



ACTION PLAN OF THE STRING PROJECT

STrategies for Regional Innovative Food Clusters



EMILIA-ROMAGNA REGION

PROJECT PARTNERS 3 & 4

- Emilia-Romagna Region, Directorate General for Agriculture, Hunting and Fisheries
 - Research Centre for Animal Production



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1. General information

- **Project:** *STrategies for Regional INnovative Food Clusters (STRING)*
- **Partner organisation:** Emilia-Romagna Region – DIRECTORATE GENERAL FOR AGRICULTURE, HUNTING AND FISHERIES
- **Other relevant partner organisation involved:** Research Centre for Animal Production
- **Country, region:** Italy – Emilia-Romagna
- **Contact person:** Mario Montanari, Manager in charge of EU Cooperation - Emilia-Romagna Region - Directorate General for Agriculture, Hunting and Fisheries

- **Self-defined performance indicators:**
 - Percentage of innovation projects in the agrofood integrated between RDP and ERDF calls
 - Increase in the number of subjects of the supply chain other than agricultural producers, and their associations, participating in measure 16 - Innovation of the Regional Rural Development Programme

2. Policy context

2.1. Policy instruments addressed

Two policy instruments are addressed:

- 1) **Emilia-Romagna ROP ERDF 2014-2020 investment priority 1b – Axis 1 “research and innovation”** managed by Emilia-Romagna General Directorate of Economics of Knowledge, Work and Business. The aim of priority 1b is to increase businesses’ innovation activities by supporting their research projects, the acquisition of technological innovation services, the adoption of innovative processes and product solutions, as well as research and development projects. It has three objectives: increase the innovation activity of enterprises, strengthen the regional and national innovation system, and increase the incidence of innovative specializations. As targets, focus is given to firms operating in the key specialization areas identified by the Regional S3 strategy: agri-food, mechatronic and transport, construction, life sciences and health, cultural and creative industries. As key sector of S3 strategy, agro-food is therefore directly relevant for the targeted policy instrument.



- 2) **Emilia-Romagna EARDF Regional Rural Development Plan (RDP) 2014-2020 – Measure 16 “Innovation” – focus area 3A “improve the competitiveness of primary producers by better integrating them into the agri-food chain through quality schemes, the creation of added value for agricultural products, the promotion of products on local markets, short supply chains, inter-branch associations and organisations”** managed by Emilia-Romagna General Directorate for Agriculture, Hunting and Fisheries RDP is the instrument for governing the development of the Emilia-Romagna agri-food system, approved by decision of the European Commission n. 3530 of May 26, 2015, acknowledgment with Regional Council Resolution No. 636 of 2015. It provides finance of 1.2 billion € in the period 2014-20. The resources come from European funds along with national co-financing. The Program invests in knowledge and innovation, stimulates the competitiveness of the agro-industrial sector, guarantees the sustainable management of the environment and climate and promotes a balanced development of the territory and local communities. The measure 16 specifically aims at supporting operational groups of the European partnership for agricultural productivity and sustainability. The objective is to support operation, management and implementation of operational group plans that seek solutions to concrete problems thanks to innovation, new technologies and/or production processes, and new organizational methods. The beneficiaries are the operational Groups of the European Innovation Partnership (PEI) made up of subjects such as farmers, researchers, consultants and entrepreneurs in the agri-food sector.

2.2. Improvement objective

Improvement objective: increase synergies between the two policy instruments.

Our purpose is in line with STRING topic: improve the role of agriculture and food innovation by harmonizing policy instruments. Harmonization is in terms both of policy instruments and in the concept of integration in the supply chain between different beneficiaries: agricultural producers and their associations, research centres, universities). Agricultural producers are mainly supported by RDP actions while the other actors are mostly involved in ERDF.

Moreover, the promotion of organizational strengthening of supply chains envisaged by Measure 16 is consistent with STRING objective: to improve the innovation capacity of food clusters, enabling them to meet the increasingly diversified needs and the growing demand for larger quantities of food.



2.3. Rationale for addressing two policy instruments

The policy instrument initially identified was Emilia-Romagna ROP ERDF 2014-2020 investment priority 1b - Axis 1 “research and innovation” with the following performance indicator: increase in the share of financing from Priority 1.b. “research and innovation” of Emilia-Romagna ROP ERDF 2014-2020 for the agri-food sector (10%). That indicator was positively reached in project’s phase 1 through only a partial influence by STRING mainly given by the presence of the stakeholders group involved in the ROP ERDF actions. In fact, € 23.33 million has already been allocated to agri-food equivalent to + 11%. Regardless of this, thanks to the analysis done through the STRING project Engines for Change we considered crucial to focus on the need to harmonize policy instruments dealing with innovation on agri-food. The harmonization process already started from a governance level and influenced the policy design of RDP and ERDF ROP **but it should be further implemented in the operative measures**. Therefore, since with reference to the ROP ERDF there is no possibility of action as the programming period is closing and there are no open calls available, we decided to address and try to modify measure 16 of the regional RDP, being also responsible as Emilia-Romagna Region – DIRECTORATE GENERAL FOR AGRICULTURE, HUNTING AND FISHERIES. This measure, that will launch a call for proposals in December 2019/January 2020, supports collaboration between different actors of the agri-food supply and value chain, allowing connections with the ERDF Fund.

2.4. Competences and experiences in the issue addressed by these policy instruments

The General Directorate for Agriculture, Fisheries, Wildlife and Hunting manages the Rural Development Plan and leads a wide range of promotional activities linked to agro-food. General Directorate AFWH and General Directorate Industry, Trade and Tourism (GD ITT), both part of ER Region, are in constant contact and coordinate their actions. GD ITT is the body directly responsible as Managing Authority for the programming and implementation of measures of the Regional Operational Programme 2014–2020 (ERDF) in the Emilia-Romagna Region. GD AFWH, as responsible for planning and implementing the EARDF – RDP will be able to intervene on measure 16 and the harmonization of the ROP with EARDF. Related to the agri-food industry, CRPA has been involved in several projects funded by either the ROP



or the RDP with the objective to enhance the adoption of innovations. CRPA assists agri-food companies in the application for calls launched by both policy instruments.

2.5. Reference indicators

Performance indicators dedicated:

- Percentage of innovation projects in the agri-food integrated between RDP calls and FESR calls to measure synergies between funds
- Increase in subjects other than agricultural producers and their associations participating in measure 16 - Innovation of the Regional Rural Development Programme to measure integration in the supply chain between different beneficiaries addressed by the two above mentioned funds

STRING issues addressed:

- lack of multifunds complementarity in the practice
- address horizontal and vertical integration of the agri-food value chain focusing on the different actors to encounter the emerging trends of the consumers' demand and to tailor policy instruments and measures accordingly

The indicators chosen have not yet been measured. The first activities of the plan will focus on the analysis of innovation projects related to the agri-food sector funded by the ROP ERDF axis 1 – support to innovation and by the RDP (measure 16) with a focus on the subjects involved. This will determine the base level 0. Then, we will intervene on measure 16 of the RDP and measure the increments of indicator 1 and 2. We consider it feasible since the projects funded are already subject to evaluations although not specific and because the Directorate General for Agriculture, Hunting and Fisheries is the managing authority of the measure 16 and therefore able to modify it.



3. Details of the actions envisaged

3.1. Name of the action:

Update of the call for proposals under RDP's measure 16 "innovation" to improve synergies with axis 1 of the ROP ERDF "research and innovation"

3.2. Situation at the beginning of the project

The defined need in the STRING Engines for Change analysis (E4C) concerns maximization of the positive impacts and benefits of the funds on the regional territory by adopting an integrated planning approach between the European Structural and Investment Funds, the European Agricultural Fund for Rural Development, and the European Maritime and Fisheries Fund. The areas of integration mainly concern research, innovation, SME competitiveness, and creativity.

Thanks to partners' contribution, "Learning Needs" identified by STRING project towards Emilia-Romagna Region are:

- Comparison with other regions, particularly with the strong innovators to support the implementation of the future strategy of the regional network.
- Comparison with regions as concerns the research on functional foods and how they are regulated.
- Improvement of the cooperation between regional directorates
- Understand how to tailor policy instruments and measures to encounter the emerging trends of the consumers' demand
- Assessment of the level of awareness of SMEs about clusters, and their participation in it.

Through our Action Plan we decided to tackle the need of:

- Improvement of the cooperation between regional directorates as it is strictly related to the enhancement of integration of different actors and phases of the agri-food supply and value chain, in particular as concerns collaborative innovation.

As a reflection: policy instruments and measures will be tailored to encounter emerging trends.



ERDF funds address more the processing and commercialization phases of the food chain while RDP funds target the agricultural sectors. Increasing the coordination of these two funds could lead to improve the supply chain integration and the effectiveness of the governance. Emilia-Romagna E4C document highlights the relevance of the ERDF Fund for the agri-food sector (15% of the resources allocated to the regional specialization strategy, 20% under the priority 1.b). Our E4C document also identifies “Operational Groups for Innovation in the agri-food sector” (measure 16.1.01 of the RDP) as a Good Practice.

A higher level of product and process innovation can be related to qualitative and quantitative improvement of production combined with a reduction in production costs and compliance with the environmental sustainability issues. Furthermore, it may increase the ability to access new market both in terms of geographical areas (more competitive products) and considering new segments of customers (e.g. products with a higher added value). The improvement of the competitiveness of primary producers by better integrating them into the food supply chain is strategic for the overall product/process innovation

3.3. Reaching the objectives

General objective to be reached through the implementation of our Action Plan is:

- increase in food chain innovation and the improvement of the role of agriculture and food industry in regional development by harmonizing policy instruments and integrating supply chain beneficiaries.

We aim at increasing the coordination of interventions for the agri-food sector between “Priority 1.b. R&I of Emilia-Romagna ROP ERDF 2014-2020” and” Measure 16 ‘Innovation’ of Regional RDP 2014-2020 (EARDF)” in order to implement the integrated planning approach adopted by Emilia-Romagna Region.

To reach the general objective, **four specific sub-objectives have been established:**

1. influence the way policy instruments are managed by better addressing and fine-tuning the call for proposals and improving the ways projects are selected, also avoiding redundancies and overlapping



2. propose a new evaluating scheme to improve funding and supply chain beneficiaries' integration
3. improve cooperation between regional directorates
4. update the regional policy strategy for the integration of ERDF and RDP

Moreover, inspiration is taken from the following good practices (see par. 3.5):

- Noord Brabant OP Zuid programme
- ARIA Alsace (EASE, AERIAL)

Our Plan includes **one main action that consists in the updating of the call for proposals under RDP's measure 16 "innovation"** in order to improve synergies with axis 1 of the ROP ERDF "research and innovation". **The action is divided in four complementary activities:**

- 1a - Analysis of agri-food innovation projects previously funded by ERDF and RDP
- 1b - Analysis of the calls for proposal of the Measure 16 of the RDP focusing on the selection and evaluation scheme with respect to the performance indicators identified
- 1c -Improvement of the Measure 16 call for proposals and monitoring of the participation to the call supporting the process and analysing the approved projects and the thematic areas of integration with the ERDF
- 1d -Follow up and recommendations on -evaluation criteria to measure the integration of two different policy instruments.

The process to implement the Action Plan's activities is articulated in two different perspectives. On the one hand, the 63 agri-food innovation projects already assessed during phase 1 of STRING project - financed by the ROP ERDF 2014-2020 resources on axis 1 – represent a source of information to better understand the needs of the food industry with respect to their relation with the agricultural companies. On the other hand, the Measure 16 'Innovation' of Regional RDP 2014-2020 (EARDF)" can be improved by considering the results emerged from the analysis of the ERDF projects, in particular as concerns innovation areas of integration between farmers and industry and/or evaluation criteria. Implementation will be tested in the call of the Measure 16 to be issued at the end of 2019/begin 2020.



3.4. Actors involved

Main actors involved will be:

- Agriculture and Business directorates of the Regional Government
- RDP Management Committee
- RDP Supervisory Committee
- CLUST-ER Agri-food
- Permanent Committee established for the coordination and integration of the Policy Planning 2014-2020, which includes the responsible bodies for the ERDF, ESF and EARDF regional programs and the DG for Territorial cohesion.

Regional stakeholders are the players of agro-food business and innovation chains from producers to commercial and financing organizations: Regional R&D institutions, innovation agents, authorities, association of food producers, SMEs. They are aware of objectives and support project actions. In the meetings held in project's phase 1, they confirmed the relevance of food chain innovation and collaborative research being in line with the regional priorities.

Main regional stakeholders involved are:

- ART-ER, the Consortium company of Emilia-Romagna for Sustainable Development, Innovation and Technology Transfer;
- CNA Innovazione, Technology Transfer and Innovation Center of the Association of SMEs; Centuria, a Technology Transfer and Innovation Center;
- Fedagri - Confcooperative Emilia-Romagna – Agrifood cooperative
- Legacoop – Agrifood Cooperative
- Gran Suino Italiano – Agrifood company
- Clust-er Agrifood – Regional association including agri-food companies, research centres and training institutes

3.5. Background of the action

As a basic situation, in Emilia-Romagna funds harmonization started from a governance level and influenced the policy design of RDP and ERDF ROP, but it should be further implemented in the operative measures. Therefore, call for proposals are operative measures to concretely work on. Furthermore, in order to achieve the general objective of increasing food chain



innovation and improving the role of agriculture and food industry in regional development, a decision has emerged to focus on a measure that supports collaboration between the different phases of food supply and value chain and allows links with the ERDF Fund.

Emilia-Romagna STRING E4C document highlights the relevance of the ERDF Fund for the agri-food sector (15% of the resources allocated to the regional specialization strategy, 20% under the priority 1.b in the period). Our E4C document also identifies “Operational Groups for Innovation in the agri-food sector” (measure 16 of the RDP) as a Good Practice.

Although in the calls for proposals there is a reference to the integration of funds, this part is not adequately detailed and a correlated evaluation criterion is missing.

Integration between ERDF and RDP innovation projects has not been measured so far with a specific indicator. Analysis of the projects already approved and additional information from the next call for proposals will permit to better measure the level of integration with a more detailed specification of the thematic areas and direct links between specific projects supported by ERDF and RDP. Analysis of the number and types of stakeholders involved will be also crucial to understand the level of integration between the two funds with respect to agri-food innovation projects. The indicators identified in the AP will measure the level of integration of the interventions funded by ROP ERDF and RDP concerning innovative projects and focusing on integration among different steps of the agri-food value chains. The step-by-step involvement of Permanent Committee for the coordination and integration of the Policy Planning 2014-2020, along with the Clust-ER Agri-food - including companies, research centres and training institute - will strengthen and contribute to consolidate the shared work among regional directorates.

The action will create the basis for measuring performance indicators and then will make the evaluation by establishing a new method to assess the effectiveness of the policies. The work is fundamental to review the policy strategy in terms of supporting innovation for the agri-food sector fostering the harmonization between funds in relation to the needs of the beneficiaries.

3.5.1. Link with STRING best practices

The North Brabant good practice and visit showed a high level of integration among different funds that stimulated to work on a stronger integration also in Emilia-Romagna. It showed that it's possible to harmonize different policy instruments (ERDF and RDP) to improve the position of agriculture and food innovation in regional development. Therefore, improving



the synergy between different policies became the primary key to be addressed. In addition, a better understanding of the innovation needs of the food industry and agricultural companies can also support integration. Trans-sectoriality and cross over collaboration, for example between High Tech and agri-food sector, to facilitate the creation of new networks and opportunities is another interesting suggestion.

Since, we were impressed by the simplicity and the flexibility of Noord Brabant approach to innovation as regard the governance and the structure of the Programme OP Zuid, we would like to reach the same approach in the work of adapting measure 16. This means that project officers of different funds will work in close contact as they do in Noord Brabant, constantly exchanging information on the on-going activities and involving different stakeholders to reduce gap between research, industries and market demand.

Alsace good practice showed that the involvement of the private sector is a key component, representing direct expression of the industries: ARIA a private association, works with a programme called NOVIAA to develop an innovation strategy for Alsace agri-food industries. The Alsace Biovalley includes AERIAL a research and technological centre for the food sector and EASE a factory school for training in sterile processes for pharmaceutical, cosmetic and agro-food industries. Even if the strategy is to depend less and less from public funding, harmonization of the funds and integration between different beneficiaries in the supply chain could help to better meet the real needs of the companies and to support collaboration among the enterprises.

Both Nord Brabant and Alsace good practices showed how trans-sectoriality and cross over collaboration, for example between High Tech and agri-food sector, facilitate the creation of new networks and opportunities and foster a better understanding of the innovation needs. Moreover, in Noord Brabant, the evaluation process represents a tool to adapt the policy instrument over the years with reference to integrated needs of companies, universities, research, market.

3.6. Activities, purposes and actors

The Action is articulated in four main activities:

1a) Analysis of agri-food innovation projects previously funded by ERDF and RDP (EIP – Agri Operational Groups).



The activity is aimed at identifying which categories of actors collaborate with companies of the primary sector in innovation projects, analysing the role played by each type of actor. Moreover, the analysis will find specific thematic areas of integration and links between ERDF and RDP projects, providing more details with respect to the thematic areas already indicated by the regional S3 strategy and focusing in particular on the possible synergies and integrations among the agricultural phases of the chain.

1b) Analysis of the calls for proposal of the Measure 16 of the RDP focusing on the selection and evaluation scheme with respect to the performance indicators identified by this Action Plan:

- percentage of innovation projects in the agri-food integrated between RDP calls and FESR calls
- increase in subjects other than agricultural producers and their associations participating in measure 16 - Innovation of the Regional Rural Development Programme

1c) Improvement of the Measure 16 call for proposals and monitoring of the participation to the call supporting the process and analysing the approved projects and the thematic areas of integration with the ERDF.

An improvement proposal for the call of the Measure 16 – RDP will be elaborated including integrations to the evaluation scheme for the selection of projects, identification of specific thematic areas of integration with the agri-food innovation projects approved by the ERDF. The proposal will be shared with the RDP Management Committee and then with the RDP Supervisory Committee that will validate the variation to be included in the call for proposals.

The call is foreseen for December 2019/January 2020. We will monitor the participation to the call supporting the process and analysing the approved projects and the thematic areas of integration with the ERDF. A report will be elaborated to summarize the results. The evaluation scheme of the call will allow a quantitative and qualitative analysis of the connections between ERDF and RDP. The projects approved by the last call (Measure 16 – RDP) will be matched with the analysis of the 63 agri-food innovative projects financed by the ERDF in the period 2014-2020. Comparison with the previous calls issued for the Measure 16 of the regional RDP will be also carried out to check trend and variations.

Then, we will transfer information to the regional “Clust-ER agri-food”, in order to involve different types of stakeholders. The regional “Clust-er agri-food” - association including companies, research centres and training institutes - will be involved providing contribution and feedbacks on the analysis carried out. Finally, a workshop related to innovation issues in the



agri-food will be organized. It will offer the opportunity to exchange point of views and opinions from different types of stakeholders on the results emerged from the project activities, finding links also with a more general perspective of integration in the agri-food chain. The idea came from the positive results achieved in the conference "Innovation and research for the agri-food system in Emilia-Romagna" held in Bologna on March 1-2, 2019 and participated by STRING project. Two days to learn about projects, products and collaboration between companies and researchers. Farmers, technicians and researchers presented almost 200 projects and research initiatives funded by European Funds (mainly ROP ERDF and RDP EAFRD).

1d) Follow up and recommendations on evaluation criteria to measure the integration of two different policy instruments.

We will draft a document supporting political strategy aimed at the integration between ERDF and RDP funds. The deliverable will be articulated in two main sections: one with an analytical perspective with respect to the programming period 2014-2020 and another with recommendation aimed at orienting the next programming period.

Sub-objectives to which Action 1 responds:

- influence the way policy instruments are managed by better addressing and fine-tuning the call for proposals and improving the ways projects are selected, also avoiding redundancies and overlapping
- propose a new evaluating scheme to improve funding and supply chain beneficiaries' integration
- improve the cooperation between regional directorates and exchanging between officers
- update the regional policy strategy for the integration of ERDF and RDP

Through this Action we will achieve:

- The improvement and identification of the criteria for the presentation of proposals and for their evaluation, providing a new evaluating scheme to measure performance in terms of funding integration. This will be done through the identification of links between ERDF and RDP innovation projects concerning agriculture, transformation and trade.
- The enhancement of the cooperation between regional directorates and officers as also specified among the learning needs that have been confirmed from partners' comparative



“engine for change” analysis (E4C Report). The results of the analysis carried out will influence the activities of the internal management of the Measure 16 ‘Innovation’ of Regional RDP 2014-2020 aiming at increase the number of stakeholders involved in the innovation and allowing an exchange of information on the results of tenders issued with different funds and managed by separate directorates.

- Even if the ERDF and RDP programmes are consistent with the regional S3 strategy, this action will permit to have a narrower approach boosting innovation in specific agri-food chains.

Stakeholders involved

As concerns the stakeholders involved, the action will provide a desk analysis of the results of previous projects to be carried out by the regional Government. A team composed by staff from different Directorates will define the key points and the improvement proposal. Then all the actors and committees involved in the definition of the next call for proposal of the Measure 16 will be involved in order to facilitate the integration of the new evaluation scheme in the new call. The improvement proposal will be first shared with the RDP Management Committee and then submitted to the RDP Supervisory Committee for the validation.

Actors:

- Agriculture and Business directorates of the Regional Government
- RDP Management Committee
- RDP Supervisory Committee
- CLUST-ER Agri-food
- Permanent Committee established for the coordination and integration of the Policy Planning 2014-2020, which includes the responsible bodies for the ERDF, ESF and EARDF regional programs and the DG for Territorial cohesion.

Involvement of stakeholders will be crucial for the implementation of the action. The coordination between the Directorates will remain fundamental and the political level will be consulted and kept informed. Activity 1d) will provide a final approval of the new evaluating scheme aimed at improving governance, supporting funds harmonization and pursuing a change in the management of policy instruments. With this respect, the role of Managing Authorities and of the Permanent Committee for funds coordination is strategic.



CRPA will ensure sharing with stakeholders and helping to transfer in the governance and evaluation process elements from Noord Brabant and Alsace programs

3.7. Timeframe and cost

The action will be carried out from July 2019 to June 2021. Activities are scheduled as following:

- **July–November 2019 -- Activities 1a) and 1b)**

Comparison between ROP ERDF 2014-2020 priority 1.b and RDP 2014-2020 – Measure 16 “Innovation” Focus 3A aimed at adjusting the call for proposals on measure 16 of the RDP scheduled in 2019/2020.

As a starting point, the focus is the analysis of the 63 projects of the agro-food sector that have obtained funding in the innovation axis of the POR ERDF and of the EIP Agri Operational Groups projects financed by the RDP – Measure 16. Based on this analysis, an assessment will be made about themes, topics and actors related to the agri-food innovation and vertical and horizontal integration of the food chain.

At the same time, analysis of previous calls for proposal of the Measure 16 of the RDP and on the draft of the new call – when available - will be carried out.

- **October 2019 – January 2020 -- Activity 1c)**

October – January

Analysis foreseen by actions 1a and 1b will allow drafting an improvement proposal for the new call of the Measure 16 – RDP. The proposal will be shared with the RDP Management Committee by the end of October. Then, after validation of RDP Management Committee, it will be shared with the RDP Supervisory Committee that will finally approve the variations to be included in the call for proposals. In January, the targeted call for proposals will be launched.

January - July

Evaluation phase of the new call will be monitored by the project until final approval of the selected projects; analysis of the funded projects with comparisons with the analysis carried out in the activity 1a) and with quantitative and qualitative analysis of the connections between ERDF and RDP; elaboration of a report to summarize results.



July – September

- The results will be shared with the regional “Clust-ER Agrifood” to get feedbacks from the different types of stakeholders included in the association.

September – December

Organization of the workshop involving the “Clust-ER Agrifood” and many other different types of stakeholders, to discuss the results emerged from the project activities in terms of harmonization of the funds and integration of the afri-food supply chain.

A final follow up will prepare the last activity.

- **January - June 2021 - Activity 1d)**

Elaboration of the policy strategy document. Involvement of all key actors and stakeholders.

Milestones:

- 1 proposal of a new evaluation scheme to measure the harmonized approach between calls of different funds and to monitor the integration of supply chain beneficiaries (December 2019).
- 1 fine-tuned new call (January 2020)
- Methodology approved for the analysis to be carried out (March 2020).
- 1 analysis report (November 2020)
- 1 workshop and related follow up to get feedbacks and stimulate discussion among stakeholders (December 2020).
- 1 Policy Strategy shared (June 2021)

Resources needed to implement the action:

In terms of costs, the action is going to be covered by regional internal resources.

Fixed staff costs:

10% Manager in charge of EU Cooperation - Emilia-Romagna Region - Directorate General for Agriculture, Hunting and Fisheries



20% 2 technical staff working on call for proposals and evaluation

10% Technical Action coordinator

Variable workshop costs (catering, interpreter, speakers): 2500 €

Responsibilities

Mario Montanari, Manager in charge of EU Cooperation - Emilia-Romagna Region - Directorate General for Agriculture, Hunting and Fisheries

3.8. Risk factors

The risk factors could be represented by the rigidity of the definition of the proposals and by the reticence towards modifications that could aggravate the workload of the staff in charge. Furthermore, the stakeholders who represent the beneficiaries of the calls may also initially show a slight distrust of new evaluation criteria. For this reason, it is important to involve from the outset both the RDP Management Committee and then the RDP Supervisory Committee that will validate the variation to be included in the call for proposals. Regional elections should be at the beginning of 2020; therefore, unexpected changes/actions could take place.