

27|28 NOV

#SMARTSPECIALISATION

BILBAO
SPAIN



S THEMATIC PLATFORM DAYS
Conference and meetings



REPORT

Agri-food 2nd Working Committee Meeting

Progress and results achieved

28th November 2018

Bilbao, Spain

ABOUT THE EVENT

The half-day Agri-food Working Committee Meeting focused on the progress and results achieved by the partnerships. The ongoing Agri-food partnerships were offered an opportunity to discuss their progress, any specific pilots and projects supported by the partnerships as well as the past and future activities. Also, the participants discussed issues and challenges faced and ways to overcome these.

Presentations focused on aspects related to scoping and mapping phases, good governance structure as well as development of business models and planning. The presentations were followed by a parallel interactive session during which participants discussed in more detail some of the following issues:

- Scoping and mapping (owned by the *Nutritional Ingredients/Consumer Involvement partnerships*)
- Good Partnership Governance: Key Principles and Challenges (owned by the *Smart Sensors partnership*)
- Business planning and models (owned by the *Smart Farming and Traceability and Big Data partnerships*)

The lead regions had been asked to prepare a number of questions that were discussed during the parallel interactive session. To discuss the questions, participants self-organised into parallel session and separate round tables. A summary of discussions around the proposed questions is presented in this report.



PROGRESS OF THE S3P PLATFORM

A total of 49 territorial administrative units have committed to one of five existing partnerships:

- Consumer Involvement in Agri-Food Innovation (lead regions: Province of Gelderland, NL and Östergötland, SE)
- High-tech Farming (lead region: Tuscany, IT)
- Nutritional Ingredients (lead regions: Wallonia and Flanders, BE)
- Smart sensors for agri-food (lead regions: Flanders and Wallonia, BE)
- Traceability and Big Data (lead regions: Andalusia, ES and Emilia-Romagna, IT)

Many regions participate in more than one partnership. In particular, four geographical entities take part in the Consumer Involvement in Agri-food Innovation, 26 geographical entities in the High-tech Farming, 10 geographical entities in the Nutritional Ingredients, 13 geographical entities in the Smart Sensors for Agri-food, and 20 in the Traceability and Big Data. The majority of participating entities are located in Italy (9), Spain (8), France (4), Hungary (4) and the Netherlands (4).

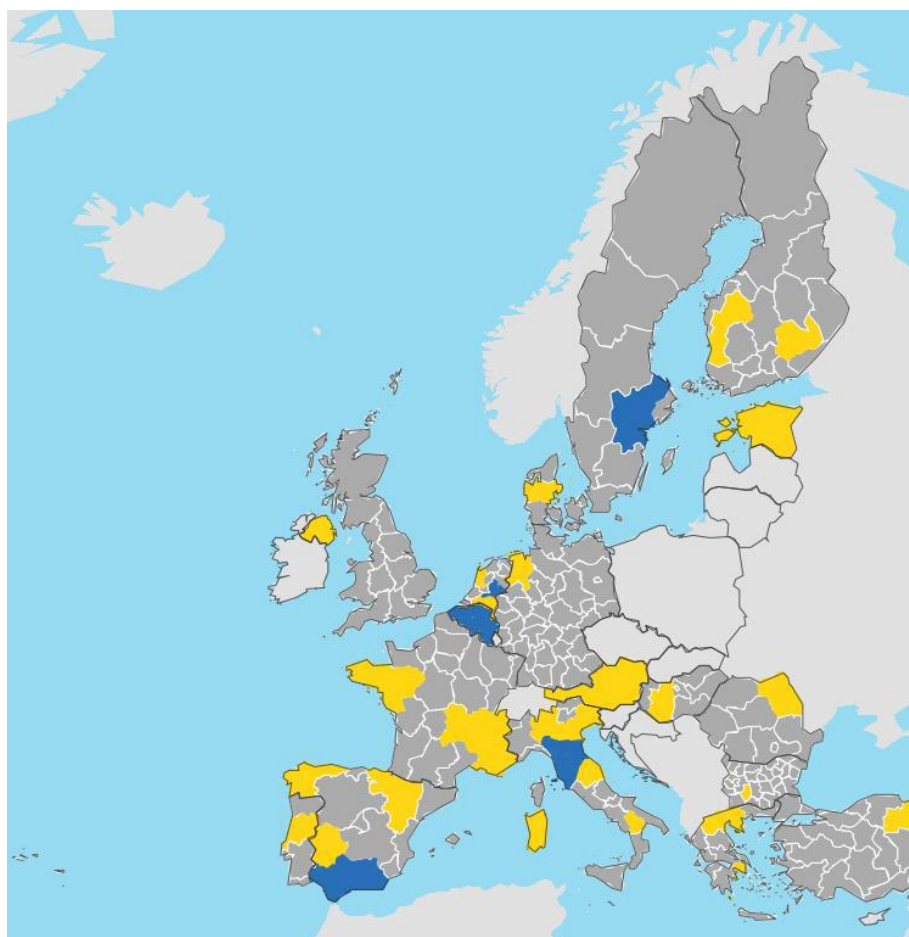


Figure 1. Thematic Smart Specialisation Platform on Agri-food as of December 2018.
Legend: Blue colour – lead regions, yellow colour – regions participating in one or more partnerships

PROGRESS AND FUTURE PLANS OF THE AGRI-FOOD PARTNERSHIPS

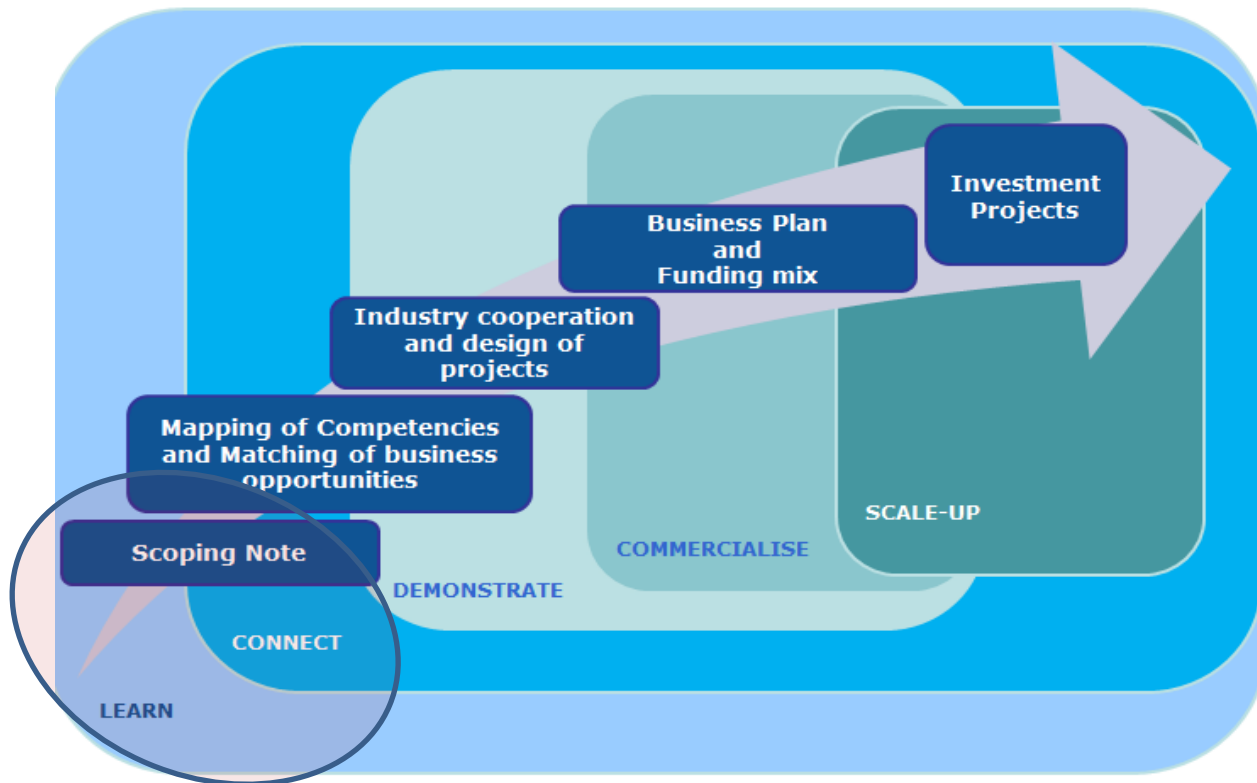
PARTNERSHIP	PROGRESS	FUTURE PLANS
Consumer Involvement in Agri-food Innovation	<p>Learn phase: scoping and mapping</p> <p>Qualitative instead of quantitative scoping & mapping: roundtable instead of excel sheets, combination of ambition-mapping, project-mapping and policy-mapping.</p>	<p>Deliver added value by building small projects while discussing long-term development.</p> <p>Science meets parliament – Aarhus, Q3 2019.</p> <p>Design the workflow of the partnership including small mapping exercise (with help from Commission).</p> <p>Expand the partnership.</p>
High-tech Farming	<p>Identifying interregional projects (already running or potential) to define and test the actual role of the cross-regional interface.</p> <p>Regional Platforms should involve:</p> <p>Demo farms (to run test/experiments) with standardised Farm Management Systems (to adopt the same procedures)</p> <p>Regional Geographic Info Systems (mapping + data)</p> <p>Political commitment (Regional funds)</p>	<p>Development of a business model of the interregional platform (data sharing and service development).</p> <p>Replication / transfer of technologies in additional regions / at additional farms.</p> <p>Upscaling technologies to include and cover additional technological components than those originally intended.</p> <p>Roadmap: development of three specific interregional projects to further develop the business model of the interregional platform.</p> <p>GRAPEVINE: High-tech farming solutions for table and other grapes</p> <p>REDPOUF: Reduction of dust on poultry farms</p> <p>PROVIS: Protein valorisation of indigenous species</p> <p>Integration of Digital Platforms for Interoperable Open Secure and Sustainable Agriculture Ecosystems “Platforms and Pilots”, Call H2020-DT-2018-2020 “Agricultural digital integration platforms”, Topic DT-ICT-08-2019</p>

<p>Nutritional Ingredients</p>	<p>Meetings and communications to date:</p> <p>11th June: Working Committee - Semi-annual Meeting, Seinajoki. Objective: get to know each other and discuss the next steps</p> <p>10th October: EU Week Regions & Cities, Brussels. Objective: Present our partnership and discuss the possibility of cooperation with “Consumer involvement” partnership</p> <p>27th – 28th November: Working Committee - Semi-annual Meeting, Bilbao. Objective: Technical meeting with all partners, get to know each other deeper</p> <p>Many communications with DG JRC to explain why help is needed in this phase (phone calls, elaborated a document, mailings, etc.)</p>	<p>Scoping note = with the help of an external consultant, build up an overview of the regional strategies, priorities, expertise and know-how for efficient collaboration between partners</p> <p>Establish a governance structure</p> <p>Continue to enforce the partnership with other interested regions</p> <p>Organise a workshop with the regional partners by the end of 2018</p> <p>Identify interesting project proposals/calls for the partnership</p>
<p>Smart sensors for agri-food</p>	<p>Funding is crucial to elaborate and kick-start the partnership</p> <p>Project proposal submitted and approved:</p> <p>COSME - European strategic cluster partnerships for smart specialisation investments - COS-CLUSTPARTNS-2017-3-02 – start-up: 1/11/18:</p> <p>Connsensys: Connecting smart sensor systems for the food industry</p> <p>Strategy and roadmap development</p> <p>Establishing an interregional platform of living labs (+ study visits and matchmaking events)</p> <p>Set-up inter-regional demo cases and elaborate generic business</p>	<p>Technical partnership meeting on 27th November: Ideas and concerns discussed with the partners</p> <p>Nov ‘18 – May ‘19: Gather information and lessons learned from other S3 partnerships</p> <p>Incorporate results from Connsensys (COSME)</p> <p>Involve regional authorities in different regions</p> <p>Develop proposal in relation to governance structure and distribute amongst partners</p> <p>June ‘19: partnership meeting to discuss and finalise governance structure</p>

	<p>models</p> <p>Awareness creation towards agri-food industry + building strong community</p> <p>Project proposal submitted: INNOSUP-01-2018-2020: Cluster facilitated projects for new industrial value chains – second stage submitted: 13/09/'18</p> <p>Learn, connect and demonstrate: Will be elaborated and finalised in the framework of Connsensys:</p> <p>Mapping of competences and matching of business opportunities</p> <p>Industry cooperation and design of projects</p> <p>Good partnership governance: Key principles and challenges</p> <p>In our specific case: should involve more regional authorities</p>	
<p>Traceability and Big Data</p>	<p>Governance and management framework:</p> <p>Partners' roles and responsibilities Each region – 1 regional node Quadruple Helix actors connected in Regional nodes</p> <p>Work Plan:</p> <p>2 co-lead regions + 9 involved regions 7 work lines and 4 key working areas identified Communication strategy</p> <p>Joint Projects:</p> <p>IIP / 2 pilots REGIONS 4FOOD SMARTAGRIHUBS TRACK DIVA Several projects submitted and in evaluation</p>	<p>Implementation of the work plan: Regional nodes transformation into DIH + Interregional and gional flagship projects.</p> <p>Expectations: an instrument for the scaling up of interregional pilot projects within the S3P Agri-food Partnership is necessary</p>

SCOPING AND MAPPING (OWNED BY THE NUTRITIONAL INGREDIENTS/CONSUMER INVOLVEMENT PARTNERSHIP)

This session built on 2018 Seinajoki AFWCM: Mapping and matching competences to align innovation roadmaps discussions. Scoping and mapping as well as good governance are activities – outputs of the first, learn phase.



The expert presentations and the parallel sessions aimed at clarifying the issues of how to:

- setup a thematic partnership
- prepare and carry out scoping activities
- organise and manage interregional collaboration in their early stages
- why regional authorities should develop a clear idea as to what they would like to achieve
- how to identify potential partner regions
- what exactly regions/partners are bringing in
- how their region's activities fit into their value chain
- the political and financial sustainability
- expected outcomes from these collaborative efforts
- Scoping note

Marc Pattinson described scoping and mapping activities and provided examples from Industrial Modernisation Partnerships. Specifically, he pointed out that scoping note is:

- a reference document that defines each partnership's unique vision, mission, objectives as well as opportunities for interregional cooperation in specific S3 domains.

- based on a detailed understanding of regional assets and the targeted value chains
- provides a description of key stakeholders aligned with value chains
- describes a process for bringing a clear (narrower) focus to the thematic area
- goes beyond S3 /OP actions to collect information
- provides information on Governance: Yes mobilise policy makers but maintain an operational and action oriented approach

Five questions were proposed for the interactive parallel session 1 - Learn phase: scoping and mapping by the Nutritional Ingredients and Consumer Involvement partnerships:

1. What is needed in terms of skills, methods, instruments, experience, knowledge, etcetera in order to complete successfully mapping and scoping phases?
2. How the EU Commission can specifically help Partnerships during the mapping and scoping phases? What specific services can be offered?
3. If we look a step further than the mapping and scoping phases: what is next? What types of projects are expected? How to plan financial commitments and instruments during the scoping and mapping phases?
4. What is the role of regional authorities in the Partnerships to make interregional demonstration projects happen?
5. Should we think of the learn and connect “phase” as “phases” that the partnership is going through, or is it better thought of them as layers running parallel with “demonstration” and “commercialisation” phases?

Evolution of Question 1

ORIGINAL QUESTION 1

What is needed in terms of skills, methods, instruments, experience, knowledge, etcetera in order to complete successfully mapping and scoping phases?



RETHINKING QUESTION 1

1. How can we find complementary expertise among the partner regions to explore an idea?
2. How can we find an expert who can help us spot the idea and translate it into an action plan/ strategic scoping note?



RECOMMENDATIONS 1

- a) Connect networks of experts with different expertise and experience.
- b) Break the scoping process into different steps and stages. Each of these can be assigned to different partner regions or institution depending on their expertise. Thus each partner is responsible for small work package.

Evolution of Question 3

ORIGINAL QUESTION 3

If we look a step further than the mapping and scoping phases: what is next? What types of projects are expected? How to plan financial commitments and instruments during the scoping and mapping phases?

**RETHINKING QUESTION 3**

When is the right moment to involve stakeholders (private sector) into the Partnership and ask them for active participation?

**RECOMMENDATIONS 3**

- a) Involve stakeholders (private sector) in the mapping (with the identification of relevant existing projects).
- b) Facilitate participation of stakeholders in the meetings or events with financial support.
- c) After the preliminary regional mapping, make a mapping of existing relevant projects and stakeholders (private sector) to identify possible pilots (to be discussed and defined with the stakeholders).

Evolution of Question 4

ORIGINAL QUESTION 4

What is the role of regional authorities in the Partnerships to make interregional demonstration projects happen?

**RETHINKING QUESTION 4**

No change to the original question

**RECOMMENDATIONS 4**

- a) Be sensitive to feedback from regional stakeholders such as clusters that participate in the Partnership (or get them involved if not engaged yet) .
- b) Dedicate financial and human resources. Other important elements are: leadership, coordination, commitment and political support.
- c) Partnership manager / coordinator is necessary to ensure successful development of the Partnership.

GOOD PARTNERSHIP GOVERNANCE: KEY PRINCIPLES AND CHALLENGES (OWNED BY THE SMART SENSORS PARTNERSHIP)

This session built on 2018 Seinajoki AFWCM: Regional commitment and governance discussions. The presentations and the parallel sessions helped to answer the questions of how to:

- ensure a collective responsibility in the delivery of agreed outputs
- share costs in both economic and human terms
- share responsibilities including legal obligations, representation of the partnership, commitments with other entities as well as tangible benefits and international credit

Four possible Partnership Governance models were presented in Bilbao:

- an independent legal entity;
- Memorandum of Understanding (cooperation agreement);
- utilising a structure offered by an existing consortium/network;
- project-based partnership – an ad hoc consortium that depends on calls or EU funding programmes.

Cecilia Gañán de Molina, an expert invited to talk about the governance structure and procedures defined the Partnership Governance in the following way:

Governance concerns the structures, functions, processes, and organisational practices within the interregional partnership to ensure that it is run in such a way that it achieves its objectives in an effective and transparent manner.

Cecilia also pointed out that the Partnership Governance has to combine a lot of individual, group and network ingredients as well as cooperation methodologies. Among the key ingredients Cecilia included:

- active leadership
- legitimacy
- transparency: clear rules, roles and procedures.
- participation and openness towards a diversity of views
- ethics and effectiveness
- accountability towards the members
- focus and shared vision and mission

Four questions were proposed for the interactive parallel session 2 - Good Partnership Governance: Key Principles and Challenges by the Smart Sensors partnership:

1. How can we, in our specific case (the partnership is composed out of clusters and no regional authorities), involve more (regional) authorities and policy makers?
2. Do we need to establish a steering committee and how it should be structured? (How many members should it have? What are the responsibilities of its members and the steering committee as a whole? How shall we distribute responsibilities amongst the membership?)
3. Do we need a kind of a contract or MoU? How should it look like? What about the financial engagement/support of the different regions/clusters to cover basic management costs of the network?

4. How are other partnerships dealing with the governance structure? Do we need to set up a separate advisory board as a kind of ad hoc mirror group to the partnership?

Evolution of Question 1

ORIGINAL QUESTION 1

How can we, in our specific case (the partnership is composed out of clusters and no regional authorities), involve more (regional) authorities and policy makers?



RETHINKING QUESTION 1

No change to the original question.
Sub-question defined: How often the partnership (run by clusters) should invite the regional authorities to their meeting or if regional authorities should be part of the governance structure of the partnership?



RECOMMENDATIONS 1

- a) It is crucial that the regional authorities are involved in the activities of the partnership and that the partnership's objectives are aligned with the regional authorities' objectives.
- b) It is important that the clusters participating in the partnership have the mandate to act and feel the ownership of joint projects.
- c) If the government structure and the activities of the partnerships are well designed and clusters are doing their 'job' then they can and shall act as the main interface for the collaboration of the partnership. The regions' cluster thus can lead the process and should be able to obtain political endorsement from regional political authorities.

Evolution of Question 2&3

ORIGINAL QUESTION 2&3

Do we need to establish a steering committee and how it should be structured? (How many members should it have? What are the responsibilities of its members and the steering committee as a whole? How shall we distribute responsibilities amongst the membership?)

Do we need a kind of a contract or MoU? How should it look like? What about the financial engagement/support of the different regions/clusters to cover basic management costs of the network?



RETHINKING QUESTION 2&3

1. Do we need a steering Committee and divide the roles and responsibilities within the Partnership?
2. How serious is the commitment of the partners participating in the

Partnership?

3. What kind of contribution can partners provide?

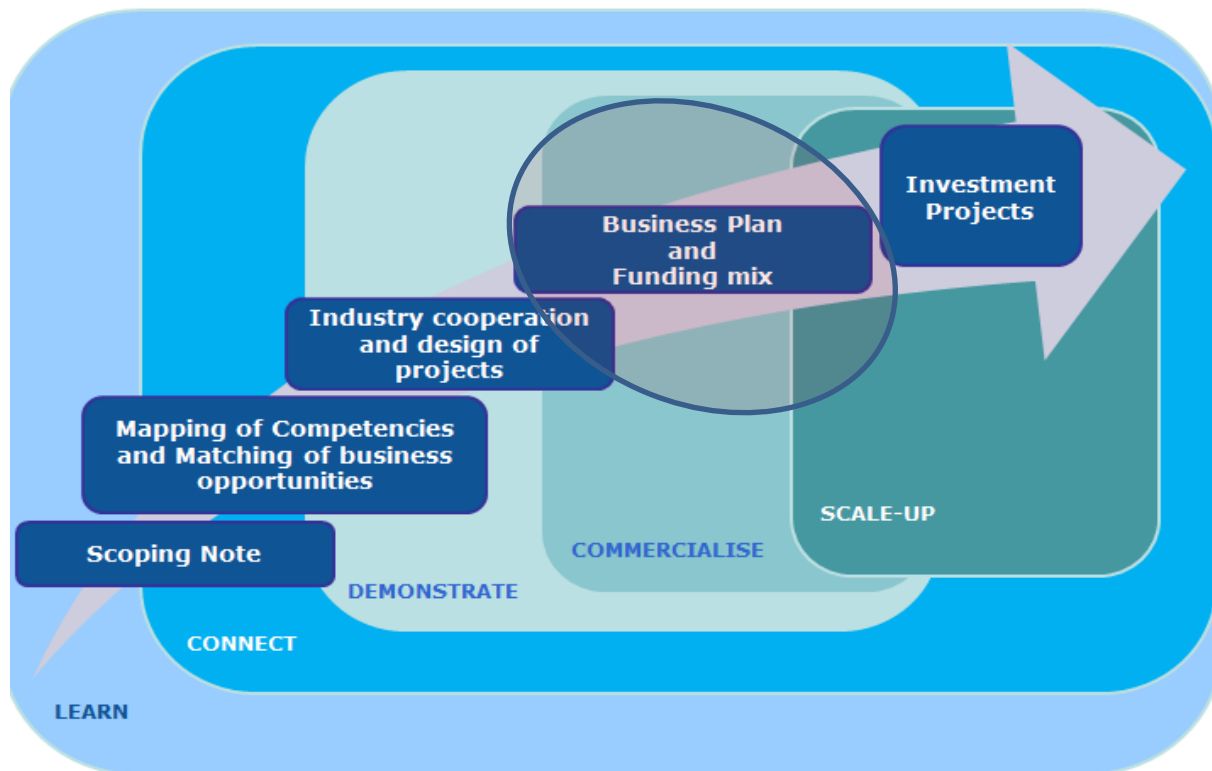
**RECOMMENDATIONS 2&3**

- a) It is essential to create trust among all partners involved in the Partnership. Good communication, monitoring and reporting can contribute to build trust and establish confident and trustful relationships.
- b) It is not necessary to establish Steering Committee at the beginning. What is essential is to define well the vision and mission of the partnership.
- c) Think of possible Governance scheme. Open transparent Governance can facilitate collaboration among the partners and within the partnership.
- d) Ensure political commitment. Regional authorities should ensure long-term sustainability of the partnerships.



BUSINESS PLANNING AND MODELS (OWNED BY THE SMART FARMING AND TRACEABILITY AND BIG DATA PARTNERSHIP)

This session built on 2018 Seinajoki AFWCM: Investment projects – types of instruments discussions Development of a business model or a proposition takes place during the fourth, commercialise phase.



The expert presentations and the parallel sessions aimed at clarifying the following issues:

- What is a business model and why a Partnership needs one?
- How can a Partnership obtain results in terms of sustainability and ensure return on investments?
- What are key elements/ parts of a business plan/model?
- What types of business models exist?
- How can a Partnership prepare its own business plan/model?
- For the future: How to adapt and change business plan/model depending on the progress and changes in the execution of the project?

Elvira Domingo, an expert from EIT Food invited to talk about business planning and models.

Five questions were proposed for the interactive parallel session 3 - Business Planning and Models by the Smart Farming and Traceability and Big Data partnerships:

1. How to adapt classical business plans to the dispersed dimension of interregional agribusinesses cooperation?

2. Which kind of support could be envisaged to better analyse and relieve competitions among stakeholders (SMEs and SUs) in an interregional setting?
3. Have you already experienced any arrangement to solve IPRs and data sharing issues in an agricultural setting?
4. Why should interregional partnership focus on scaling up their results? How to do that? Who can help Partnerships to scale-up?
5. What is the role of other agents as MNOs and other businesses in helping to spread new technology take up and scale it up?

Evolution of Question 1

ORIGINAL QUESTION 1

How to adapt classical business plans to the dispersed dimension of interregional agribusinesses cooperation?



RETHINKING QUESTION 1

1. How to change the mindset of the companies to help them include technological or market innovation in their strategies?
2. How to include the user-driven innovation into the strategy of the agribusiness?
3. How to adapt the tools (e.g. business plan) to provide a methodology to formalise it?



RECOMMENDATIONS 1

- a) Use the intermediaries, e.g. Chambers of Commerce/ agriculture, clusters, regional S3 support, EEN, etc.) as a facilitator for the training. Explore best practices, promote exchanges among businesses. Intermediaries can help create and maintain connections among companies.
- b) Create local working groups between companies and RTOs to work on the challenges of the companies. Possible approaches: 1. work through the value chains, e.g. from raw materials to final product, 2. focus on a specific product.
- c) Concentrate on the very excellence of your industry, identify and create synergies with the excellence in the regions and compete together with other partners at the global scale.
- d) Find niche markets; predefine the limitations of the market to avoid market collapse.

Evolution of Question 2

ORIGINAL QUESTION 2

Which kind of support could be envisaged to better analyse and relieve competitions among stakeholders (SMEs and SUs) in an interregional setting?


**RETHINKING
QUESTION 2**

No change to the original question.
Group specified we are working on high TRLs.


RECOMMENDATIONS 2

- a) Use "moderators" (experts) to avoid conflicts. He/she would be neutral and cost of this human resource should be shared by all partners. His/her role would be defined in the Agreement on the governance, eg. MoU, etc.
- b) Focus financial schemes and funding at the cluster level
- c) Work as a public-private partnership
- d) Design common objectives relevant for different scales (SMEs, regions, S3, etc.).

Evolution of Question 3
ORIGINAL QUESTION 2

Have you already experienced any arrangement to solve IPRs and data sharing issues in an agricultural setting?


**RETHINKING
QUESTION 2**

How to separate economic value from data ownership in agricultural settings?


RECOMMENDATIONS 2

- a) Intellectual property rights ≠ owner of data (with economic value) ≠ data protection/confidentiality of sensitive information. Establish:
 - a clear vision from all partners (using information, training, models for IPR, support)
 - a clear background on data and IPR
 - clear needs: "data is needed for ..."
- b) Establish contractual arrangements between those who need data and those who own/provide the data: do NOT use templates for contracts
- c) For results that are collectively owned, conduct a partnership agreement negotiation from the very beginning; define if yes/no exclusivity or free access to the final product; need for legal support for agrifood, particularly for SMEs (information, training) and for farmers (for free?)

Evolution of Question 4

ORIGINAL QUESTION 4

Why should interregional partnership focus on scaling up their results? How to do that? Who can help Partnerships to scale-up?



RETHINKING QUESTION 4

1. How can SMEs and regional ecosystems exploit or take advantage of interregional collaboration? Can we bring value back and enhance local ecosystems?
2. How can we prearrange / allocate a small amount of ERDF funding to interregional innovation projects?



RECOMMENDATIONS 4

- a) Develop good communication with SMEs and other stakeholders. Communication is key because SMEs are little aware of the competitors.
- b) Bring Entrepreneurs together via meetings, events or eg. Skype so as they can learn together and from each other.
- c) Use clusters to share useful information among local actors (including consumers) and entrepreneurs.
- d) Invest in knowledge creation, sharing and exploitation.
- e) Focus on SMEs' needs.



DIGITAL INNOVATION HUBS

The **parallel session on Digital Innovation Hubs (DIHs)** focused on the role of DIHs as a policy instrument within the Digitising European Industry (DEI) initiative - first industry-related initiative of the Digital Single Market package and how interregional partnerships in Agri-Food areas could benefit from them.

Opening the session and setting the scene a representative from **JRC (Annita Kalpaka)** has presented an overview of the DIH policy instrument, progress made and future plans for 2021-2027 including the European Commissions' proposals for the new Digital Europe and Horizon Europe programmes. Moreover JRC B3 and DG CONNECT collaborate around 4 deliverables to support the strategy and the Digital Innovation Hubs, in particular on the connections between Smart Specialisation processes, regional growth, ICT, Smart Specialisation and Industrial Modernisation. Since its' launch in 2016 this policy initiative has gained a lot of interest among the relevant stakeholders in MS and regions and it is expected to play an even more important role in the future supporting SMEs of all sector around the EU in their needs for digitalisation (currently only 20% of SMEs in the EU are highly digitised) and benefit from disruptive digital technologies including like Artificial Intelligence, HPC, Cybersecurity and improve digital skills.

Next a representative from the Region of Andalucia (**Judit Anda Ugarte - Regional Ministry of Agriculture, Fisheries and Rural Development**) has presented the Andalucia Agrotech Digital Innovation Hub as a good example of a regional DIH that provides support to the Agri-Food sector in Andalucia (one of the most important AF regions in Spain but also in European level) to face the challenge of digital transformation of the sector. Andalucía Agrotech DIH is using a multi-actors approach and provides an activity center for creating, anticipating, managing and accelerating digital innovation in the Agrifood value chain. It aims at generating the ecosystem that provides the best conditions for long-term success of Agrifood companies. At the same time as the Region of Andalucia is leading the S3P AF partnership on "Traceability and Big Data" (one of the largest S3P thematic partnerships with 20 regional nodes, 11 associate members, 12 countries and more than 720 stakeholders connected in Europe) the Andalucia Agrotech Digital Innovation Hub plays an integral role in supporting the partnerships goals. Both presentations have created interested and raised questions from the part of the participants.

Finally, the recently approved H2020 project "SmartAgriHubs" was presented by the scientific project leader (**George Beers – Wageningen University & Research**). This project (with a total budget of 20M€) has as overall objective to consolidate and foster an EU-wide network of AgriFood DIHs to enhance digital transformation for sustainable farming and food production. This will be achieved by working on specific objectives such as: Building of network covering all EU regions including technology, business, sector expertise and relevant players; Critical mass of multi-actor Innovation Experiments; Financial support to 3rd parties by open calls – various public/private funds; Ensure long-term sustainability incl. business plans and attracting investors; Promote DIH's full innovation accelerating potential.

All the above mentioned presentations have created interest among the audience that expressed the intention to exchange on the content presented related on DIHs in AF but the shortage of time didn't allow a lot of interaction to take place.

NEXT STEPS

