

Governing the AKIS

Connecting Actors, Fostering Cooperation

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Overview

- Governance – what does it mean?
- Key features of effective AKIS governance
- The role of the public authority
- Governance models
- AKIS Coordination Bodies



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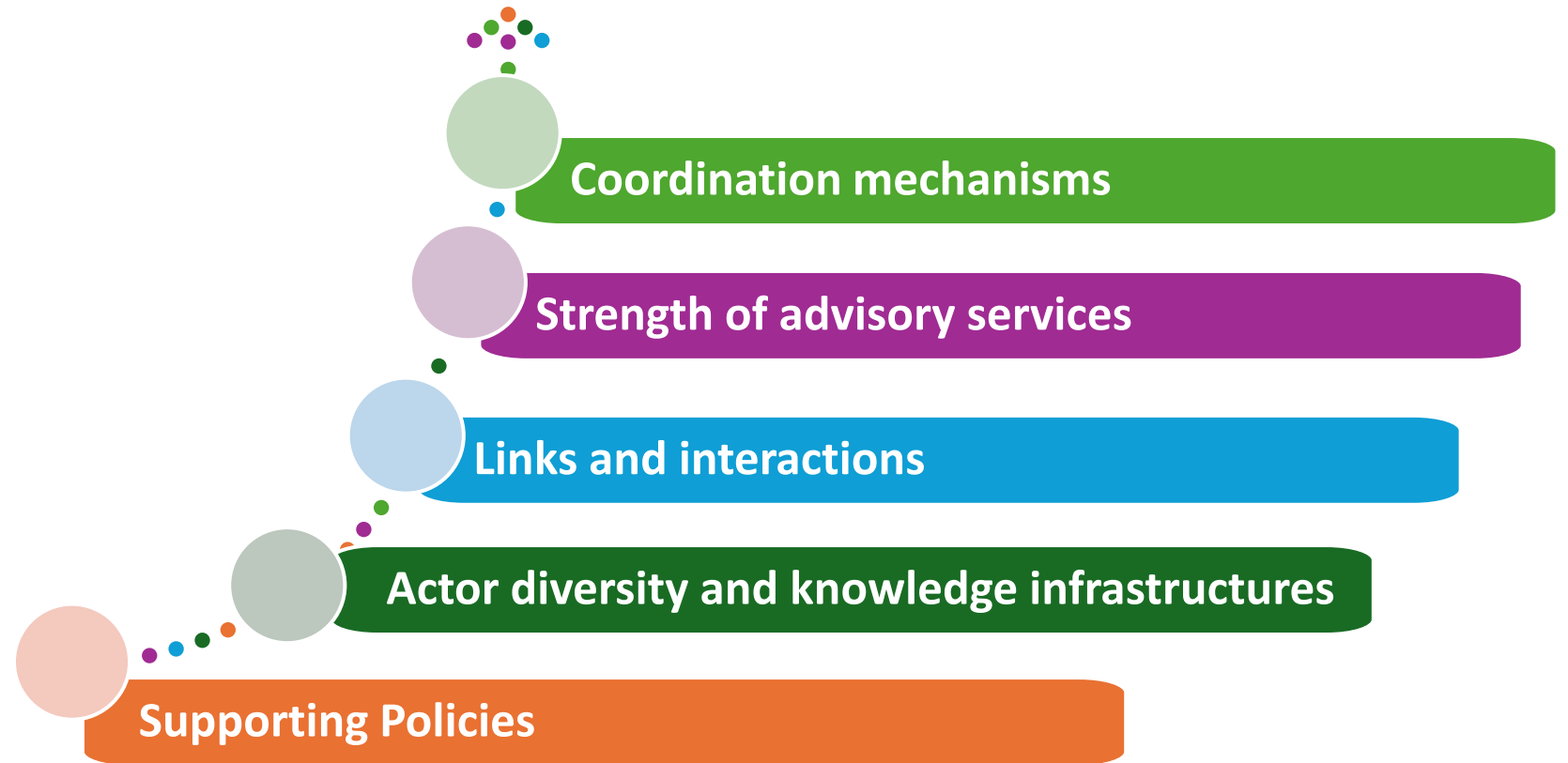
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What influences AKIS functioning?



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Governance....

- How various public and private institutions and organisations work together to manage their common affairs.
- It is a living process that seeks to accommodate diverse interests and allows for cooperative actions to be taken.

Formal governance...

...involves institutions and regimes that have the power to enforce compliance.



informal governance...

...involves arrangements between people and institutions that they believe are in their best interests.

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Why is Governance necessary?

Despite the high amount and diversity of actors and organisations...

- ...some knowledge gaps exist (e.g. with regard to the effectiveness of advisory services for agri-ecological practices, ...).
- ...certain farmer groups / actors are not adequately reached by AKIS actors (e.g. research, advisory services);

Thus, there is the need for coordination..

- ..to clarify and agree on how various roles and responsibilities within an AKIS are taken and fulfilled
- ...to ensure knowledge access, flow and use through existing structure.

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AKIS Governance



...is about bringing together different organisations, setting rules for how they work together, using various methods to encourage cooperation and creating ways for everyone to communicate effectively.

Four key features of effective AKIS governance:

1. Diverse actors
2. Guidelines
3. Mechanisms
4. Processes

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AKIS Governance – key features

1. Actors and organisations

- Who should be involved in governing?
→ Diverse governing actors and organisations

2. Guidelines

- Guidelines set clear rules how things work
- e.g.: ownership of innovations and their enforcement

3. Mechanisms

- Methods & tools to help people work together
- e.g. private partnerships, formal contracts, programs, ...

4. Processes

- regular meetings, working groups, communication channels
→ independent actors can coordinate their work effectively

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Coordination mechanisms



- Link actors and infrastructures within a pluralistic AKIS.
- Include methods & tools to help people work together
- Can operate
 - vertically or horizontally, cross sectoral
 - through formal structures or informal networks and interactions.
- Established
 - in relation to the EU level policy
 - in response to the national policy programs

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Examples of coordination mechanisms



EU-level

- EU CAP network
- SCAR AKIS

For projects / programs

- the plenary meetings
- working group,
- (Private) partnerships,
- formal contracts
- ...

National / international (policy-) related

- Forum
- Strategic and collaborative working groups
- Task forces
- Councils,
- Platforms,
- Alliances
- ...

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The role of public authority

Create a foundation

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- Creating an enabling environment through policies and funding
- Ensuring transparency through indicators and selection criteria

Build connections and networks

- Harnessing interconnectivity and interactivity among actors by encouraging thematic networking
- Promoting systems thinking and sense of belonging: address AKIS components in university, meetings, ...

Facilitate collaboration & learning

- Enabling collective action for adaptation, challenges and co-creation of innovations through innovation groups
- Create space for knowledge exchange, peer-to-peer learning (field walks, demonstrations, ..), transnational exchanges

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criteria



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Governance models

- Any combination of actors, guidelines, mechanisms and processes that allows
 - for the collaboration of different actors,
 - their contributions as well as their integration in the AKIS
 - towards achieving targeted outcomes.
- Each system develops its own governance model that suits its leadership structure and purpose.

Managerial Model



Networking / collaborative model



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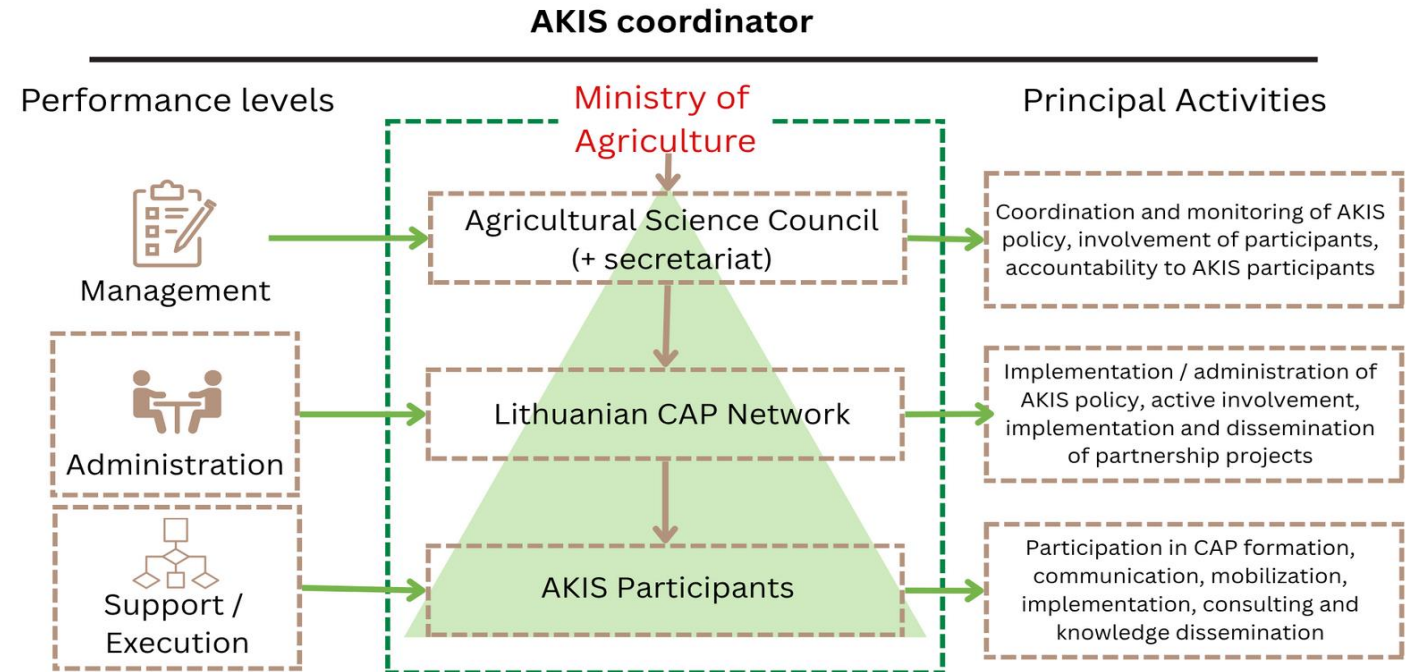
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Managerial Model

The Managing Authority (MA) (of the CAP Strategic Plan) establishes a coordination unit to ensure coordination functions are maintained at an institutional level. This unit, which may be new or existing, handles the day-to-day AKIS governing tasks.



Source: SCAR AKIS (2023)

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Networking / collaborative model

Shared responsibility

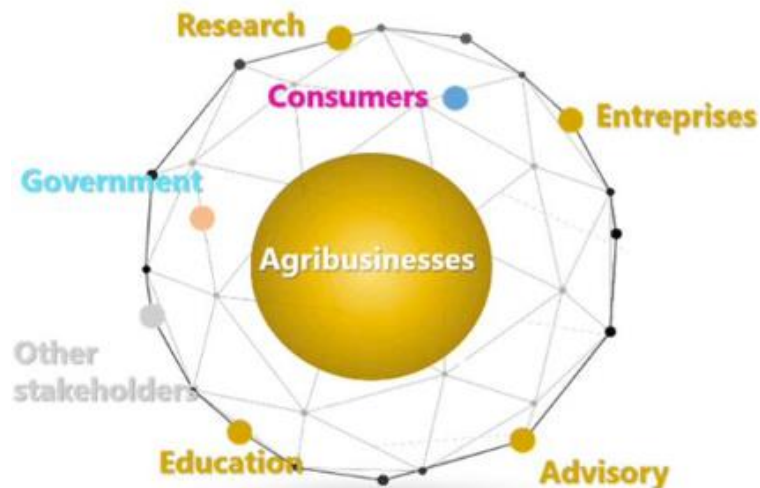
The coordination functions are shared among multiple collective bodies (networks, steering committees and working groups), not centralised with a single authority.

Role division

- The institutional body handles strategy management and implementation.
- Other entities focus on operational functions that match their expertise (research, networking, advisory services).

Operational activities

- Networking through newsletters, conferences, discussion forums
- Capacity building
- Making knowledge accessible through web platforms and innovation databases



Coordinating Body / national AKIS coordinator



AKIS Coordination Bodies (CBs): first attempt by European policies to establish an institutional structure responsible for creating an enabling environment for innovation.

AKIS CBs have three main duties (EC, 2021).

1. Act as the main contact point for the European Commission regarding AKIS governance and the AKIS strategic approach
2. Organise and coordinate advice, advisors and all other AKIS activities across the system.
3. Maintain regular contact with regional coordinators and key actors to encourage effective knowledge sharing, innovation creation and widespread dissemination of results.

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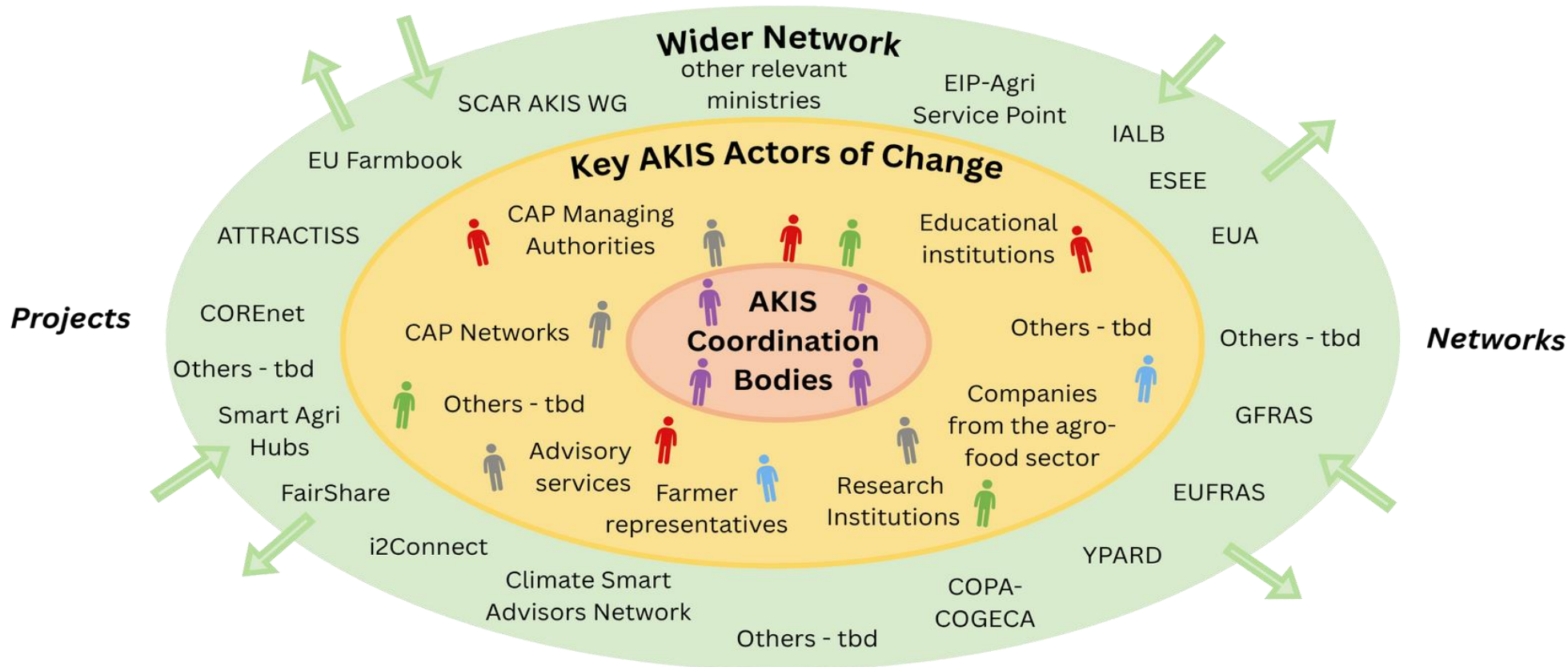


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Coordinating Bodies – part of a wider network



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