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Survey of innovation generation and support methods and tools – framework, criteria and evaluation methods

# **History of changes**

Version 1	20/03/2024	Marleen Gysen (BBP), Melanie Van Raaij (BBP)	Draft version
Version 2	27/03/2024	Marleen Gysen (BBP), Melanie Van Raaij (BBP)	After internal review by Krista Mikkonen (ProAgria)





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Support Services

#### Deliverable 3.2

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## List of acronyms

AKIS Agricultural Knowledge and Innovation System

Dx.x Deliverable x.x

ISS Innovation Support Service

WPx Work Package x









Survey of innovation generation and support methods and tools – framework, criteria and evaluation methods

## **Executive Summary**

This report outlines the initial steps taken within the ATTRACTISS project to develop a comprehensive toolbox of innovation generation and support methods and tools aimed at supporting agricultural innovation across Europe. It describes the framework, criteria, and evaluation procedures guiding the selection of these resources, crucial for achieving the project's overarching objectives.

The toolbox's development and validation processes are intended to feed into <u>AKISConnect.eu</u>, the joint modernAKIS-ATTRACTISS online platform facilitating knowledge exchange and collaboration across EU AKIS actors.

A key objective of this report is to establish a framework for classifying and assessing innovation generation and support methods and tools, ultimately leading to the creation of a toolbox containing a minimum of 100 methods and tools. They will play a pivotal role in empowering Innovation Support Service (ISS) providers to effectively guide farmers through the innovation process. The toolbox will be used in various capacity development activities.

The classification and assessment of tools and methods enablesa systematic evaluation of all the input that will be gathered through past and future tools and methods collection workshops, ensuring heir effectiveness and relevance for inclusion in the toolbox. An important criterium for this is the usability for supporting farmers or groups of farmers across different phases of the Spiral of Innovation.

A structure for such a tools and method collection workshop is provided and described in detail. Structured workshops serve as a vital platform for collecting tools and methods, fostering active participation and diverse perspectives. Partners are encouraged to conduct their own workshop to expand the collection of tools and methods, with a target of at least 60 resources by September 2024. A rigorous validation process, including structured feedback collection and in-person workshops, will ensure the effectiveness and usability of the toolbox resources.





Survey of innovation generation and support methods and tools – framework, criteria and evaluation methods

### 1. Introduction

### 1.1. Purpose of the report

This report describes the first step in creating the survey ("toolbox") of inspiring innovation generation and support methods and tools that are used by a variety of Innovation Support Service (ISS) providers all over Europe: a framework with criteria and evaluation procedures when selecting these methods and tools on which the project partners and multi-actor networks from WP2 can build on.

### 1.2. Relation with other activities in the project

The toolbox will be developed and validated under WP3:

- Task 3.1 Mapping and defining innovation generation and support methods and tools
- Task 3.2 Try-outs of methods and tools from (inside and outside) agriculture

For collecting and validating the tools, we will rely on the collective knowledge and experience of both the ATTRACTISS partners and the ATTRACTISS network that is set up by WP2.

It will feed the joint ATTRACTISS/modernAKIS online platform <u>AKISConnect.eu</u> (Task 3.4 and Task 3.5), where network members will not only be able to look up tools and methods but also engage in discussions about them.

The toolbox will be used in the training/capacity building activities and in the webinars and other workshops in WP4.

In WP6 communication will take place regarding the tools and methods we will collect, for example, through Practice Abstracts and social media.

## 1.3. Objectives and Expected Impacts

This deliverable aims to provide project partners and the ATTRACTISS network:

- a framework with criteria for the classification of innovation generation and support methods and tools
- guidelines for collecting and assessing these tools and methods







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The expected outcome is the creation of a toolbox containing a minimum of 100 inspiring innovation generation and support methods and tools. These resources will be made available on the <u>AKISConnect.eu</u> platform, accessible to members of the ATTRACTISS network. They can use these tools and methods when supporting farmers throughout the entire innovation process, from capturing initial grassroots ideas over planning to embedding new ideas into practice.

### 1.4. Overall approach

The ATTRACTISS project is a multi-actor project and therefore follows a participatory approach. The identification of criteria and evaluation methods and the collection of inspiring innovation support methods and tools is a co-creative result of:

- 1. <u>WP3 workshop at the kick-off meeting in Florence (October 2022): input from all consortium partners</u>
  - World café methodology on ways to capture grassroot ideas from farmers: "What tools/methods to collect ideas/dreams from farmers do you know?" (ANNEX A)
  - Afterwards, clusters were defined (ANNEX B)
- 2. WP3 kick-off meeting (January 2023):
  - Discussion on first classification of tools and methods to capture grassroot ideas from farmers (Figure 1):
    - i. Conditions
    - ii. Settings
    - iii. Tools and methods
  - Discussion on questions for the inventory: how can we capture grassroot ideas from farmers? What tools and methods exist to capture/support grassroot ideas from farmers?
- 3. Desk top research (January-April 2023):
  - Deliverable 1.1 Conceptual grounds and common understanding: state of the art
  - AgriLink project (ANNEX C)
  - Literature list (ANNEX D)







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- 4. Survey meetings initiated by WP4 and WP1 leaders (March-April 2023):
  - Which questions to ask our network to avoid 'stakeholder fatigue'
- 5. <u>WP3 meeting (May 2023)</u>
  - To finetune the assessment framework and the thinking process.
- 6. 19th EIP workshop for ISS in Germany (19th May 2023):
  - Partner LSKH conducted a survey of all commissioned EIP innovation service providers in Germany to find out which tools and methods they work with. Participants were ISS from the federal states and colleagues from the national network office. At the workshop, the results of the national survey were presented and discussed with all participants. There was a lively exchange about suitable tools and methods in counselling. Individual methods were tested together. The next step is to assign the tools to the different innovation phases. The goal is to develop a first draft toolbox that will be available to all ISS in Germany. The result of the workshop is included in ANNEX E.
- 7. Input ATTRACTISS consortium (June 2023)
  - Visual toolbox from a Climate-KIC program
  - Digital tools from FAIRshare project that can be applicable for ISS: https://fairshare-pnf.eu/
  - Question: is the tool already in the i2c/linkconsult toolbox. <u>Network Tools Link Consult; i2connect Toolbox I2connect Toolbox (fibl.org)</u> has overview; Connecting advisors to boost interactive innovation in agriculture & Forstwirtschaft: i2c-toolbox.fibl.org
- 8. Pilot session workshop collecting tools and methods (January 2024):
  - Partner Boerenbond Projects conducted a workshop with colleague advisors within Boerenbond Projects to collect tools and methods. The workshop served as a successful pilot session, providing inspiration for partner organisations on how to collect tools and methods within their own context.





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- 9. <u>Presentation of above mentioned pilot workshop methodology to partners</u> present at the partners' meeting in Rome (January 2024)
  - The goal of this meeting was to get feedback and input from the partners. The presentation and methodology were well received and the partners present who have budget for this task started organising their workshop.
- 10. <u>Presentation of above mentioned workshop and methodology to German team within the context of their upcoming DIY lab outside of agriculture (February 2024)</u>
  - Although the German team has their own methodology (D3.5 Report on DIY-lab 1 - First sighting report – structure and classification), the templates of the workshop will be used.





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## **Assessment framework**

#### 2.1. Classification

During the WP3 world café brainstorm session at the kick-off meeting in Florence (October 2022), we collected a first set of ways to capture and support innovative ideas from farmers (ANNEX A) and put them in large clusters (ANNEX B).

When processing the results, we found 3 large subgroups. We were therefore inspired by the AgriLink project that developed an assessment tool for a successful living lab (ANNEX C). In this assessment tool settings and conditions were mentioned.

In ATTRACTISS our 3 large subgroups to capture innovative ideas and to support innovation processes are defined as follows (Figure 1):

- conditions (e.g., trust, curiosity in advisors, avoidance of jargon) → crucial for contributing to a supportive, collaborative and effective environment
- settings (e.g., food and drinks, on-farm visits) → which, when conditions are met, facilitate to capture and support innovative ideas from farmers
- tools and methods (e.g., innovation contest) → goal-oriented actions aimed at triggering farmers and getting certain results (= innovative ideas from farmers), which only work when at least conditions are met
  - o tools are concrete and specific entities; they can include physical devices, software programs, techniques or templates
  - o methods refer to systemic approaches or strategies

For the ATTRACTISS toolbox, tools and methods are the focus. But conditions and settings also belong to the innovation ecosystem environment.

This classification in subgroups is not black and white. There will be tools and methods that include a certain setting. For example, the concept of an inspiration tour or academy on tour includes a bus trip to different farms and on the bus training. Is the bus trip the setting or the tool?

Our focus is on tools and methods, but we will keep all collected information on conditions and settings in a separate database as it constitutes an essential part of our reference framework.





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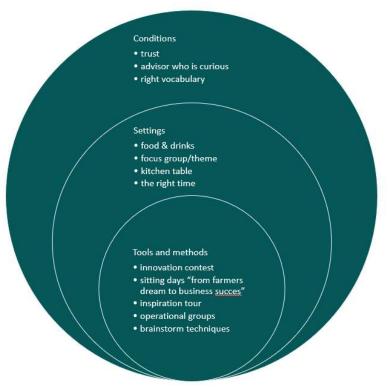


Figure 1: Classification of ways for capturing and supporting innovative ideas from farmers into subgroups

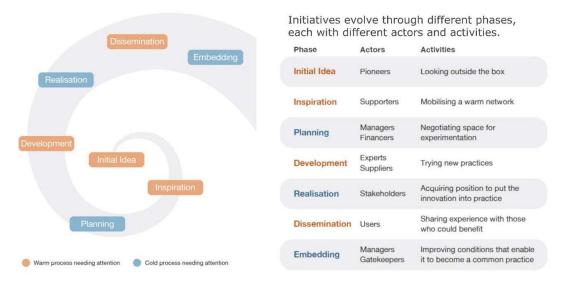
During the online kick-off meeting for the WP3 team in January 2023, it was mentioned that for the subgroup 'tools and methods' the division in capturing and supporting innovative ideas from farmers was a rather rough distinction and that the innovation process (of a farmer) consists of a number of gradual steps, that ask for specific actions/attitudes/competencies from an ISS provider.

Deliverable 1.1 clearly states that innovation support services depend on the phase of the innovation and each phase entails a wide range of support activities following the development of needs. To describe the interactive innovation process, we use the Spiral of Innovation (or Spiral of Initiatives) model (Wielinga et al., 2008, 2017) (Figure 2), which is also described in Deliverable 1.1.





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Initiatives do not always evolve through these phases in this order. People regularly step back within the spiral, and some phases are passed through more than once.

Figure 2: Spiral of Innovation





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#### **Decision tree** 2.2

#### a) Classification

Our assessment framework begins with the classification process, as described in the subchapter above. After data collection via surveys and workshops, responses need to be categorised into three main groups: conditions, settings or tools/methods? If the response falls under a condition or a setting, the classification process stops there. If it falls under a tool/method, we proceed to the next question: which phase transition of the innovation process does the assessed tool belong to? If it aligns with any phase transition, we continue with the assessment; otherwise, the process concludes.

#### b) Reference check

After the initial classification, the next step involves assessing the tool/method. This is the most subjective part of our assessment framework. We propose conducting interviews with the organisation that provided the input, posing the following questions:

- What is the objective of the tool/method?
- Has it been applied in a concrete case to support a farmer or group of farmers? If so, who has used this tool/method?
- Has this tool/method demonstrated impact or success? Did it contribute to advance in the innovation spiral - within one phase of the spiral to the next phase or, if necessary, back to the previous phase?

The question related to this step is: is this a qualitative tool: if no, the assessment stops. If yes, we continue.

#### c) Usability check

Our goal is to provide a "methods and tools toolbox" or in short "toolbox" comprising inspiring and qualitative methods and tools intended for use by ISS providers to capture ideas from farmers and to support them in realising those ideas.. So, what we need to assess now is: is the gathered information suitable for inclusion in the ATTRACTISS toolbox? To assess this, we need to consider the following:

Is the proposed tool/method transferable and applicable to other contexts?





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- Is there a description available for this tool/method?
- Is there a designated contact person of contact who can provide more details if needed?

If the answer to any of these questions is no, the assessment stops. If the answer is yes to all, the tool/method qualifies for inclusion in the toolbox.

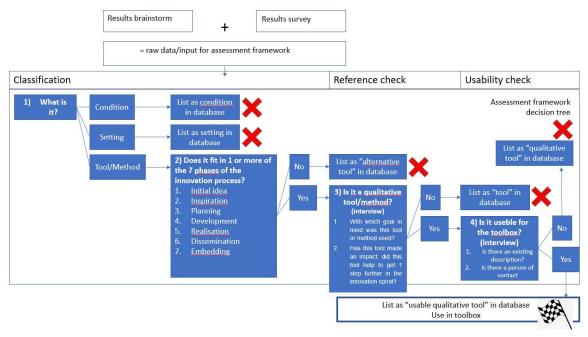


Figure 3 summarises the thinking process and presents a proposal for the assessment framework designed to evaluate tools and methods.





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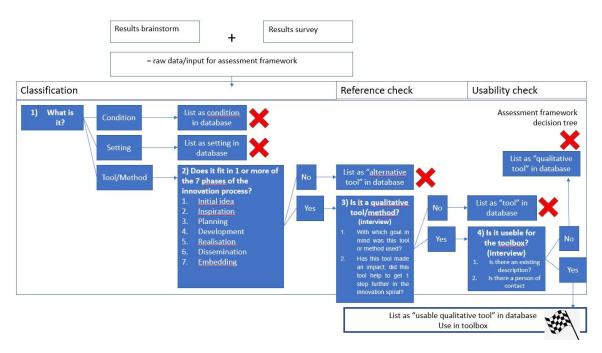


Figure 3: Decision tree

**Attention!** No input will be lost, even if it may not immediately serve the objectives of the ATTRACTISS toolbox featuring qualitative, practical tools and methods. Input deemed irrelevant for this specific purpose may prove valuable for e.g. training purposes. Therefore, a comprehensive database is developed to store all input received

## 3. Collecting tools and methods

### 3.1. Workshop

By Month 24 (October 2024) the project needs to develop an initial set of at least 60 tools and methods for our toolbox (Milestone 6). Multiple partners will work on this task. To kickstart the collection process and provide guidance to



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partners, Boerenbond Projects devised a concept for a 90-minute workshop on tool and method collection. A pilot workshop was conducted for colleague farmer advisors within Boerenbond Projects on January 15 2024.

This subchapter describes this first workshop, intended to serve as a guideline and a template for other project partners. It includes some workshop presentation slides as well as pictures to illustrate the proceedings. The entire presentation as well as the templates are made available on the internal ATTRACTISS SharePoint to be used (and if needed translated) by the project partners.

Figure 4 presents the organisation of the 90-minute workshop.

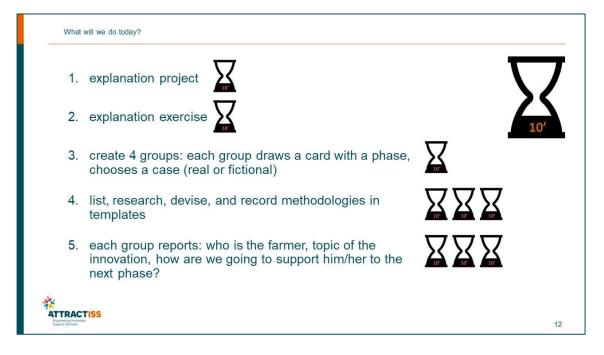


Figure 4: Structure of the collecting tools and methods workshop

- 1. The workshops started with an overview of the ATTRACTISS project, covering general info, objectives, and expected impact.
- 2. The purpose of the exercise, along with the classification Venn diagram and the innovation spiral, was explained. During the workshop, colleagues were asked to consider a concrete case or to imagine a fictive case in which they supported a farmer in moving from one phase



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of the innovation spiral to the next. What tools and methods did they use?

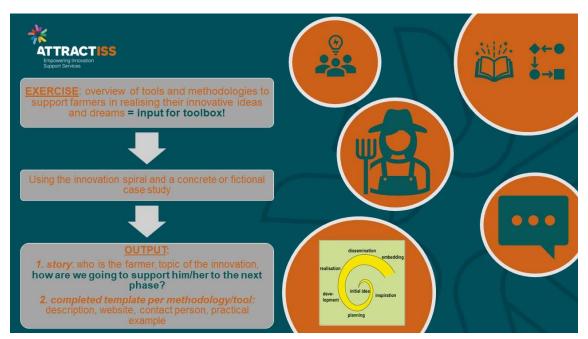


Figure 5: Explanation of the exercise

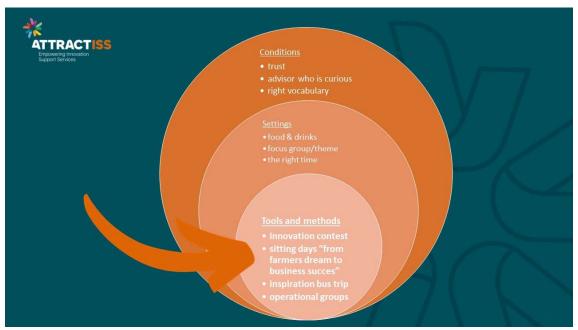


Figure 6: Classification circle





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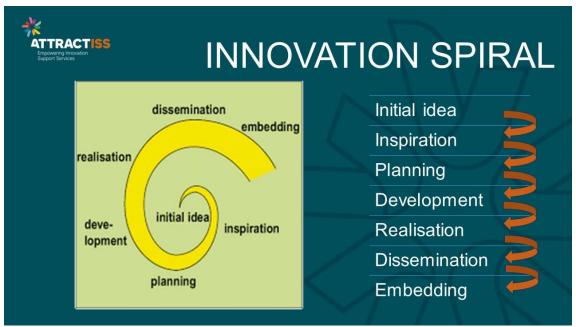


Figure 7: Spiral of innovation – phase transitions





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3. We divided our team of colleagues into four smaller groups, each focusing on a different phase transition. Each group picked a card indicating the description of a phase transition they would explore. An example of these cards is presented below.

From planning to development



The farmer wants to translate his or her idea into concrete plans with objectives. The informality of the previous phases is over; actions need to be taken. In creating the plan, tasks are assigned, and agreements are made. Are more people needed, are there missing links? Which organizations and experts (and policymakers) are required? It may require the consent of others, such as financiers, policymakers, etc. (room for experimentation). The endpoint here is an actionable plan.

- Think of a situation that you can use as a concrete case.
- What tools or methodologies can you use to support/bring this farmer or group of farmers to the next phase (development)?



Figure 8: Phase transition "from planning to development"

While this pilot workshop only focused on four phase transitions - from initial idea to inspiration, from inspiration to planning, from planning to development and from development to realisation - the two other phase transitions - from realisation to dissemination and from dissemination to embedding - are also included in the entire concept. All cards are presented in ANNEX D.





Figure 9: Colleagues at work





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4. We asked them to complete templates for tools and methods. Preferably as many as possible but we had specified beforehand to focus only on tools and methods, not settings or conditions.

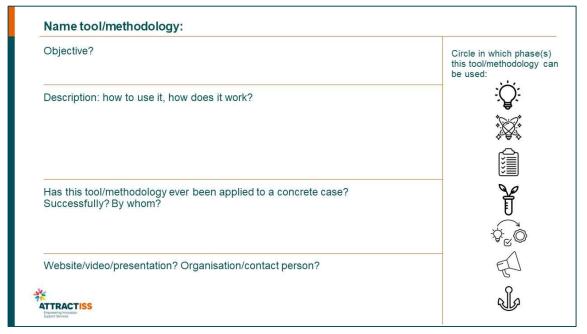


Figure 10: Template for the collection of tools and methods

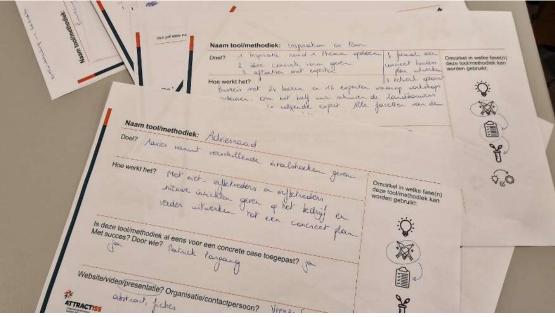


Figure 11: Results of the exercise





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5. During the plenary session at the end of the workshop, the colleagues were invited to explain the tools and methods they had indentified to the whole group.

At the conclusion of the workshop we had collected over 40 completed templates.

#### Motivators:

The prospect of the toolbox itself served as a significant motivator for our team. The final ATTRACTISS toolbox promises to be very useful in our work, particularly as we discovered throughout the workshop a need for additional tools and methods to the ones we are already using.

Another motivator was cake. We baked cakes to be enjoyed during the workshop, emphasizing that food and drinks serve as settings to facilitate conversation rather than being tools themselves.

#### Positive outcomes:

As we mixed the team into different groups – young colleagues with more experienced ones and individuals with various expertise – we observed that for the younger colleagues, it was an immersive experience into the array of tools and methods we already utilise.

Another positive outcome was gaining a helicopter view of our own arsenal of tools and methods, recognising how much we already do, as well as identifying any existing gaps.

Possible pitfalls of this methodology include:

- collecting only brainstorming techniques
- insufficiently critical assessment of gathered tools and methods
- lack of detailled descriptions or missing contact information for the tools and methods collected





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### Storage and assessment

All gathered input needs to be stored in a database. This database will also serve as a tool for assessing this input.

Therefore, an Excel document was created, combining the assessment criteria (Figure 3) with the parameters of the tools and methods template (Figure 10). This Excel document has a logical and concise structure, as shown in Figure 12.

This document also encompasses all agreed-upon information necessary to construct the toolbox on the platform.



	1) WHA	AT IS IT		2) DOES		ONE OR				SITIONS	3)	IS IT A Q	JALITATIVE TOO	L/METHOD	?	4) CAN WE USE THIS TOOL/METHOD IN THE TOOLBOX?			
					0	F THE INN	OVATION	PROCES											
condition	setting	tool	method	1) initial idea -> inspiration	2) inspiration> planning	3) planning> development	4) development -> realisation	5) realisation> dissemination	6) dissemination> embedding	other	Has this tool/methodology ever been applied to a concrete case?	Succesfully?	By whom?	neide or outside sericulture	of farmers	ink to we bite:/video/prese maiton	Email contact person		
			x		х						yes	yes	Boerenbond	Inside	1	XXXXXX	pieter-jan.delbeke@boerenbond.be		
			×	x	x						yes	yes	Boerenbond	Inside	1	https://www.boerenbond.be/projecten/onde	patrick.pasgang@boerenbond.be		
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Figure 12: Excel database of tools and methods





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#### Call to action 3.3

End of January 2024, Boerenbond Projects presented this methodology to the consortium partners who were present at the deliverables meeting in Rome. An online meeting for the other partners was organised on March 6th 2024.

A call to action was made for partners involved in this task to initiate their own workshops.

Both the methodology and the call to action were positively received. To facilitate this process, we translated the PowerPoint presentation used for Boerenbond projects colleagues into English, so that partners have all the necessary information, providing partners with all necessary information, including templates for data collection.

We requested that workshops be conducted before the end of May to ensure the database is filled with a minimum of 60 tools and methods by end of September 2024. In the event that we fall short of this target by the end of May, we will have additional time to gather extra tools and methods.

## Validation of tools and methods

Validation of tools and methods is crucial to ensure their effectiveness. For validating the ATTRACTISS innovation generation and support tools and methods, we will rely on the collective knowledge and experience of both the project partners and the ATTRACTISS network that is set up by WP2.

A first validation round is foreseen in 2024.

We will use different approaches for the validation of the ATTRACTISS tools and methods:

- Project partners and external organisations will be asked for detailed, structured feedback: 1) at the end of May 2024, they will be presented with the tools and methods through an online webinar and will be invited to test at least 1 tool/method; 2) their feedback will be collected through a structured survey focusing on usability, ease of use, difficulties, etc..
- On the platform, the option for giving 'likes' and providing feedback/comments will be added to the tools and methods, ensuring continuous feedback collection.







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 Project partners and external organisations will be invited to an in person validation workshop in September 2024. During this interactive meeting, participants will have the opportunity to discuss and try-out the initial set of tools and methods, fostering direct engagement and feedback exchange.

Partners can consider involving farmers in this validation process.

### 5. Timeline

Figure 13 gives an overview of the activities, milestones and deliverables related to the collection and validation of initial set of ATTRACTISS methods and tools.

Our goal is to present an initial set of at least 60 inspiring generation and support tools on the joint ATTRACTISS-modernAKIS platform <a href="mailto:akisconnect.eu">akisconnect.eu</a> by Month 24 (30th September 2024).

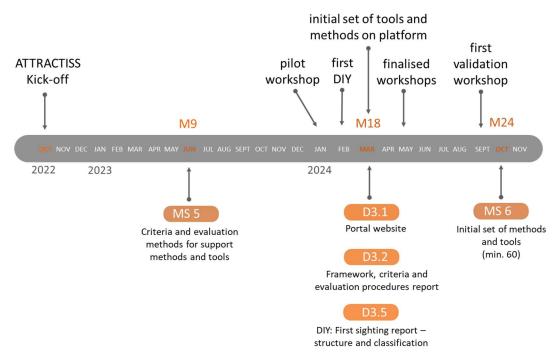


Figure 13: Timeline of the first collection and validation of ATTRACTISS tools and methods





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As outlined in this deliverable, preparatory work on the assessment framework was conducted between October 2022 and January 2024 through workshops during the kick-off meeting and WP3 meetings, as well as deskop research. The kickstart for the collection of tools and methods occurred in January 2024 with the organisation of a pilot workshop for Boerenbond Projects colleagues and the first DIY lab (Task 2.2 - Try-outs of methods and tools from (inside and outside) agriculture), resulting in the integration of a first set of about 10 tools and methods onto akisconnect.eu at the platform's launch on 1st March 2024. Following the explanation of this approach to project partners, they were called to action to organise their own workshops themselves. This work needs to be completed before the end of May 2024. This timeframe will allow Task 3.1 sufficient time to thoroughly assess the gathered input. In September 2024, a first validation workshop will be conducted involving both project partners and external organisations, during which the toolbox will be discussed and tested. The ultimate goal is to create a toolbox containing minimum 100 innovation support methods and tools by Month 42 (March 2026).



Survey of innovation generation and support methods and tools - framework, criteria and evaluation methods

# ANNEX A: World café workshop at kick-off meeting in Florence

October 18th, 2022

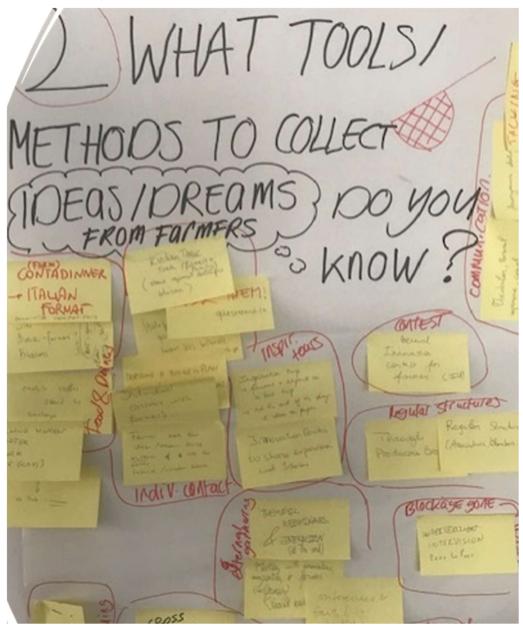


Figure 14: Outcome of the WP3 workshop at the kick-off meeting





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## **ANNEX B: KOM exercise clusters**

Food & drinks	Inspiration events	Individual contact	Contests	Regular structures/e xisting groups	Communication	External gathering	Blockage removal	Timing	Focus groups
(Farm) contadinner → Italian format	Inspiration trip	individual contact with farmers	Biennial Innovation contest for farmers (ISP)	Regular structures (association, chambres,)	Vocabulary, personal experience, casual → building a relationship, trust	Thematic webinars & interactions (at the end)	Intervision peer to peer	Low season!	Fields labs groups
		farmers share their ideas/dreams during an advisory session with the technical/innovati on advisor		Through producers groups	Anonymous data proccessing & transparency	Meeting with associations, cooperations in forums (conferences ) (parall sessions)			Testing on farm a whole season
Competitions	Farmers + expert on a bus trip	ask them!			Talking to the farmer make friends	Conferences & fairs (in booths)			Groups at farmers at discussing one topic
business - park	Movie night	tour farmers + family							



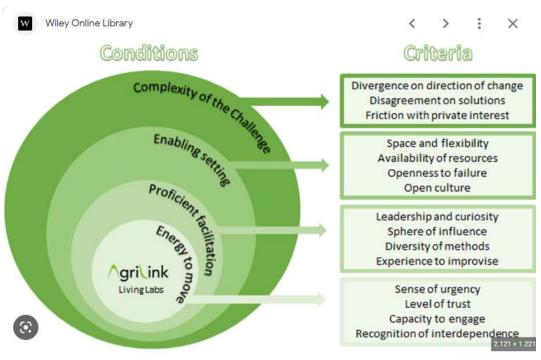
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bier / beer	- at the end of the day: 1 idea on paper	questionnaire	Operational groups	Positioning your organisation as a dream/idea capturer that helps farmers further (VLIF innovation videos)		Cross visits
boeren / farmers	Innovation routes to share experiences and ideas	kitchen table		Training on funding		Farm visits around shared interests
bar-game						
mobile coffee		strategic planning process - where the farmer sees her/himself in 20 years and how to get there				
stand to exchange		proposing a business plan for his/her ideas/dreams/fro m farmers dream to business success sitting days				



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## **ANNEX C: AgriLink conditions and criteria**



Living Labs as an Approach to Strengthen Agricultural Knowledge and Innovation Systems - Potters - 2022 - EuroChoices - Wiley Online Library

Bezoeken





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## **ANNEX D: List of literature on innovation** tools and methods

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## **ANNEX E: Phase transition cards**

From initial idea to inspiration



The farmer is getting initial ideas for a new initiative. He or she is facing practical issues, sees new possibilities, or wants to make a change. Encounters in a different environment, with people who have different experiences or expertise, often trigger new ideas. External pressure can push people out of their comfort zone, making them recognize the need to do things differently. Perhaps some were already waiting for the opportunity that is now within reach.

- 1. Think of a situation that you can use as a concrete case.
- What tools or methodologies can you use to support/bring this farmer or group of farmers to the next phase (inspiration)? How do you ensure that we (ISS providers) become aware of these initial, fledgling ideas?



From inspiration to planning



The farmer with a fledgling idea is now looking for a group of enthusiastic allies who can inspire each other. People with similar interests, individuals willing to take risks. He or she is not yet inclined to formalize or take action too quickly, but rather wishes to engage in discussions and explore the possibilities of the idea with the group. It should become a collectively embraced concept, so perhaps it still needs some adjustments before transitioning to concrete plans with objectives.

- 1. Think of a situation that you can use as a concrete case.
- What tools or methodologies can you use to support/bring this farmer or group of farmers to the next phase (planning)?









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From planning to development



The farmer wants to translate his or her idea into concrete plans with objectives. The informality of the previous phases is over; actions need to be taken. In creating the plan, tasks are assigned, and agreements are made. Are more people needed, are there missing links? Which organizations and experts (and policymakers) are required? It may require the consent of others, such as financiers, policymakers, etc. (room for experimentation). The endpoint here is an actionable plan.

- 1. Think of a situation that you can use as a concrete case.
- What tools or methodologies can you use to support/bring this farmer or group of farmers to the next phase (development)?



From development to realisation







The icing on the cake! The farmer is about to implement his/her idea: a solution to a practical problem, the development of a new practice, or demonstrating that change is possible and meaningful. This can be achieved through experimentation ('discovery journey'). Even in this phase, involving external expertise may be beneficial.

As the idea is being implemented, things will change. Other people will now be involved and need to be persuaded to collaborate. In this phase, communication with the outside world is essential.

- Think of a situation that you can use as a concrete case.
- What tools or methodologies can you use to support/bring this farmer or group of farmers to the next phase (realisation)?









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From realisation to dissemination



Are other people also positive about the change? Then the new situation really is an improvement over the old one.

Genuine improvements have the potential to be widely adopted and replicated. This is an initiative that works. It's important to share successful initiatives so they can be implemented in various contexts and locations, benefiting more people.

- 1. Think of a situation that you can use as a concrete case.
- What tools or methodologies can you use to support/bring this farmer or group of farmers to the next phase (dissemination)?



From dissemination to embedding



As more farmers experience positive results with the innovation and share their experiences with others, it begins to become embedded into the agricultural community.

This phase involves the innovation becoming a standard practice or part of the farming culture. It may involve the development of support networks among farmers, the establishment of local expertise, and the integration of the innovation into agricultural policies, regulations, and extension services.

- Think of a situation that you can use as a concrete case.
- What tools or methodologies can you use to support/bring this farmer or group of farmers to the next phase (embedding)?





