# DiverIMPACTS
# Diversification through Rotation, Intercropping, Multiple cropping, Promoted with Actors and value-Chains Towards Sustainability

# *Deliverable 2.1*
# *Co-innovation Course programme established*

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Work package: WP2

Work package leader: Walter Rossing, Wageningen University

Deliverable leader: Pieter de Wolf, Wageningen Research

Author: Pieter de Wolf, Wageningen Research

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| Dissemination Level | |
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| CO Confidential, only for members of the consortium (including the Commission Services) | |

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# 1.    Summary

The co-innovation training within DiverIMPACTS was planned for the period October 2017 until November 2018. The first series of workshops was organised from October-December 2017, the second series from January-April 2018. To be able to use the growing season of 2018, the third series of workshops is planned in spring 2019. The design of the training is set but will be developed and tuned with relevant partners during this training period.

The training is divided into five segments:

> Dream & Define
> Discover – Understand the situation and context of the co-innovation process
> Direct – Demarcate and set the direction of the co-innovation process
> Design the co-innovation process
> Develop – The actual co-innovation process

There will be several loops in the training, both back and forward.

# 2.    Introduction

Task 2.1 in WP2 is particularly geared to developing human capacity to address innovation projects from this 'double loop learning'[1] perspective: not only learning for improving actions to get better results (single loop), but also reflecting on these results: are the result desirable, what goals do these results lead to, and are the goals that the results lead to still matching the assumptions underlying the CS. This has also been called: from doing things better (single loop learning) to doing better things (double loop learning).

The first main activities of tasks 2.1 is a co-innovation training for the leader and monitor of the case studies. The training will be organized in three two-day successive workshops. Because of the size of the total group the training is organised in five parallel tracks. The first one took place in the period October – December 2017, the second one in January – April 2018 and the third one in January – April 2019.

The training is and will be designed and tuned with connected tasks and work packages. For it is a period of over a year of intensive training the developing and tuning process will continue during the training period.

# 3.    Results

## 3.1    Design co-innovation training

The training is divided into five segments. Within these segments there are several tools that will be trained and discussed. Some of the tools are listed in the list below. There will be several loops in the training, both back and forward.

> Dream & Define
>> o    Vision

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[1] Argyris and Schön, 1978. Organizational learning; a theory of action perspective. Reading MA, USA

- o Mission
- o Key challenges

› Discover – Understand the situation and context of the co-innovation process
- o Historical analysis
- o Stakeholder (SH) analysis (actor analysis and network analysis)
- o Casual analysis
- o Problem tree
- o Objective tree
- o Key actors & needs

› Direct – Demarcate and set the direction of the co-innovation process
- o Outcome challenges
- o Progress Markers
- o Intervention logic, theory of change
- o Action planning

› Design the co-innovation process
- o Reflexive Interactive Design
- o Dynamic agenda
- o Strategy maps

› Develop – The actual co-innovation process
- o Action plan
- o Intervention tools
- o Outcome and performance monitoring
- o Network and ownership
- o Proposals and interventions for change
- o Pilots and trials in niche

The main way of working in the training with respect to the co-innovation tools is a three-step model:

› Introduction of the tool
› Plenary exercise with the tool on DiverIMPACTS
› CS exercise within the CS teams on the case study

### 3.1.1 Outline of the first workshop series

The outline of the first workshop within the training is as follows:

Day 1

› 12.30 Arrival at meeting location with lunch
› 14.00 Dynamic start of the training
- o Introduction project and WP2
- o Explanation co-innovation
- o Introduction to the training programme

- o Share experience with co-innovation and identify expectations
  - o Ways of working during the training
- › 15.30 Break
- › 15.45 Vision
  - o Introduction method
  - o Plenary exercise on DiverIMPACTS vision
  - o Visioning exercise per case study
- › 16.45 Mission
  - o Introduction method
  - o Role of CS in vision DiverIMPACTS
  - o How to set up the case study to realise the CS vision
- › 17.45 Looking back and forward – round of lessons learned
- › 18.15 End of programme and dinner

Day 2

- › 9.00 Stakeholder analysis
  - o Introduction actor analysis and network analysis
  - o Stakeholder analysis of CS in CS teams
- › 10.30 Break
- › 11.00 Action plan
  - o Introduction action plan
  - o Developing stakeholder analysis with actors (involved)
- › 12.30 Lunch
- › 13.30 Introduction host organisation and/or visit case study
- › 14.15 Causal analysis
  - o Introduction problem tree
  - o Exercise problem tree for CS
  - o Introduction objective tree
  - o Develop objective tree from problem tree for CS
- › 15.30 Break
- › 15.45 Action plan
  - o Developing problem tree and objective tree analysis with actors (involved).
  - o Capture controversial issues
- › 16.15 Outcome challenges
  - o Introduction method
  - o Outcome challenges for DiverIMPACTS
  - o Develop outcome challenges for CS in CS teams
- › 17.30 Looking back and forward – round of lessons learned
- › 18.00 End of programme and dinner

<u>Day 3</u>

›  9.00 Monitor in DiverIMPACTS
   - o  Introduction monitor, specification tasks
   - o  Exercise monitor task in CS teams
›  10.00 Break
›  10.15 Monitoring tools
   - o  Present monitoring tools
   - o  The monitoring challenge of the CS
›  10.45 Progress markers
   - o  Introduction method
   - o  Plenary exercise on DiverIMPACTS
   - o  Exercise for CS in CS teams
›  11.30 Finalising and sharing action plan per CS
›  12.00 Reflection on workshop by participants
   - o  Reflection, evaluation, input for 2$^{nd}$ workshop
›  12.30 Lunch and departure.


### 3.1.2  outline of the second workshop series

<u>Day 1</u>

›  12.30 Arrival at meeting location with lunch
›  14.00 Dynamic start of the training
   - o  Getting started, introduction of new participants
   - o  Introduction to the training programme
   - o  Share key moments, highlights and challenges of the CS
›  15.30 Break
›  15.45 Enriching the systems analysis (UvA)
   - o  Introduction
   - o  Analysis of main/persistent root causes per CS
   - o  Plenary discussion
›  17.15 Case study carrousel – round I
   - o  Introduction of the carrousel
   - o  Pitches of the 4 sessions (joint learning, T2.3, WP4, WP5)
   - o  Carrousel round I
›  18.00 End of programme and dinner


<u>Day 2</u>

›  8.30 Getting started, energizer, introduction of the programme of Day 2
›  Carrousel round II
›  9.00 Outcome challenges and progress markers
   - o  Introduction to the concepts

- o Identification and description of outcome challenges and progress markers per case study
- › 10.15 Break
- › 10.30 Monitoring and learning in the case studies
    - o Introduction and instructions for monitoring and learning
    - o Discussion within CS teams

- › 12.00 Carrousel – round III
- › 12.30 Lunch
- › 13.30 Stakeholder involvement
    - o Introduction and selection of 2 out of 4 topics (development of ownership, involvement of negative SH, multi-stakeholder processes and Communication strategies)
    - o Discussion on two selected topics with CS teams
- › 15.00 Carrousel – round IV
- › 15.30 Break
- › 15.45 Stakeholder communication
    - o Introduction
    - o In two groups: 1. Interview methods and practice with role play; 2. SH meetings, preparation and practice with role play.
    - o Evaluation.
- › 18.00 Carrousel – round V
- › 18.30 Evaluation, identification of burning issues
- › 18.45 Close and dinner

Day 3
- › 8.30 Getting started, discussion of burning issues
- › 9.00 Functioning of CS teams and cluster
    - o Discussion in teams
    - o Identification of positive points and needs for cluster leader
- › 10.00 Break
- › 10.15 Action plan for next year
    - o Instruction
    - o Teams prepare action plan for next year (till WS3)
    - o Share plans in cluster
- › 12.00 Reflection on workshop by participants
- › 12.30 Lunch and departure.

The training syllabus will be provided during the three workshops. All participants will receive a file folder where they can add the manuals of the tools, the filled out worksheets during the training and print of the presentations given during the course.

## 3.2    Planning of the co-innovation workshops

The co-innovation course are organized around three blocks of two-day workshops with clusters of case studies. In each workshop of the course a cluster of five case studies is present with a CS-leader and a CS-monitor. Next to these teams the cluster leader is present and the people directly involved in this training from WP2. WP4 participated in the first block of workshops, to get a preview of the relevance of indicators for monitoring progress and results. This has been integrated in the training. In Block 2 (spring 2018), people from different WP's (3, 4, 5, 6) are involved to discuss the interaction between the cases and the various WPs. The carrousel sessions are used to discuss interaction between cases and WP4 (indicators) and WP5 (lock-ins) and T2.3 (system barriers). WP3 and WP6 introduce themselves with a brief presentation.

The first round of the workshops was planned in October and November 2017. The workshops are planned during three days for participants can travel on the first and third day of the workshop. The specifications of that planning are listed in the table below.

**Planning first co-innovation workshops**

| Planning first co-innovation workshops | | |
|---|---|---|
| Cluster | Location | Dates |
| Cluster 1 | Gembloux, BE, CRA-W | 23 - 25 October 2017 |
| Cluster 2 | Budapest, HU, ÖMKI | 2 - 4 October 2017 |
| Cluster 3 | Paris, FR, ACTA | 21 - 23 November 2017 |
| Cluster 4 | Lelystad, NL, WR | 28 - 30 November 2017 |
| Cluster 5 | Elm Farm, UK, ORC | 9 - 11 October 2017 |

The second round of co-innovation workshops was planned for January – April 2018.

**Planning second co-innovation workshops**

| Planning second co-innovation workshops | | |
|---|---|---|
| Cluster | Location | Dates |
| Cluster 1 | Norwich, UK, ORC | 13- 15 February 2018 |
| Cluster 2 | Bucharest, RO Agricultural Univ. | 15 – 17 January 2018 |
| Cluster 3 | Warpe, DE | 20 – 22 February 2018 |
| Cluster 4 | Alénya, Fr, INRA | 26 – 28 March 2018 |
| Cluster 5 | Gembloux, Be, CRAW | 16 – 18 April 2018 |

The third round of co-innovation workshops are planned for January – April 2019.

**Planning third co-innovation workshops**

| Planning third co-innovation workshops | | |
|---|---|---|
| Cluster | Location | Dates |
| Cluster 1 | France | 5 - 7 February 2019 |
| Cluster 2 | Italy | 4 -8  March 2019 |
| Cluster 3 | Netherlands | 22 – 24 January 2019 |
| Cluster 4 | Belgium | 18 – 20 March 2019 |
| Cluster 5 | Switzerland | 2 – 4 April 2019 |

# 4. Conclusions

The co-innovation training is established at the date of submission of this deliverable. The first and second series of workshops were successfully completed and Case Studies are running. The third series has been shifted to spring 2019 to allow CSs to use the growing season of 2019. The team responsible for the design and content of the training will start with workshop 3 preparations in autumn 2018.

# 5. Partners involved in the work

Partner 28, Stichting Wageningen Research, is the main responsible partner for the development of the co-innovation training. There is intensive cooperation with partner 33 (Wageningen University) which is the WP leader.

Also the task leaders of task 2.2 and 2.3 are involved to make a good connection from the co-innovation training to their specific task. People responsible for the tasks (2.1) and work packages (WP4 & 5) have been actively involved in the second workshop of the training. For task 2.3 (partner 32, University of Amsterdam) a connection was already made to develop the content of the training with the methods used in reflexive interactive design in mind. In workshop 2, partner 32 has a substantial contribution to the workshops, both in enriching the systems analysis and in the carrousel (discussion with each individual CS team).