

## 5. Implementation and governance

This chapter explores the current options for implementing the ICP activities. Each of the options will be described briefly highlighting the pros and cons.

Three different options to proceed are compared:

- 1) **Contractual Public-Private Partnership**
- 2) **Self-funded network**
- 3) **Joint stakeholder document**

1. **Contractual Public-Private Partnership** under an EU Research and Innovation framework programme based on a long-term commitment made by the ICP-stakeholders and the European Commission. The European Commission has developed the contractual Public Private Partnership as a tool to foster competitiveness and sustainability of European economy and industry.

Main activities:

- To define a multi-year strategic roadmap with a timeline and a budget;
- To define and execute an annual work-programme with detailed topics for research- and innovation based on an integrated cross sector systems approach;
- To initiate and maintain the dialogue between the different sectors of the agricultural value network and with external stakeholders and thus wiring the existing gaps between the member-state's – and EU initiatives and the public-private initiatives;
- To create an open access point for parties who want to address the whole agri-food chain;
- To promote public – private interfaces that address the focal areas for research and innovation
- To identify and make use of adequate financing mechanisms to implement the prioritized R&I activities;
- To define the envisaged impact of the activities and develop tools to assess this impact.

Pros: the long-term commitment of the stakeholders; there is a contractual arrangement with the European Commission that embeds the partnership in the work-programmes and ensures structural funding for the duration of the contract; all focal areas are integrated in the work-programmes through specific call-topics.

Cons: the contractual arrangement requires a legal entity/ association as contractual partner to take care of governance and the execution of the arrangement; both the public and private sector have to provide an average of match funding, whereas the public contribution will be >50% for more basic research actions and the private contribution will be > 50% for closer to market activities.

Governance: a legal entity needs to be identified as a contractual party to take care of management and implementation.

2. **Self-funded network** seeks adequate funding on a case-by-case basis for the individual activities. The network consists of volunteers and interested stakeholders from industry and the farming community

who will jointly address their preferred topics in the focal areas and develop financing mechanisms on a case-by-case basis.

Main activities:

- To initiate and maintain the dialogue between the different sectors of the agricultural value network and with external stakeholders and thus filling the existing gaps between the Member-States' and EU initiatives and the public-private initiatives;
- To create an open access point for parties who want to address the whole agri-food chain;
- To set a common agenda of focal areas for research- and innovation based on an integrated cross sector systems approach;
- To promote public – private interfaces that address the focal areas for research and innovation;
- To identify and make use of adequate financing mechanisms to implement the prioritized R&I activities.

Pros: there is no need for the long-term commitment of the stakeholders; they can choose their preferred topics and apply for funding from a common pot that is collected from membership fees and specific joint investments, co-funded by ongoing public programmes.

Cons: no structural funding for all focal areas; presumed limited coverage of stakeholders; limited budget; short-term horizon of activities; contributing partners will take decisions in governance.

Governance: the network would need a structure to handle the operational issues and take care of the financial means in the common pot.

3. **Joint stakeholder document** reflecting the needs of the stakeholders in the agri-food network and the focal areas for research and innovation, to be fed into the ongoing initiatives JPI, ERA-nets, EU Framework Programme actions, JTI etc. with their own individual agendas and governance structures.

Main activities:

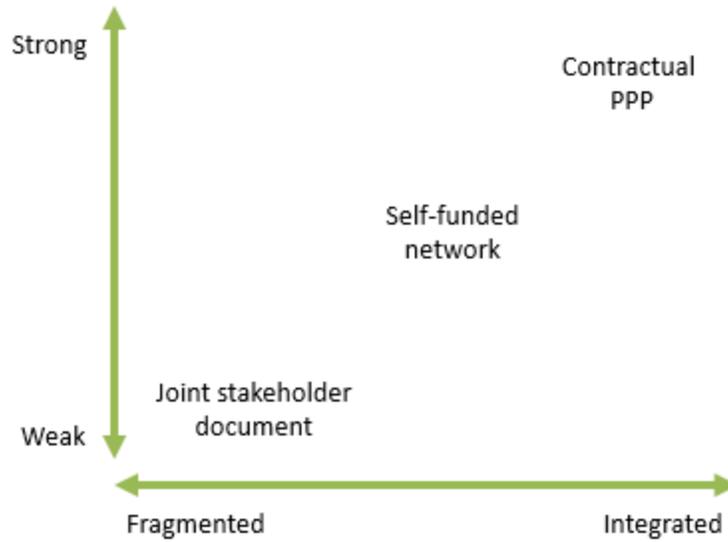
- To promote the integration of the focal areas in the ongoing programmes
- To promote public – private interfaces that address the focal areas for research and innovation
- To promote the integrated network approach in existing initiatives
- To identify adequate financing mechanisms to implement the prioritized R&I activities

Pros: there is no need for a governance structure; the document can be used by stakeholders as common advisory document from a large agri-food community

Cons: there is no budget upfront allocated for addressing the focal areas; there is no operational budget; there is no commitment from the entire agri-food stakeholder community.

Governance: there is no need for a governance structure.

Depending on the mode of implementation a different level of integration and strength will be achievable.

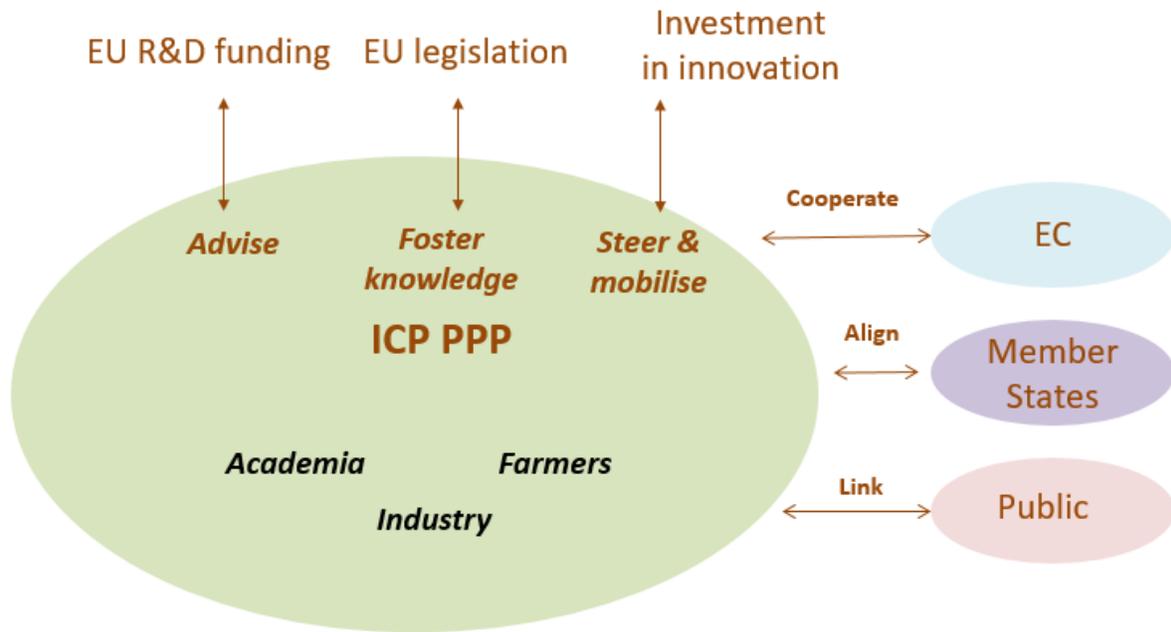


**Figure 1: Expected impact of KIS in function of the implementation mode;** ‘level of integration’ refers to the formal links between stakeholder groups. ‘Level of strength’ refers to allocated resources, overall participation of diverse actors and the impact on the entire agricultural value network.

## Governance structure

The required governance structure will depend on the preferred option of implementation. In order to create a transparent entry-point for internal communication and a dialogue with the European Commission and other external partners, which is the case in option 1 and 2, a governance structure is proposed as shown in Figure 6. This structure allows for a swift coordination and reflects an adequate representation of all stakeholders. It also offers a platform for dynamic response to future challenges.

The tasks and responsibilities of the different entities have to be defined in a separate Terms of Reference(ToR) document.



**Figure 2: Scheme of Integrated Crop Production PPP:** Organization of a bottom up approach for advice on R&D funding: provide knowledge to improve legislation and to steer & mobilise investment in innovation, led by industry together with the farming community and academia. Interactions have been envisaged with a view to cooperating with the EU, aligning with member states and providing a link for exchange of views with the public.