

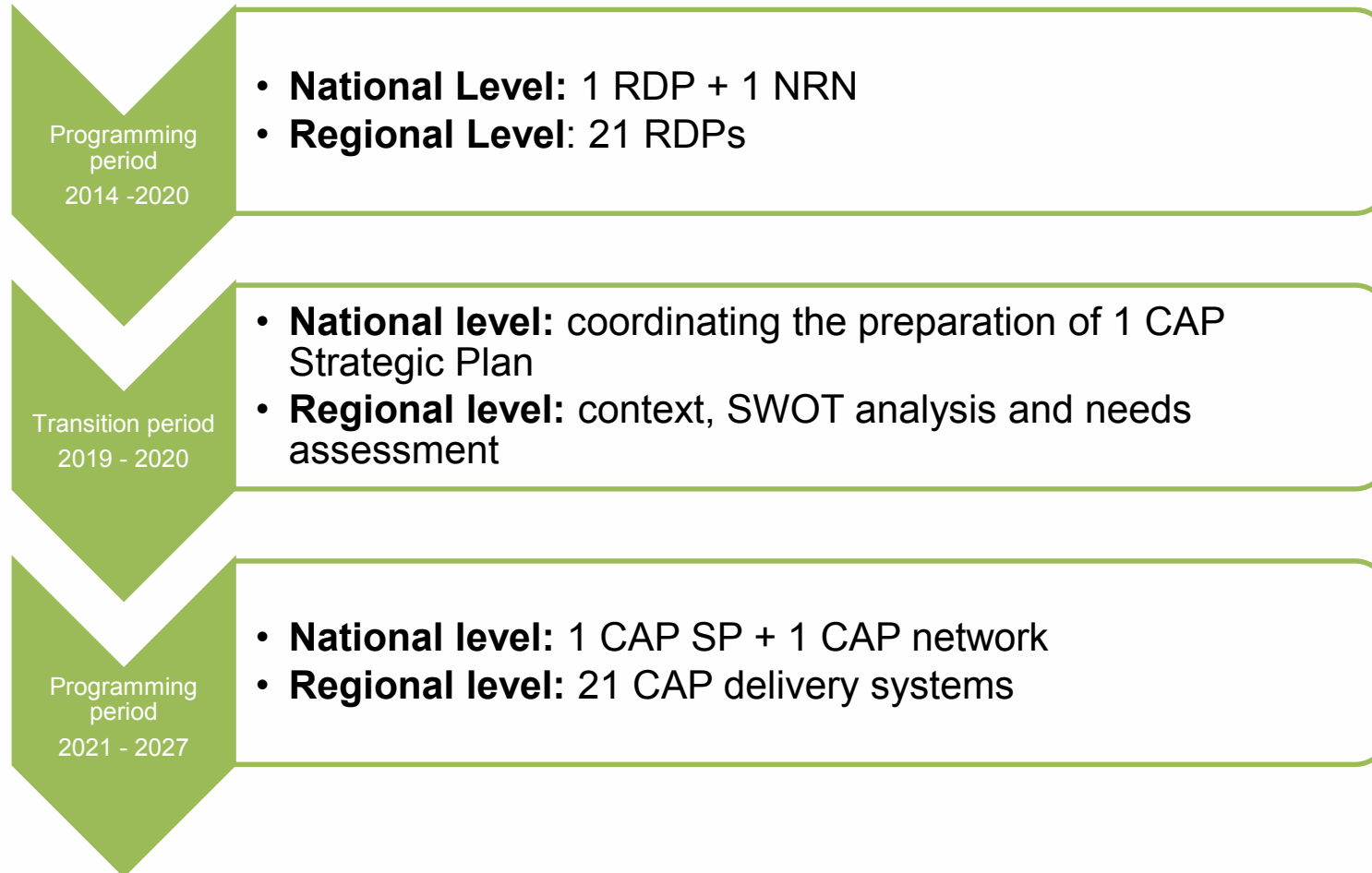
# Preparing the appraisal of the SWOT analysis and needs assessment for the CAP Strategic Plan in Italy

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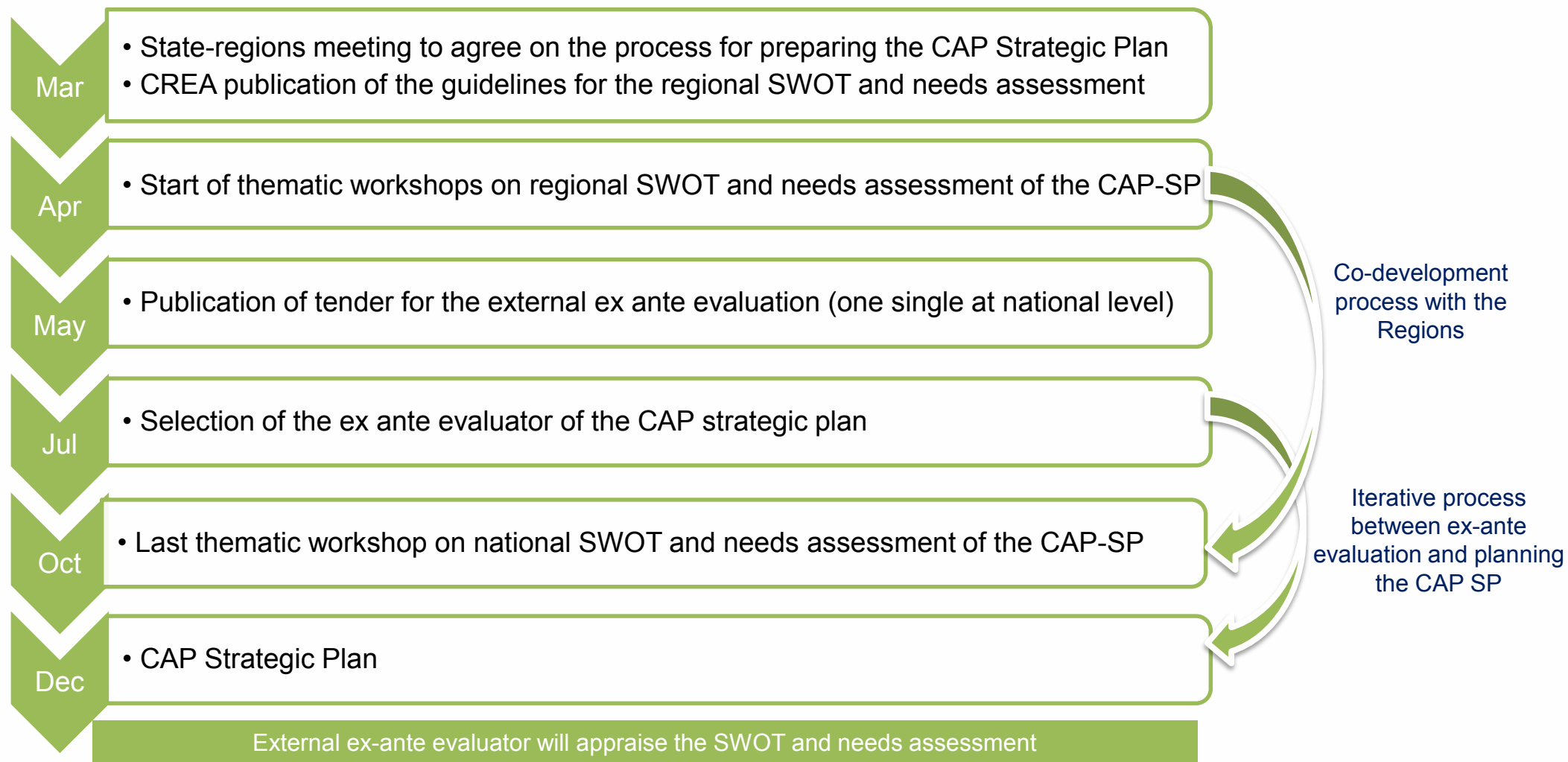
# Outline

- Background
- The process of the SWOT and needs assessment
- CREA support to the appraisal of the SWOT and needs assessment
- Reflections

# Background



# The process of SWOT analysis and need assessment - Indicative timeline for 2019



# CREA (NRN) support to the appraisal of the SWOT analysis and needs assessment

Overall support to the National Ministry in the coordination of a **collaborative, multi-level process** towards the CAP strategic plan. Main activities concern:

- **Structuring the process:** methods, timeline, organization of meetings
- **Providing technical guidelines** to build common elements in the regional SWOT/NA
- **Defining technical specifications for the tender** to select ex-ante evaluator (ToRs)
- **Conducting thematic workshops** to co-develop SWOT & Needs analyses at regional level
- **Providing technical fiches** to steer thematic workshops related to the SWOT/NA
- **Drafting the CAP Strategic Plan** on the basis of the thematic workshops
- **Collaboration with the ex ante evaluator** to mediate on-going follow-ups of recommendations (steering committee)

# Guidelines for SWOT analysis and needs assessment <sup>(1)</sup>

## Main content:

### 1. Common understanding of the CAP specific objectives



## Transversal Objective: Fostering and sharing of knowledge innovation and digitalisation



### Interpretation of the Objective

In the context of rural systems, the promotion and sharing of knowledge, innovation and digitisation are key to promoting sustainable development, resilient and competitive growth in the agricultural and forestry sectors and food security. The SWOT analysis for this cross-cutting objective will be based on those related to its general and specific objectives. Specific attention will be given to the structural and functional analysis of the knowledge and innovation system (AKIS), knowledge flows, actors and infrastructures promoting them, advisory services and their integration into AKIS, innovation support services, the implementation of the PEI-Agri and the strategy for digitisation in agriculture. The Agricultural Knowledge and Innovation System (AKIS) covers the system of actors, such as enterprises, researchers, educators, support services, industry and others, and infrastructures whose interaction fosters knowledge flows and innovation processes in the agri-food sector. The mission of PEI-Agri is to facilitate the widest dissemination of innovative solutions for agricultural development, through the creation of networks and partnerships between businesses, forest managers, rural communities and the system of research, education, consulting. In this regard, in adopting the interactive and multi-actor model of innovation, this European policy tool promotes collaboration between the various actors of AKIS, to systematize and make the best use of their knowledge (scientific, practical, organizational, etc.), complementary and trans-disciplinary, and stimulate the co-creation and dissemination of solutions / opportunities for the development of businesses and rural systems ... [Omissis]



### Specific Notes (regulation)

The SWOT analysis of this transversal CAP objective implies the analysis of the functioning of AKIS (knowledge flows, interaction between actors) and related structures (actors and infrastructures).



### Key concepts

AKIS (Actors, Infrastructures, interaction e knowledge flows)  
Advisory Services  
Innovation Support Services



### References

- EC SCAR (2013). *Agricultural Knowledge and Innovation Systems in Transition - A reflection paper. Standing Committee on Agricultural Research - Collaborative Working Group on Agricultural Knowledge and Innovation System (CWG AKIS)*. Brussels: European Commission.
- EU SCAR (2015), *Agricultural Knowledge and Innovation Systems Towards the Future – a Foresight Paper*, Brussels.
- European Commission (2012). *Communication from the Commission to the European Parliament and the Council on the European Innovation Partnership 'Agricultural Productivity and Sustainability. COM(2012) 79 final del 29/02/2012, Bruxelles, Belgio.*
- EIP – AGRI (2014), *EIP Operational Groups – Turning your idea into innovation, fact sheet <http://ec.europa.eu/agriculture/eip>*
- European Commission (2014), *Guidelines on programming for innovation and the implementation of the EIP for agricultural productivity and sustainability, Programming period 2014-2020, updated version December 2014, Brussels, Belgium.*

# Guidelines for SWOT analysis and needs assessment <sup>(2)</sup>

Main content:

1. Common understanding of the CAP specific objectives
2. Common methodology for the SWOT analysis

## Relational SWOT matrix

		1).....	2).....	1).....	2).....	1).....	2).....	1).....	2).....
		S	W	O	T				
S	1).....								
	2).....								
W	1).....								
	2).....								
O	1).....								
	2).....								
T	1).....								
	2).....								

*somma per colonna (valori assoluti)*

*somma per riga*

## Guidelines for SWOT analysis and needs assessment <sup>(3)</sup>

### Main content:

1. Common understanding of the CAP specific objectives
2. Common methodology for the SWOT analysis
3. Common elements for the needs assessment

## Identifying and ranking needs assessment

- Common ranking methodology
- Common terminology
- Classification of items



## Guidelines for SWOT analysis and needs assessment <sup>(4)</sup>

### Main content:

1. Common understanding of the CAP specific objectives
2. Common methodology for the SWOT analysis
3. Common elements for the needs assessment
4. Reference to common databases

- Up-to-date context and impact indicators
- RDPs 2014-2020 indicators (AIRs)
- Use of additional/available regional indicators



# Preparing the appraisal of the SWOT and needs assessment

The appraisal criteria and methods have not yet been defined in the ToR for the ex-ante evaluator.

Based on the experience of RDPs 2014 – 2020, the following will be suggested:

- Desk Methods → completeness & consistency analysis:
  - ✓ Context
  - ✓ SWOT & NEEDS
  - ✓ SEA expert
  - ✓ Specific stakeholder groups, sectors, territories
  - ✓ Justifications
  - ✓ Lessons learned
- Collaborative and interactive methods (focus group, thematic meetings)

Triangulation !

# Reflections for the appraisal of the SWOT and NA of the CAP Strategic Plans

- **Political and administrative aspects** need to be taken into account in the new CAP delivery model: regions need to express their views and needs (co-development process)
- Organisational efforts must be dedicated to **mediate the interactions** between national and regional levels → Clarification that Italian NRN resources from 2014 – 2020 can be spent for supporting the preparation of CAP Strategic Plan was
- Regional SWOT analyses and needs assessments need to have **common elements** → The ex ante evaluator will have to appraise one single, co-developed SWOT analysis based on regional specificities
- **Thematic workshops** with different stakeholders should be well-prepared: background document/draft SWOT analysis (i.e. technical fiches) to be discussed and reach a consensus on the final national SWOT analysis and NA
- It would have been better to have the **ex ante evaluator** already selected (e.g. to prepare the appraisal) → Early contracting and starting of ex-ante evaluation is crucial
- **Close relationship** between who coordinates the SWOT (CREA/NRN) and those who draft ToR for the ex-ante evaluation is beneficial

# Thank you

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<https://www.reterurale.it/flex/cm/pages/ServeBLOB.php/L/IT/IDPagina/15813>