

# Task 2.1 Study of experiences in working groups Report



December 2016

Deliverable 2.1



**EUROPEAN UNION**

Project co-funded by  
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**Written by: Alex Percy-Smith, Task Leader 2.1**

The overall objective of CASA, a Coordination and Support Action (CSA), is a **consolidated common agricultural and wider bioeconomy research agenda** within the European Research Area.

CASA will achieve this by bringing the Standing Committee on Agricultural Research (SCAR), which has already contributed significantly to this objective in the past, to the next level of performance as a research policy think tank. CASA will efficiently strengthen the strengths and compensate for the insufficiencies of SCAR and thus help it evolve further into “SCAR plus”.

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## Abbreviations

CSA	Coordination and Support Action
CWG	Collaborative Working Group
SCAR	Standing Committee on Agricultural Research
SG	Steering Group
SWG	Strategic Working Group
SWOT	Strengths, Weaknesses, Opportunities and Threats
WP	Work Package

## Summary

The first task of Work Package 2 “*Added Value and Improved quality for greater impact*” of the CSA project CASA was an analysis of experience from establishing and managing SCAR working groups and their need of support from CASA. This activity was initiated at an interactive facilitated workshop on Tuesday 8<sup>th</sup> November 2016 in Brussels.

This deliverable presents a brief summary of the main lessons learned. The report from the workshop is to be found in Annex1 with the main content, and discussions of the first annual workshop under task 2.1 of the CASA project.

The Task Manager was invited to present the main lessons learned at the 25<sup>th</sup> SCAR Plenary held in Brussels on 6<sup>th</sup> December 2016. The power point presentation is included in Annex 2.



## Introduction

The CASA CSA project started on 1<sup>st</sup> September 2016 and a Kick Off meeting was held on 7<sup>th</sup> October 2016 in Brussels.

The overarching aim of CASA will be achieved through the accomplishment of the following four specific objectives:

1. Increased and broadened participation, interaction and collaboration of Member States and Associated Countries
2. Improved quality of outputs and outcomes of the Standing Committee of Agricultural Research creating added value for greater impact
3. Strengthening the production of more strategic policy advice by the Standing Committee of Agricultural Research based on the increased, deepened and broadened participation facilitated by CASA
4. Improve overall organisation, communication and dissemination of SCAR activities, outputs and outcomes for greater impact

One of the driving forces for establishing a CSA which will support SCAR is facilitation and coordination of the working groups. Work Package (WP) 2 will be a major thrust of the CSA project providing added value to SCAR bodies and help deliver results of improved quality leading to greater impact of SCAR activities.

Annual workshops aim at supporting the SCAR Rolling Work Plan and identifying the need for CASA support to the working groups. In addition, at the first of the three workshops, lessons learned were discussed with a view to providing inputs to identifying improvements to the current working groups. These activities were initiated under Task 2.1 for 2016 and will be repeated towards the end of 2017 and 2018.

The 2016 workshop consisted of two parts: Identification of lessons learned and Identification of the need for support to the SCAR working groups from CASA and inputs to SCAR Rolling Work Plan.

Feedback was given to the SCAR Steering Group at a meeting in Brussels the day after the workshop on 9<sup>th</sup> November 2016.

Furthermore, the task manager was requested to make a presentation to the SCAR Plenary in Brussels on 6<sup>th</sup> December 2016.

This deliverable is D2.1 and reports the first part of the 2016 workshop – identification of lessons learned and makes conclusions which should be further discussed in the SCAR bodies. Support to the SCAR Rolling Work Plan is reported in Deliverable D2.2.

The report has two annexes:

1. The report from the workshop;
2. The power point presentation used is attached to this report.

## Lessons Learned

The report from the workshop is presented in Annex 1 to this deliverable and describes the presentations and main points of discussions.

The main areas covered in discussions were:

- Dates of Mandate and objectives
- Management Structures
- Organisation of processes
- Simple SWOT

The results of a mini SWOT analysis of all of the SCAR working groups was presented and discussed. Results were also presented at the December 2016 SCAR Plenary. This is the first time such information has been gathered and will be useful in the further development of SCAR working groups and CASA activities.

One of the general outcomes from the workshop is that there is now an increased understanding of the role of the working groups, of SCAR SG and CASA and their understanding of each other's role.

The following is a brief summary of lessons learned:

- All working groups consider their objectives to be clear.
- All working groups have annual work plans.
- All working groups have chairs, but most groups also have co-chairs.
- The chairs are mainly voluntary and in one case the position of chair rotates.
- Groups meet between 2 and 4 times a year.
- Meetings are generally held in Brussels with a view to making it easier for EC staff to participate. Experience from holding meetings elsewhere is positive.
- Virtual meetings are rarely used except for small planning meetings or meetings of a core group.
- There is a lack of interaction between the groups and the SCAR SG and also between the groups.
- The groups do not adequately feed into the SCAR SG and the SCAR Plenary.
- SCAR does not make sufficient use of the outcomes of the working groups, thus missing a chance for greater impact.

Reflections about the comments and discussion during the workshop have led to the following possible future developments for the SCAR bodies:

- Ensure that clear objectives continue to be relevant and relate to SCAR objectives. Ensure annual work plans work towards these objectives.
- A rotation of the position of the chair may induce greater ownership and a sharing of the extra work involved. Continuity might then become a challenge.

- Groups could work with a core group of a few people and limit full meetings to 1-2 times a year possibly during or in connection with specific events.
- Virtual meetings have potential to improve effectiveness if well planned, but should be well organised and probably limited in time to 1-1½ hours and a maximum of about six persons.
- Holding a meeting in Eastern or Southern European countries may attract other countries to become more active and see the advantages of being part of a SCAR body.
- A meeting between SCAR SG and the work group should be held once a year either with all of the groups or a limited number at a time.
- Outputs from working group activities should feed into SCAR by improved reporting and ensuring targeted communication of reports and results.
- SCAR should make the importance and impact of the outcomes of the working groups more visible. This will make the work of the working groups more interesting for both participating and non-participating member states.

All actors – CASA, SCAR SG and SCAR working groups should actively follow up on the workshop.

## **Task 2.1 WORKSHOP 2016**

### **Report**

**November 2016**



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**Written by: Alex Percy-Smith & Floor Geerling-Eiff**

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CASA will achieve this by bringing the Standing Committee on Agricultural Research (SCAR), which has already contributed significantly to this objective in the past, to the next level of performance as a research policy think tank. CASA will efficiently strengthen the strengths and compensate for the insufficiencies of SCAR and thus help it evolve further into “SCAR plus”.



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## Abbreviations

CSA Coordination and Support Action

CWG Collaborative Working Group

SCAR Standing Committee on Agricultural Research

SG Steering Group

SWG Strategic Working Group

SWOT Strengths, Weaknesses, Opportunities ad Threats

WP Work Package

## Summary

The first task of Work Package 2 “*Added Value and Improved quality for greater impact*” of the CSA project CASA was an analysis of experience from establishing and managing SCAR working groups and their need of support from CASA. This activity was initiated at an interactive facilitated workshop on Tuesday 8<sup>th</sup> November 2016 in Brussels.

This summary report presents the main content, discussions and conclusions of the first annual workshop under task 2.1 of the CASA project.

The workshop consisted of two parts: Identification of lessons learned and Identification of the need for support to the SCAR working groups from CASA and inputs to SCAR Rolling Work Plan.

The results of a mini SWOT analysis of all of the SCAR working groups was presented and discussed. Results will also be presented at the December 2016 SCAR Plenary. This is the first time such information has been gathered and will be useful in the further development of SCAR working groups and CASA activities.

SCAR has a Rolling Work Plan under preparation and CASA has been requested to support development of the plan. Outcomes from the workshop have been used to revise and improve the SCAR Rolling Work Plan for presentation at the December 2016 SCAR Plenary.

Support of the working groups by CASA was discussed and preliminary areas for direct support identified. The process for implementation of this support started immediately after the workshop.

The workshop discussions were open and fruitful. It is clear that all must work together. The general outcomes from the workshop may be summarised as:

- ✓ Increased understanding of the role of the working groups, of SCAR SG and CASA
- ✓ Demonstration that there are various ways of supporting working groups and the SCAR SG, not just paying for tickets
- ✓ CASA activities will support SCAR processes, coordination of some activities, aspects of communication and increase representativeness etc.
- ✓ Some topics for specific support were identified e.g. External studies, Facilitation etc.



## Background

One of the four specific objectives of the CASA Coordination and Support Action is ***“improved quality of outputs and outcomes of SCAR and its SCAR Strategic and Collaborative Working Groups (SWGs and CWGs) creating added value for greater impact within the evolving landscape of the broader bioeconomy based on an increased and broadened participation facilitated by CASA”***.

The first task of **Work Package 2 “Added Value and Improved quality for greater impact”** was an analysis of experience from establishing and managing SCAR working groups and their need of support from CASA. This activity was initiated at an interactive facilitated workshop on Tuesday 8<sup>th</sup> November 2016 in Brussels.

This summary report presents the main content, discussions and conclusions of the first annual workshop under task 2.1 of the CASA project.

### The workshop

The various SCAR CWGs and SWGs have differing experience in terms of organising their respective working groups. The experiences and lessons learnt were exchanged during the 2016 task 2.1 workshop, and may lead to improvements in the organisation and running of the respective working groups.

The SCAR Executive Secretary has initiated a process of updating work plans of the various working groups and merging them into a “Rolling” Work Plan for SCAR. The Task Manager of CASA task 2.1 was requested to further develop the document. The CASA work plan must align with the “Rolling” Work Plan for SCAR and the plans of the working groups so that there is harmony and all pull in the same direction to support SCAR. The CASA task 2.1 workshop also supported this process and the working groups presented ideas of the use of the CASA resources within the framework of the approved project.

The interactive and facilitated workshop consisted of two parts:

1. Identification of **lessons learned** and providing inputs to identifying improvements to the current working groups.  
Information sent by the working groups prior to the workshop was gathered and an overview prepared. Open discussions further contributed to identifying ideas of best practices.
2. Identification of the **need for support** from CASA to the SCAR working groups and inputs to the first detailed annual work plan for CASA and thereby the SCAR working groups was discussed.

### Expected outcomes:

1. An overview of important issues which could be considered by working groups for improvement in governance and management
2. Plans for working groups presented and possibilities of CASA support discussed and tentatively agreed

## Introduction to the CSA project CASA

**By Barna Kovacs, EC Project Officer**

As this was one of the first activities under CASA, the chance to ensure all participants were introduced to the project was used through a presentation by the EC Project Officer. His main points were:

- CASA is a project which supports SCAR in its work.
- Everybody should know his/her role in relation to SCAR. The primary CASA beneficiaries are the working groups and the SCAR Steering Group. They need to express their needs for CASA support.
- In different work packages there is attention to cross-cutting issues, workshops, studies, dissemination, etc. It is important for the beneficiaries to identify where to get support to satisfy their needs. Read between the lines of the CASA project. The support is and must be flexible.
- To the Commission people and CASA participants: I would like to recommend to avoid duplication, not to have overlap and not to organise too many conferences at the same time, consider organising them back-to-back if appropriate. Do not hold too many workshops as we will not be able to cope and get maximum benefit from them.
- The Rolling Work Plan is a good basis to start the priority actions. In the plan particular needs and actions are expressed. We expect good outputs and outcomes.

### Introduction from the Coordinator - Jülich

**By Stefan Rauschen**

As the CASA Coordinator Rolf Stratmann was taken ill immediately prior to the workshop, his manager, Stefan Rauschen, substituted for him. His main points were: CASA main aims are:

- Increased and broadened participation, interaction and collaboration;
- Improved quality of outputs and outcomes of SCAR;
- Strengthened production of more strategic policy advice;
- Improved overall organisation, communication and dissemination of SCAR activities.

### Work Package 2

- We need to align what the working groups need and what CASA can deliver within the framework of the project. We want to make SCAR more efficient, but budgets are limited.
- We don't want activities of the working groups and SCAR to become dependent on CASA funds.
- We also need to align what CASA does in relation to SCAR's Rolling Work Plan. CASA can contribute to SCAR becoming a self-reliant support body, financed by members of SCAR. For that we have to convince the Member States of its value and importance.

- Linkages and interactions between work packages are important. CASA needs to work together with the different working groups and also with ad hoc task forces.

#### Task 3.1: Vera Steinberg

The opportunity to make a request to the participants regarding task 3.1 was used.

- The main aim of WP task 3.1 is to have a SWOT analysis to assess the state of play of research and innovation policy in the broader bioeconomy area. Task 3.1 will prepare this SWOT analysis.
- We have to establish a task force to do so. I want to take this opportunity to initiate this process. We need a task force with diverse experts. So the task is to prepare for the SWOT, not to execute it. Why participate? It helps to steer the SWOT. Where can you provide input? Where to do further work? We have a budget for travel for 5-10 persons. More participants are welcome, but this will have to be at their own expense.
- Results of the SWOT analysis will be used with work in other CASA tasks including work on foresight

#### Introduction to the workshop

##### ***By Alex Percy-Smith***

A brief presentation of CASA Task 2.1 and the 2016 workshop was made including the expected outcomes and outputs of the day.

## Presentation of a mini SWOT of the SCAR Working Groups

### *By Floor Geerling-Eiff*

Prior to the workshop a 10-point questionnaire was circulated to the chairs and co-chairs of all the working groups. All groups responded, thus providing facts about the working groups including how they carry out their work etc. but also a simple comment about their perceived strengths, weaknesses, opportunities and threats (SWOT). An overview of the responses was presented and discussed.

The main areas covered were:

- Dates of Mandate and objectives
- Management Structures
- Organisation of processes
- Simple SWOT

### **Results: End Date of Mandates and Objectives**

June 2017: SWG ARCH

December 2018: SWG AKIS

(SWGs Bioeconomy, Forest and Food Systems depending on approval by SCAR Plenary December 2016)

No end date: CWG AHW, CWG SAP, SWG SCARFish

All groups consider their objectives to be clear

All groups have annual work plans

### **Results: Chairs and Co-chairs**

All groups have chairs, but most groups also have co-chairs (SWG AKIS, SWG ARCH, SWG Bioeconomy, SWG SCARFish, SWG Forest and CWG SAP).

How are they appointed?

Vote: SWG AKIS, CWG AHW, CWG SAP

Rotating: SWG SCARFish (6 months)

SCAR SG: SWG Food Systems

NL: SWG Bioeconomy

Voluntary: SWG ARCH, SWG Forest

### **Results: Meetings and Minutes**

Groups meet between 2 and 4 times per year physically.

Virtual meetings:

- are mostly used in subgroups or to prepare specific events for example, with 4-5 people.
- there is doubt if you could use virtual meetings for large group meetings.
- there might be security issues too, for example skypeing with the EC.
- should be limited in time if they are to be effective: best to be only 1 to 1,5 hours.



#### Use of minutes

- All groups make some kind of minutes
- But some produce reports (e.g. AKIS), others only use lists of action points.

#### Can groups have both members and (temporary) observers or guests?

- It depends on the group to decide who is a member and who is an observer. There is no typical guideline for this. MSs are more than welcome to participate.
- There is reluctance to letting lobbyists or representatives of industry participate. This also depends on the group though. In AKIS and other groups they have very good experience with such participation.

#### **Results: Mini SWOT**

A few main points are listed below.

##### Facilitation:

- There is a need for facilitation in working groups because the work load of the chairs and members is too high.
- Facilitation tasks include: organising and preparing meetings, administrative tasks, networking with other groups and organisations, etc.

##### Role of members in the groups:

- Differs per group: some members are considered to be really active, some more passive.
- Most of the (real) work is done in subgroups or by a core group.

#### The uptake and use of outputs have got to be increased; who is responsible for this?

- What strategies are needed and what does the SCAR need from the working groups to realise this? What type of agenda do the groups have? It must be about how the groups can address the SCAR's needs.
- There is dissatisfaction of how the working groups are feeding the SCAR plenary discussion. We need to see where this comes from and how to improve this. How can we be more focused? There are not enough connections to know what is going on in the working groups. There should be more interaction between the SCAR and the WGs.
- One solution could be the extension of some SCAR Steering Group meetings to interact with the chairs of the working groups. The first initiative should come from the groups themselves.

#### How can the working groups be valuable to member states that are not yet very active?

- How is the SCAR interesting for member states?
- At national level there should be regular meetings between SCAR delegates and the national working group representatives. What are missing are the back-to-back meetings with national policy makers.

- It should not be about whoever draws the shortest straw to get to go to Brussels. Members should be able to see the benefit and be willing to join and be active in the SCAR working groups.
- Holding a meeting in an Eastern European country may also attract other Eastern European countries to join.
- SCAR should make the importance and impact of the outcomes of the working groups more visible. This will make the work of the working groups more interesting for member states. It is a matter of transparency but also dissemination of results.

**End of session comment**

SCAR: we are very interested in the results of the mini SWOT of the Working groups. It would be good if the results could be presented at the December 2016 SCAR Plenary.

## Development of SCAR Rolling Work Plan and support from CASA

**By Alex Percy-Smith**

SCAR has a Rolling Work Plan under preparation and CASA has been requested to support development of the plan. A draft of the plan was circulated to participants prior to the workshop. A series of points were discussed. The main points of the discussions and conclusions are presented below.

### *The Rolling Work Plan*

What is the value added of the Rolling Work Plan for the working groups? What improvements are needed to make it more useful?

- This is a SCAR work plan, but all the working groups should contribute to it with their main activities. This will provide important information for each other. It is important to know what is being proposed by others. It is a dynamic document which will be changed.
- It covers all areas that need to be covered in the bioeconomy, but unnecessary overlap between groups should be avoided and synergies identified.
- The plan is not precise and focussed at present and needs to address this concern.
- A very important part is the list of Major European and global developments and how the activities of the groups contribute to these. The matrix in the Annex of the Rolling Work Plan is also a useful tool.
- It should not use a top-down approach; the main drivers should come from the MSs and from SCAR and its working groups.
- The groups can use the matrix to time activities and improve effectiveness possibly through organising joint meetings and improved contact between the groups.

When does it need updating?

- Yearly is enough.
- The groups agreed to update the plans on a regular yearly basis.
- The process can start in September with provisional annual plans for the following year. CASA will support the process including holding the next annual workshop in November 2017. The final draft Rolling Work Plan will then be ready for the SCAR Plenary in the beginning of December.
- CASA will also support the process by improving the lay-out and usefulness of the document.

What should CASA do to support SCAR?

- Some activities from CASA are linked to the Rolling Work Plan.
- However, it must be decided on what CASA can and cannot do within the scope of the Grant Agreement.

### Action points

- Alex will send some instructions for revising inputs to improve the Rolling Work Plan
  - o Activities not always expressed as activities but just as areas of interest
  - o Deliverables often not expressed as deliverables
  - o Harmonisation and linkages
  - o Final draft to be ready for SCAR Plenary December 2016
- Working groups must send their revised inputs to the Rolling Work Plan to Alex by 17<sup>th</sup> November.
- Alex will harmonise the document to improve consistency and usability
- The groups should suggest joint activities with other groups themselves to improve efficiency and create synergies

### Chapter on communication in the Rolling Work Plan

- The topic of communication is important. There are different views. Some say: “if I know what is going on that’s good enough” and others say that “other target groups like farmers, scientists, also have to know the outcomes”. This complexity has meant that such details have not yet been resolved in detail. SCAR must bring policy advice forward to the Commission and the member states. The question is if other communication forms are needed to improve these processes?
- In general, if you want to have impact, you have to show what you’re doing. However, talking to policy makers is different to talking to farmers.
- How can greater use of results be made? How can we know that the outside world exists? We have to make a distinction between what the SCAR does and what the groups do.
- How do we communicate to the countries that are not very active and to whom do we communicate? This must be identified.
- The role of CASA in these processes must be identified and appropriate activities implemented.
- With regard to the working groups: CASA work pack 4 is preparing a questionnaire to examine the needs of the working groups. This will contribute to identifying activities supporting a communication strategy. The survey will be sent to the working groups in the next coming weeks. It is hoped that responses can be analysed before Christmas. This may be rather ambitious and over optimistic.
- Language is an issue, depending on the target group.
- Further discussions must take place in the SCAR SG and in the working groups as well as CASA.

### CASA support for the working groups

The CSA project CASA has some resources for support to the working groups. Support will be provided through a range of activities. In work package 1, activities will address “Representativeness” and in work package 4 “Communication” will be in focus. There



are three annual conferences planned which are not CASA conferences, but SCAR conferences. Work package 3 will focus on Strengthening Strategic Advice.

In addition there are some resources for direct support including facilitation, specific studies and support to coordination and linkages between the working groups and others. However, CASA is not a travel agent. There is very limited budget for travelling and accommodation. CASA was encouraged to be flexible in use of the resources.

Needs of the working groups for facilitation as presented by the groups:

- SWG Forest: organising meetings, preparing 2 meetings in 2017 and 1 workshop in 2018;
- SWG Food Systems: preparations for workshops, end of January/February 2017 (fairly quick);
- CWG AHW: help for consensus, meetings, recycling the strategic agenda, should be done second half of 2017.
- SWG Bioeconomy: meetings in January, May and October, need for organisation of 2 of them. For the January meeting we look at impact. For the May meeting we need experts (reimbursements of travel costs), October: facilitating the workshop. but also making a policy brief;
- CWG SAP: 2 meetings per year. We're thinking about case studies. This is not yet decided in the group. Maybe need for facilitation in 2017;
- SWG SCARFish: we identified a research gap which we want to investigate by the end of 2017. We think of organising a desk study or a workshop. Any support is welcome;
- SWG ARCH: 2 or 3 group meetings for which we can use your (APS) support in 2017;
- SWG AKIS: 3 meetings for next year. 3 types of activities for support are welcome: facilitation, organisation + logistic facilitation. The question is: which of these 3 types of activities can be supported by CASA and to what extend?

There are limited funds for CASA to support the working groups with *facilitation*. The precise needs must be formulated. Do the groups really need the facilitation or not and how necessary is it? Some degree of prioritisation was suggested by the participants as follows:

- The following groups expressed a need for support for facilitation: CWG AHW, SWG Bioeconomy, SWG ARCH, SWG Food Systems, and SWG AKIS.
- CWG SAP gets some support already. They need some facilitation on the foresight preparation, but this could be related to WP3.
- SWG Forest members can support themselves.
- Comment: It would be useful but how is this going to continue after CASA?

These preliminary ideas were suggested at the CASA workshop, but must now be described in a little more detail and, in addition, a person to provide these services should be proposed.

It should be remembered that the groups do not need to be sustainable as such. They have to live up to their mandate. It is not about surviving. The objectives should be clear:

- Their sustainability should be a question for SCAR.
- The SCAR Plenary approves the mandates.
- Groups are working on different levels. We have to have an overview what the groups are working on and how activities can be strengthened, possibly interlinked and discussed between different organisations and groups.

The groups provided preliminary ideas, and some groups are quite advanced in the process of identification of topics. Whilst there are resources for 15 studies of 25.000 euro it was felt that it is better not to initiate all of them in 2017. It should be clear that this is for additional activities. Needs of the working groups for *External studies* as presented by the groups are presented in the inventory below.

- SWG SCARFish:
  - o Management solutions for climate induced change to fishery (2017);
- SWG Forest:
  - o Mapping the research infrastructure for forest-based strategies / the forest-based strategy (2017);
- SWG Bioeconomy:
  - o Study on circular economy in relation to options to revise the bioeconomy strategy (2017);
- CWG SAP:
  - o Provide input for the bioeconomy strategy. This could be cross-cutting with SWG Bioeconomy. We want to have insight into the field in which the group is working. We have to clarify this first with the group.
- SWG AKIS:
  - o Synergies in the field of R&I in agriculture, to facilitate synergy to the MSs;
  - o Mapping of soft and hard infrastructure of knowledge flows in the AKIS;
  - o Impact studies, together with ARCH;
- SWG Food Systems (from Monique's slides):
  - o 2016? Realise the mapping of policies and funding done at National and regional level related to Food Systems. Provide insight into what type of policies and strategies exist that are linked to Food and Nutrition Security and the priorities of FOOD 2030.
  - o 2017: Topics are:
    - Foresight on ICT in food systems perhaps linking to previous AKIS work
    - How to better address emerging risks from the farm or boat to the consumer? Possibly jointly with SWG SCARFish and/or CWG SAP
    - Food systems and the circular economy? Possibly jointly with SWG Bioeconomy.

- How to engage the citizens of the future to have more sustainable dietary habits? Possibly with SWG AKIS and/or SWG ARCH
- CWG AHW:
  - No studies identified at the moment. There will be a meeting in late November during which time this could be discussed.
- SWG ARCH:
  - The role of the global strategy regarding the SDGs (potential link with SWG Bioeconomy);
  - The role of sustainability in food systems (potential link with SWG Food Systems).

Preliminary ideas were suggested, but these must be now described in a little more detail and a person to carry out the study should be proposed. In addition, as there are some studies which are overlapping and there are possibilities of merging and creating synergy and increasing effective use of resources, groups were encouraged to examine possibilities of merging of topics. It was noted that the amount available for each study has been set at a level which is meant to avoid unnecessary complications of tendering. The precise level depends on the national threshold. If thresholds allow a higher amount than 15.000 euro then higher amounts may be possible for merged studies.

#### **Other WPs under CASA**

Work packages 1, 3 and 4 were addressed briefly.

The following points were noted:

##### **WP1 Representativeness**

- There is certainly a possibility of workshops and meetings being held back to back or in some way linked to each other in order to strengthen linkages between CASA tasks and work packages as well as possibility benefiting from improved efficiency of use of resources.
- Lack of funding may not be the only limitation of representativeness. It is also likely to be a question of time. This will be addressed in a study in WP 1.

##### **WP3 Strengthening Strategic Advice**

- Clarification that task 3.7 is about an Impact Framework for SCAR activities to enable SCAR to assess its own work
- Task 3.6 regarding structure for future Foresight processes was briefly explained

##### **WP4 Communication**

- There is an on-going discussion about a CASA website vs. an improved SCAR website. There are a number of restrictions for an EC managed website. The extent of needs and possibilities must be identified.

## Closing words

The discussions were open and fruitful. It is clear that all must work together. The general outcomes from the workshop may be summarised as:

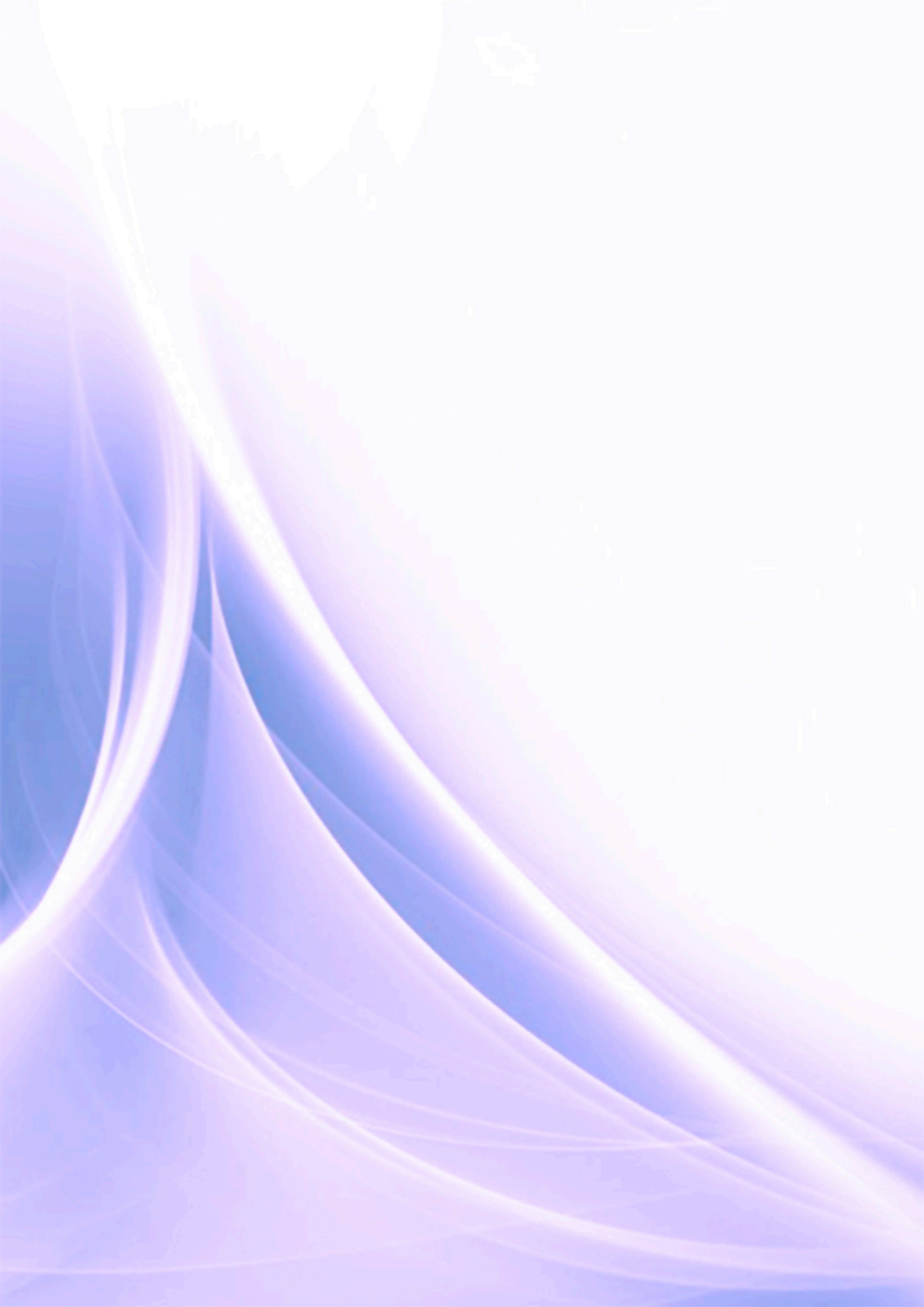
- ✓ Increased understanding of the role of the working groups, of SCAR SG and CASA.
- ✓ Demonstration that there are various ways of supporting working groups and the SCAR SG, not just paying for tickets.
- ✓ CASA activities will support SCAR processes, coordination of some activities, aspects of communication and increase representativeness etc.
- ✓ Some topics for specific support were identified e.g. External studies, Facilitation etc.



**CASA WORKSHOP at Representation of North Rhine-Westphalia, Rue Montoyer 47, Brussels**

**Confirmed participants**

<b>SWGs and CWGs</b>			
ARCH	Co-chair	Philippe Petithuguenin	
ARCH	Co-chair	Patricia Wagnemakers	
Forest	Co-chair	Jean-Michel Carnus	
Forest	Co-chair	Kalliopi Radoglou	
Fish	Co-chair	Andrew Brown	
AKIS	Co-chair	Adrien Guichaoua	
Bioeconomy	Co-chair	Jan van Esch	
Bioeconomy	Co-chair	Stefan Rauschen	
Food Systems	Chair	Monique Axelos	
AHW	Representative	Romano Zilli	
SAP			
	<b>10</b>		
SCAR SG	N	Gudrun Langthaler	
SCAR SG	BE	Anne Vuylsteke	
SCAR SG	SK	Zlatica Daubnerová	
SCAR SG	SK	Dana Peskovicova	
SCAR SG	Hu	Zsófia Kunya	
SCAR SG	FIN	Elina Nikkola	
SCAR SG	SE	Marcus Öhman	
SCAR SG	FR	Egizio Valceschini	
SCAR SG	TR	Canan GÖKSU SÜRÜCÜ	
SCAR SG	PL	Justyna Cieslikowska	
SCAR SG	IT	Annalisa Zezza	
SCAR SG	DK	Bjarne Thomsen	
SCAR SG	NL	Eric Regoun	
	<b>13</b>		
<b>CASA Project staff</b>			
CASA WP 1 Leader		Christine Bunthof	
CASA WP 2 Leader	Facilitator	Alex Percy-Smith	
CASA WP 3 Leader		Vera Steinberg	
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WP1		Dorri te Boekhorst	
WP1		Küllü Kaare	
WP2		Vivi Hunnicke Nielsen	
WP2	Facilitator	Floor Geerling-Eiff	
WP3		Elke Saggau	
WP3		Sylvia Burssens	
WP4		Pierre Grenier	
WP5		José Matos	
	<b>7</b>		
<b>Project Officer</b>		Barna Kovacs	
	<b>1</b>		
<b>EC</b>			
DG AGRI		Inge Van Oost	
DG AGRI		Ciaran Mangan	
DG AGRI		Marc Duponcel	
DG RTD		Nikos ZAMPOUKAS	
DG RTD		Gilles Laroche	
	<b>5</b>		
	<b>39</b>		





### Presentation to SCAR Plenary

#### My presentation:

1. Brief overview of CASA
2. Main outcomes of the first workshop
3. Results of a questionnaire and simple SWOT
4. Main lessons learned

## Overview of CASA

**Project start - 1<sup>st</sup> September ✓**  
**Kick off meeting - 7<sup>th</sup> November ✓**  
**Task 2.1 Workshop 2016 - 8<sup>th</sup> November ✓**

**10 Consortium Partners**  
**3 year project period**  
**Budget: 2m. Euro**  
**Coordinator: Jülich, Germany**



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## Overview of CASA

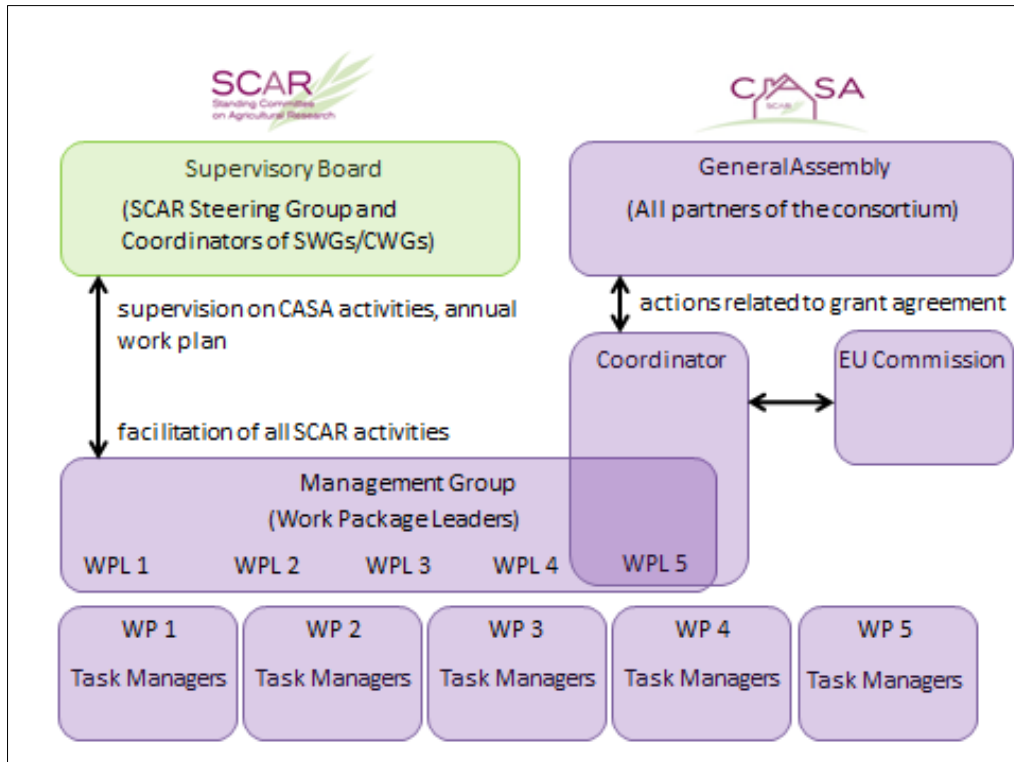
### Specific objectives of CASA:

- Increased and broadened participation, interaction and collaboration of MSs and ACs - **Representativeness**
- **Added Value and Improved Quality for Greater Impact** of outputs and outcomes of SCAR
- Strengthening the production of more **strategic policy advice**
- Improved overall organisation, **communication and dissemination** of SCAR activities, outputs and outcomes for greater impact



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## CASA Workshop

### Workshop to identify:

- **Lessons learned and provide inputs to identifying improvements to the current working groups**
- Support to the Rolling Work Plan
- An overview of specific needs for CASA support to the working groups
- Plans for working groups and possibilities of CASA support discussed and generally agreed

To be repeated in 2017 and 2018



## Workshop part 1 - Lessons learned

### How was this organised?

Simple questionnaire with 10 questions sent to chairs of all working groups prior to workshop

#### Main areas:

- Dates of Mandate and objectives
- Management Structures
- Organisation of processes
- Simple SWOT

All groups provided answers

Presentation and discussion at workshop



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## Results: End Date of Mandates + Objectives

**June 2017:** SWG ARCH

**December 2018:** SWG AKIS  
(SWGs Bioeconomy, Forest and Food Systems)

**No end date:** CWG AHW, CWG SAP, SWG SCARFish

**All groups consider their objectives to be clear**

**All groups have annual work plans**



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## Results: Chairs and Co-chairs

	AKIS	ARCH	Bioeconomy	Fish	Food Systems	Forest	AHW	SAP
Chair			1	1	1	1	1	1
Co-Chair	2	2	1	1		1		

### How are they appointed?

Vote: AKIS, AHW, SAP  
 Rotating: Fish (6 months)  
 SCAR SG: Food Systems  
 NL: Bioeconomy  
 Voluntary: ARCH, Forest

## Results: Meetings

	Meetings p.a.	Virtual	Formal minutes
AKIS	4	No	✓
ARCH	2-3	No *	(✓)
Bioeconomy	2-3 planned	No **	✓
Fish	4	No	✓
Food Systems	3 planned	No	✓
Forest	2 planned	No	✓
AHW	2	Yes	✓
SAP	2	Yes	✓

\* But Coordination team hold regular virtual meetings + preparatory meetings for events  
 (✓) Called notes so no approval is needed

## Results of SWOT: Strengths

### Generally:

- ✓ Very committed and productive groups
- ✓ Strongly motivated members
- ✓ Experts with knowledge and experience in the sector
- ✓ High level of trust
- ✓ Shared responsibility
- ✓ Strong collaboration

### Some:

- ✓ Most relevant MSs participate
- ✓ Expertise also beyond EU
- ✓ Diverse group: research, advice, policy, NGOs
- ✓ Good contacts with DG AGRI and DG Research
- ✓ Use of strategic moments to influence research policy for global affairs
- ✓ Great current interest of MSs in certain "in" topics: Bioeconomy, Food Systems
- ✓ Shared mind-set
- ✓ Links with other EU initiatives and connections with JPI
- ✓ Sustainable groups amongst long running working groups



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## Results of SWOT: Weaknesses

### Generally:

- Not all MSs are represented - few members from Eastern EU
- Limited time of members

### Some:

- (Too) broad scope
- Difficult to identify the influence of results on e.g. H2020 programming
- Lack of administrative support
- No T&A-support
- Insufficient resources for events



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## Results of SWOT: Opportunities

### Some:

- ✓ Work together with other SWGs and FAO/OECD/CGIAR
- ✓ Cross cutting nature - linking with other working groups for synergy
- ✓ Work as a "think tank", providing advice for all animal sectors in Europe
- ✓ Support to strategy work, circular economy and international cooperation
- ✓ Join forces with regions and industry
- ✓ Connect with other initiatives at different levels (global - European - national)
- ✓ Address SDGs
- ✓ Platform for expanding group for new funding opportunities especially with new MSs
- ✓ Invest energy in extending group
- ✓ Improvement of Working Group and SCAR communication
- ✓ Potential to include land based aquaculture topics
- ✓ Become a unique discussion platform on the Bioeconomy for MSs and the EC



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## Results of SWOT: Threats

### Some:

- ? Increased expectations from SCAR lead to more work, yet time is limited
- ? Limited exposure of effects of results could lead to MSs loss of interest
- ? Ending of the group without good follow up in other SWGs
- ? Need for external support to achieve the ambitious mandate, relying on CASA support
- ? Dilemma of remaining a think tank with open expression of views *versus* expectations of official representatives and different policy backgrounds by MSs
- ? Lack of visibility compared to other land-based sectors (forest) or amongst many other initiatives (Food)
- ? Risk of fragmentation where there are too many initiatives
- ? Decrease in funding for research



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## General Outcomes from Workshop

### General Outcomes from Workshop

- ✓ Increased understanding of the role of the WGs, of SCAR SG and CASA
- ✓ Demonstrated that there are various ways for CASA to support WGs and SCAR SG, not just paying for tickets
- ✓ CASA activities are likely to be in terms of support to SCAR processes, coordination of some activities, communication, representativeness etc.
- ✓ Some topics for specific support were identified e.g. External studies, Facilitation etc.



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## Conclusions resulting from Lessons learned (1/2)

Mini SWOT of WGs has yielded some valuable data:

1. Groups need to learn more about each > better collaboration and synergy between WGs  
*How? SCAR SG meetings with WGs – facilitated by CASA?*
2. Clear WG objectives but their relevance for SCAR needs to be strengthened  
*How? Reflections in groups but also with SCAR SG. Awareness of need to balance roles as an advisory body and think-tank. Special attention to formulation of mandates – support from CASA?*
3. Rotation of chair may be good, but should not compromise continuity  
*How? Evaluate in groups*
4. Efficiency of meetings to be improved  
*How? Selected use of virtual means of holding smaller meetings. Use of focussed topics to provide added value for meetings*



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## Conclusions resulting from Lessons learned (2/2)

Mini SWOT of WGs has yielded some valuable data

5. Maintain enthusiastic involvement of motivated members

*How? Improve identification and measurement of value of work by the groups e.g. influence on strategies - support from CASA to organise this?*

6. Evaluate the "opportunities" and focus on some of them

*How? Feedback from SCAR Plenary. Discussion on SCAR SG + working groups meetings > will lead to further improvements in work plan*

7. Problem with resources for support to groups

*How? Some areas in which CASA can support the WGs*



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**THANK YOU**  
For your attention

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