for vegetable production on a surface of around 3'000 ha in the Seeland territory.

The project tests the functionality, reliability, and usability of an automatic irrigation system that uses sensors and the LoRa technology for data collection & data transfer.

"Data can be transferred at a low cost using this technology, compared for example to mobile telephony technologies that are expensive, energy intensive, and for which batteries have to be changed frequently"

"The easiest way is to have a system that allows seeing how much water is being used, to give the signal to an irrigation system or to the producer, and to generate invoices automatically"



Innovation and co-creation in Agrolora

Innovation in Agrolora

The innovation is intended to control irrigation values, to optimize watering for Swiss vegetable producers, and to reduce the cost of water consumption. It relies on weather monitoring as well as on the monitoring of water capacity in soil and of the water consumption.

The interactive innovation case has moved from developing the initial idea through to the development phase. The idea was developed from the problem of water availability for farmers. Water-unions have developed in close contact with the lead institute, the idea to reproduce or create irrigation infrastructures to be able to regulate or create irrigation systems. The lead institute had the idea to reduce the use of water by developing a new and automated irrigation system. Such a new irrigation system, automatically controlled, is being developed and tested.

Co-creation in Agrolora

A stakeholder workshop was organized in Dec. 2016 after the Federal Office for Agriculture (FOAG) selected the grant proposal developed by the lead institute, one of the water unions, and one water-union. It contributed to the definition of the project objectives.

Generally speaking, contacts are informal and the actors operate with other in various ways, during coffee breaks and through email exchanges, through group calls or face-to-face meetings.

The project has an official coordination however, it was decided to have an "open leadership". The decision-making processes in the lead institute are decentralized.

It has been challenging to arrive to a common understanding between the lead agricultural institute and one of the involved universities. Their objectives required more reciprocal than expected, making somewhat challenging the project's implementation.

The objectives were set collectively among partners at the very beginning of the project, though, these objectives required more reciprocal than expected, making somewhat challenging the project's implementation.

These water unions were involved as neither external actors, including one that has been significantly more involved than the others as the Water-unions were selected upon their direct interest. Water-unions are continuously in contact with farmers to accept acceptable solutions to all.



"I always like to reflect on the practice. [...] My strategy is to present the ideas in the practice and also to justify what we are doing, what the benefits are, and what the next steps are"

"By establishing relationships among actors, you learn about other projects, also about projects with which we can collaborate. [...] You lead producers and water-unions to reflect"

Highlights!



Internal funding, with a simple application process

Mostly informal collaborations



Steep learning curve for non-agricultural specialists

Interesting links/videos/reports

Bewässerungsmanagement im Gemüsebau (Efficient Irrigation management) p.3
https://www.gemueseschweiz.ch/gruesebblatt.html?file_title/download/Produzent/Gmuesebblatt/2019/2019-03_Gmuesebblatt.pdf

Subventionierung von Bewässerungen (Subsidizing Irrigation)
http://www.wikimelio.ch/dok/Nr_40_Evaluation_von_zwei_subventionierten_Bewaeaserungsproj.pdf

Effizientes Bewässerungsmanagement (Irrigation management in vegetable growing) p.5
<https://www.vwg-ft.ch/index.php/de/dokumente/henunterladen/11diestation/13indoblatn/990-indoblatn-n-150/file>

Good Practices & Lessons Learned



Interaction with the funding mechanism



Interaction between the case study partners



Interaction with external stakeholders



Interaction with the case study context



Contribution to societal challenges

Funding contracts
Need to be precise on funding contracts, i.e. to specify in details the different tasks envisaged, with the corresponding timing and allocated budget.

Preliminary workshop
All potentially interested and concerned actors were involved in a preliminary workshop. Actors could express their needs, interests, and understand better the concept.

Water-unions & Farmers
Report sent to farmers by one water-union to explain their objectives and possible ways of implementing irrigation related projects. It is very important, as water-unions need to have all landowners on board to operate.

Spillovers
Water-unions may have an impact on the overall system as they ask for funding to develop their irrigation infrastructures – It may increase the awareness and knowledge of policy bodies on the practical needs.

Competitiveness
Possible increase in competitiveness to market access due to the construction of a better "image" of the vegetable sector in the Seeland territory

Internal funding
Simple process to obtain funds internally, in the lead institute, but lack of sufficient internal resources. The lack of sufficient resources makes it challenging to collaborate effectively with partners.

Involvement of non-agricultural actors
The challenge for non-agricultural specialists to get familiar to the context of the agricultural sector and to farmers' needs should be sufficiently considered.

Role of "shadow actors"
Involvement of one university at the onset, as an advisor or contact person, which appeared to have been a crucial milestone. These "shadow actors" should not be omitted in innovation system analysis.

Diversity of mindsets
The lead institute wishes to reinforce their collaboration with universities; however, it is challenging due to different mindsets and therefore to a sub-optimal common understanding.

Decision-making
The new irrigation system is expected to generate more information/knowledge, which can help for decision-making and preserving the water resource.



Let's go to Mural!

- Follow the link and choose a name 😊
- You can insert a post it by double clicking
- You can drag your post it around and place it on the right place
- Put your question with the right interaction!
- See you back here at 11am CET!

Panel

- Panellists:
 - Marleen Mertens (Flemish government – VLIF)
 - Jana Roels (Innovatiesteunpunt)
 - Eddy Decaesteker (Inagro)
- Facilitator:
 - Sylvie Fosselle
- Monitoring the chat:
 - Marleen Gysen (Innovatiesteunpunt) & Elke Rogge

Thank you for being with us!

More questions?

evelien.cronin@ilvo.vlaanderen.be

Or get in touch via Twitter!

@liaison2020

www.liaison2020.eu