Agriculture in transition

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Table of contents

- Working on System Innovations in NL
  - Vision and working methods
  - Agenda setting by stakeholders (RIO, Bioconnect)
  - Co-innovation in networks (IPM, Animal husbandry)

- Learning in networks: some success factors

- Exchange of innovation methods across EU-countries?!
1. Future visions for system innovation

- **System innovations** are needed to solve multiplicity of challenges
- Needed for opening up the regime: *new thinking in sectors*
- Serve as inspiration for new alliances and niche experiments
- Provide a common agenda for institutional transformation
- Design approach: Reflexive Interactive Design (RIO)
RIO as a systematic design approach

- **Reflexive**
  - Aimed at redesign of existing systems
  - Reflection on functions and assumptions of system

- **Interactive**
  - Co-design of partial solutions and integrated wholes

- **(Structured) Design**
  - Decoupling of wicked links
  - Synthesis based on Briefs of Requirements (→ different farming systems)
  - Congruent interests instead of trade-off
“Cow Power”
RIO - Impact

- In all sectors new farming systems were build, based on new principles
- New business/markt concepts with recognition of NGOs
  - Dierenbescherming (***)
  - Milieukeur
- New alliances with retail:
  - Puur & Eerlijk AH
- It supported new thinking in livestock sectors: new views on sustainability in National innovation agendas
2. BIOCONNECT - Design

- Responsibility for R&D into the hands of the **organic sector** (since 2004): private steering of public funding
- Focus on knowledge and innovation, changes in legislation (Brussel, SKAL) and dissemination
- Collective approach with other stakeholders (other businesses in the organic food chain, research, education, NGO’s)
- Goal: improvement of the total organic food chain
**BIOCONNECT – Organisation structure**

- **SKAL: certifier**
- **Government**
- **Financers**

**Priorities for research, regulation, dissemination**

**dialogue**

**Bioconnect steering committee**

**14 Thematic and Sectoral working groups**

- Sectoral farmers organisations
- Agribusiness (organic)

**Consulting members:**
- advisers, researchers, teachers, policy makers

**NGO’s (like animal welfare)**

**agendas**

**representation**
BIOCONNECT – Impact

- Self organisation and representation of the sector
- Base of the new organisation of BIONEXT (farmers & traders), with recognition from the Dutch government
3. Farming with future - Design

- Hypothesis: testing new methods in practical conditions and involvement of stakeholders will increase the chance of adoption

- 2004-2007: 34 groups (400 participants); focus on excellent science and dissemination of Good Practices

- 2008 – 2010 varying groups; focus on Stakeholder Management
Farming with future – stakeholder management

- Stakeholders together constitute the agricultural network
- Involvement of stakeholders to act in line with the intended change
- Stakeholders crucial as communicators!

Farmers (union), Producers of pesticides, Traders, Water boards, Drinking water companies, Retailers, NGOs, Governmental bodies, ...
4. Networks Animal Husbandry - Design

- 2004 - 2007
- Stimulating co-innovation
- Farmers articulate the topics, not the researchers
- 125 networks of > 3 farmers and other actors
- 35 facilitators (WUR, others)
Approach is since 2008 continued by Ministry of Agriculture in a **new subsidy arrangement ‘Praktijknetwerken’** to stimulate innovation for all sectors on priority themes:

- Small network (> 2 farmers; 40 k€; 80% subsidy)
- Large network (> 8 farmers; 250 k€; 70% subsidy)

Not only for Animal husbandry, but also for other agricultural sectors

Money for: process management, expertise KI, facility costs (room hire, printed matter, website)
Learning in networks: some general success factors

- Working with **heterogeneous networks** of interested parties has been a key to trigger change.
- Creating **mutual trust and social cohesion**; stakeholder management to create openness.
- Networks benefit from a **shard vision** for the future.
- Support **good process management** by using creative working methods.
Exchange of innovation methods across EU-countries?! 

- The application of co-innovation approaches in a different context (other EU countries) requires certain conditions.
  - Cultural and institutional context differ largely between countries!

- In a comparative study these required conditions are analyzed with the use of case studies in several European and African countries. Cases in EU are:
  - PURE: co-innovation practices IPM
  - Interactive strategic management (East Europe)
PURE: pilot co innovation (WP13)

- **Action research**
  - Pilots in 4 different countries (action)
  - M & E of pilots (research)

- **Pilot teams meet WP13 team**
  - Instruction, training
  - Bring in results and experiences
  - Monitoring progress
The co-innovation pilot in PURE acts as a guiding and reflection group of knowledge workers. Their research already shows that approaches can differ largely among countries, due to cultural and institutional differences, but principles can be the same:

- Start with ‘willing’ advisors, researchers, farmers
- Make farmers responsible for process and outcome
- Appoint persons (advisors, researchers) to facilitate farmers in the process
- Facilitate learning process, both individually and over countries/cases (reflection, exchange)
Exchange of innovation methods across EU-countries?!

- Our suggestion is to set up a **Community of Practice** in the EU agricultural sector, aligned with the Networkfacility of the EIP agriculture:
  - to reflect, exchange and learn about **innovative methods** for working with Operational Groups in relation to cultural and institutional differences among countries
  - to serve as a thinktank for the Networkfacility (and EIP)

- This can be a relatively modest group of representative knowledge workers (from research, advisors, ...)
End of presentation

Thank you for your attention
Networks Animal Husbandry - Facilitator

- Knowledge worker (WUR and other organisations)
- Involved in network but not a member!
- Link to other networks and knowledge
- Reflection and learning process
- Coaching network members but never in the driving seat

Effect monitor

Circle of coherence

Spiral of innovation

Network analysis