Deliverable 3.4

Guidelines and tools for decision makers and managing authorities

30 November 2021

Task 3.4

Develop guidelines and tools for decision makers and managing authorities to provide an enabling environment for interactive innovation support

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This report only reflects the views of the authors.

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List of abbreviations

AKIS	Agricultural Knowledge and Innovation System
AICPA	American Institute of Certified Public Accountants
AIS	Agricultural Innovation System
CAP	Common Agricultural Policy
CRM	Customer Relationship Management
EAFRD	European Agricultural Fund for Rural Development
EIP-AGRI	European Innovation Partnership on Agricultural Productivity and Sustainability
EQAVET	European Common Quality Assurance Reference Framework
ERM	Entity–Relationship Model
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
GFRAS	Global Forum for Rural Advisory Services
MA	Managing Authority
MS	Member States
M&E	Monitoring and Evaluation
OG	Operational Group
RDP	Rural Development Programme
VET	Vocational Education and Training

1. Introduction

Background

Systemic, multi-actor, user-centric approaches are increasingly used and promoted by innovation policies to meet complex societal challenges. As well, the newly reformed CAP calls for more strategic and practical arrangements to support the AKISs development at Country level, based on appropriate contextual and SWOT analyses, needs assessments and duty planning of responsive interventions, particularly to address the wider integration of advisory services and innovation support services providers, and to enhance interconnections within the AKISs.

The review of national AKISs carried out in i2connect WP1 (D1.3)[1] has highlighted that policies and intervention measures struggle to ensure smooth communication between all the actors involved in innovation processes, as well as the development of systemic thinking and behaviour. Therefore, also given the novelty of the AKIS approach, the policy requires methods and tools to make the necessary context and scenario analyses allowing to strengthen the systemic approach and to foster greater integration of actors, breaking down any barriers (e.g., simplified costs for farmers).

The forthcoming regulation on the Common Agricultural Policy for the programming period 2023 – 2027 addresses these issues by pledging for a greater integration of farm advisory services within national AKISs and, moreover, by granting to the objective "*modernising the sector by fostering and sharing of knowledge, innovation and digitalisation in agriculture and rural areas, and encouraging their uptak*e" (art. 5) a cross cutting nature complementing CAP general aims. Furthermore, the regulation requires EU Member States to ensure that farm advisory services provide support for innovation, in particular for the preparation and implementation of co-innovation projects of the operational groups (OGs) of the European Innovation Partnership for Agricultural Productivity and Sustainability (EIP-Agri).

Advisory services, therefore, become a tool for the sustainability of agricultural and forestry sectors, not just a way for granting qualified technical support to final recipients (EU SCAR AKIS, 2019).

In such a framework, AKIS is expected to be a key element in the implementation of the CAP strategic plans. At the same time, the envisaged greater integration between the subjects enmeshed in the AKIS sectors calls for innovative, participatory, and multidisciplinary approach to knowledge provision that will be addressed in an integrated strategy (art. 102).

Managing Authorities (MA) are facing the endeavour of integrating the different interventions (measures on knowledge and information actions, to the use of advice and the running and setting up of advisory services, training of advisors, setting up and running EIP OGs or other innovative cooperation measures, to support agri-environment-climate measures etc.), carried on by different beneficiaries with different expectations, making them converge around shared objective, in the framework of a coherent strategy.

The objective of the present deliverable (D3.4, from now on) is to develop guidelines and tools for decision makers and managing authorities to provide an enabling environment for interactive innovation support, which is considered the most effective approach to user-centred and objective driven advice provision (EU SCAR AKIS, 2019).

[1] https://i2connect-h2020.eu/resources/akis-country-reports/

Purpose and development of deliverable 3.4

D3.4 is designed to address MAs' and AKIS actors' needs in understanding and implementing interactive innovation processes in the framework of their AKIS strategies.
It builds on the results of the activities carried out within the i2connect project, particularly on the updated inventory of AKISs (WP1), the peer reviews and the best practices selected in WP2 and the experience of training and networking activities developed under WP3 and WP4. Therefore, D3.4 is a work in progress deliverable that will be feed alongside the implementation and results of the project.
In addition, D3.4 intends to channel also insights, policy recommendations and tools, concerning consultancy and innovation support services, that are provided elsewhere by other H2020 (e.g. AGRILINK, FAIRSHAIR) and ERASMUS+ (e.g., RAMONES-PL) projects.
The purpose of the current version of D3.4 is to provide few recommendations and an initial set of tools to address some urgent needs that have been identified during this first phase of the i2connect project.
A first set of tools is directly addressed to MAs for the AKIS assessment (required for the drafting of chapter 8 of the CAP Strategic Plan) and the planning of interventions (AKIS assessment tool, intervention sheets), while the other tools (the framework for M&V performance and the Field Peer Review) are targeted to advisors. In any case, all methods and tools presented here are intended to be used in the context of CAP strategic plans.
Section 1 provides few recommendations resulting from the activities carried out in the first two years of the i2connect project. These intends to present some useful insights to design farm advice within the CAP Strategic plans and, consequently, to foster the integration of farm advisory services within the AKIS.
The first tool presented, in section 2, is aimed at supporting managing authorities, evaluators and other experts to analyse the AKISs, in gathering relevant data and information on both the contextual situation of the overall AKIS, particularly on advisory service, and of its interplays (chapter 3). The tool consists of a guideline for a comprehensive analysis and reporting of the AKIS, (annex I.a) a questionnaire (annex I.b) and a relational matrix for assessing interconnections within the AKIS (annex I.c).
A second tool is devoted at tracking and monitoring step by step the advisory activities relating to innovation support services, until the assessment of the performances and the identification of related competences that are needed to duty play such functions (annex II).
Moreover, being the i2connect partners aware that peer-to-peer approaches can facilitate the development of rural actors' competences in supporting and developing interactive innovation, D3.4 presents a methodology for peer-reviewing innovation practices (chapter 5), which is comprehensive of an analytical tool to investigate and better understand how to support innovation.
Lastly, grounding on the lesson learned from 2014 – 2022 programming period, the ongoing discussion on National CAP Strategic Plans and from the interactive approaches experimented in I2Connect, D3.4 collects two ready to use templates for the implementation of intervention aimed at setting up a collaborative model of holistic service for farm and foresters and carrying on structured peer-review as a means for mutual learning among OGs (chapter 6).

Section 1
Policy recommendations

2. Policy recommendations

In this section some recommendations are provided, resulting from the activities carried out in the first two years of the i2connect project.
These recommendations are aimed at providing some useful insights to design farm advice within the CAP Strategic plans and, consequently, to foster the integration of farm advisory services within the AKIS.

RECOMMENDATION 1 Strengthen evaluative capacities of advisors

Background
Research carried out within the *i2connec*t framework (i2connect, Deliverable 1.5) and other recent EU studies (RAMONES-PL, https://ramones.eu/) has raised the opportunity to develop methodologies and tools for monitoring and evaluating advisors' performances. This is to ensure the introduction of appropriate measures of iterative development of the quality of services provided by advisors and thus better integrate them within the AKIS.
However, the exchange with advisors, aimed precisely at developing methods and tools tailored to their needs (i2connect, Deliverable 3.4; RAMONES-PL), reveals a low level of awareness concerning the usefulness of methods and tools for evaluating their own performances. This could be the result of a culture of evaluation that is not yet sufficiently developed, and which is mainly oriented by public policies towards assessing the effectiveness and opportunity to carry on with interventions, rather than as a tool for capacity building and learning to improve performances.
Probably, also due to a disconnection between public policies and advisory services, which has been growing in many countries in the last years (i2connect, Deliverable 1.2 – AKIS reports), advisors hardly have developed an awareness about the usefulness of a systematic evaluation aimed at deepening and improving their personal growth and/or professional development.
Also, the literature highlights the need to include new skills and competences, "functional" (Davis, 2015; Davis & Rasheed Sulaiman, 2014) rather than "technical" in the advisors' knowledge baggage. Moreover, there's a need of a feasible mean to evaluate their effects on the quality of the advisory itself and to produce evidence for the impact on farmers' behaviour and choices. On the other hand, new approaches to advisory require for a clear evaluation of the results and quality of the services provided to present them to funding agencies or institutions in order to connect them to policies objectives, funding priorities and, lastly, programmed outcomes (Landini, 2020).

Objective
There is a need to increase advisors' awareness on M&V practices aimed at improving the quality of their performances.

Policy recommendation (1)
Therefore, it is worth rethinking the training of advisors in a cultural perspective as a support to growth and improvement of their own performance and the quality of services provided. There is a need to focus more closely the content of training (both professional

and educational) delivered to advisors on quality-related aspects, integrating technical knowledge with methods and tools designed to stimulate reflection and observation and, therefore, to raise awareness and the ability to improve performance. This training is not only technical but also inspired by the social sciences.

Policy recommendation (2)
Promote the introduction of precision monitoring and evaluation systems that help advisors to track their activities and thus the effects of their advice on farmers and systems (e.g., Customer Relationship Management (CRM) tools).

Feasibility
(1) Develop training programmes for advisors funded through the CAP National Strategic Plan that include social sciences and M&V studies (COM (2018) 392 final, Art. 72 and Art.13)
(2) Setting up of a network (e.g., an operational group) of advisors working with M&V experts to build a tool for monitoring performances of services delivered.

RECOMMENDATION 2 Promote peer-to-peer training for advisors and innovation support services providers

Background
According to the i2connect Deliverable 1.4 (Debruyne and Lybaert, 2020), an innovation advisor needs to possess a specific attitude and personality, as well as expertise regarding content, methods and management. Competencies concerning 'attitudes', are of a personal nature and, therefore, they proved to be difficult to reflect on in terms of training (i2connect Deliverable 1.4). The i2connect project addresses the issue of how to strengthen advisors' competences concerning the soft skills and support to innovation processes, by exploring different approaches (i2connect, Deliverable 2.4, Deliverable 3.2, Deliverable 4.1).
Often, these capacities are developed through experience on the field, while it is not very effective to 'transmit' them through a traditional training oriented to knowledge transfer. Moreover, methods and tools for facilitating innovation processes are often new and result from the experiences of actors. Therefore, it is important to socialise these experiences and network them in order to benefit from their diversity and foster experiential learning.
For this reason, advisors' training on 'attitudinal' competences should foster peer-to-peer approaches.

Objective
Encourage the organisation and exchange of practices and experiences between advisors providing support services for innovation processes.

Policy recommendation
Promote peer-to-peer training focused on content that extends beyond the object of training to focus on attitudes to perform specific activities supporting innovation. Some

soft-skills are very hard to transfer. Peer-to-peer approaches facilitate the development of attitudinal skills that are difficult to transfer: it is easier to observe and develop such competences together with others, doing things (experiential approach) and learning from the way others do things.

Feasibility

Promote, within the framework of the CAP National Strategic Plan, the implementation of peer-to-peer activities as a means of training advisors, in view of the obligation to organise and implement innovation support services (COM (2018) 392 final, Art.13 and Art. 72).
A possible intervention scheme is provided in chapter 4 of this deliverable.

RECOMMENDATION 3 Capitalise different actors' expertise to provide holistic advisory services

Background

The AgriLink project has recognised the need for holistic advisory service that contribute to more sustainable agriculture in local contexts. However, the results of the project also highlight several gaps for holistic advice at multiple levels: little presence of independent advice with holistic perspectives, lack of integration between specialised advisory services. lack of assessment of innovation that would be relevant (context specific), robust (scientific methods) and holistic (social, environmental and economic perspectives). Moreover, Faure et al. (2019) found that in multi-actor innovation cases, various providers can contribute with their services to the overall success of a project/initiative. Therefore, diversity of advisory providers should not be considered in a negative perspective, rather it can become an asset.

Obiective

Identify innovative models of governance allowing different providers to work together in order to capitalise on expertise and ensure efficient advice and support for innovation.

Policy recommendation

Promote the implementation of public-private partnerships, thus ensuring plurality of competences and impartiality, for instance in the shape of innovation hubs or local competence centres organised according to territorial specificities.

Feasibility

Design, within the framework of the CAP National Strategic Plan, an innovative governance model to capitalise different actors' expertise to provide holistic advisory services (COM (2018) 392 final, Art.13).
An intervention scheme is provided in chapter 4 of this deliverable.


i2connect
INTERACTIVE INNOVATION

Section 2
Practical tools

3. AKIS analytical tools

What is it?

This is a threefold tool devoted to support managing authorities, evaluators and other experts to analyse the AKISs, through gathering relevant data and information on both the contextual situation of the overall AKIS, particularly on advisory service, and of its interplays.

The tool includes (a) a guideline for a comprehensive analysis and reporting of the AKIS, (annex I.a) (b) a questionnaire, for interviewing privileged AKISs actors, aimed at investigating relevant aspects that allow characterizing a specific AKIS (policy strategies, instruments and bodies, R&I infrastructures, advisory services, etc) (annex I.b) and, (c) a relational matrix for the rapid assessment of the interconnections within a specific AKISs (annex I.c).

What gaps does it aim to address?

This tool addresses a general lack of practical and ready-to-use methods and tools for analysing AKIS and their functioning, at levels relevant to end-users (national/regional/sub-regional), and is therefore particularly valuable in view of profiling/characterising AKIS for the design of strategies and/or interventions.

Specifically, it allows outlining the most important areas of investigation and reporting about the state, functioning and components (actors and flows) of the AKIS and diagnosing or assessing the state of interactions among the different types of AKISs' actors.

How and by whom can it be implemented?

These tools can be implemented by managing authorities, evaluators and other experts, such as the CAP networks, researchers/academics and other that have an interest in analysing and providing reference on the AKIS state and functioning.

The questionnaire is a word document and might be implemented through an on-line survey, during interviews and/or by focus groups, where the respondents might be privileged testimonials and/or the wider range of AKIS' actors.

The relational matrix of the AKIS is and excel file to be used, for instance, during interviews and/or focus groups, with privileged testimonials and/or the wider range of AKIS' actors.

This matrix will be also translated into a more comprehensive on-line tool that will be directly accessible, in a dedicated webpage of i2connect e-platform, to any who would like to express its perception on the vary of AKISs interconnections, at countries and sub-countries levels. The online version will allow a more open wide access by anyone that for different motivations will intercept I2Connect website and will help a smoother promotion via social media, so to collect relevant amount of data about the perceptions of actors on the AKISs across EU.

Data collected by the online tool could be requested through an online form anytime by the end-users.

As an idea, end-users might launch call for participation to the survey within a certain period, for the purpose of specific analyses, and then request the collected data with reference to the specific country/region.

The tool will be disseminated through social media, CAP networks and other possible multipliers that at EU and Country levels could help a worthwhile collection and use of relevant data on the AKISs.
Periodic communication activities will help consolidating data over time.

When can it be used?

The three components of this tool can be used, jointly or separately, during ex-ante, on-going and ex-post analyses of the AKISs at national, regional or sub-regional levels.
As they are proposed, their systematic use allows consolidating data at relevant levels, conducting comparative assessments, between countries and over periods and creating a cross-cutting baseline for future studies.

Relevance for the CAP Strategic Plan

Within the CAP strategic plans (chapters 8.1.1. to 8.1.4.) managing authorities should include relevant information about the actual state and functioning of the AKISs and related structures, along with the overall strategy for strengthening the AKISs, including actions to improve knowledge flows, particularly, between advisors, researchers and CAP networks, and the description of the organisation of all farm advisors and of the innovation support services (European Commission, 2018).
This tool can certainly support managing authorities and evaluators during the designing, monitoring and evaluating phases of the AKIS strategies and arrangements (e.g., governance).
For instance, in Spain and Italy the AKIS reports delivered under WP1, task 1.2 of i2onnect project were used by the managing authorities to ground the contextual analyses of the AKIS strategies of the respective CAP strategic plans. Previously, the relational matrix of the AKIS was used for the purpose of the study “Member States (MS) AKIS implementing tools to bridge the gap between research and practice” (CASA H2020 project EU; Aparicio-Montero et al., 2019) and for diagnosing the state of interactions within the respective AKISs, within the AKIS reports of Malta and of Italy (WP1, task 1.2; Cristiano et al., 2020).

3.1 Tool description

Guidelines for the report on the AKIS

The guideline provides a general indicative structure for reporting a "comprehensive overview of the AKIS infrastructures and on the predominant agricultural advisory services on national and – if applicable – on regional levels". It also provides key concepts (e.g., AKIS, Advisory services), methodological steps (review, empirical, analytical, reporting phases) and general indicative structure necessary for preparing and for reporting about the AKIS (Annex I.a).

The guideline was developed to use as terms of reference for i2connect consortium partners compiling the country reports on the AKISs (WP1, task 1.2).

These lasts were structured around 5 main chapters:

- Section 1: Main structural characteristics of the agricultural sector, highlights the most important structural characteristics of the agricultural sector of the respective country;
- Section 2: Characteristics of the AKIS, gives a description of the main AKIS actors, policy frameworks, AKIS governance and coordination structures, as well as national or sectoral agreements about knowledge exchange and coordination;
- Section 3: History of the advisory system in the agricultural sector, reviews the history of advisory services in the respective country, taking specifically into account significant developments and changes in the advisory system in the last decade;
- Section 4: The agricultural advisory service(s), provides an overview of all advisory service suppliers and highlights some key characteristics such as public policy and the provision and funding schemes, human resources and advisory methods, clients and topics, linkages with other AKIS actors, etc.;
- Section 5: Summary and conclusion, summarizes the key characteristics of the AKIS and advisory services in the respective country, highlighting trends, knowledge needs, gaps, etc.

Within the I2Connect AKIS reports, semi-structured interviews for AKIS actors were conducted with a number of AKIS experts from ministries, advisory and research organisations, etc. In general, the number of interviewees depends on the size and complexity of the national AKIS. Guiding questions for the conduction of the semi-structured interviews were proposed by Annex 3 in the Guidelines.

The primary purpose of conducting the semi-structured interviews was to gather expert knowledge about the AKIS of the respective country that could allow identifying and characterising policy frameworks, actors and infrastructures, coordinating mechanisms, challenges and knowledge gaps.

Questionnaire for semi-structured interviews to AKIS actors

The questionnaire for semi-structured interviews was developed on the base of the questions outlined within the Guidelines (abovementioned Annex 3 in the Guidelines) and is intended to serve a range of decision makers and experts in AKIS to assess their current AKIS situation and future trends (Annex I.b). In this sense, it bears the potential to support decision makers in analysing the strength, weaknesses, opportunities, and threats of the current AKIS, where the results can provide insights for planning further programs and policy that support the AKIS. To benefit best from the questionnaire, experts doing the analysis need to have a good overview of the AKIS actors, coordination

mechanisms, policy and financing mechanisms in place. In practical terms, this questionnaire might be instrumental to collect some the information needed to report on the state of the AKIS. As the assessment is largely based on perceptions, results will be rather subjective and therefore only indicative. So, it is recommendable to use this questionnaire in addition to other forms of collection of relevant quantitative and qualitative information.

The Relational Matrix for the rapid assessment of the AKIS

This tool is based on the relational matrix developed by Aparicio et al. (2019) for the purpose of the study "Member States (MS) AKIS implementing tools to bridge the gap between research and practice" and it supports addressing three key questions which serve achieving the baseline knowledge on the state of the interactions within an AKIS: (i) What interactions are in place within an AKIS? (ii) Among whom do the interactions occur? (present/non present/degree of the interactions among the different types of AKIS actors) (iii) How are they produced? (meanings/formalization of the relations) (Annex I.c).

As it is developed, the matrix helps reporting the perceptions of the different categories of AKIS actors, where the rows and columns are represented by the entity types, as identified in 16 categories of the AKIS actors typically mentioned by the relevant literature (Knierim et al., 2014), and the relationships in place between the entities are valued in the cells.

This tool engages the entity–relationship model (ERM) which is well suited to help defining and characterizing the inter-relational system in place between some predefined entity types (actors) within each specific AKIS (Chen 1975; Schiffer, 2007).

In fact, in line with the system thinking approach, this tool allows: 1) emerging and support the self-acknowledgement of the actors about the respective positioning; 2) capturing the ways the interactions, interconnections and knowledge exchanges among the actors take place within the AKIS; 3) capturing the different perceptions of the AKIS' actors on the relational dynamics in a multi-level and multi-actor perspective.

All this information about individual perceptions of actors within the AKIS is fundamental to get to a full understanding of the influencing variables to deal with when planning a strategy for a more integrated and well-functioning AKIS.

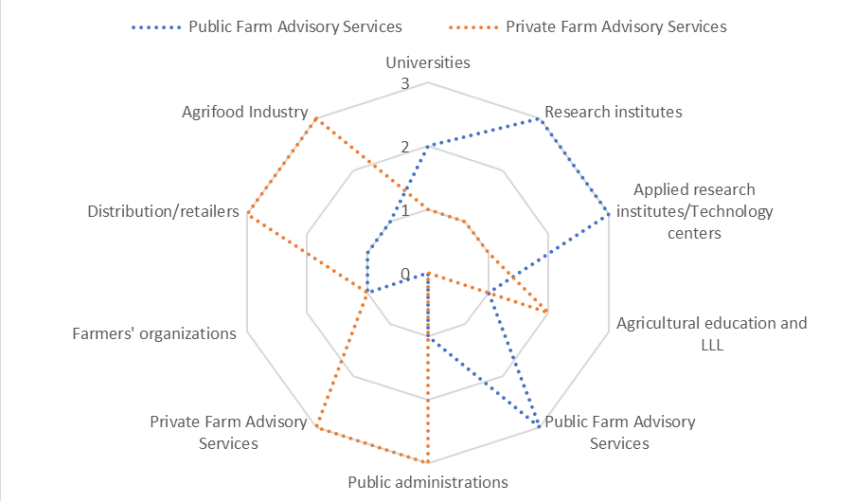
Figure 1.1: Assessment matrix for the AKIS interactions

Relational matrix for [COUNTRY/REGION_name]	Universities	Research Institutes	Applied Research Bodies/Tech. centers	Agricultural education/Hight Schools	Lifelong Training Bodies	Public - Impartial AAS	Private - Impartial AAS	Farmers and FBOs	Coops and their Federations	Public admins for K&I	Inputs & other Knowledge services Providers	Financial entities	Other Funding organizations	Demo Farms	Agrifood Processors/ Industry	Distribution /Retailers	Others
Universities		1	1	1	1	2	1	1	1	1	1	1	1	1	1	1	1
Research Institutes	1		2	2	2	3	1	2	2	2	2	2	2	2	2	2	2
Applied Research Bodies/Tech. centers	3	2		3	3	3	1	3	3	3	3	3	3	3	3	3	3
Agricultural education/Hight Schools	2	2	2		3	1	2	3	3	3	3	3	3	3	3	3	3
Entities that provide lifelong training	2	2	2	1		2	2	3	3	3	3	3	3	3	3	3	3
Public - Impartial AAS	3	3	2	1	2		0	3	3	3	3	3	3	3	3	3	3
Private - Impartial AAS	2	3	2	1	2	0		3	3	3	3	3	3	3	3	3	3
Farmers and FBOs	1	2	2	1	2	1	1		3	3	3	3	3	3	3	3	3
Coops and their Federations	1	3	2	1	2	1	3	3		3	3	3	3	3	3	3	3
Public admins for K&I	3	3	2	1	2	1	3	3	3		3	3	3	3	3	3	3
Inputs & other Knowledge services Providers	1	3	2	1	2	1	3	3	3	3		3	3	3	3	3	3
Financial entities	1	3	2	1	2	1	3	3	3	3	3		3	3	3	3	3
Other Funding organizations	1	3	2	1	2	1	3	3	3	3	3	3		3	3	3	3
Demo Farms	1	3	2	1	2	1	3	3	3	3	3	3	3		3	3	3
Agrifood Processors/Industry	2	1	2	1	2	1	3	3	3	3	3	3	3	3		3	3
Distribution/Retailers	2	1	2	1	2	1	3	3	3	3	3	3	3	3	3		3
Others	1	3	2	1	2	1	3	3	3	3	3	3	3	3	3	3	

A scoring system approach allows translating qualitative values of actors' perceptions (*According to your perception, what kind of relationships does University have with the following actors*?) into quantitative data (Likert scale). Values of the respondents are somehow anchored to empirical evidence as they qualify the degree of interactions in

terms of their frequency (none/casual/systematic) and formalization (non-formalization/project based/based on framing agreements).
Based on the relational matrix, an online tool will be set up for the purpose of i2connect project and will openly be accessible at a dedicated i2connect webpage. This would allow a wider participation of AKISs' actors from across EU expressing their own perceptions about the interactions of the respective AKIS at different levels. The online tool will be presented as a questionnaire which is completely anonymous.
Data collected through the questionnaires will be recorded and elaborated at Regions/Countries'/EU levels and will be released in the form of relational and net draws graphics which provide a friendly visualization of the overall assessment of the AKISs (e.g., Figure 1.2).

Figure 1.2: Interplays of public/private advisory services within an AKIS (example)



Source: Interviews to privileged testimonials

The online tool will include the following functionalities:

- free access, without password nor registration,
- anytime participation to the online survey,
- real time integration of respondents' data into the overall dataset,
- real time up-dates on the degree of interactions within AKISs at EU, Country, Regional levels,
- real time visualization, at the homepage, of a geo heat map of AKISs across EU (overall degree of integration at MS level),
- queries for visualizing the degree of interactions at EU/Country/Regional level by types of actors,
- queries to visualize the degree of interactions expressed per types of respondents,
- online form for the request of Excel data.

The online survey is 100% compliant with the EU's 2016/679 (GDPR) regulation.

4. A tool for monitoring and tracking advisory activities

What is it?

The tool is devoted at tracking and monitoring step by step the advisory activities relating to innovation support services, until the assessment of the performances and the identification of related competences that are need to duty play such functions. It is based on Birner's Best Fit approach (Birner et al., 2009; Christoplos et al., 2012; Davis & Spielman, 2017), on Deliverable 1.4 of i2connect and on the analytical framework bring up by Cristiano et al. under RAMONES-PL ERASMUS+ project (Intellectual output n.1).

This last is about the methodological structure designed for supporting a comprehensive analysis and build up a management tool of the advisory services to allow planning a precision learning according to the characteristics of the providers, the contextual milieu and suitable for their evaluation along the impact chain (i.e.: Output of the advisory activity; Outcomes at the household level; wider socio-economic Impacts).

What gaps does it aim to address?

Agriculture and forestry sectors are facing an increasing complexity, that go far beyond farm management and practices, at the point of involving global issues such as climate change, animal welfare and food health and safety, for instance. Traditional top-down approach to advisory services could not be suitable in dealing with such complex problems, that instead require integration among expertise, cooperative quest for solutions and the constant involvement of end-users in decision making and knowledge creation processes. Therefore, a whole new set of activities, matched with new skills and competences, "functional" (Davis, 2015; Davis & Rasheed Sulaiman, 2014) rather than "technical" are entering the advisors' knowledge baggage and this brings to the need for ready-to-put in use metrics to assess the quality of services with the purpose of continuously improving performances and enhancing competences, if needed. As well, there's a need to evaluate influential roles and advisory effects on farmers' behaviours and choices through producing evidence on continuous basis. On the other hand, new approaches to advisory require for a clear evaluation of the results and quality of the services provided to present them to funding agencies or institutions in order to connect them to policies objectives, funding priorities and, lastly, programmed outcomes (Landini, 2020).

How and by whom can it be implemented?

This tool can be to put in use by innovation support services providers directly through the excel format in annex III or maybe through an app for mobile/computer. The last could help prompt collection of data at field level and interconnection with other datasets (e.g., monitoring systems of CAP Strategic plans or of advisory organizations), through adding relevant information to monitoring and evaluation systems of advisory services.

It is aimed both at individual and organized/associated advisors and policy makers.

Advisors could use it for keeping track of the outputs of their advisory activities in the domain of interactive support services, evaluate the effects at end-user level and connect them to their competences and knowledge gaps in the specific field.

The tool allows envisaging expected categories of outputs/results in relation to the predefined activities and business processes and this makes it being utilizable as a predictive tool to help decision making along the innovation spiral.
At policy making level, a managing authority of a CAP strategic plan could use this tool with the purpose of assessing the direct contribution of the advisory services to the Strategic Plans objectives based on the quantification of the common monitoring indicators (O33; R1 and R2), relating to the activities and the outputs realized by advisors, that have to be reported to the European Commission on annual basis (annual performance reports on the implementation of the CAP Strategic plans, art. 8.3 and 8.4 of the Regulation EU[COM(2018) 392 final]). Moreover, the tool includes a set of additional indicators that are significant for policy evaluation purposes as it allows a deepen investigation about meanings of the innovation support and performances.

When can it be used?

This tool should be used by the advisor on regular basis, through tracing continuously the advisory activities and monitoring the outputs during the different phases of the innovation support (e.g., innovation spiral). This would get to collecting relevant evidence for systematic (self)assessments on activities needed during the different phases of innovation processes and on advisory performances, to allow consequent planning of precision training.
With specific reference to policies, managing authorities of CAP strategic plans could make this tool compulsory by calls for applicants to push its regular use among advisors implementing innovation support services under the CAP plans. This would allow collecting evidence and data on advisory services for the quantification of the common monitoring indicators (O33; R1 and R2) and the preparation of the annual performance reports for the European Commission.

Relevance for the CAP Strategic Plan

Article 5 of the proposal for the regulation of National Strategic Plans (COM(2018) 392 final) state that the objective "*modernising the sector by fostering and sharing of knowledge, innovation and digitalisation in agriculture and rural areas, and encouraging their uptake*" is a cross cutting objective complementing CAP general aims. At the same time the proposal asks for a greater integration of advisors within the Agricultural Knowledge and Innovation Systems (AKIS), in order to be able to deliver up-to-date technological and scientific information developed by research and innovation. Strategies and interventions for a wider interception and interconnection of innovation support services providers within the AKISs have to be outlined by the CAP strategic plans. Cooperation, networking, mutual learning processes are therefore likely to gain importance in future implementation of CAP within the AKISs. This tool makes available to Managing Authorities a tool for the assessment of advisory initiatives that, shifting from traditional top-down to participation are deemed to respond to the needs of such a new approach to AKIS and for connecting them to the evaluation framework. In fact, it provides for a comprehensive assessment of advisor's activities so to put them in relation to the implementation of the Strategic Plans, their objectives and expected outputs and results. Moreover, it put advisors' competences in relation with the outputs/results of their activities, so to provide a basis for detecting grey areas to be addressed inside local AKIS.

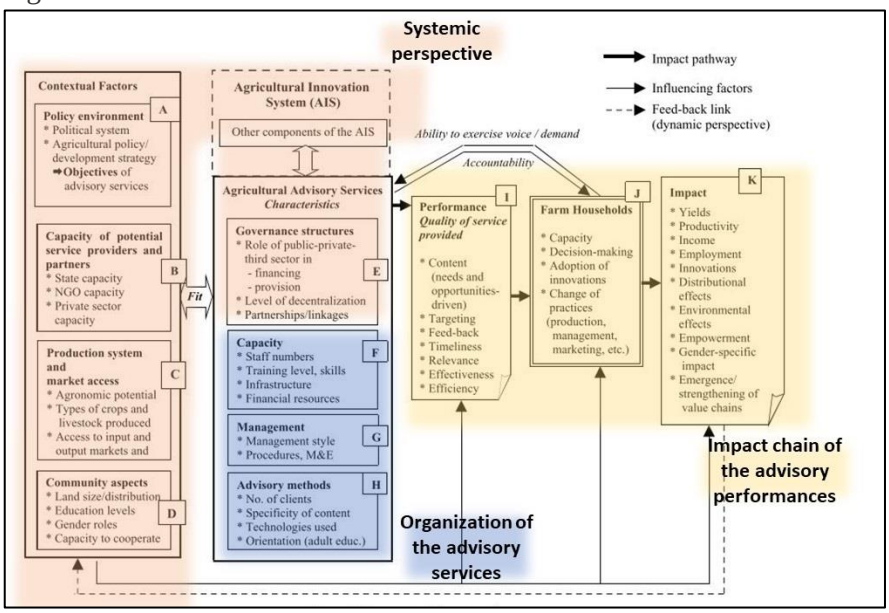
4.1 Tool description

This tool is built upon a comprehensive analytical framework developed under RAMONES+ project for the purpose of assessing advisory performances and competences gaps (Cristiano et al., 2021).

The construction of that analytical framework started from the individuation of the advisory activities and the related set of skills and knowledge (i.e., the competences) that are the basis of advisory performance. It was based on the Best-Fit conceptual approach (Birner et al., 2009) that answers to the need of addressing the evaluation of advisory services in a holistic way, by establishing causal relationships among the characteristics and attributes of the advisory services providers, their performances, and their consequences on immediate and medium-long term effects. Valuable sources of information on that are provided by i2connect Deliverable 1. 4 (Debruyne and Lybaert, 2020) and, with specific reference to functional competencies GFRAS "new extensionist" learning kit (Davis & Rasheed Sulaiman, 2014).

As a matter of fact, that analytical framework was adapted to the purposes of i2connect project in order to: 1) identify advisory activities that are related to interactive innovation support (EIP-AGRI, 2014; Debruyne and Lybaert, 2020), 2) define a list of indicators according to the categories identified by Birner's framework so to describe the output of the advisory services and it's result at the level of farm household and therefore 3) define related competences, in order to identify measurable performances that could fall within the realm of "interactive innovation" (Figure 2.1).

Figure 2.1. Best Fit Framework



Source: Modified from Birner et al. 2009

Internal coherence of this tool has been assured by adopting a systematic progressive approach. This focuses on boxes I to K that collect the criteria for evaluating the results of advisory services according to the Impact chain. More specifically, Box I allows the identification of the outputs of the advisory services (that are linked to the technical performance related to the type of service), Box J deals with result indicators (that instead concern medium-term performance, related to the effects at the farm household level),

respectively, as they describe the immediate products of an advisory activity as well as its external outcomes. Ultimately, Box K is devoted to the wider impacts.
The pairing between activity and results at the farm level follows, as a role of thumb, the idea that training is connected to the development of the capacities, while the provision of advisory services aims at enhancing farmer's decision making or could result in a change of practices. Relevant competences to be paired to the activities have been taken from those identified in D1.4 (Debruyne and Lybaert, 2020).
In practical terms the tool is an excel file that entails the complete list of activities, related indicators and competences that help tracking advisory activities, identifying metrics to measure the outputs (output and result indicators), connecting them to required competences and, therefore, to the expected types of results at the farm level (Annex 3).
Ideally, on a first step the advisor can position himself in each phase of the innovation spiral process (Faure et al. 2019) and navigate throughout the professional business processes to which advisory activities in the field of the support to interactive innovation processes have been attributed as classified according to the main typology of advisory objectives (Faure et al., 2016). By applying those activities, the advisor can subsequently monitor the performances that are categorized according to Birner's framework by output and result indicators.
Within the tool business process of advisory services are identified according to the advisory objectives outlined by Faure et al., 2016. Indeed, two business processes out of the original five has been found suitable in arranging interactive innovation - related activities, while a third one" Support to integration into supply chains, local and agri-food systems" has been added *ex novo,* so to encompass the advisory activities explicitly turned to the value chain, also outside traditional cooperation, at the point of reaching consumers. Relevant business processes for innovation support services are described in table 2.1.

Table 2.1. Definition of Business processes

Objectives	**Approach**	**Key factors**
Problem solving	Advisor supports learning processes to make farmers more autonomous	The problem and the solutions are complex and unknown. The diagnosis and the solutions are constructed by the farmers, who change their perception. The tools could include interactive training in the use of management tools.
Support local initiatives and solve conflict	Advisor facilitates innovation processes and supports negotiations between stakeholders	The problem and the solutions are complex and unknown and involve various types of stakeholders. The tools could include shared diagnoses, project design by participants, and collective meetings.
Support to integration into supply chains, local and agri-food systems	Advisor helps organize or strengthen networks / support for niche innovation and scaling mechanisms stimulation	The problem and the solutions are complex and unknown, and involve various types of stakeholders, including consumers and local citizens. Tools could include supply chain management, design of multi-actor approaches and civic agriculture initiatives

Source. Our elaboration based on Faure et al., 2016

Ultimately, the connection with the M&E system for the 2023-2037 programming period has been assured by gathering the indicators under the umbrella of the proposed common output and result indicators, with the aim of providing policy makers with a tool that could be used as a guidance for bringing back the outputs of single advisory activities to the main evaluation framework, so to assessing their contribution to the overall performance.

5. Methodology for Peer Review of innovation support practices

What is it?

The Field Peer Review consists of the **review of a** practical case **innovation process**, with a particular focus on innovation support functions, by colleagues (peers) from another innovation case, with the purpose of observing and analyzing practices, learning from the way how innovation has been realised by others, providing recommendations to the reviewed case.

What gaps does it aim to address?

The Field Peer Review addresses several gaps, allowing MAs

- to **collect data** about actors' competencies and skills, innovation support tools and services, and the role of different actors, especially innovation support service providers,
- to **implement an effective M&E system** for interactive innovation processes,
- to **implement** a system of **continuous peer-to-peer learning** that will empower relevant actors to discover innovative ideas and enable their uptake in a co-creative way.

How and by whom can it be implemented?

This tool can be implemented by managing authorities, advisory systems and organisms, networks, such as the CAP networks or the EIP-Agri networks.

Field Peer Review is carried out through **field visit**, observation and interviews with different actors' groups of an interactive innovation case.

It can be organized in different ways, depending on the available networks, resources (staff and finances), and knowledge needs and requirements.

A single Field Peer Review can be run, for example, by an advisory body or innovation support service provider, who creates a network with other advisors/IIS providers spontaneously to review their own cases.

Reciprocal Field Peer Reviews could also be organized between two advisors/advisory bodies/ISS providers, looking for stronger and more constant cooperation.

More appropriately, Field Peer Reviews should be carried out in a network which already exists (e.g., operational groups) or has been created for the purpose of carrying out Field Peer Reviews. This allows for common preparatory activities such as peer selection, training, matching peers with the cases to be reviewed, etc. This requires the "appointment" of a coordinating body to ensure high quality Peer Reviews and effective coordination of the common process and procedures.

When can it be used?

Permanently, as a tool for continuous M&E and learning.

Relevance for the CAP Strategic Plan

Within the CAP strategic plans managing authorities could envisage the implementation of a national or regional Field Peer Review programme between operational groups.

Such a program would bring numerous benefits:

- improving information on interactive innovation projects funded through the EAFRD
- assessing the quality of interactive innovation processes and support services provided, at a relatively low cost,
- highlighting strengths and demonstrating good practice,
- increase accountability to stakeholders,
- identify shortcomings and weaknesses,
- receive advice to improve ongoing interactive innovation processes,
- engage OGs in a mutual learning process with Peers,
- create networks and cooperate with other OGs,
- promote competence and skills development,
- promote the development and quality of co-creation approaches and quality assurance,

Therefore, this tool can support managing authorities and possibly evaluators during the design, monitoring and evaluation phases of policies and interventions supporting innovation.

5.1 Tool description

The tool consists of two parts:

- the field peer review procedure, which is presented below (see also Annex III.a),
- the analytical tool to be used for data gathering and assessment, which is attached to this deliverable (Annex III.b).

Theoretical background

According to the Agricultural Innovation System (AIS) perspective (Klerkx et al., 2012), a wide range of actors contribute to innovation processes, playing roles and functions that depend on wider networks, which are involved in social learning processes within given cognitive (paradigms, cognitive rules and regimes) (Hermans et al., 2013; Klerkx et al., 2010) and policy frames (Labarthe et al., 2018). Among these actors, advisors, namely agents who assist clients in innovation processes (i2connect D3.6), can play important support functions, e.g., by connecting actors to knowledge and other relevant actors and/or facilitating the co-innovation process.

Functions and activities of innovation support actors are widely discussed in scientific and technical literature (Allebone-Webb et al., 2016; Birner et al., 2009; Borrás and Edquist, 2013; Faure et al., 2016; Howell, 2006; Herman et al.,2012; Kilelu et al., 2013; Kivimaa et al., 2018; Klerkx and Leeuwis, 2009; Knierim et al., 2017; Labarthe et al., 2013; Leeuwis and van den Ban, 2004; Mathé et al., 2016; Ndah et al., 2018; Röling and Jong, 1998; Steyaert et al., 2017), but in practice they remain poorly understood and applied.

Within the H2020 i2connect project we have tried to develop a suitable methodology to allow innovation actors to analyse innovation support practices first-hand, with the double purpose of investigating and learning from the way how innovation has been realized by others.

To this purpose, a peer review methodology has been developed and implemented.

Peer review is a methodology increasingly being used for managing and improving the quality of Vocational Education and Training (VET) organizations, as well as of services they provide, complying with a European Common Quality Assurance Reference Framework (EQAVET). Peer review is also used to appraise research and knowledge

transfer programmes, whilst within the Interreg Europe programme, it can be used by regions to receive advice from their peers on how to best implement their policy or programme. In the US, the peer review approach is used by the American Institute of Certified Public Accountants (AICPA) to promote and enhance quality in the accounting and auditing services provided by the firms subject to Certified Public Accountancy standards (AICPA, 2019). Further, peer review is applied for evaluating social, health, or environmental policies, particularly by OECD, which commonly involves representatives of other member countries to evaluate a country's performance, to help the reviewed State improve its policy making and comply with established standards and principles, aiming at creating a system of mutual accountability (Pagani, 2002).

Despite this practical diffusion, application of a peer review to the analysis of innovation processes in agriculture represents a real challenge, due to the lack of both baseline procedures and analytical tools.

For the design of the procedures, we relied on the procedures described by the European Peer Review Manual for VET (Gutknecht-Gmeiner et al., 2009), appropriately revised to meet the purpose of reviewing interactive innovation processes.

The analytical framework, which encompasses structural, functional, transformative and developmental analysis, is grounded on a wide corpus of literature concerning advisory functions (including other EU projects, such as AGRISPIN and LIAISON, and the Innovation Capacities Scoring Tool developed by FAO, 2017), as well as on the Innovation Journey (Van de Ven et al. al., 1999) and the Spiral of Innovation (Wielinga et al. 2007) concepts. The innovation journey approach, which focuses on skills needed for each step of the innovation process to make ideas thrive, has been adapted to interactive innovation by matching with the seven-phase model of the Spiral of Innovation (Wielinga et al., 2007; AGRISPIN project), which is used to orient actors within the different steps in the innovation process, namely the initial idea, inspirations of supporters, planning, developing new ideas or practices, implementation, dissemination and embedding changed practices into the institutional environment. The analytical framework follows the "best fit" approach (Birner et al., 2009; Faure et al., 2016), aimed at identifying elements that "fit" specific cases and the environmental conditions that enable them. Moreover, the assessment of the effectiveness of advisory in innovation is carried out by using the reflexive evaluation methodology (van Mierlo et al., 2010; Arkesteijn et al. 2015), aimed at triggering a collective reflection on the results of actions undertaken within the innovation case under review. Within this complex analytical framework, more than 150 evaluation questions were identified.

Development of the peer review methodology

Overall, the methodology that has been designed for conducting the field peer review within the i2connect project includes interviews, key actors' reflexive evaluations, peer observations and other evidence.

The Field Peer Review approach was tested within ten practical cases, which were selected from 69 experiences of interactive innovation submitted to the i2connect project. At the end of the Field Peer Reviews, two follow-up workshops were organized with the reviewers to gather their feedback and discuss strengths and weaknesses of the field peer review process to fine tune the methodology.

The whole Field Peer Review process is based on the cross-fertilization of ideas and practices allowing different actors to experience and reflect on action implemented in different practical cases and their contexts. The complex analytical framework has allowed the reviewers to focus on well-defined aspects that are hardly addressed, going

far beyond what may be considered a mere exchange of practices. In fact, the evaluation questions address three main issues:

i) support services that are or should be offered, by whom and through which methods and tools,
ii) the effectiveness of innovation support and its contribution in helping the process to move to the next phase,
iii) the conditions, both internal (advisor's characteristics) and external (environment), that enable the specific actor(s) to play support functions.

A wide participation of all actors involved in the practical case being reviewed and the development of a shared understanding of the Peer Review processes and objectives are key factors in maximizing the effectiveness of the field peer review. Indeed, if all actors in the practical case are properly involved, the peer review exercise can enable them to refocus on the project and have a mirror effect to see what could be improved, as stated by some actors in the reviewed cases, in addition to foster a greater understanding of the innovation by peers.

In general, the peer review certainly presents innovative aspects because of its combination of assessment and learning approaches. These lasts allow for more significant development of innovation practices by encouraging more critical reflection on innovation processes. Indeed, peer review provides opportunities to open innovation processes to a community of colleagues, triggering improvements for support and facilitation practices. As well, peer reviews provide an opportunity for advisory services to be more purposeful and focused about quality of services they provide to support innovation processes.

Considering these issues, peer review methodology can have significative practical implications, being able to be developed as:

- a strategy within public funded innovation programmes to foster partnerships' own development through the ideas obtained from watching colleagues, help improve innovation processes, and create a system of mutual accountability and learning within the AKISs,
- assessment tools for advisory services.

The Field Peer Review procedure

The field peer review procedure, as proposed here, is designed to be implemented though a Field Peer Review Program involving a network of interactive innovation cases (e.g., the network of operational groups in a region/member state) or a network of advisors and/or innovation support services providers with the interactive innovation cases in which they are involved.

This approach supports to the development of a larger network aimed at empowering actors and improving innovation procedures.

The implementation of a Peer Review Programme within a large network requires:

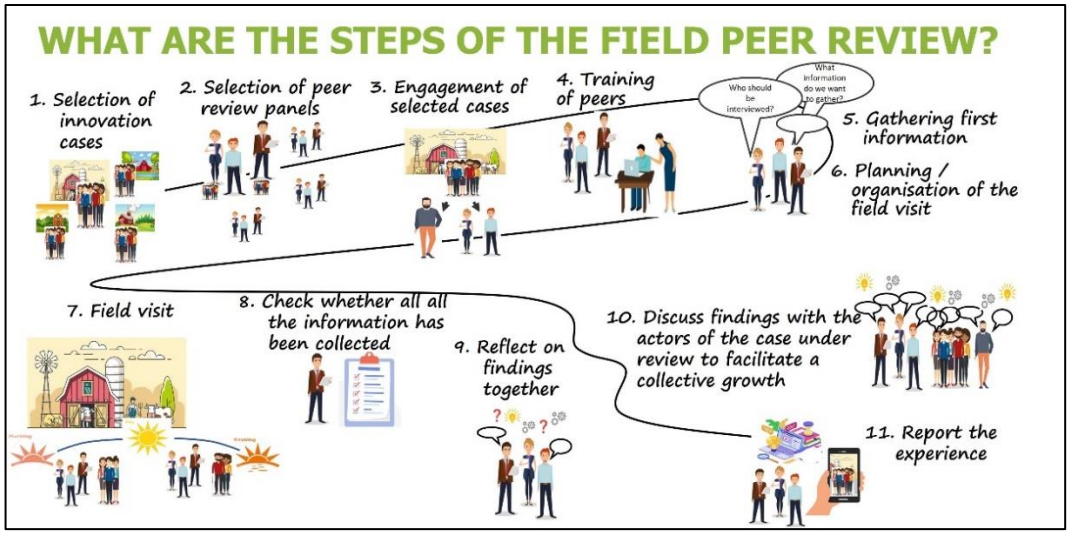
1) the establishment/ appointment of a coordinating body to ensure a high quality of Reviews and an effective coordination of actors and review procedures. The coordinating body should coordinate the development of common procedures (guidelines and indicators), select and train Peers, assign Peers to innovation cases, develop common guidelines and monitor the progress of the Peer Review.
2) the development of a common understanding of the Peer Review processes and the objectives of the Peer Visit with all actors that will be involved. It is crucial to motivate (encourage) the participation of all actors involved in the innovation cases, explaining when and how they will be involved, the issues addressed and how the

results will be used. This will ensure a high degree of cooperation between Peers and cases

The peer review procedure of innovation cases consists of 4 main phases:

1. peer reviewers' selection and training,
2. organisation of the field visit,
3. field visit,
4. peer review recommendations and reporting.

A good Field Peer Review requires about two months to be prepared and organized.



Peers' selection and training

A peer is a person who:

- is equal to, or is on an equal basis with, the person(s) whose performance is assessed,
- works in a similar context and/or institution,
- is external (he/she comes from a different institution) and independent,
- has specific professional experience and skills in the field.

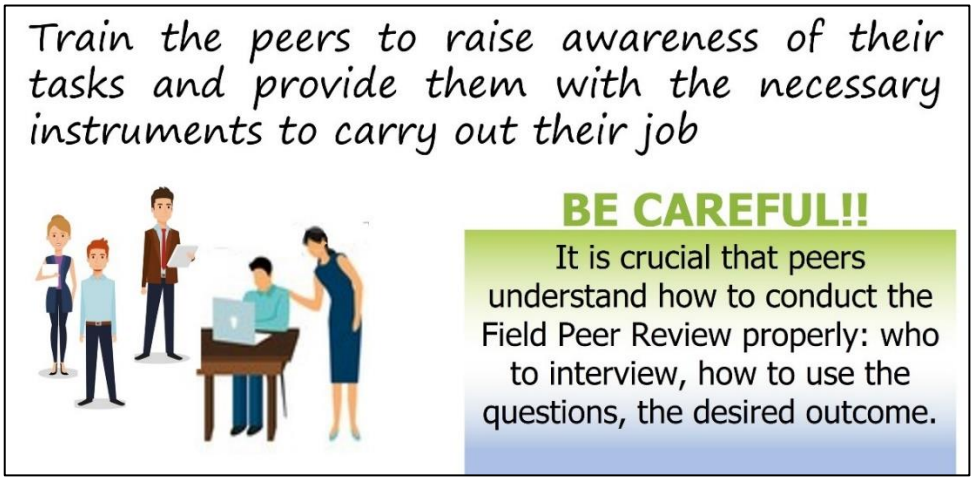
Consequently, he/she can bring into the process "direct" knowledge about the matter under review whilst providing the external vision of someone from a different organisation ("external insider").

The task of the Peers is to achieve an understanding of the subject/situation under assessment (learning function) and to provide critical feedback.

The composition of the field review team depends on the type of organization and coordination of the peer review. In general, field Peer Reviews are completed by teams of 3-4 peer reviewers, that could represent the different types of actors involved in an interactive innovation process (e.g., an advisor, an innovation support services provider, a farmer, a researcher). For simplicity, a peer review could be carried out by a team of peers chosen within one OG/innovation group who visit and review the innovation process carried out by another OG/innovation group.

Each peer team has to have a coordinator (preferably an advisor or innovation support service provider), who coordinates and organises the Peer Review activities and facilitates (chairs) the interaction between peers and the actors in the case under review.

The Peer Team reads any documentation on the case to be reviewed, gathers preliminary information (e.g. through an interview), 2) draws up a plan for the Peer Review (who is to be interviewed, the questions to be asked of each subject, etc.), 3) conducts the Peer Review (gathers information, conducts interviews, analyses the results, provides feedback and reports on the outcomes of the visit for the benefit of other OGs, advisory bodies, managing authorities and other stakeholders.



In preparation for the Peer Review, Peers should attend a "Peer Training Program" aimed at presenting the Peer Review methodology, explaining in depth the different phases of the Peer Review, clarifying the role and tasks of the Peers, briefly illustrating the review approach and the questions for the interviews

Organisation of the Field Peer Visit

The coordination of all the activities concerning the Field Peer Review is assigned to a facilitator (Field Peer Review Facilitator), that is the contact point between the practical case that is to be evaluated and the Field Review team that carries out the assessment.
The Field Peer Review facilitator should ensure a strong engagement of all the actors and other relevant stakeholders in the practical case.
The facilitator is responsible for the organizational aspects of preparing and managing the Field Peer Review (inviting the people to be interviewed, booking the rooms and other necessary equipment, providing logistic support during the review, etc.) and for the effective functioning of the communication channels between the selected practical case and the Field Review Panel (in particular the Peer Coordinator).
Before the visit, Peers should be provided with preliminary information concerning the case under review, through documents or interviewing a key actor. The preliminary documents/interview aim to provide the Peers with an overview of the practical case in its complexity, including the activities carried out and the roles of each actor within the case.
Through the interview all the information necessary for the preparation of the Peer Visit should be collected. Consequently, it should cover all the issues that will be assessed during the Peer Review.
Based on the documents received and the preliminary interview, the Peers develop a **review plan** which defines: i) the subjects to be interviewed (specific actors or typologies); ii) the questions to be asked to each actor or group of actors (following the

analytical tool): iii) the methods of collecting information (e.g., how many individual / group interviews, guided visits, etc.); iv) the estimated time for the visit

The Peers' Visit

The Field Peer Visit is the core activity of the Peer Review procedure: Peers visit the practical case and carry out an assessment, which focuses on roles and function of advisors in supporting innovation processes, the effectiveness of this support and the enabling context.

The review approach is built on interviews (individual or group), focus groups and observations. Practical case actors and stakeholders are interviewed preferably in groups of about 5 people for 90 minutes, but individual interviews are also possible if they better fit the goals of the review. The questions for each group (not more than 7-8 questions, otherwise, due to time limits, not everyone will be able to answer each question) are chosen according to the analytical tool. At the end of the Visit the Peers provide feedback to the evaluated practical case.

The **duration of the visit** depends on the complexity of the reviewed practical case (type and number of involved actors, innovation typology, etc.) and accessibility of the location (in case of Peer Review on the Field). It is advisable to plan rather short visits because 1) a Peer Review upsets the routines of the actors in the practical case and 2) Peers cannot be absent from work for too long a period. Therefore, Peers' Visit should take no more than two-three days.

Field visit

- Interview the different actors individually or in small homogeneous groups (max. 5 people)
- Keep the interviews quite short (max 90 minutes)
- Try to group the people taking into account possible language difficulties (and translation needs)
- Follow the flow of questions detailed in provided tool
- Ask for a guided farms'/facilities' visit and observe
- Ask for (making) pictures and videos

The core element of a Peer Review is the professional **assessment provided by the Peers**.

During the Visit, Peers should review and discuss the results of each activity immediately after its conclusion and organize peers' reflection meetings. Peers are asked not to draw hasty conclusions but to carefully evaluate the evidence and, if the results are inconsistent, to collect further information. It is essential that Peers have enough time to analyse, discuss and understand the information gathered, to evaluate its reliability and relevance, to discuss the different perspectives and opinions within the Peer Panel and to

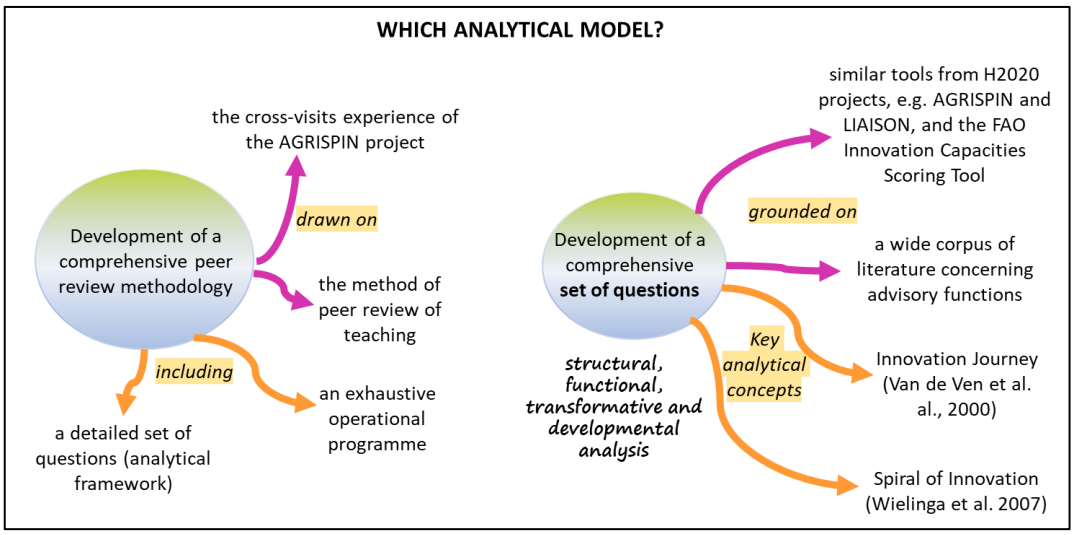
agree on common conclusions. It is therefore necessary to find a balance between the need to collect complete data from different actors and the need for in-depth analysis and discussion of the results ("Triangulation").
Peers share observations and try to understand the innovation processes, focusing on the support provided by advisors in each phase, the effectiveness of this support and the enabling context. To this aim, peers use the questions in the analytical tool, that will drive the reflection towards the final assessment.
At the end of the Peer Review, the Peers schedule a feedback session during which they share their results with the reviewed practice case. This allows for a communicative validation with direct comments from the reviewed case and a request for further explanation - as well as an exchange between the Peers and the reviewed case on crucial aspects of the process.
Peers should finalize the assessment only after the feedback session (and communicative validation) to take into account comments and feedback from the practical case.

Recommendations and reporting

Peers should make recommendations. These should be presented and discussed during the Peer Visit in an open exchange between the Peers and the Practical Case representatives, to allow the discussion should focus on exchange and mutual learning.
The Field Peer Review should conclude with a report, but given the nature of Peers, it is appropriate to think of simpler and more practical solutions, such as videos.

The analytical framework

The analytical framework was developed with the intention of supporting peers during the interviews aimed at gathering information to better understanding how interactive innovation is realised in the cases under investigation. The set of questions focuses on the functions that "ideally" could be performed in the different phases of the innovation process in order to make the ideas grow until the realisation of the innovation and its potential embedding in the wider socio-economic context. As explained above, the analytical tool is developed on different conceptual frameworks and consists of more than 150 evaluation questions.



To help peers select the right questions, the initial framework has been simplified and summarised in a user-friendly tool (Annex X) in which questions are organised according to the phases of the innovation process, presented in sequential order (question flow) and marked with different colours to highlight the type of information they are intended to gather.

Information-gathering questions are complemented by other questions aimed at leading reflection on the collected information and their triangulation. This reflection activity is also aimed at developing critical capacities, thus supporting a peer learning process.

6. Intervention fiches for CAP Strategic Plans

This section presents two potential intervention schemes aimed at supporting actions to develop an enabling environment for innovation. These schemes are intended to provide two ready-to-use insights for implementing policy recommendations 2 and 3 expressed in chapter 2 of this deliverable. The intervention schemes presented can be tailored to the needs of each Member State and planned in the framework of the CAP Strategic Plan (COM (2018) 392 final, Proposal for a Regulation of the European Parliament and of the Council establishing rules on support for strategic plans to be drawn up by Member States under the Common agricultural policy).

Local Centres of Competences for Innovation in Agriculture, Agribusiness and Forestry

SECTION 5.3. RURAL DEVELOPMENT INTERVENTIONS

Sub-sections	Text
5.3 Introduction table	
Intervention code (MS)	[text box]
Intervention budget code (EC)	[Automatically calculated]
Intervention name	Local Centers of Competences for Innovation in Agriculture, Agribusiness and Forestry (art. 13)
Type of Intervention	Grant
Output Indicator	O.33 Number of supported training, advice and awareness actions or units
Contribution to ringfencing requirements for/on:	• Generational Renewal: No • Environment: No • LEADER: No
Does the intervention include carry – over expenditure from RDP	[manual selection] ☐ It does fully ☐ It does partially ☒ No
5.3.1 EAFRD contribution rate applicable to this intervention	
5.3.1 See table annex 1 to this document	100%
5.3.2 Territorial scope and regional dimension	
5.3.2 Regional dimension	☐ National ☒ Regional
5.3.2 Selection of the NUTS	All Regions (NUTS2)
5.3.2 Description	The intervention can be activated by all member States according to their needs.
5.3.3 Related Specific Objectives/CCO	

5.3.3 Selection of the objectives	Cross-Cutting objective: Modernize the sector by promoting and sharing knowledge, innovation, and digitization in agriculture Cross-Cutting objective: Fostering of knowledge, innovation and digitalization in agriculture and rural areas and encourage their uptake
5.3.4 Need(s) addressed by the intervention	
5.3.4 Selection of needs	A.1: Promote cooperation and integration among the different components of the knowledge and innovation system (AKIS) both at the institutional and operational level. A.2: Promote the collection of information and the widespread and integrated dissemination of knowledge and innovations, tailored to the real needs of enterprises, with particular attention to micro-small and medium-sized agricultural and forestry enterprises. A.3: Improve the provision of information and training by applying new and diversified methods and tools to better meet the needs of farmers, foresters and operators working in rural areas, with particular attention young newly settled people and women. A.4: Promote through training and (public and private) advisory, the use of innovative methods and tools for the implementation of changes to achieve changes required for the productive, economic and social development of agricultural enterprises A.6: Stimulate the participation of agricultural and forestry enterprises in the development of innovations aimed at improving competitiveness and sustainability of production processes OS 8 - 3.8: Improve the design capacity and participation of local actors in the development of the territory through training and exchange of knowledge, promoting territorial animation and encouraging cooperation, promoting social innovation and enhancement of the territories
5.3.5 Result indicator(s)	
5.3.5 Selection of the result indicators	R.1 Enhancing performance through knowledge and innovation R.2 Linking advise and knowledge systems R.28 Environmental/climate performance through knowledge and innovation
5.3.6 Description of the intervention and Commitments, Eligibility criteria, other Obligations (ICO)	
5.3.6 Specific design, requirements and eligibility	Specific design The intervention supports the setting up and operation

conditions of the intervention	of Local Centers of Competences (Hubs) for Innovation (LCCI) to provide activities and services that support and facilitate processes of knowledge exchange and innovation that involve, primarily, local agricultural and/or forestry enterprises. The LCCIs facilitate the development of specialized skills that meet the specific needs of the territories and knowledge flows, encouraging the emergence of innovative ideas. In particular: 1. Setting up of Local Centres of Competence and Innovation and Competence (LCCI), constituted as organizations of specialized and trans-sectorial competences (e.g.. digital, bio-economy) to act as helpdesks and on the different territories to provide activities and services supporting advisory services and facilitating the processes of knowledge & innovation exchange that involve, mainly, local agricultural and/or forestry enterprises. The LCCIs facilitate the development of specialized skills that answer to the specific needs of the territories as well as knowledge flows, encouraging the bottom – up emergence of innovative ideas. Where such 'innovation hubs' already exists, the activities to be supported are: 2. Organising events and discussion groups that involve farmers/forestry operators on topics of common interest and on innovations already implemented by and/or participants in OGs in the specific area as well as other research and innovation projects; 3. Implementing and carrying out field trials aimed at satisfying the interest of the farmer and the forest operator (e.g,. two or more experimental/ demonstrative farms); 4. Providing advisory and training aimed at demonstration farms financed under the Strategic Plans (Intervention on training), also through the support to the organization of visits and other activities of knowledge exchange at the demonstration farms; 5. Organising open "Research Days" and farm coaching aimed at encouraging the dissemination of research results ready to be put into practice and the start of collaborative innovation processes; 6. Providing back-office services, training, peer-

	to-peer and up-to-date events for advisorss in the area, aimed at encouraging the systematic growth of technical and specialized skills and the development of the ability to interconnect farmers with research and support innovation processes; 7. Cross-fertilisation events between actors of interregional, transregional AKIS, also in cooperation with the National CAP Network; 8. Organizing joint activities and events to disseminate the results of operational groups and other European, national and regional research and innovation projects; 9. Systematic monitoring of problems and needs analysis of local agricultural and forestry enterprises, aimed at facilitating early feedback from advice and research. Beneficiary Requirements The beneficiary must: - have an operational office open to the public in the territory of reference. -partners of LCCI must have a technical staff with appropriate qualifications and proven experience in innovation projects. Intervention Eligibility Requirements The Plan must include at least 5 of the LCCI's activities and contain the following information: (a) description and organization of the LCCI. b) plan of activities (services, training field trials, etc.) c) indication of human resources (number and technical-scientific skills) and relationships among partners; d) methods of service delivery e) description of the expected results and contribution to the achievement of the transversal objectives; f) timeframe of project development; g) description of the overall budget and its distribution among the various activities and partners.
5.3.6 Beneficiaries	Public territorial bodies; Public-private partnerships; Private partnerships between universities, public and private research bodies; associations of agricultural/forestry entrepreneurs; advisory bodies; secondary education institutes, professional training bodies, public territorial bodies.

	The partnership must be composed of at least three different types of subjects
5.3.6 ICO (Commitments, Criteria, other Obligations)	Commitments The beneficiary agrees to: **CO01 –** Carrying out a project of maximum duration of 5 years. **CO02 –** The LCCI, as a subject of the AKIS, shall interact with the GOs of the IEP-AGRI and shall ensure participation in activities organized by the IEP-AGRI. **CO03 -** The partnership must submit the Annual Reports Principles of selection criteria **CR01** – Consistency of the composition and relevance of the partnership; **CR02** - Quality of the project in relation to organizational capacity, articulation of project activities and clear definition of results. CR03 - Appropriateness of expenditure in relation to the human and material resources to be used and the economic feasibility of the project. CR04 - Appropriateness of the timeframe. Other Commitments In order to comply with the information and publicity requirements set out in the applicable EU legislation, each beneficiary of public contributions under this intervention will be obliged to: **OB01** - provide on the official website of the beneficiary, where it exists, and on its official social media, a brief description of the operation, [proportionate to the level of support], including the objectives and results, and highlight the Union's financial support; **OB02** - use the Union emblem in accordance with the technical characteristics specified in [Delegated Regulation No.....] in presentations, lessons, and educational materials used in training actions. General principles of expenditure eligibility In order to be eligible for public contribution, the expenses incurred by the beneficiaries must be: - attributable to a financed operation; - there must be a direct relationship between the expenses incurred and the operations carried out; - consistent with the activities to be carried out and involve costs commensurate with the size of the operation; - necessary to implement the operation covered by the grant.

	Furthermore, the costs must be reasonable, justified and in accordance with the principles of sound financial management, particularly in terms of economy and efficiency. Time validity of expenses **EXP01** In order to guarantee the incentive effect of the public contribution, the initial date of eligibility of the expenses incurred by the beneficiaries starts from the date of submission of the application for support by the same. An exception is made for general preparatory expenses, aimed at the planning of operations (including the analysis of training needs) for which expenses incurred up to [12] months prior to the submission of the aforementioned application are eligible. **EXP02** – For the same purposes as in SP01 above, operations are not eligible for support if they have been completed or fully implemented before the application for support is submitted, regardless of whether all related payments have been made by the beneficiaries. [alternative: work and activities must start as of the date the application for support is submitted]. **EXP03** – The final date of eligibility of expenses for beneficiaries is set in the measure granting the support issued by the competent Managing Authority. Categories of Eligible Expenditures: The following expenditure items are eligible for support: **EXP04-** expenses for planning, coordination and implementation activities of the intervention; **EXP05-** expenses for internal (pro-quota) and external personnel (teaching, tutoring, animation) including any travel expenses; **EXP06-** purchase of teaching, promotional and consumption materials; **SP07-** rental and hire of classrooms and teaching equipment; **EXP08-** purchase of support services (e.g. IC, promotion and publicity, logistics); **EXP09-** standard costs for training, experimentation, overhead, etc.
5.3.6 Specificity related to regions	Numbers of LCCI Possibility of identifying a single training organization as coordinator of all local training projects
5.3.6 Only if O13 (art 65) is selected– Environmental, climate and other management	[manual selection]

commitments	
5.3.6 Only if O11 (art 66) is selected – Natural or other area-specific constraints	[manual selection]
5.3.6 Only if O12 (art 67) is selected - Area-specific disadvantages resulting from certain mandatory requirements	[manual selection]
5.3.7. *Identification of relevant baseline elements (relevant GAEC, statutory management requirements (SMR) and other mandatory requirements established by national and Union law), where applicable, description of the specific relevant obligations under the SMR, and explanation as to how the commitment goes beyond the mandatory requirements (as referred to in Art. 28 (5) and Art. 65 (5)).*	
5.3.7. List of relevant GAEC	[Manual selection among the list of the relevant GAEC (list to be defined for each type of intervention/sector), one or many by intervention- see section 3. Selection of more than one is possible]
5.3.7. List of relevant SMR	[Manual selection among the list of SMR, list from Annex III]
5.3.7. List of relevant mandatory national standards	[Mandatory rich text]
5.3.7 Link between GAEC, SMR and national standards with the intervention	[Mandatory rich text]
5.3.8. Form and rate of support/premia/calculation	
5.3.8 Form of support -Non SIGC	[manual selection] X Grant
5.3.8 Type of payment – Non SIGC	[manual selection] X reimbursement of eligible costs actually incurred by a beneficiary X unit costs [If b/c or d/ is checked] What is the basis for the establishment? – [text box, mandatory]
5.3.8 Range of support at beneficiary level– Non IACS	[text box]
5.3.8 Type of payment –SIGC	[mandatory selection]
5.3.8 Range of support at beneficiary level- SIGC	Amount(s) of support and relevant explanation [text box]
5.3.8. Calculation method - SIGC	[text box]
5.3.8 Additional explanation	[text box]
5.3.9 Planned Unit Amount	
Unit amount code (MS)	[text box]

Unit amount budget code (EC)	[Manual encoding]
Unit amount name	[text box]
Type of support	[Manual encoding] ○ grant ○ financial instrument
Type of unit amount	[Manual encoding] ○ uniform ○ average Only for IACS and if type of unit amount is average Explanation why uniform is not possible [text box]
Value for the first year	[text box] Planned unit amount value for 2030 in euros: …… –
Corresponding unit of output (if applicable)	[Selection from a pre-selected menu]
Explanation and justification related to the value of the unit amount	[text box]
Region(s):	[selection of the NUTS region(s) among the one(s) selected for this Intervention]
Contribution rate(s)	[Manual selection among the one(s) defined for this Intervention from a drop-down menu]
Result indicator	[Manual selection from the list of result indicators selected for the intervention at a previous entry]
Carried-over expenditure from previous policy ("carry-over") from commitments made in previous programming	[Manual selection] Is the Unit amount corresponding to supports / commitments carried-over from the previous period? (Y/N)
5.3.10. Information regarding State aid assessment	
5.3.10 Presence of State aid	[manual selection] The intervention falls outside the scope of Article 42 TFEU and is subject to State aid assessment: ○ No
5.3.10 Description aid(s)	[text box]
5.3.10 Authorization	[Manual selection]
5.3.10 Notification	SA case number [text box]
5.3.10 Amount	EAFRD amount (€): [text box]
5.3.10 Co-financing	National co-financing (€): [text box]
5.3.10 Top-up	Additional national financing (€): [text box]
5.3.11. Additional questions/information specific to the Type of Intervention	
5.3.11 If any O.I is selected for Art.65 (Environmental-climate	[manual selection] Models of the commitment(s) in the intervention:

commitments and other management commitments)	○ result based (with possibility to pick and choose) ○ management based (with possibility to pick and choose) ○ hybrid (management and result based + [text box] [Explain the obligations/possibilities for beneficiaries in relation to the commitments set out in the intervention (implementation of sets of commitments, pick and choose…)] + [text box] Duration of contracts
5.3.1 If RD Investments are selected as a type of intervention	What is not eligible for support? [text box]
5.3.11 For investments in irrigation	o
5.3.1 If Art. 70 and O.I 8 are selected (risk management)	
5.3.11 If Art. 70 and O.I 8 are selected (risk management)	
5.3.11 If Art. 70 and O.I 8 are selected (risk management)	
5.3.11 If Art. 70 and O.I 8 are selected (risk management)	
If Art. 71 and O.I 27 are selected (LEADER)	
If Art. 71 and O.I 27 are selected (LEADER)	
If Art. 71 and O.I 27 are selected (LEADER)	
If Art. 71 and O.I 27 are selected (LEADER)	
5.3.12. WTO compliance	
5.3.12. WTO compliance	[manual selection] The training intervention meets the criteria of the WTO Green Box as specified in Annex 2 of the WTO Agreement on Agriculture because it is provided through a public program that does not involve transfers from consumers, furthermore, this support does not have the effect of providing price support to producers and does not include direct supports.
5.3.12. WTO compliance	[Mandatory text box, excluded risk management]]
5.3.12. WTO compliance	[Mandatory text box, only for risk management]]
5.3.13. Planned Unit Amounts – financial table with output	
5.3.13 See table annex 2 to this document	

Field Peer Review

SECTION 5.3. RURAL DEVELOPMENT INTERVENTIONS

Sub-sections	Text
5.3 Introduction table	
Intervention code (MS)	[text box]
Intervention budget code (EC)	[Automatically calculated]
Intervention name	**Field peer review**
Type of Intervention	Knowledge exchange and information
Output Indicator	O.33 Number of supported training, advice and awareness actions or units
Contribution to ringfencing requirements for/on:	• Generational Renewal: No • Environment: No • LEADER: No
Does the intervention include carry – over expenditure from RDP	[manual selection] ☐ It does fully ☐ It does partially ☒ No
5.3.1 EAFRD contribution rate applicable to this intervention	
5.3.1 See table annex 1 to this document	100%
5.3.2 Territorial scope and regional dimension	
5.3.2 Regional dimension	☐ National ☒ Regional
5.3.2 Selection of the NUTS	All Regions (NUTS2)
5.3.2 Description	The intervention can be activated by all Member States basing on needs of the different territories.
5.3.3 Related Specific Objectives/CCO	
5.3.3 Selection of the objectives	Cross-Cutting objective: Modernize the sector by promoting and sharing knowledge, innovation, and digitization in agriculture and rural areas and encourage their uptake
5.3.4 Need(s) addressed by the intervention	
5.3.4 Selection of needs	A.2: Promote the collection of information and the widespread and integrated dissemination of knowledge and innovations, tailored to the real needs of enterprises, with particular attention to micro-small and medium-sized agricultural and forestry

	enterprises A.4: Promote through training and advice (public and private), the use of innovative methods and tools for the implementation of changes needed for the productive, economic and social development of agricultural enterprises A.6: Stimulate the participation of enterprises to the development of innovations in favor of competitiveness and overall sustainability of production processes OS 8 - 3.8: Improve the design capacity and participation of local actors in the development of the territory through training and exchange of knowledge, promoting territorial animation and encouraging cooperation, promoting social innovation and enhancement of the territories
5.3.5 Result indicator(s)	
4.3.5 Selection of the results indicators	R.1 Enhancing performance through knowledge and innovation R.2 Linking advise and knowledge systems R.28 Environmental/climate performance through knowledge and innovation
5.3.6 Description of the intervention and Commitments, Eligibility criteria, other Obligations (ICO)	
5.3.6 Specific design, requirements and eligibility conditions of the intervention	Specific design The intervention supports the organization and implementation of a system for continuous peer-to-peer learning among operational groups focused on practices (approaches, methods, tools and external environment) that allows the effective support of multi-actor innovation processes at different stages (initial phase, development and scaling). The intervention aims at putting into practice the approach and analytical tools already successfully tested in the Horizon2020 project i2Connect. Operationally, the Field Peer Review consists in the analysis/examination of an innovation process carried on by an Operational Group, through on-site visits participated by some representatives (peers, of which at least 1 / 2 advisors and 1 farmer) from another operational group. The aim is to observe and analyze the implemented practices, provide possible feedback for improvement and learn from the way interactive innovation was developed by others. The result of the Field Peer Review activities is reported through audio-visual tools and made available to the Funding Bodies and independent evaluators for Monitoring and Evaluation purposes.

	The intervention is aimed at strengthening the innovation support services (ISS), by developing robust and consistent innovation support methods, stimulating the participation of local actors in the development of innovative ideas, supporting actors co-creatively brainstorm ideas, from idea to project proposal. The peer review process will make possible the sharing of ideas, it will allow to put together tools to improve interaction, projects, links between actors, policies and methods to speed up the creation of innovative solutions. It will moreover ease the sharing of the skills necessary to prepare project proposals, the wider use of the available knowledge at the service of the idea development, the diffusion of innovative ready-to-use solutions. This will contribute to innovative projects linked to the objectives of the Green Deal Farm to For Fork strategy, and to the transversal objective of modernizing the sector by promoting and sharing knowledge, innovation and digital in agriculture and rural areas of the CAP and will encourage their adoption. In a nutshell, peer review will enhance the impact of fundings for multi-actor research and innovation initiatives. Beneficiary Requirements The beneficiary must: 1) organize the Field Peer Review activity; 2) organize the (national) network of the peer reviewers ; 3) provide the training needed to carry out the Field Peer Review activity; 4) organize the meetings with the operational group and regional authorities to explain the purpose of the Field Peer Review and to establish a collaborative climate; 5) carry out support activities for the preparation and reporting of Field Peer Reviews; 6) reflection, analysis and dissemination activities on the results of Field Peer Reviews; 7) create a database - with audiovisual materials and reports of Field Peer Review activities; 8) provide for recommendations and dissemination of good practices.
5.3.6 Beneficiaries	Ministry; Public national coordination bodies; Public-private partnerships (innovation hubs).
5.3.6 ICO (Commitments, Criteria,	Commitments

other Obligations)	The beneficiary agrees to: Other Obligations Time validity of expenses Categories of Eligible Expenditures: The following expenditure items are eligible for support: **EXP04 -** personnel expenses; **EXP05-** organization and coordination activities; **EXP06-** expenses for animation and dissemination activities; **EXP07-** expenses for information and communication activities; **EXP08 -** missions and trips; **EXP09 -** rent and hire of classrooms and teaching facilities; **EXP10 -** purchase of software and licenses; **EXP11 -** indirect costs calculated on a flat-rate basis, based on 15% of payroll costs;
5.3.6 Specificity related to regions	
5.3.6 Only if O13 (art 65) is selected– Pagamento per impegni agro-climatico-ambientali	[manual selection]
5.3.6 Only if O11 (art 66) is selected – Aree con svantaggi naturali	[manual selection]
5.3.6 Only if O12 (art 67) is selected - Aree svantaggiate per determinati requisiti obbligatori	[manual selection]
5.3.7. *Identification of relevant baseline elements (relevant GAEC, statutory management requirements (SMR) and other mandatory requirements established by national and Union law), where applicable, description of the specific relevant obligations under the SMR, and explanation as to how the commitment goes beyond the mandatory requirements (as referred to in Art. 28 (5) and Art. 65 (5)).*	
5.3.7. List of relevant GAEC	[Manual selection among the list of the relevant GAEC (list to be defined for each type of intervention/sector), one or many by intervention- see section 3. Selection of more than one is possible]
5.3.7. List of relevant SMR	[Manual selection among the list of SMR, list from Annex III]
5.3.7. List of relevant mandatory national standards	[Mandatory rich text]
5.3.7 Link between GAEC, SMR and national standards with the intervention	[Mandatory rich text]

5.3.8. Form and rate of support/premia/calculation	
5.3.8 Form of support -Non SIGC	[manual selection] X Grant
5.3.8 Type of payment – Non SIGC	[manual selection] X reimbursement of eligible costs actually incurred by a beneficiary X unit costs [If b/c or d/ is checked] What is the basis for the establishment? – [text box, mandatory]
5.3.8 Range of support at beneficiary level– Non IACS	[text box]
5.3.8 Type of payment –SIGC	[mandatory selection]
5.3.8 Range of support at beneficiary level- SIGC	Amount(s) of support and relevant explanation [text box]
5.3.8. Calculation method - SIGC	[text box]
5.3.8 Additional explanation	[text box]
5.3.9 Planned Unit Amount	
Unit amount code (MS)	[text box]
Unit amount budget code (EC)	[Manual encoding]
Unit amount name	[text box]
Type of support	[Manual encoding] ○ grant ○ financial instrument
Type of unit amount	[Manual encoding] ○ uniform ○ average Only for IACS and if type of unit amount is average Explanation why uniform is not possible [text box]
Value for the first year	[text box] Planned unit amount value for 2030 in euros: ……. –
Corresponding unit of output (if applicable)	[Selection from a pre-selected menu]
Explanation and justification related to the value of the unit amount	[text box]
Region(s):	[selection of the NUTS region(s) among the one(s) selected for this Intervention]
Contribution rate(s)	[Manual selection among the one(s) defined for this

	Intervention from a drop-down menu]
Result indicator	[Manual selection from the list of result indicators selected for the intervention at a previous entry]
Carried-over expenditure from previous policy ("carry-over") from commitments made in previous programming	[Manual selection] Is the Unit amount corresponding to supports / commitments carried-over from the previous period? (Y/N)
5.3.10. Information regarding State aid assessment	
5.3.10 Presence of State aid	[manual selection] The intervention falls outside the scope of Article 42 TFEU and is subject to State aid assessment: ○ No
5.3.10 Description aid(s)	[text box]
5.3.10 Authorization	[Manual selection]
5.3.10 Notification	SA case number [text box]
5.3.10 Amount	EAFRD amount (€): [text box]
5.3.10 Co-financing	National co-financing (€): [text box]
5.3.10 Top-up	Additional national financing (€): [text box]
5.3.11. Additional questions/information specific to the Type of Intervention	
5.3.11 If any O.I is selected for Art.65 (Environmental-climate commitments and other management commitments)	[manual selection] Models of the commitment(s) in the intervention: ○ result based (with possibility to pick and choose) ○ management based (with possibility to pick and choose) ○ hybrid (management and result based + [text box] [Explain the obligations/possibilities for beneficiaries in relation to the commitments set out in the intervention (implementation of sets of commitments, pick and choose…)] + [text box] Duration of contracts
5.3.1 If RD Investments are selected as a type of intervention	What is not elegible for support? [text box]
5.3.11 For investments in irrigation	o
5.3.1 If Art. 70 and O.I 8 are selected (risk management)	
5.3.11 If Art. 70 and O.I 8 are selected (risk management)	
5.3.11 If Art. 70 and O.I 8 are selected (risk management)	

5.3.11 If Art. 70 and O.I 8 are selected (risk management)	
If Art. 71 and O.I 27 are selected (LEADER)	
If Art. 71 and O.I 27 are selected (LEADER)	
If Art. 71 and O.I 27 are selected (LEADER)	
If Art. 71 and O.I 27 are selected (LEADER)	
5.3.12. WTO compliance	
5.3.12. WTO compliance	[manual selection] The training intervention meets the criteria of the WTO Green Box as specified in Annex 2 of the WTO Agreement on Agriculture because it is provided through a public program that does not involve transfers from consumers, furthermore, this support does not have the effect of providing price support to producers and does not include direct supports.
5.3.12. WTO compliance	[Mandatory text box, excluded risk management]]
5.3.12. WTO compliance	[Mandatory text box, only for risk management]]
5.3.13. Planned Unit Amounts – financial table with output	
5.3.13 See table annex 2 to this document	

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