

**EVALUATION OF THE TUSCANY RDP 2014-
2020**

***REPORT C3.2 - INNOVATION IN AGRICULTURE - THE OPERATIONAL
GROUPS' STRATEGIC PLANS
DISSEMINATION THEMATIC EVALUATION REPORT - ANALYSIS AND
JUDGEMENT***

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REPORT C3.2 - INNOVATION IN AGRICULTURE - THE OPERATIONAL GROUPS' STRATEGIC PLANS

► Content of the presentation

- Context and Objectives of Report C3.2
- Analysis Methodology
- Conclusions: strengths and limitations
- Georeferencing of data
- Analysis and evaluation of results
- Conclusions and recommendations

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Context and objectives (1/2)

Context of Thematic Insight

- **What is Innovation in Agriculture:** "[...] a new idea that finds success in practice. The new idea can be a new product, practice, service, production process and a new way of organising things etc.'" (EC, Draft on EIP 06/2013). Innovation was declined as **product and process innovation**, with a focus on **transfer (method)**.
- **Main objectives & tools of the 2014-2022 EAFRD Programming:** the main objective is to **arrive at concrete solutions that respond to the real needs raised by agricultural and agro-forestry businesses** (*bottom-up approach*). The tool through which this aim is pursued is the **Operational Group for Innovation (OG)**: constituting itself as a real multi-actor and multi-disciplinary team, the OG aims to identify, within the framework of a **Strategic Project (SP)**, those opportunities already developed or those innovative solutions capable of solving specific problems of farms.
- **The RDP 14-22 of the Tuscany Region and Innovation: The Tuscan RDP was one of the first to activate the tools linked to integrated planning**, aiming at raising the awareness and activation of the territory both in the setting up phases (Measure 16.1), for the constitution of the OG and the definition of the Strategic Plan, and in the implementation phase of the SP (Measure 16.2), with an intense animation and dissemination of the results, which continued even after the completion of the interventions.

**TOTAL RESOURCES
APPROXIMATELY 30 MLN
EURO
52 OGSP COMPLETED**

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Context and Objectives (2/2)

Objectives of the thematic study

- Evaluate the effectiveness of OGs as a programmatic and operational tool, through which to disseminate innovation in the agri-food and forestry sector, thanks to the cooperation of all the main players in the innovation chain (agricultural/forestry companies, research centres, agri-food companies, universities, consultancy organisations)
- Evaluate the strategic nature of an innovative instrument and investigate its effectiveness with regard to both its operation and implementation methods and its actual ability to achieve its objectives, including the dissemination of the innovations implemented in the territory and/or sector concerned.

Definition of Effectiveness referred to:

- Operation
- Implementation modalities
- Ability to achieve objectives (including dissemination of innovation)

In-depth topics

- **Structural and systemic elements** that have conditioned - positively or negatively - the innovation process of the OGs financed by the Tuscany RDP
- **Procedural and implementation elements** that represented a strength, good practice or weaknesses that, conversely, could be removed or mitigated in 2023-2027 programming
- **Focus on the individual implementation phases:** start-up, implementation and closure of the Project
- Analysis of the **distribution of OGSPs across the territory** and relevant actors

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► Methodology of analysis

Main features

- Analysis and in-depth study of experiences through the realisation of **16 case studies**
- **Participation:** this took the form of the involvement of **several types of actors who provided useful elements and information for the evaluation**
- **Rigour of the evaluation process:** Structuring, Observation, Analysis and Judgement

The **case studies** represent a portion of the most original initiatives financed in the area that have been able to combine entrepreneurship and research; the selection aimed to ensure the representation of different production and territorial contexts, as well as a field of experimentation.

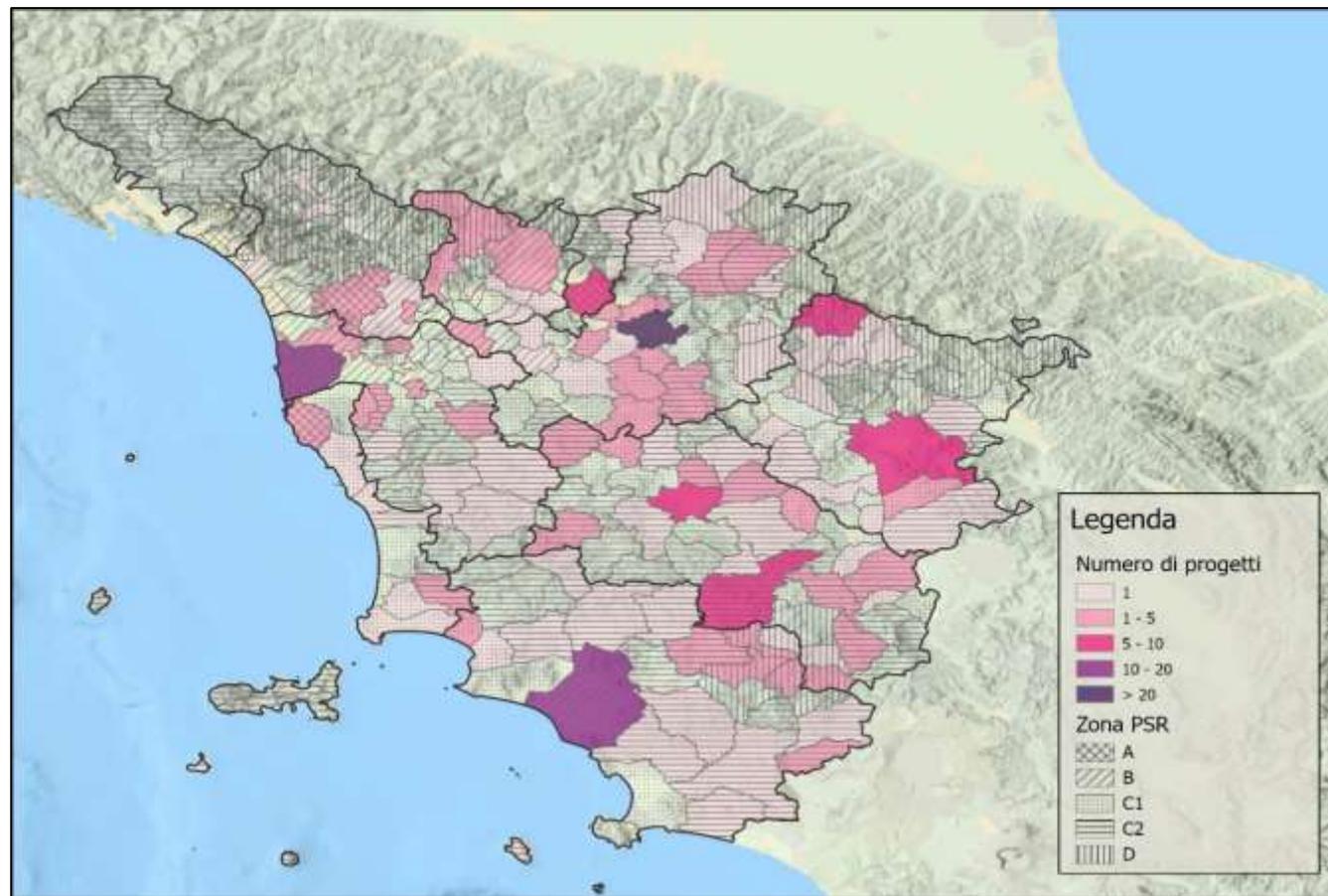
- ❖ **TR** contacts.
- ❖ Evaluation **Steering Group** (EVP).
- ❖ **Stakeholders** (SH), e.g. trade associations.
- ❖ **Beneficiaries** (Lead Partner and Relevant Partners)

- ❖ Identification of evaluation needs and definition of evaluation questions.
- ❖ Identification and collection of primary and secondary data.
- ❖ Processing and analysis of results.
- ❖ Formulation of judgement.

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► Georeferencing of data

The map shows the **distribution of the number of projects per municipality**. For this analysis, the location of each partner included in at least 1 OG was taken into account.



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Process steps, actors, instruments and main results

	Phase	Actors involved	Activities / Tools	Results
I	Identification of Evaluation Needs	1. TR	1. Operational meetings 2. Informal interlocutions	<ul style="list-style-type: none"> Logical policy framework Evaluation Questions Evaluation Criteria
II	Identification of primary and secondary data	1. TR 2. Steering Group	1. Documentary analysis 2. Definition of survey instruments 3. Operational meetings	<ul style="list-style-type: none"> Secondary data systemisation Definition of the in-depth interview outline and the semi-structured questionnaire Case Study Identification
III	Field surveys	1. Lead partner OGSP 2. Partners 3. Trade Associations	1. Semi-structured questionnaire (1) 2. On-site face-to-face interviews (16) 3. Leader and 9 Best Witnesses) 4. Focus Group (2)	<ul style="list-style-type: none"> Collection of primary data and experiences in detail Sharing First Results
IV	Processing of results and final judgement	1. TR 2. Steering Group	1. Operational meetings (2)	<ul style="list-style-type: none"> Formulation of main conclusions and recommendations

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Analysis and evaluation of results: Case Studies (1/2)

AUTOFITOVIV

Buone pratiche per l'autocontrollo e la gestione fitosanitaria sostenibile nel vivaismo ornamentale

Contesto:

A seguito della comparsa di nuovi parassiti delle piante ornamentali vi sono stati diversi casi di **blocco della commercializzazione**, con delimitazione di aree di quarantena o eradicazione con distruzione totale delle piante. Tali **avversità sono frequenti** nel settore, ma in questi anni si stanno **moltiplicando** a causa dell'incremento degli **scambi commerciali** di materiale di propagazione con Paesi terzi.

Azioni realizzate:

- realizzazione di un **Protocollo di Autocontrollo** delle piante in ingresso;
- **vademecum per i casi di allerta/quarantena** con schede identificative;
- **diagnosi precoce** con utilizzo di trappole con interventi preventivi;
- applicazione di mezzi di **lotta sostenibile**.

Punti di forza e di debolezza del PS-GO:

Lo strumento PS-GO, si è dimostrato **efficace nel testare e diffondere innovazione**, ma anche nella costruzione di **relazioni e rapporti stabili e duraturi** tra le aziende, gli enti di ricerca e la comunità locale.

Si sottolinea come elemento problematico sia l'**impossibilità di partecipazione agli incontri di divulgazione dei liberi professionisti e dei rivenditori di mezzi tecnici** che spesso forniscono servizi di assistenza tecnica alle aziende cui vendono i propri prodotti: tali categorie svolgono un ruolo di primaria importanza nella diffusione delle buone pratiche di innovazione e nel trasferimento tecnologico e quindi è necessario coinvolgerli nelle varie attività di disseminazione.

Obiettivo del GO:

Su iniziativa dell'AVI, si è perciò costituito il Gruppo Operativo **Autofitoviv**, allo scopo di definire e diffondere delle "**Buone pratiche per l'autocontrollo e la gestione fitosanitaria sostenibile nel vivaismo ornamentale**".

Partner di progetto:

- Associazione Vivaisti Italiani (Capofila);
- 2 aziende Vivaistiche (Vannucci Piante e Innocenti e Mangoni Piante);
- CNR, CREA, UNIFI-DAGRI e UNIéi-DISAAA per la parte scientifica;
- L'Accademia dei Georgofili e la società PIN S.c.r.l per la parte di divulgazione e comunicazione.

Risultati raggiunti:

Il **trasferimento tecnologico** tra gli enti di ricerca e il mondo produttivo è **stato molto efficace in entrambe le direzioni**:

- le aziende florovivaistiche grazie ai test in campo effettuati dall'Università hanno potuto ridurre del 70% i trattamenti con fitofarmaci;
- gli Enti di Ricerca hanno potuto ampliare gli ambiti di sperimentazione e proporli su scala più estesa.

Alcune delle tecniche sperimentate si sono dimostrate efficaci e di agevole diffusione, come l'**utilizzo sistemico delle capta spore**.

L'interesse crescente delle aziende e della ricerca ha favorito la **partecipazione attiva di molti tecnici**. AVI auspica che questo interesse possa ulteriormente crescere perché i tecnici sono figure essenziali per svolgere correttamente e con competenza le attività di monitoraggio aziendale in autocontrollo, senza le quali non è possibile raggiungere gli obiettivi prefissati.

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Analysis and evaluation of results: Focus Groups (2/2)

2 focus groups: 1 with agricultural trade associations; 1 with TR's consulting, training and innovation managers

Objective ► to systematise and discuss the judgements made by the Lead Partners and Witnesses during the implementation of the case studies

Strengths

Position expressed by	Start	Unfolding	Completion
Trade Associations	Innovations accessible even to small businesses	Strengthening the dialogue between the productive sector (agriculture and industry) and the world of research	Recognition of the farmer's commitment Possibility of building a fruitful dialogue with TR
Common positions	Shared planning within the GO. Dialogue with the territory, local institutions and other SH Multiplicity of actors within the partnerships	Introduction of productive themes beyond pure research and real technology transfer Differentiation of information/training tools OG involvement at every stage of the project	Networking acts as a driving force for both participants and the region Strengthening networking activities between OGs at regional, national and European level
Tuscany Region	Detailed definition of objectives for individual sectors within the calls for tenders	Implementation of the 'Administrative Simplification Workshop	Screening in the new programming

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Analysis and evaluation of results: Focus Groups (2/2)

Weaknesses

Position expressed by	Start	Unfolding	Completion
Trade Associations	Simplify project start-up procedures for certain types of partners (e.g. universities)	Inadequate level of involvement and training of consultants Difficulties in participation (both operationally in the GO and in dissemination/dissemination activities) by small companies It is not possible to make tangible investments in the company	Identification of the Innovation broker in the research sector, rather than within the agricultural supply chain
Common positions	Non-modifiable partnerships Administrative and bureaucratic complexities	Lack of training for potential GO coordinators Lack of shared methods of partnership management and coordination Interaction or collaboration between GOs is not yet institutionalised or in any way fostered	Need to build a system that monitors 'self-powered' PSGOs on the results achieved at company and territory level
Tuscany Region	Excessive thematic fragmentation in calls for tenders	Carrying out strategic monitoring to support decision-making	

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► Strengths and limitations found in the methodology

STRENGTHS

- Interaction between the client and the IA at different stages of the process enhances **the usefulness of the evaluation.**
- **It reduces the distance** between the MA, the territory and the stakeholders.
- It allows you to select **specific areas of analysis.**
- It makes it possible to identify, compare and **summarise** the views of precise categories of stakeholders.
- Thanks to the participation of some NRN experts in the **Steering Group**, the role and knowledge of actors operating at national level is enhanced.
- willingness of the various Lead Partners and relevant stakeholders to organise and participate in interviews

LIMITS

- High use of **time and resources of the IA and MA.**
- High evaluative **skills.**

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Main conclusions and recommendations (1/3)

CONCLUSION

- Often the partnership originated through prior knowledge and unity of purpose. Frequent but resolvable issues related to initial mistrust between the different partners.
- The tool available for innovation succeeds when the direction to be given to the development idea is shared and recognised within the partnership, creating favourable conditions for the introduction of topics closer to production by shifting the focus to method and technology transfer rather than pure research.
- There is a top-down tendency in the transfer of innovation, albeit with several exceptions. This is not a negative aspect, but the ability of the OGSP to create a bridge between problems and solutions is undoubtedly a success.

Definition of the SP and creation of the OG

RECOMMENDATION

- The simplification workshop represents an approach to be preserved for the correct thematic focus of the different activities of a OGSP.

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Main conclusions and recommendations (2/3)

CONCLUSION

- The creation of a stable network of collaboration between the OGSP members, which goes beyond the end of the project, creates the conditions for future participation in other development initiatives of the sectors involved.
- For the 52 OGSPs selected by the 2017 call for proposals, there was an excellent mix of researchers and professionals and a significant presence of farms (40.4% in Tuscany against a national average of 27.6%).
- It is difficult for smaller farms to take an active part in OGSPs due to their poor structuring. They constitute a substantial part of the Tuscan agricultural economy and it is therefore important to ensure their development.

OG
Management

RECOMMENDATION

Facilitating the participation of all actors by establishing different 'rules of the game' adapted to different needs.

- Universities could be facilitated by stipulating the start of collaboration at the time the deed is awarded.
- Small enterprises could be supported by the 'Unique Innovation Broker (IB)': where the host could not participate in an activity, he would have a single 'recognised' channel to retrieve information.
- For the direct management of Go by the Lead Partner or delegated consultants/technicians/IBs, introduce practical guidelines for partnership management.
- Training for potential OG coordinators to create a single environment, management practices on the subject.

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Main conclusions and recommendations (2/3)

CONCLUSION

- On dissemination, the differentiation of information/training tools and channels played a key role.
- The difficulty of involving non-professional farmers, who in some Tuscan production realities represent a large part of the production base of the supply chain, is highlighted.
- Often, dissemination activities are carried out exclusively within the region even though the issues addressed are common to production facilities throughout the country.

Information and dissemination activities

RECOMMENDATION

- In the future, consultants should also be involved in training activities, as they can be the real disseminators of innovation initiatives.
- Encouraging the widespread involvement in dissemination activities of technicians working on the ground is crucial to ensure widespread dissemination of the innovations developed within OGSPs.
- Extend outreach activities to an extra-regional level by encouraging the involvement of OGs from other regions working on similar issues.

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<p>Analisi organizzativa, di processo e change management</p> <p>Programmazione, controllo strategico e gestionale</p> <p>Governance territoriale</p>	<p>Governance dei Programmi cofinanziati dai Fondi SIE</p> <p>Programmazione e attuazione</p> <p>Monitoraggio</p> <p>Controllo</p>	<p>Valutazione dei Fondi EU</p> <p>Verifica dei risultati di cooperazione internazionale</p> <p>Monitoring & Customer analysis</p>	<p>Formazione d'aula innovativa</p> <p>Architetture di processi della conoscenza</p> <p>Ricerca & Sviluppo</p>	<p>Comunicazione dei Programmi finanziati da Fondi EU</p> <p>Comunicazione istituzionale</p> <p>Campagne di visibilità</p> <p>Marketing territoriale</p>	<p>Consulenza integrata e project management</p> <p>Design & Implementation</p> <p>Innovation</p>	<p>Sistemi di gestione</p> <p>Legislazione</p> <p>Formazione</p> <p>Modelli organizzativi</p>

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