

Agriculture in transition

José Vogelezang & Boelie Elzen

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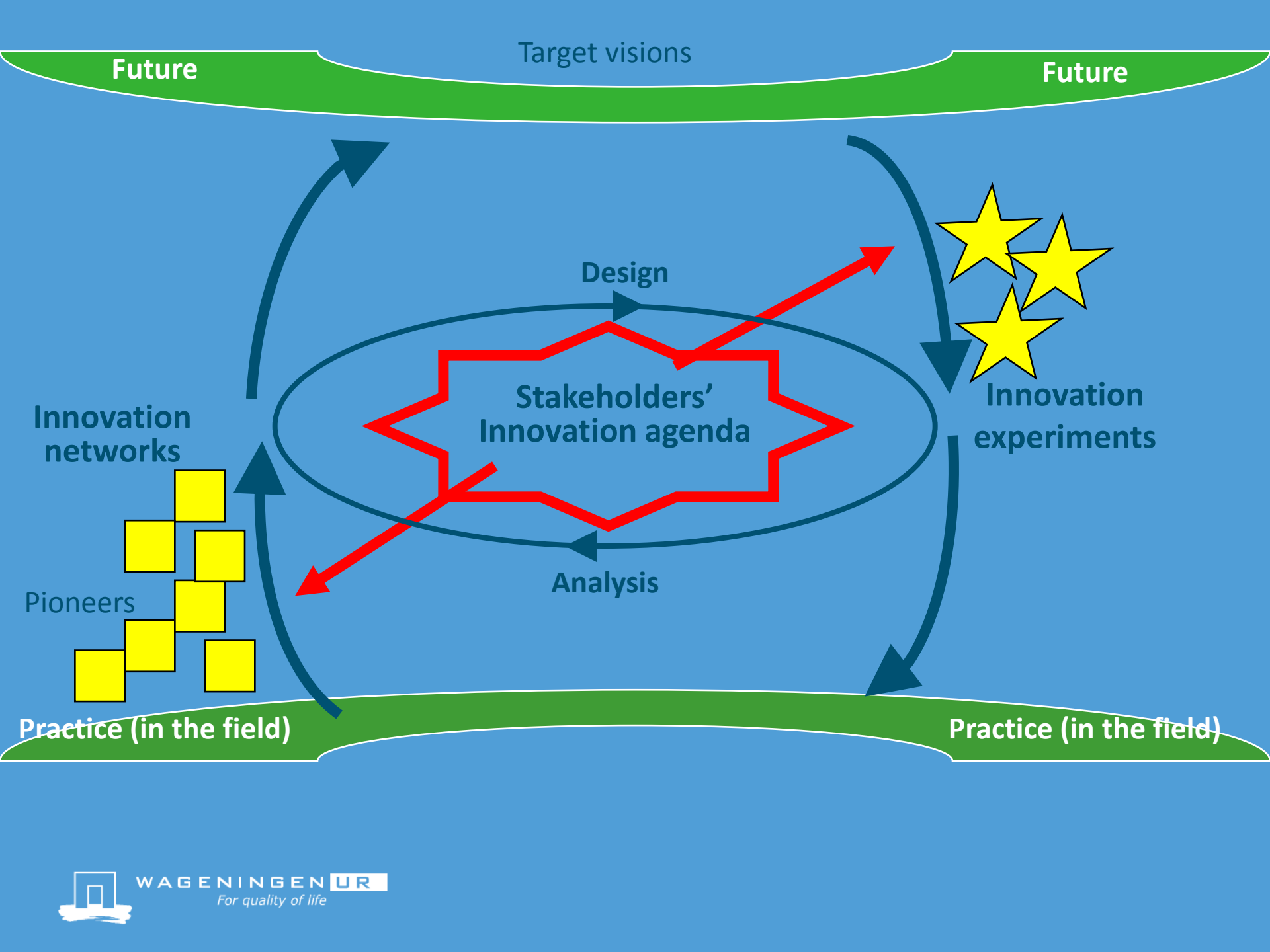


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1.Future visions for system innovation

- **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

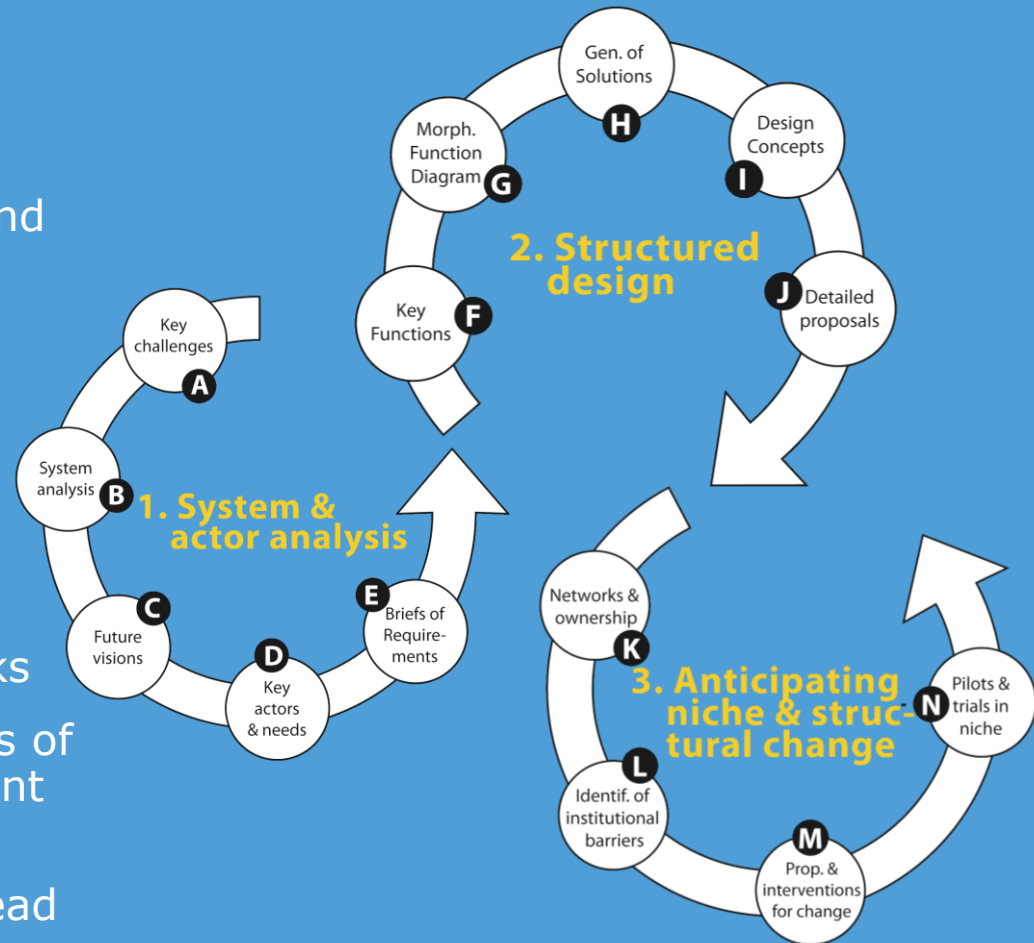
- Aimed at redesign of existing systems
- Reflection on functions and assumptions of system

■ 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"

Ontwerpen voor
Systeeminnovatie

Kracht van Koeien

Springplank naar een duurzame veehouderij



Hoe dierenwelzijn, milieu en economie elkaar
kunnen versterken in de melkveehouderij



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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

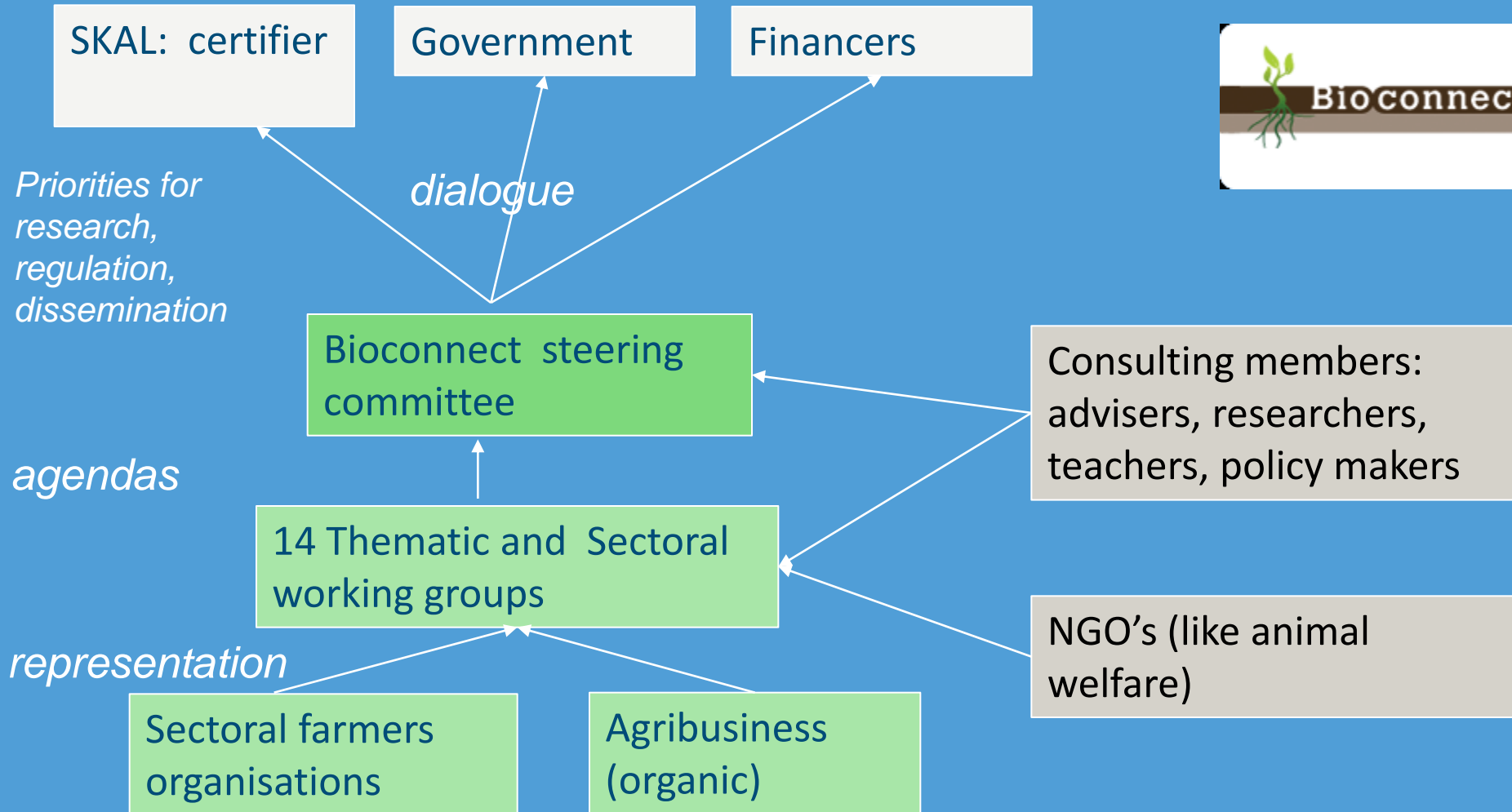


2. BIOCONNECT - Design

- 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



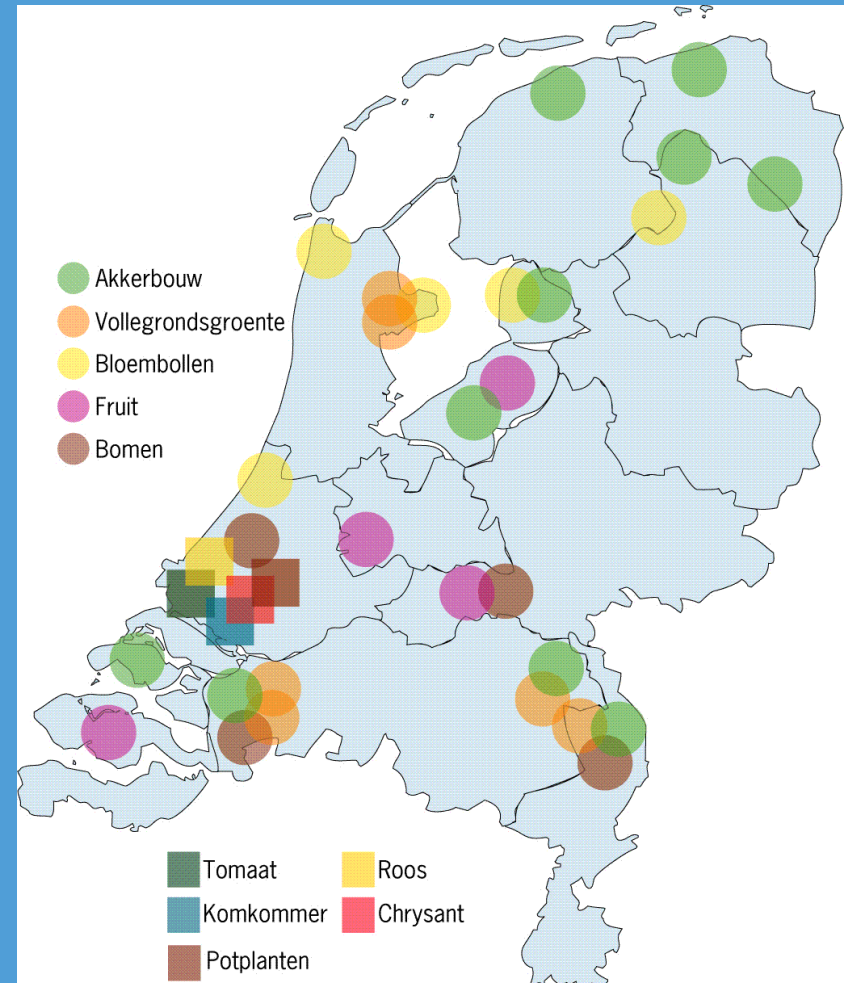
BIOCONNECT – Impact

- Self organisation and representation of the sector
- Base of the new organisation of BIONEXT(farmers & traders), with recognition from the Dutch government
- Professionalization of the sector (2004-2011)-> merge with R&D programs for sustainable agriculture (2012)



3. Farming with future - Design

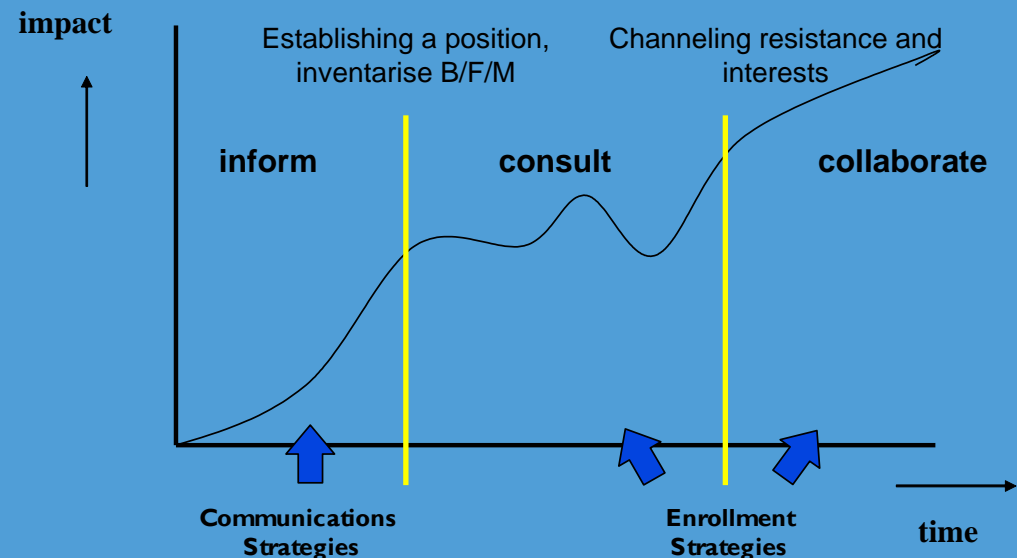
- Hypothesis: testing new methods in practical conditions and involvement of stakeholders will increase the chance of adoption
- 2004-2007: 34 groups (400 participants); focus on excellent science and dissimulation of Good Practices
- 2008 – 2010 varying groups; focus on Stakeholder Management



Farming with future – stakeholder management

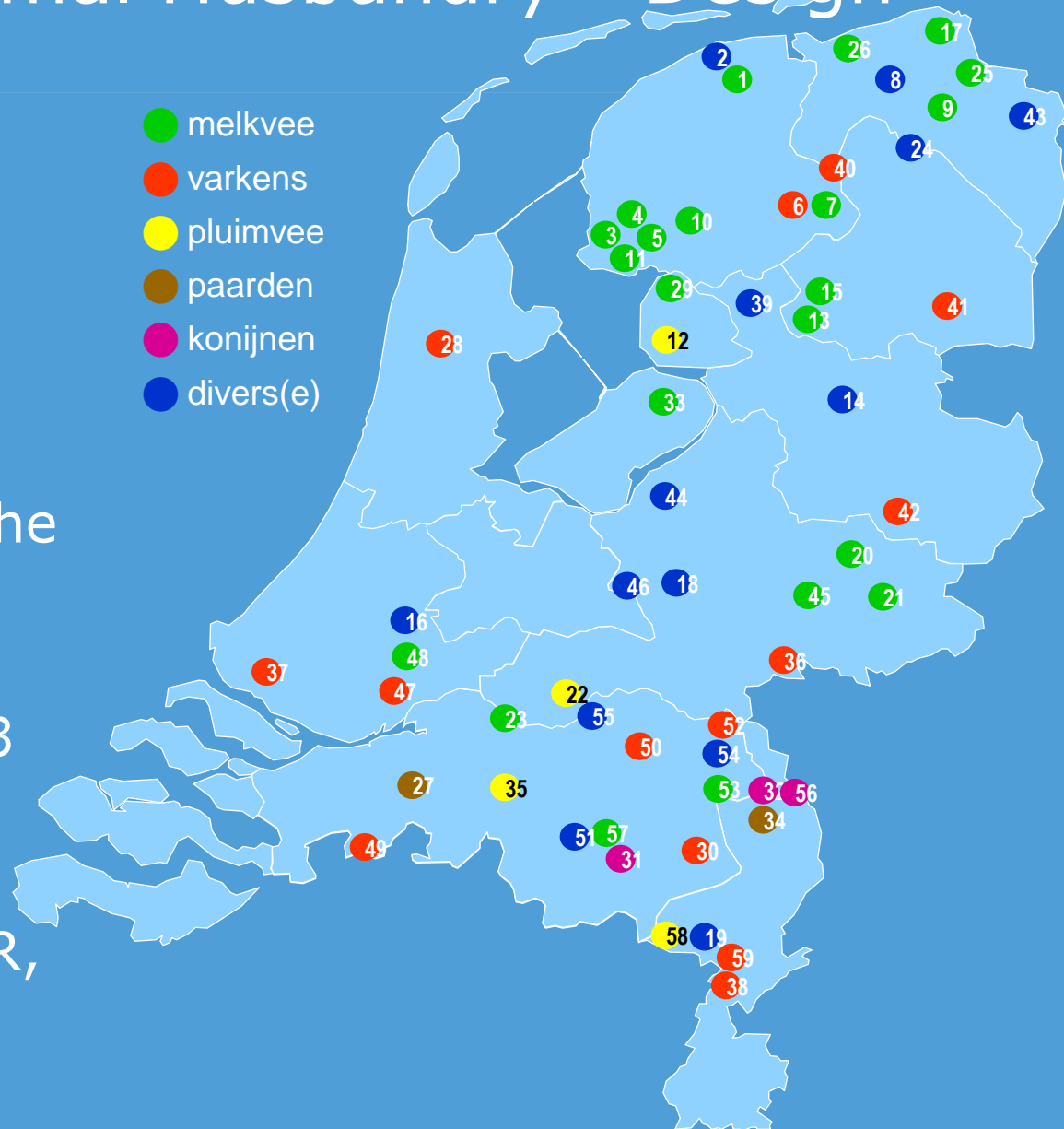
- Stakeholders together constitute the agricultural network
- Involvement of stakeholders to act in line with the intended change
- Stakeholders crucial as communicators!

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)



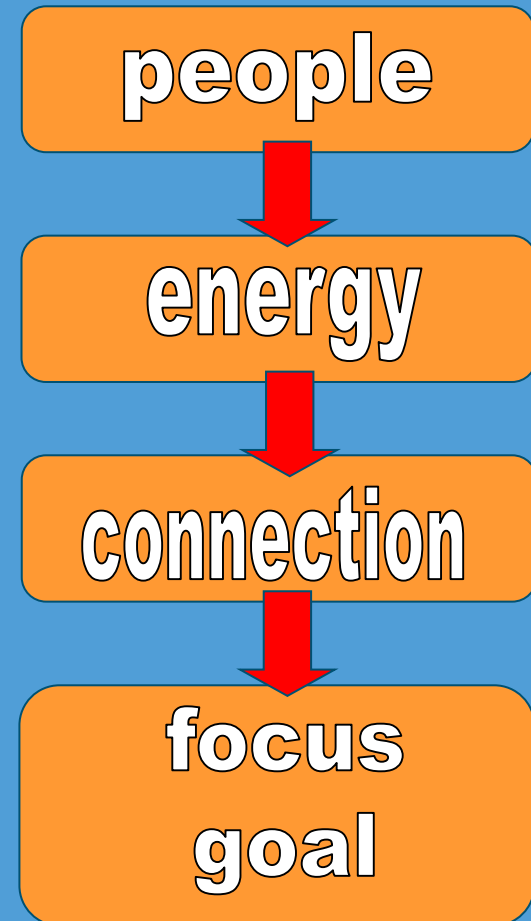
Networks Animal Husbandry - Impact

- 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 **shared 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)



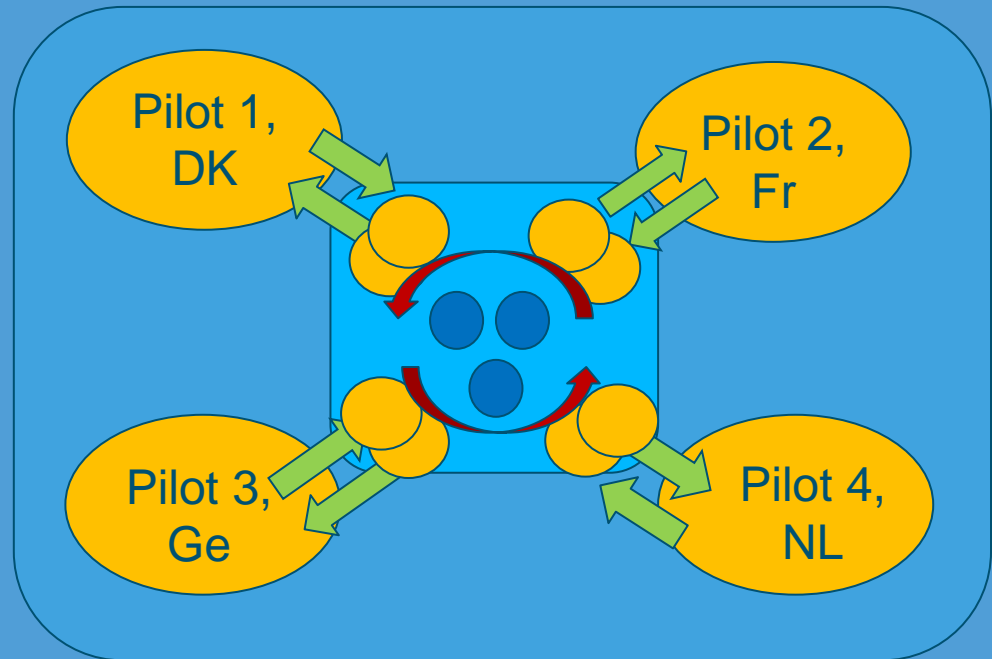
PURE: pilot co innovation (WP13)

■ 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



Exchange of innovation methods across EU-countries?!

- 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



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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

