



SOLINSA
Support of Learning and Innovation
Networks for Sustainable Agriculture

Agricultural Knowledge Systems in Transition:
Towards a more effective and efficient support of Learning
and Innovation Networks for Sustainable Agriculture

How to effectively support LINSAs



Anne-Charlotte Dockès
Julie Ingram
Stefan Burkart



INSTITUT DE
L'ÉLEVAGE



SEVENTH FRAMEWORK
PROGRAMME



1 Funded by the European Union



Objectives of the session

- Identify and share operational ideas to support LINSAs



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Agenda of the session

1. Feedback from the posters
2. Short input by the SOLINSA team
3. Collective elaboration of ideas

... end at 15:20

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The support needs expressed by LINSA : « classical needs »

- 🕒 technical and scientific skills
- 🕒 economic and market knowledge
- 🕒 management
- 🕒 Information Technology
- 🕒 administrative skills



Provided by advisers or existing consultants through specialists, generalists, facilitators and brokers.

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The support needs expressed by LINSAs : « Emerging needs »

- 🕒 **network coordination** : managing relationships with policy makers and consumers.
- 🕒 **organisational development** : improving organisational structures which includes enhancing ability to organise, coordinate and administer networks.

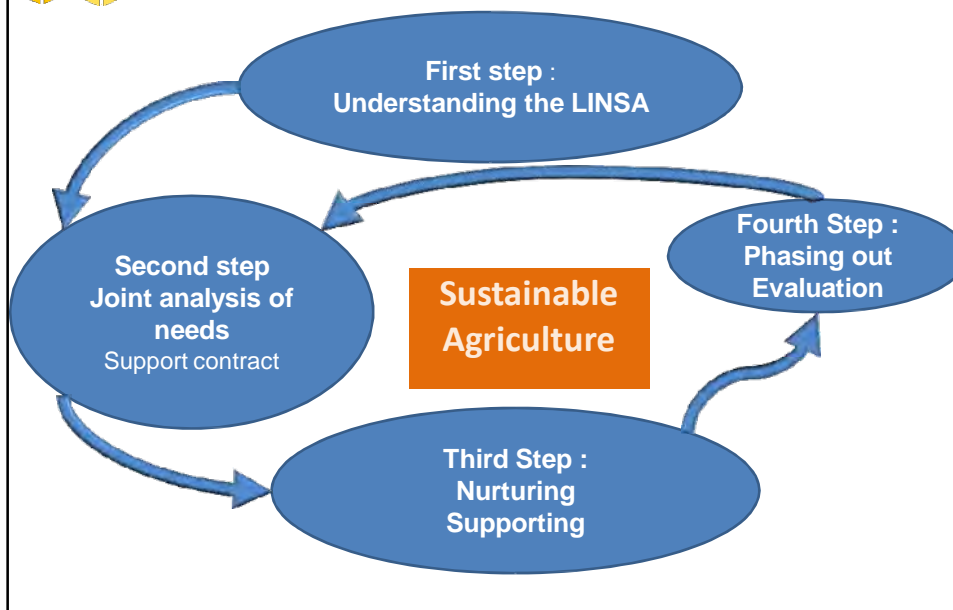


New specific skills. New profession ??

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Stepwise approach to support a LINSAs





First step: identifying and understanding LINSA

Identification:

- Openness to new networks, tenders
- Is it a LINSA ?

Understanding:

- Players
- Objectives
- Scale and geographical extend
- Origin and Temporality
- Main learning and innovation processes
- View towards sustainable agriculture

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Second step: analysis of needs, and supporting contract

- Strengths, Weaknesses, Threats and Opportunities
- Outcome challenges
- Supporting needs
 - Networking
 - Organisation and governance
 - Capacity building
 - Positioning towards Sustainable development
 - Expertise
 - Strategy ...



A “support contract” : the objective and content of the supporting activities

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Third step : carrying out the supporting activities

- ***Learning processes and capacity building*** (technical or economic expertise, administrative and regulatory aspects, project management...)
- ***Governance of the LINSAs***: organisation strategy elaboration, foresight vision
- View of the LINSAs members on ***sustainable agriculture***.
- ***Analysis and organisation of partnerships*** and links (or not) with the AKIS
- ***Networking and experience exchanges*** with other groups or LINSAs.

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Fourth step : Phasing out and Evaluation

- Discuss and anticipate ***the phasing out***
- ***Assessment of :***
 - effectiveness
 - efficiency
- ***To improve*** the learning and innovation processes.
- ***To define a new set of objectives*** for the LINSAs and for possible supporting activities.

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Thank you for Listening!



solinsa.net

17/12/2013

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A carousel with 5 questions

1. How can the current Common Agricultural Policy best support sustainable agriculture?
2. What mechanisms of support best ensure the continued success of LINSAs?
3. How can new mechanisms of learning and innovation for sustainable agriculture best be developed?
4. How important are evaluation mechanisms for LINSAs and what should these be?
5. Should LINSAs be fully embraced within agricultural policy or should they remain independent of it?

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From the posters

- Networking and multistakeholder processes
- Adapted support to each situation
- Importance of soft skills (facilitation ...)
- Accept risky projects
- Less paper work
- Adapt support to different linsa stages

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How can the current Common Agricultural Policy best support sustainable agriculture?

- Not too many new reforms
- Incentives for farmer groups
- Sustainable certification

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How can new mechanisms of learning and innovation for sustainable agriculture best be developed?

- Build and share facilitation methods among supportive persons
- Networking among supportive persons
- Peer to peer learning
- Social learning

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What mechanisms of support best ensure the continued success of LINSAs?

- Difficulties in the phases of policy changes
- Provide facilitators and brokers
- Develop internal capacity and broker capacities inside the LINSAs

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How important are evaluation mechanisms for LINSAs and what should these be?

- 2 objectives :
 - To improve and learn from problems
 - To show the benefits
- How :
 - Different measurements for different actors
 - Qualitative and quantitative indicators

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Should LINSAs be fully embraced within agricultural policy or should they remain independent of it?

- Linsas should influence policy (and not the contrary)
- Policy should enable LINSAs to find different types of supports
- LINSAs are in between agricultural and innovations policies

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HOW TO EFFECTIVELY SUPPORT LEARNING AND INNOVATION NETWORKS

FINAL SOLINSA CONFERENCE, BRUSSELS, 3 DECEMBER 2013



Constraints, opportunities & support

Constraints	Opportunities	Support needs
<u>Organisation capacity/</u> status/falling membership	<u>Voluntary ethic</u> Leadership/entrepreneurship	Governance Communication Political support
Poor (new) <u>knowledge</u> base	Embedded in all or part of the AKIS	Technical support Capacity and skills Communication skills
<u>Lack of resources-</u> finance, capital and long term Lack of human/time resources	Growing membership Entrepreneurship	More permanent resources/ financial support
Different values, lack of consensus	<u>Good relationships with the</u> <u>state, public, AKIS</u> Strong sustainability ethos	Exposure through communication/events



Emerging knowledge needs

- Individual needs -technical and scientific skills, economic and market knowledge, management and admin
- Organisational needs –governance and management, communication, coordination and networking, managing relationships
- LINSAs knowledge providers – wide range of topics to cover
- Advisors need to be generalists and specialists
- A portfolio of approaches are required to professionalise and up-skill advisors



Support measures

- External and internal support – the balance varies
- External support measures – typically financial but some non-financial policy measures –opportunistic (projects, regional/municipal funds)
- Internal support measures – includes income from membership, sales and events etc; and animation, facilitation, knowledge exchange, political support
- Importance of ‘soft support’ and volunteerism
- The nature/timing of the innovation and LINSAs partnership



Effectiveness of support measures

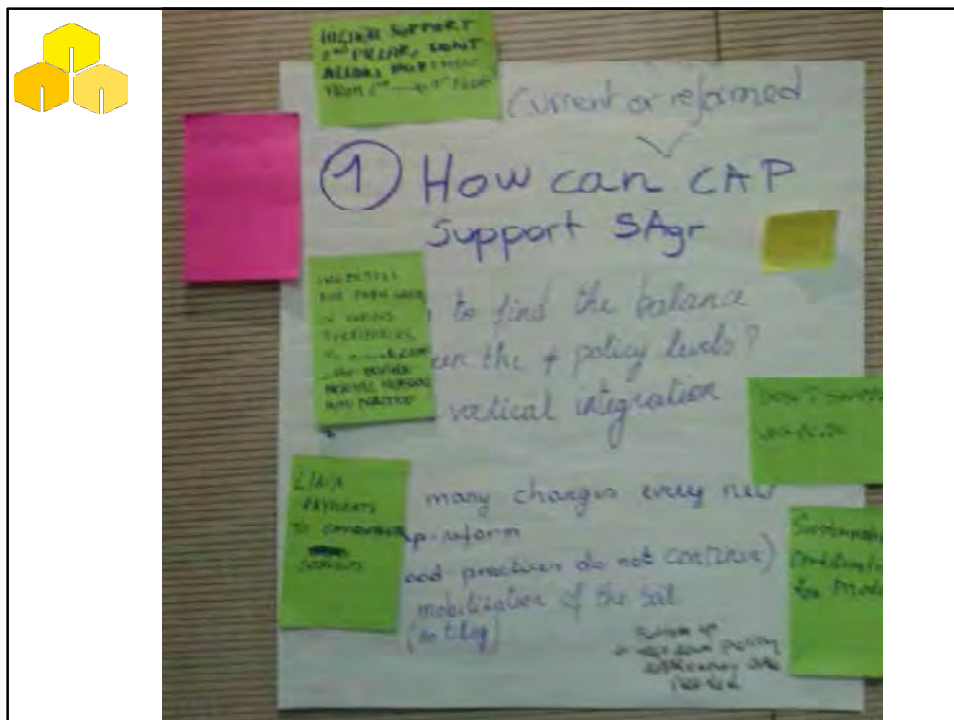
- 'Effectiveness' and 'cost efficiency' – terms not widely used in LINSA vocabulary.
- Effectiveness defined in open terms.
- Evidence of effective forms of support (project funding, funding for networking) although link to specific support measures not always clear.
- Some support outcomes debatable- e.g. subsidies



Cost efficiency of support measures

- Some LINSA-specific messages:
 - E Brighton and Hove - using support to pursue multiple objectives simultaneously
 - L Biogas – questionable support
 - N Dairy – study club method, expensive for small number
 - N Care coop does not want funding
- Outcomes are valued differently by different actors
- Specific evaluation criteria often lacking

The image is a presentation slide. At the top left is the SOLINSA logo, which consists of three yellow hexagons arranged in a triangle, with the text 'SOLINSA' in large bold letters and 'Support of Learning and Innovation Networks for Sustainable Agriculture' in smaller text below it. To the right of the logo is the text 'Agricultural Knowledge Systems in Transition' and 'Towards a more effective and efficient support of Learning and Innovation Networks for Sustainable Agriculture'. At the top right is a small yellow logo with the text 'LINSAs' in a stylized font. The main title of the slide is 'How to effectively support LINSAs' in large orange letters, with the subtitle 'Feedback in plenary' in large orange letters below it. On the right side, the names 'Anne-Charlotte Dockès', 'Julie Ingram', and 'Stefan Burkart' are listed. At the bottom left is the text 'Final conference December 2013'. At the bottom right is the number '27'. In the bottom right corner, there are two logos: the 'SEVENTH FRAMEWORK PROGRAMME' logo, which features a blue stylized number '7', and the European Union flag, which is a blue rectangle with twelve yellow stars arranged in a circle. Below the EU flag is the text 'Funded by the European Union'.



② What mechanisms
=> continued success of
LINSA

- Continuity of support between "policy phases".
- Adopted funding.
- Facilitator, broker, coordinator, --
- Consider countries specific needs
- Internal capacity building → external facilitator
- Support is not always positive
- Networking outside the network is important
- How can EU support LINSA project?

DEVELOP BROKERAGE SKILLS INSIDE THE PARTNERSHIP (ONE OF THE PARTNER)

public or private

LEARNING FROM BEST PRACTICES

③ How to develop new mechanism of Learning and innov.

Share tools for networking

Peer-to-peer learning

Social individual learning

Institutional learning

Intercultural learning

best practices

key moments

stories

Learning history

higher level of best practice base 30 understanding

HORIZONTAL LEARNING -> VERTICAL LEARNING

who's doing?

who's paying?

Learning history

higher level of best practice base 30 understanding



Evaluation of LINSAs (2)

- quantitative measurement tools
- quantitative measurement tools
- Environment indicators (bio-div)
- Soil quality improvement
- Social acceptance
- Support by administration + other bodies

④ What evaluation systems for LINSAs (1)

A) Aims of evaluation

- to improve the process
- to learn from former problems
- to show the benefits outside the network (multiplying effects etc.), Synergies/Inter-action between LINSAs

B) Instruments for evaluation

- different measurement tools needed for different actors (farmers, policy)
- different measurements for different aspects
- quantity indicators: number of members, new members, income of members, development

Sticky notes:

- Support from...
- Staying self...
- New member...
- As of projects...
- Policy officers...
- Policy...



⑤ Linsa: inside or outside agricultural policy?

Research and innovation

- depends on objective LINSAs
- Policy should not influence LINSAs BUT LINSAs influence policy.
- Policy should be enabling to LINSAs (facilitate/support)
- more room for risky things (search for the ~~unknown~~ unknowns)
- ~~more~~ innovation and LINSAs on policy incentives (Good ideas encouraged)

LINSA-Connection between agricultural policy and research and innovation policy

Sticky notes:

- Policy officers can use LINSAs as capacity instrument
- It is not a simple answer
- Policy...