

Stakeholder engagement for knowledge-sharing across networks and beyond the project level

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1. Introduction

Calls for innovation have become increasingly frequent as people begin to recognize the need for change and transformation in the way human beings relate to each other and to the environment and the dramatic effects of climate change and environmental degradation, which is causing disasters in agriculture and human health, such as the current Covid-19 pandemic. Therefore, innovation, particularly in agriculture and food systems is key to find viable, resilient and sustainable solutions to many of the world's most complex problems. This extended abstract focuses on the growing phase of the co-innovation process, whereby the innovation and knowledge that has resulted from the co-creation process is embedded and disseminated outside the partnership to achieve greater impact and transformation. We use an innovation systems perspective as it provides an analytical framework to study transformation and change in agriculture as a process of actions and interactions among a diverse set of actors engaged in generating, exchanging, and using knowledge (Hall et al., 2003; Spielman et al., 2008). In fact, transformation occurs when some of the rules that govern the system change in response to a novelty (Watzlawick et al. 1974), hence spreading its impact. This transformation is a type of change that alters relationships at different scales (Moore and Wesley, 2011).

Scaling refers to the adaptation, uptake and use of innovations such as practices, technologies, and market or policy arrangements across broader communities of actors and/or geographies (Eastwood et al., 2017; Glover et al., 2017). Rising popularity has contributed to the perception that “scaling” is something one can do and should aspire to when pursuing Sustainable Development Goals (Wigboldus et al., 2016; (Schut et al., 2020). The scaling of innovation, although often interpreted along the lines of adoption, diffusion or extension, refers to more sophisticated and holistic approaches and strategies whereby innovations contribute to and become embedded in broader processes of systemic change in society (Wigboldus et al., 2016; Schut et al., 2020). Through this extended abstract we support the fact that the process of scaling social innovations to achieve systemic impacts involves three different types of scaling—scaling out, scaling up, and scaling deep—and that in order to achieve large systems change (LSC) a combination of these types will most likely be required Moore et al., (2015). And that there are certain strategies that can be associated with each type of scaling process. The aim of this extended abstract is therefore to analyse the position and strategies of the different European multi-actor innovation partnerships towards scaling (up, out and deep) and generating impact and transformative change.

2. Methodology

Data collection was part of a large H2020 project, in which a careful case study selection was done, which started with 200 case studies and finished with 32 case studies to be analysed in depth throughout Europe. The case studies selected for the purposes of this analysis were selected out of the already shortlisted 32 case studies aiming for diversity (geographical and project type) and selecting those that could most contribute to the issue of scaling. We have based the analysis on Moore et al (2015) conceptual framework:

- *Scaling Out* has to do with the dimension of diffusion or spread of an innovation
- *Scaling Up* has to do with institutionalizing an innovation and changing the “institutional logics” of an incumbent regime

- *Scaling Deep* is related to the culture, values and beliefs of the people and landscape within which the innovation is developed and used. It can be understood as any change impacting cultural roots.

Table 1. Case Studies selected for Analysis

Name	Type
Agrocycle	H2020 RIA
10 Frame BEEHIVE	Private enterprise and funding
Sparkle	ERASMUS+
AFINET	R&I Programme H 2020
L'Atelier Paysan	Operational Group
PSVA	Initially public now private funding
Hanfanbauer Werra-Meißner	Operational Group
ProtecowA	Interreg
Arena Skog	Public and private

3. Results

Scaling is a process that does not necessarily need to be included into the planning and objectives of co-innovation partnerships. Although, in order for innovations to be truly impactful some degree of scaling does need to be achieved.

Table 2. key scaling strategies identified in the case studies selected

Scaling up	Scaling out	Scaling Deep
-Careful stakeholder mapping and planning at the beginning of the partnership creation -Out-scaling. The more people replicating the innovation the more power and impact -Establishing contact with other clusters or programs working with similar issues and problems -Activism and lobbying activities, such as organising large general assemblies, write articles in journals. -Establishing clear common values and objectives adequate technical support structure or the expertise of an experienced project manager	-Careful stakeholder mapping Integrating end-users into the value creation process -Upscaling. By changing a law or regulation more people will apply the innovation -Adequate technical support structure or the expertise of an experienced project manager to secure long term funding -Regular field visits allow for informal but focused information exchange -Establishing a communication plan that ensures the participation and hearing of all stakeholders and actors involved in the partnership -Networking as a conscious strategy of the partnership -Ensuring a fair decision-making process agreed by all involved	-Creating conscious strategies to promote the generation of trust -Flexibility, few hierarchies, a lot of informal communication -Impartial expert facilitation and 'horizontal' management -Frequent communication and exchange -Plan activities according to the specific strengths and expertise of the participating members -Achieving through the process uniformity in the political ambitions and ideology

Barriers and Bottlenecks to achieve scaling of innovations

Three key bottlenecks to scaling have been identified through the analysis.

- **Funding and Bureaucracy:** Funding is one of the key constraints for innovations to scale and basically to be sustained in time. In L'Atelier Paysan, the lack of economic stability creates internal tensions and uncertainty as to the sustainability and resilience

of the cooperative, thus affecting its impact. Larger partnerships such as Interreg or H2020 projects (Agrocycle and Protecow) have to deal with complex financial administrative structures. Difficult for consortium members operating with small budgets.

- **Culture and values:** Local culture and traditional customs and the existing regime do not always welcome innovation, nor innovation processes, i.e. the Alentejo (PSVA), despite being a region with an urgent need to innovate, is still a region with rural actors largely afraid of the unknown, and therefore constant work is needed to explain to the producers the added value of specific innovation projects.
- **Policy Instruments:** No CS highlighted any positive aspects or support situations by policy or the regime. In fact, some, like SPARKLE, believe that there is a lack of institutional structures and interest for monitoring and exploiting EU project results at territorial level.

4. Discussion and conclusions

To achieve effective transformation all three types of scaling should happen in one way or another. ‘Scaling out’ emphasises the replication of successful innovations in different communities (or ‘niches’) with the hopes of spreading those same results to more people. This has been proved to be an enduring means to deal with context specific issues that affect the system they are trying to change, however, only the replication might never address the root of the problem if these lay within broader institutions. For many initiatives, such as PSVA, Arena Skog, L’Atelier Paysan, Beehive, the route to greater impact lays in changing institutions and laws, or ‘scaling up’ to affect policies. The policy level has ‘the largest impact’ and is capable of changing the ‘rules of the game’. Strategies for ‘scaling deep’ are related to the notion that durable change has been achieved only when people’s hearts and minds, their values and cultural practices, and the quality of relationships they have, are transformed. We would like to stress the importance of this new scaling concept, which has hardly been discussed in literature (Moore et al., 2015) but that has arisen as a very important factor for achieving durable and sustainable change in the different territories within the case studies analysed.

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