SUMMARY REPORT AND ANALYSIS OF THE FIRST-ROUND FOCUS GROUPS

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FEBRUARY 2024

Funded by the European Union

Tools4CAP has received funding from the European Union's Horizon Europe Research and Innovation Programme under Grant Agreement No. 101086311 . Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Research Executive Agency (REA). Neither the European Union nor the granting authority can be held responsible for them.

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Project name	Tools4CAP: Innovative Toolbox empowering effective CAP governance towards EU ambitions
Website	https://www.tools4cap.eu/
Document type	Deliverable
Status	Accepted
Dissemination level	Public
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Acknowledgements

Thanks are due to the Tools4CAP project teams and participants of the first round of the Focus Groups. Special thanks to the facilitators of the Focus Groups, who led the activities of the project across 14 countries: Bozhidar Ivanov and Dr. Hrabrin Bachev (IAE BG), Victor Kieffer (Oreade-Breche), Simone Sterly and Carla Wember (IfLS), Norbert Potori and Szabó Zsolt (IAE HU – AKI), Emma Dillon (Teagasc), Christian Schingo (ABACO), Weronika Felcis (University of Latvia), Živilė Gedminaitė-Raudonė and Rita Lankauskienė (LCSS), Ana Gonzalez Martinez, Roel Jongeneel and Marcel van Asseldonk (Wageningen University and Research), Barbara Wieliczko and Floriańczyk Zbigniew (ERDN), Monica Tudor and Dan Marius Voicilas (IAE RO), Marieta Okenkova (Slovak University of Agriculture in Nitra), Ilona Rac and Emil Erjavec (University of Ljubljana), Alberto Gutiérrez García and David Nafria (ITACyL).

Thanks also to the participants of the EU-level Focus Group, whose contributions informed and enriched the final content of this report.

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1. Introduction

The Tools4CAP project is implementing Focus Groups at national and EU levels as part of the Stakeholder Engagement Platform outlined in Task 6.2 (WP6). The Focus Groups provide a platform for interactive discussions, allowing participants to share their experiences, challenges, and suggestions related to the methods and tools used in designing and monitoring the CAP Strategic Plans (see D1.1 on Inventory of Methods and Tools). The discussions aimed to uncover context-specific issues, capturing diverse perspectives, and generating valuable insights into the applicability and effectiveness of the methods and tools. The findings of the Focus Groups have contributed to a better understanding of the strengths and limitations of the methods and tools to design evidence-based CAP Strategic Plans. Furthermore, the Focus Groups enabled us to further specify the needs of end-users and the application of other methods and tools for the current and next programming periods.

During the span of the project, two rounds of Focus Groups have been foreseen, at both national and EU levels. This report discusses the main findings of the first round of the Focus Group that took place between October 2023 and January 2024. In total, 14 National Focus Groups and one EU-level Focus Group were organised during the mentioned period, engaging actively over 100 relevant actors.

The objectives of the first round of the national Focus Groups were to provide further information, insights and valuable contributions on the functionalities of the tools identified, challenges and end-users needs. The aim was to gather practical information from participants to further contribute to the different strands and work packages of the project. Participants reflected on the tools used in their country for the design and monitoring of the CAP Strategic Plans and discussed the decision-making factors that have led to using the specific tools, their challenges and needs. They also explored the potential limitations of the tools.

This report is organised as follows: Section 3 details the methodology employed for setting up and implementing the Focus Groups, encompassing the overall approach, addressed topics, and stakeholder engagement activities. In Section 4, challenges are identified and explored, delving into specific policy steps associated with each Focus Group's chosen topics and tools. Section 5 outlines the main needs of end-users for each group of tools addressed in the national Focus Groups. Moving on to Section 6, the main outcomes of the EU-level Focus Group are presented, complementing perspectives and insights gathered from the National Focus Groups. Finally, Section 7 provides a concise conclusion summarising the findings and analysis of the first round of the Focus Groups.

2. Methodology

2.1. General approach

The methodology used to establish and develop the Focus Groups within the project included several steps and activities in order to ensure an effective understanding and establish a meaningful engagement with the targeted actors. Figure 1 outlines the timeline of the various activities undertaken, from protocols design to synthesis of the results and delivery of this report.

Figure 1. Timeline of activities.

**NFG = National Focus Group*

The protocols aimed to establish a common understanding of the Focus Groups set-up and development, providing guidance and useful information for effective stakeholder engagement. A first draft was prepared in May 2023 and subsequently discussed with the Focus Group facilitators to further tailor it to their needs. Trainings for facilitators were organised in September 2023. After which the Facilitators were tasked with launching the Focus Groups. The preparation for this milestone was done in several steps as outlined in Figure 2 hereunder.

Figure 2. Stepwise process for the development and roll-out of the National Focus Groups. The time period indicated covers July-December 2023.

A resource pack was prepared for each of the 14 National Focus Groups complementing the protocols. The pack included the following:

a) background document containing tools identified in each country through the inventory and the survey, to provide a good start for the discussions.

b) a structured template for reporting the findings. This included specific questions tailored to the topic chosen yet generic to allow facilitators the flexibility to adapt them to their own contexts.

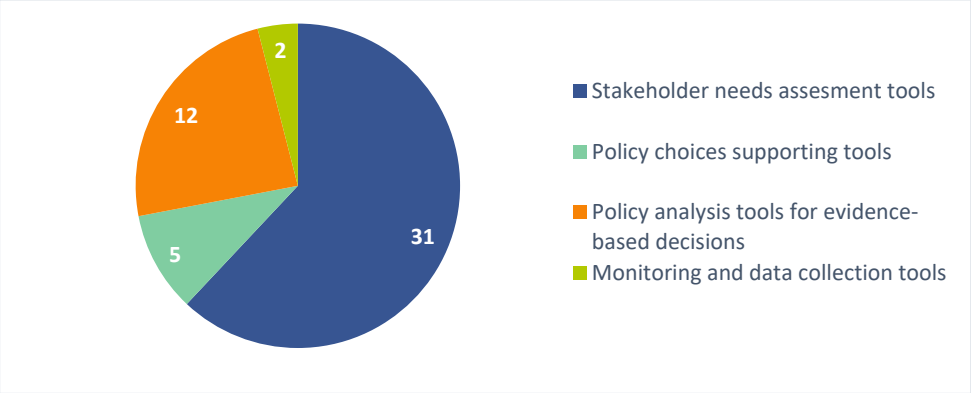
c) a Miro board/tables to guide the evaluation of the tools identified.

The protocols are included in Annex I of this report, detailing the process and the guiding questions provided to Facilitators, in addition to information on how to organise meaningful and engaging online and offline meetings.

At the EU-level, the Focus Group was organised by the Coordination team and aimed to bring together relevant actors to complement the findings of the National Focus Groups. The meeting was organised in-person for half a day. The discussions were kick-started by presentations outlining the preliminary findings of the National Focus Groups (see more details in sub-section 2.3).

Additionally, to further enrich the inventory and the evaluation of tools supporting the benchmarking exercise under Task 1.3, the National Focus Groups were also tasked to assess pre-identified tools and/or include new tools and methods. The Focus Groups resulted in a fruitful collection of new tools that have been added to the online inventory. Nearly 60 tools were validated or identified through the Focus Groups, many of which fall under the "Stakeholder needs assessment tools" category, as shown in Figure 3. Further evaluation and description for the tools are presented in Deliverable 1.3 on Evaluation of Methods and Tools.

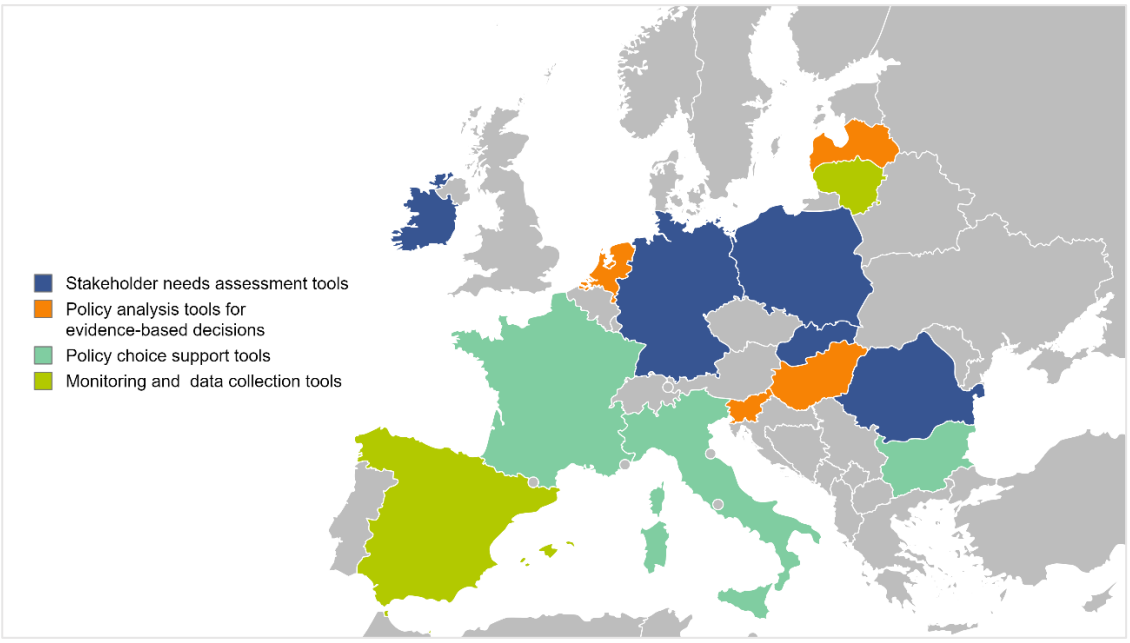
Figure 3. Identified and/or validated tools in the National Focus Groups.



2.2. Topic choices

Each Focus Group facilitator was invited to indicate the preferred topics to discuss. To ensure a balanced coverage of the topics, the coordinating team made the final decision taking into account the preference expressed and the potential of engaging the relevant actors for a more extended period of time within the project (i.e. involvement in the case studies). Figure 4 provides an overview of the topics covered in the 14 National Focus Groups.

Figure 4. Topics covered by the National Focus Groups.



A categorisation of tools was realised in the Tools4CAP Conceptual Framework (D1.2) to guide the research and technical work within the project. Four main categories of tools were distinguished according to their purpose. These categories were also the basis for the structuring of the Inventory of Methods and Tools (D1.1). The categories are presented below, and some examples are provided as well.

- **Stakeholder needs assessment tools**: These tools are based on qualitative methodologies, including but not limited to participatory approaches, that enable the identification and assessment of stakeholders' perspectives and needs, which can be used to inform policy analyses and policy choices. They are pivotal in ensuring the transparency, inclusivity, and legitimacy of CSPs and in aligning the CAP with the needs and aspirations of those directly impacted by agricultural policies. Examples: stakeholder consultations, focus and working expert groups, workshops, conferences, surveys, etc.
- **Policy choices supporting tools**: These tools use logic-based methodologies to facilitate decision-making. The tools are particularly useful when dealing with complex systems, i.e., characterised by interdependencies, competitions, relationships, and interactions between their parts. They also include tools to facilitate participatory co-decision processes between policymakers at different governance levels, such as central and regional authorities and other public agencies and control bodies. Examples: logic model, cumulative voting approaches, multi-criteria decision techniques and prioritisation tools.
- **Policy analysis tools for evidence-based decisions**: These tools generate (scientific or empirical) evidence through the analysis of policies, either *ex ante* or *ex post*, to inform decision-making, hence underpinning evidence-based policymaking. Examples: farm-level or macro-economic simulation and modelling tools, scenario analysis, foresight, and impact assessment.
- **Monitoring and data collection tools**: These tools serve to collect and make available (but not to interpret) the necessary information and data for the performance review of the CAP Strategic Plan and to inform policy analyses and policy choices. These tools allow for the collection of different types of qualitative and quantitative data, information, and knowledge. Examples: Database integration interface, social media analytics, AI data interpretation tools, and precision farming data tools.

2.3. Stakeholder engagement

One of the most essential components of the Focus Groups was to engage the most relevant actors in the discussions to capture their direct experience and knowledge regarding the tools and the process of the CSP design. In this regard, the Focus Group facilitators sought to bring together policy-makers, tools developers, researchers and actors involved in the design and monitoring process of the CAP Strategic Plans.

Figure 5 provides an overview of the typology of actors engaged in the 14 National Focus Groups. Each Focus Group aimed to ensure a balanced representation of the targeted groups so as to better understand the dynamics of the process and identify the challenges faced at different steps and from different perspectives. In turn, this gives a comprehensive picture of the challenges and the needs further identified. Facilitators were encouraged to pay attention to the gender balance among participants to the greatest extent possible. Figure 6 shows that overall, this matter was fulfilled.

Figure 5. Typology of stakeholders participating in the National Focus Groups.

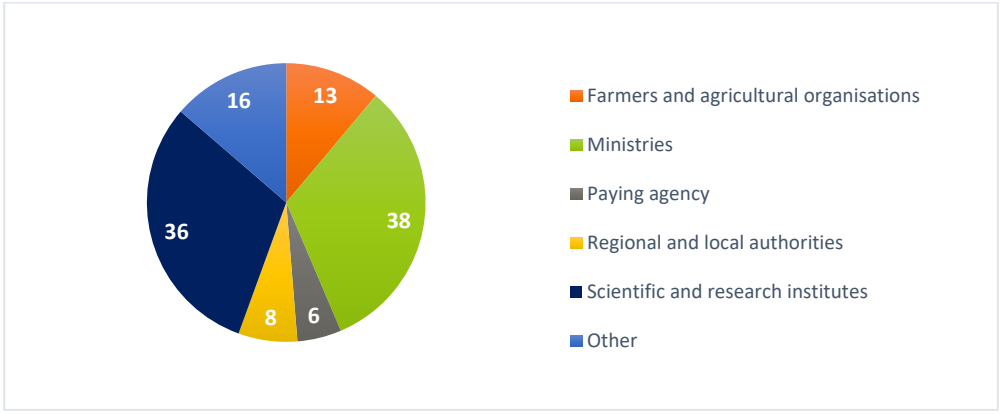
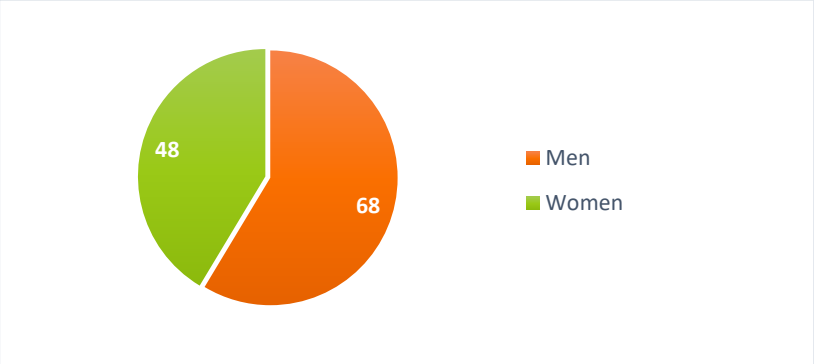


Figure 6. Gender balance among participants in the National Focus Groups.



The EU-level Focus Group meeting took place in January 2024 and it gathered eight representatives from DG AGRI, EU CAP Network, Committee of the Regions, and Flemish Managing Authority (Belgium) and Permanent Representations of Estonia, France and Romania. The discussion centred around the challenges and requirements encountered in the process of designing the CAP Strategic Plan (CSP) starting from the preliminary analysis of the National Focus Groups findings. Participants discussed these challenges and needs across different stages of the CSP design process, focusing specifically on 1) the socioeconomic context, SWOT analysis, and needs assessment; 2) interventions, setting targets, and budget allocation; and 3) conducting *ex ante* evaluations and SEA. The outcomes of the discussions are presented in section 6.

3. Challenges

The overall context of the New Delivery Model, laying the ground for the first experience with the CAP Strategic Plans after the CAP reform, brought novelties, especially on subsidiarity and flexibility given to the Member States to interpret the Regulation. For regionalised countries, it was uncharted territory to develop and propose a National Strategic Plan, accounting for regional contexts, diversity and a variety of needs.

The Focus Groups captured overall challenges with the new legislation and further discussed obstacles, based on the typology of tools and policy steps. However, it is to be noted that when discussing challenges, participants of the Focus Groups reflected on the overall design process and tools used, beyond the topic assigned. In line with the Tools4CAP Conceptual Framework (D1.2), overall challenges are identified at the level of the policy cycle, policy framework and policy capacity. In terms of policy cycle challenges, these reflected the complexity of the multi-level governance and political negotiations. The institutional settings led to major hurdles in ensuring meaningful engagement, collaboration, and transparency. Additionally, stakeholder fragmentation, alongside with conflicting views and interests, added another layer of complexity to designing the CSP and getting everyone on board. Time pressure was the only constant throughout the process. Challenges related to the policy framework reflect the lack of guidance for legislation that was still undergoing at the time of starting the design of the CSPs. In addition, the volume of legislative documents and complex guidelines left most Managing Authorities with insufficient time to properly understand the steps and transpose them into their specific contexts. Capacity challenges reflected the lack of experience and skills of end-users (i.e. policy-makers; civil servants, etc.) to carry out the development of the CSP. These were further exacerbated by technological and operational/methodological constraints.

The following sub-sections outline the main challenges identified by Focus Groups participants, aiming to provide insights into the areas, tools or policy steps where obstacles were faced in the design process of the new CSPs.

3.1. Stakeholder needs assessment tools

A significant obstacle for policy-makers was the **time constraints** for processing and analysing stakeholder input, particularly due to the context of public consultations and stakeholders' contributions. Authorities often faced limitations in capacity and tools to effectively analyse and synthesise the input received, especially when adapting to online interactions. The shift to digital platforms during the COVID-19 pandemic further posed difficulties for stakeholders, such as farmers and other rural actors, lacking the necessary digital skills to contribute meaningfully.

Fragmented and unorganised stakeholder groups presented another challenge, particularly impacting small and medium-sized farmers in countries like Romania. The low level of organisation among professional associations

hindered their ability to provide streamlined input. While consultations are a requirement under EU Regulation, authorities struggled to accommodate meaningful engagement from overlooked groups, creating disparities in input.

Managing divergent views was a common challenge in stakeholder engagement. Authorities faced obstacles in achieving consensus among diverse groups, requiring strong facilitation skills to identify common ground. Handling stakeholder expectations became challenging due to time constraints, impacting also an effective communication of consultation results. Stakeholders often lacked clarity on how their expressed needs influenced final decisions, which in turn led to dissatisfaction.

The **selection of stakeholders** posed further difficulties in ensuring balanced representation among invited groups. However, broadening the range of stakeholders led also to dissatisfaction among traditional actors (i.e. farmers), who felt their messages were diluted among the emerging needs of a wider variety of groups, as seen in the case of Ireland.

Insufficient capacity and skills among smaller groups hindered an effective engagement. Some stakeholders lacked preparation or understanding of the process, requiring additional time from authorities to explain available options and where their input was required. Not all stakeholder groups consulted found it easy to engage compared to those with a longer history of involvement (i.e. farmers organisation), showcasing the importance of addressing disparities in knowledge and experience within stakeholder communities. Additionally, the Irish Focus group indicated also a lack of awareness of broader issues. For example, environmental groups seemed the lack of awareness of broader agricultural issues by environmental groups and vice versa for the farmers groups.

3.2. Policy choice supporting tools

A major obstacle mentioned was the **lack of guidance on prioritisation and alignment with EU objectives** at the beginning of the process. The absence of finalised legislation created uncertainty and delayed the process, placing time pressure on authorities unfamiliar with the evolving framework. Regionalised countries, like Italy, encountered additional challenges as they transitioned from decentralised regional planning to developing a national strategic plan. This shift narrowed the choice of tools available at the technical level, complicating the design of the CSP.

Effectively accounting for regional needs in final decisions posed a significant hurdle, especially for countries like Italy with a constitutional framework regionalising matters of agriculture and rural development. In such cases, specific tools for co-construction were deemed necessary to address the challenges of integrating divergent regional needs into the National Strategic Plan.

Insufficient time for thorough discussions on prioritisation choices and delays in communication between national and regional levels further complicated the process. In Bulgaria, participants noted challenges related to transparency and traceability, with dissatisfaction arising from a lack of understanding about how needs translated into support measures and budget allocations. Similar concerns were expressed in Slovenia, where the connection between prioritised needs and the final allocation of funds remained unclear, leaving room for interpretation and potential influence from external stakeholders and decision-makers.

The **impact of COVID-19** added another layer of difficulty, requiring adaptability in tools and processes. Remote collaboration, although essential during the pandemic, presented challenges in terms of accessibility, skills, and capacity. In some instances, the employed tools were technologically insufficient, leading to time-consuming processes and hindering effective data gathering and standardisation.

Additionally, the absence of a **platform for exchanges among EU regionalised states** contributed to challenges. The lack of guidance from the EU led regional states to develop their own approaches to Partnership Agreements independently. This lack of coordination and comparison among regional states, as observed in Italy, was perceived as a limitation, hindering a more cohesive and standardised approach.

3.3. Policy analysis tools for evidence-based decisions

The choice and effectiveness of these tools were faced with challenges primarily related to timing, tool complexity, and data availability. **Time pressure** and the limited duration for activities influenced the selection of tools. While more complex modelling tools could have provided better-informed decision-making, the intricacies and resource requirements led to the preference for simpler tools familiar to policy-makers, allowing for faster utilisation.

A notable obstacle was the **lack of continuous management and applicability of the employed models**. Complex structures required a robust understanding, and when code developers left teams, newcomers faced challenges acquiring in-depth knowledge. This gap in capacity and continuity posed difficulties in adjusting models to evolving needs and contexts, as highlighted by Hungarian Focus Group participants.

The **unavailability of reliable and up-to-date data** was another significant challenge. For aspects like climate change or demographic issues, insufficient and unreliable data hindered the feeding of information into the tools. This limitation, coupled with a lack of needed indicators and insufficient data for adapting well-known models to specific conditions, resulted in the non-utilisation of certain models. The Slovenian Focus Group, for instance, identified gaps in support for the second pillar due to the SiTFarm tool's limitations in modelling agri-environmental-climate payments and other interventions.

The **complexity of modelling tools**, making them difficult to apply to specific conditions or contexts, posed additional challenges. In the Netherlands, end-users, particularly farmers, found the Dutch eco-point system choices complex when using the eco-scheme simulation tool. Similar challenges were noted in France, where the design and calibration of interventions needed to align with fixed objectives and priorities, or adapt to fixed needs and priorities, adding an additional layer of complexity to the decision-making process. These challenges highlight the importance of selecting tools that align with the timeframe, complexity, and data availability of the decision-making context.

3.4. Monitoring and data collection tools

The **effectiveness of monitoring and data collection tools** used was significantly impacted by time constraints, lack of accessible data, and challenges related to interoperability. The Lithuanian focus group emphasised that time management and allocation were critical concerns during the preparation of the CSP and tool utilisation. Despite appearing to have sufficient time, the need for expediting tool usage led to shortcomings in data collection and monitoring phases, compromising the overall effectiveness of the process.

The **lack of available and accessible data** presented another hurdle, as highlighted by the Lithuanian Focus Group. While substantial and relevant data related to agriculture, rural development, and CAP beneficiaries is collected through Eurostat and National paying agencies, the current interfaces were deemed not user-friendly. This limitation hindered the full utilisation of the gathered data in the design and monitoring processes of the CAP Strategic Plan, impeding evidence-based decision-making.

Furthermore, challenges related to **data security and personal data protection constraints** emerged as significant obstacles. The Lithuanian Focus Group participants mentioned that current GDPR restrictions rendered extensive datasets concerning CAP beneficiaries and sectorial development inaccessible for analysis and application during the CAP design and monitoring phases. Extracting meaningful insights from fragmented trends without access to comprehensive datasets within the sectorial context proved ineffective.

The **complexity of cross-referencing data from different sources** and ensuring seamless integration for a comprehensive assessment of the CAP's impact highlighted the lack of additional sources of data and data interoperability. This complexity posed challenges in comprehensively assessing the CAP's impact, emphasising the need for more streamlined and interoperable data sources to enhance the effectiveness of monitoring and data collection tools.

4. Needs

The Focus group participants reflected on the elements needed to enhance existing tools or conceive new ones in order to address the challenges faced during the design process of the CSPs. In some cases, needs are linked to capacity availability (i.e. human resources, time and budget) and process (i.e. clear procedures, adequate or streamlined methodologies). As such, needs are intrinsically linked to the type of tools used. In the following sub-sections, reflections on the needs are presented for each of the groups of tools addressed in the national Focus Groups.

4.1. Stakeholder needs assessment tools

The successful engagement of stakeholders in the policy-making process requires several key considerations. Firstly, providing an **open space for discussions** and networking is crucial. This encourages diverse perspectives and fosters collaboration, creating a platform for stakeholders to share insights and build connections.

Clarity in roles and structure is equally important. Establishing a well-defined engagement process helps participants understand their contributions and responsibilities, enhancing the efficiency and effectiveness of the collaborative effort. Participatory preparation of meetings through surveys, interviews, and bilateral discussions ensures that the agenda is inclusive and reflective of the diverse perspectives involved.

In today's digital age, creating a **digital forum for ongoing discussions** and opportunities to share beyond scheduled meetings is essential. This allows for continuous engagement, providing a space for stakeholders to contribute insights and feedback at their convenience. Capacity building for managing authorities is crucial to ensure effective management of the participatory process, empowering them with the skills and knowledge required.

Increasing the representation of various groups, achieving a balanced mix, and being mindful of stakeholder group dynamics are paramount. Broad inclusion of stakeholders, gender balance, and accommodating all views contribute to a more comprehensive and equitable engagement process. Leveraging existing networks, whether at the regional or local level, enhances engagement by tapping into established connections and facilitating communication.

Tools to support the analysis of results, both quantitative and qualitative, are indispensable. These tools aid in deriving meaningful insights from the engagement process, informing decision-making. For example, by expanding the use of various surveys tailored to different types of activities within the stakeholder engagement process adds versatility. Furthermore, an improved feedback mechanism could foster a continuous dialogue, ensuring that stakeholders' input is acknowledged and considered. Exploring social media and innovative methods for engaging the public enhances outreach and inclusivity. However, Latvian Focus Group warns about the post-truth era in which we are living, impacting the veracity of opinions and information disseminated.

Sharing best practices and experiences among Member States is essential. This can be done through FAQs developed by the European Commission to ensure a clear and harmonised understanding of what is required. In addition, facilitating exchanges among MSs can further promote a collaborative and informed approach.

Clear and unambiguous communication from the EC is vital to prevent misunderstandings and streamline the engagement process. Simplification and shortening of the stakeholder engagement process, along with the preparation of concise and ready-to-use documentation and supporting materials in advance, contribute to a more efficient and accessible participatory framework.

4.2. Policy choice supporting tools

New support tools are essential to improve communication and coordination between regions, paying agencies, and the national ministry. These tools should facilitate timely and accurate exchanges of information, manage requests for changes or corrections, and systematise data collection and verification of indicators. This streamlined process ensures efficient collaboration and minimises errors in the implementation of the Common Strategic Plan (CSP).

Enhancing coherence and aggregating evaluations is crucial for effective practices. Introducing tools that promote consistency in procedures and allow for the aggregation of assessments can improve overall performance and outcomes.

Analysing data on the implementation of the CSP requires specialised tools for a comprehensive understanding. Implementing tools that enable analytical reading of data helps in deriving meaningful insights, enhancing decision-making processes.

To gather feedback directly from beneficiaries, especially farmers, a new tool inspired by customer surveys is beneficial. This tool allows for the systematic collection of input from beneficiaries, providing valuable insights for further improvements.

Sharing information among Member States, particularly in regionalised countries, is vital for collaboration and mutual learning. This can be facilitated through platforms or networks that encourage the exchange of best practices and experiences.

Moving towards more **technologically advanced solutions** is necessary for efficient asynchronous and direct interaction among users at different governance levels. This ensures a more dynamic and responsive system.

Existing tools can be improved by transforming them into **digital applications or platforms**. For instance, replacing complex and challenging Excel files with intuitive and user-friendly online platforms, such as a constrained cumulative voting tool, can significantly enhance usability and accessibility.

Increasing the capacity and skills of staff is a fundamental aspect of successful tool implementation. Providing training and resources to staff members ensures that they can effectively utilise and maximise the benefits of these tools in their roles.

4.3. Policy analysis tools for evidence-based decisions

Increasing transparency is key to fostering a better understanding and trust in modelling tools. This involves enabling users to familiarise themselves with the internal logic of code structures. By making the code more accessible, users can gain insights into how the models work, promoting transparency and confidence in the results they produce.

Ensuring that the results generated by these tools are easy to understand is crucial for effective decision-making. **Simplifying complex data outputs** allows users to comprehend the information readily, facilitating informed choices and actions.

Regular updates to the modelling tools are essential to maintain their relevance and accuracy. Additionally, using up-to-date input data is crucial to cover a wide range of variables and ensure the tools reflect the current landscape. This dynamic approach contributes to the models' reliability and effectiveness in supporting decision-making processes.

Increasing technical expertise among users is fundamental for the successful utilisation of modelling tools. Providing training and resources to enhance the skills of individuals interacting with the tools ensures that they can navigate and leverage these effectively.

Communication efforts on the outcomes of evaluations should be intensified. Establishing discussion groups to review results and methodologies used fosters a collaborative environment. This approach allows stakeholders to provide input, question assumptions, and collectively ensure the robustness and credibility of the evaluation process. Open discussions contribute to a more comprehensive understanding of the outcomes and facilitate continuous improvement of modelling tools and methodologies.

Ultimately, **piloting and testing experimental economics** seems to be in growing demand, as it can lead to valuable insights and evidence in specific contexts.

4.4. Monitoring and data collection tools

Improving the data landscape involves addressing several key aspects. Firstly, there is a need for more data – it should be available, accessible, and simplified for better utilisation. This entails ensuring a robust and comprehensive dataset that is easily accessible to relevant stakeholders. Simplifying data formats and interfaces enhances usability, making it more accessible to a wider audience.

Investing in staff training is essential to increase the capacity of diverse profiles involved in the process. This includes individuals with expertise ranging from agroeconomics to IT systems. By providing comprehensive training, organisations/authorities can build a skilled and knowledgeable workforce capable of navigating and using data effectively.

Implementing an **IT system that is fast, user-friendly, and adaptive** is crucial for efficient operations. Such a system streamlines processes, reduces the learning curve for users, and adapts to evolving needs. The emphasis should be on creating a technological environment that supports rather than hinders the work at hand.

Standardising protocols and streamlining data exchange processes contribute to efficiency and consistency. This ensures that data is collected, shared, and interpreted in a standardised manner, reducing the risk of errors and improving overall data quality.

Enhancing data interoperability is another critical aspect. This involves ensuring that different systems and datasets can seamlessly work together. Interoperability facilitates the exchange and integration of data across various platforms, promoting a more cohesive and comprehensive understanding of the information at hand.

Integrating geotagged photo capture capabilities is valuable for capturing and visualising spatial data. This enhances the ability to link information to specific locations, providing a more nuanced understanding of the data and enabling more informed decision-making.

Increasing communication between beneficiaries and administration is essential. Facilitating clear and regular communication channels ensures that the needs and perspectives of beneficiaries are considered, fostering a more collaborative and responsive system. This involves not only data exchange but also creating a dialogue that contributes to the ongoing improvement of programmes and services.

5. Input from EU-level Focus Group

An EU-level Focus Group was established to complement the perspectives and insights gathered from the National Focus Groups, bringing together key experts to further explore and enhance the outcomes. The discussion centred around the challenges and requirements encountered in the process of designing the CAP Strategic Plan (CSP). Participants discussed these challenges and needs across different stages of the CSP design process, focusing specifically on 1) the socioeconomic context, SWOT analysis, and needs assessment; 2) interventions, setting targets, and budget allocation; and 3) conducting *ex ante* evaluations.

5.1. CAP Strategic Plans design: socioeconomic context, SWOT and needs assessment

The EU-level Focus Group discussions brought to light several common challenges and needs encountered during the design process of CSPs. The drafting process of the CSPs was characterised by several uncertainties linked to the Regulation not being finalised, which led to a complex exercise and to time constraints. In addition, the CSP itself was a large and complex document, which inevitably led, in some instances, to many misprints or clerical errors in the final version of the plan. As a result, amendments needed to be made to correct the mistakes and ensure the coherence of the CSPs and the national legislation. Participants highlighted that Member States faced difficulties in this process. Article 119 of the Regulation (EU) 2021/2115 sets out the requirements regarding the amendments procedure. According to the Regulation, a request for amendment can be submitted to the European Commission once per calendar year, and the approval will not take longer than three months after its submission. However, in some instances the approval of amendments took approximately six months with long technical discussions, posing a considerable challenge for both Member States and the European Commission services. For example, quick corrections to the French CSP were met with a cumbersome process due to the extensive volume of documentation needed to justify and substantiate the changes and the impact these would have on the implementation of the Plan.

In this regard, simplification emerged as a central theme, with a shared recognition of the need for reflection. Discussions unfolded on implementing the principle of simplification across the entire CAP design process. Participants also expressed concerns about the extensive length of CSPs, exemplified by the Spanish CSP, which added another layer of complexity, as mentioned previously. Some potential solutions, such as collaborative efforts and enhancing exchanges among Member States and the Commission, might lead to a more straightforward and strategic process.

Furthermore, time constraints and delayed legislation/guidelines posed significant hurdles. The new experience of drafting CSPs left Member States desiring more time for the entire process. If the future legislation remains largely in place, the suggestion from participants is to initiate the process earlier in subsequent programming periods to allow Member States sufficient time to design their CSPs.

Nevertheless, there is a clear need for guidelines to be provided earlier as well. For example, the Flemish Managing Authority (MA) realised the SWOT analysis before the guidelines were made available, which prompted difficulties in the approval process. Indeed, according to the Flemish Managing Authority the guidelines were interpreted as requirements by EC services, leading to repeating the analysis work and inefficient use of resources. Reflecting on the usefulness of the guidelines, participants proposed that guidance should not be seen as mandatory or a requirement but rather offer flexible options and solutions accompanying the design process. Guidelines could include, for example, identified best practices and examples from across Member States, building on successful past experience. The idea is to ease the process and allow Member States the needed flexibility to follow a process that, in many cases, needs to take into account a variety of contexts.

Standardisation discussions focused on the differences in CSP design methods used among Member States. While uncertainties existed about the necessity of standardisation, there was a shared consensus on the importance of sharing best practices. The need for a guide or list of tools and methods with pros and cons was emphasised, offering flexibility and opportunities for improvement.

Another challenge identified by participants was the ambiguous legislation interpretation. Once adopted, Member States were tasked with interpreting it, which sometimes led to differing viewpoints from the interpretation made by the European Commission. Participants highlighted that in some cases, elements considered as mandatory by the EC for the approval of the content of CSP, could be part of the Regulation to avoid interpretation discrepancies across Member States.

Furthermore, differences were observed across Member States regarding consultations at the regional level for the design of the CSPs. Article 106 of the Regulation establishes that “where applicable” the regions are to be effectively involved in the preparation of the CSP. This is clear for the regionalised Member States where there is an obligation to involve the regions (for example, in Italy, such obligation is enshrined into the Constitution). However, it leaves the door open to interpretation for non-regionalised countries, where neither a mandatory consultation nor involvement is required. In this regard, minimum standards for regional and local consultation could be proposed to address observed variations between Member States. In fact, the Committee of the Regions representative suggested setting mandatory minimum guidelines to ensure consistency, particularly in cases where some Member States conducted minimal or almost no consultation with regions. And this should also be applied to non-regionalised Member States, ensuring a CSP that comprehensively reflects the needs identified.

Stakeholders' involvement and perspectives were also acknowledged as challenging in some Member States, particularly in prioritising needs independently of conflicting stakeholder opinions. This was the case for Flanders, where stakeholders were actively engaged in identifying the needs of the region, yet the prioritisation was conducted separately without seeking further input from them to avoid the interest-based influence. That created some expectations in the step of budget allocation. The participants also stressed the political aspects in prioritising needs.

The difficulty of addressing the 10 CAP Objectives was brought up by participants, mentioning, for example, in the case of Estonia, the challenge of finding a balance while noting that in certain cases, the work was done in “silos”. Nonetheless, as highlighted by the EU CAP Network representative, it becomes quite important to strive for a common vision for achieving shared policy outcomes in the CSP design process.

5.2. CAP Strategic Plans design: interventions design, target setting and budget allocation

The discussions unveiled key messages revolving around budget allocation, data challenges, modelling capacity, and the role of self-evaluation.

In Flanders, the process of budget allocation was described as a sequential approach. Target setting and budget allocation followed the design of interventions and the assessment of expectations for uptake. Notably, prioritised needs did not necessarily translate into larger budget allocations, emphasising the importance of cost-effectiveness in intervention selection. Stakeholder input, facilitated through expert estimations and collaborative decision-making with stakeholder boards, played a crucial role.

The Committee of Regions representative stressed the significance of considering regional contexts in budget allocations, recognising the need for adjustments to accommodate challenges faced by farmers in different geographical settings.

The lack of local data emerged as a significant hurdle, particularly highlighted in the French example. Local data, especially for agri-environmental measures, which are based on costs incurred and income foregone, was deemed essential, as costs varied between regions and even among farmers. While data from the National Statistical Office was commonly used in France, the need for more data from the field was emphasised, underlining the challenges in determining the costs of new intervention measures like eco-schemes or new AECM. The timing of data collection also drew attention, suggesting anticipating data needs and starting an earlier collection. In this way, data would be available and ready for the design of the next CSP. Participants noted that for example monetisation of cost-benefits practices at the field level will be increasingly needed. They discussed the importance of developing modelling capacities, particularly in evaluating the outcomes of interventions and ensuring the effectiveness of implemented measures.

The importance of Monitoring Committees in supporting the implementation of the CSPs was emphasised. With the introduction of the new delivery model, Managing Authorities were required to establish National Monitoring Committees responsible for monitoring the effectiveness of CSP implementation. The establishment of Monitoring Committees partially embodies the “partnership principle”, which governs cooperation between public authorities at national, regional, and local levels in Member States, as well as with social partners, NGOs, and other relevant stakeholders for European Structural and Investment Funds, including the European Agricultural Fund for Rural Development. The CAP regulations define general rules for the creation and mandate of these committees.

During the Focus Group discussions, it was suggested that consideration be given to the role and functioning of National Monitoring Committees. For example, conducting a self-evaluation of their functioning and impact within the framework of the Performance Measurement and Evaluation Framework (PMEF) could provide valuable insights to explore alternative approaches and identify areas for improvement. This emphasis on self-evaluation aligns with a continuous improvement mindset, fostering adaptability and refinement in the implementation of CAP.

5.3. CAP Strategic Plans design: *ex ante* assessment

The discussion on *ex ante* evaluations revealed key insights, particularly focusing on challenges faced by smaller Member States or regions, the consolidation of activities, and the perceived added value of the evaluation process.

In addressing the timing of *ex ante* evaluations, the Flemish authority pointed out the intricate challenge faced by smaller entities in finding an *ex ante* evaluator and forming a consortium. The suggestion would be to consider multiple evaluations as a solution to pricing constraints. There is a specific need for flexibility to accommodate the unique circumstances of small Member States.

The issue of consolidation emerged concerning activities conducted outside the formal *ex ante* evaluation process, specifically those related to interventions. In some Member States, the *ex ante* evaluation was conducted in different phases. In this regard, the French representative suggested that the *ex ante* evaluation could comprise several smaller activities. These could be integrated into a more formal step, possibly involving the publication of these activities on a dedicated platform. The flexibility to conduct *ex ante* activities in various steps was noted, while ensuring and preserving the independent evaluation process.

Participants further reflected on the added value of the *ex ante* evaluations for the CSP design process. The Flemish Managing Authority highlighted the potential for *ex ante* evaluators to assess the internal and external coherence of

the CSP, contributing valuable insights. The French representative echoed this sentiment, emphasising the usefulness of *ex ante* evaluations in discerning synergies and coherence in the tools used. However, the Estonian representative expressed reservations, noting limited added value for the Estonian process as it was conducted in parallel with other tasks. In addition, the extensive and voluminous CSP documentation posed a real challenge to making substantial modifications.

6. Conclusions

While this deliverable captures the main challenges and needs identified in designing and monitoring of CSPs by the National and EU-level Focus Groups, the scope of the project is to provide a toolbox of enhanced or new tools to increase the policy capacity for end-users. Nonetheless, the choice of tools is and will continue to be determined to a certain extent by factors of the policy cycle and the political backroom, as well as the policy framework that is reflected in the legislative requirements. The purpose of this deliverable is to capture the wide array of challenges and needs expressed by the national focus groups and build on these to further identify elements that will boost the uptake or adoption of (new) innovative tools, responsive to increasingly complex challenges and contexts.

When it comes to **challenges**, time constraints emerged as a pervasive obstacle, impacting the processing of stakeholder input, tool development, and overall decision-making timelines. The urgency to adapt to digital platforms, especially during the COVID-19 pandemic, further exacerbated these time pressures and exposed digital skills gaps among stakeholders, hindering meaningful contributions and limitations of the tools used.

Capacity and skills deficiencies were recurrent issues, affecting stakeholders, authorities, and end-users across. As a result, stakeholder groups struggled to effectively engage in the policy process. Moreover, authorities also faced capacity limitations with regard to the analysis and synthesis of stakeholders' input and managing divergent views, and end-users encountered challenges in understanding and utilising complex tools. Furthermore, communication and transparency challenges also played a significant role. Stakeholders often lacked clarity on the impact of their input, and uncertainties in policy frameworks led to delays and difficulties in decision-making processes. Data-related challenges, including availability, reliability, and security, posed obstacles to stakeholder engagement, policy analysis, and monitoring efforts.

These multifaceted challenges underscore the importance of addressing time pressures, enhancing digital literacy, improving communication, and ensuring robust data management to foster more effective and inclusive policy-making.

In terms of **needs**, the main takeaways mirror the overall challenges identified. Firstly, there is a consistent demand for improved capacity and skills among stakeholders, authorities, and end-users. Comprehensive training programmes are essential to bridge knowledge gaps, enhance digital literacy, and effectively use various tools. Strengthening the capacity of diverse profiles involved in the policy-making process, from agroeconomics to IT systems, is crucial.

Secondly, there is a clear need for streamlined and user-friendly digital platforms, especially in stakeholder engagement and monitoring/data collection tools. The transition to digital spaces requires open forums for discussions, ongoing engagement, and accessible data interfaces. Additionally, the adoption of advanced technological solutions, including transforming existing tools into user-friendly digital applications, is essential to enhance efficiency and responsiveness.

Thirdly, communication and transparency play a pivotal role in addressing all these needs. Clear and unambiguous communication from authorities is vital to prevent different interpretations, streamline engagement processes, and ensure stakeholders understand their contributions. Feedback mechanisms and ongoing communication channels can facilitate continuous dialogue and improvement of the policy-making process. Moreover, the exchange of best practices and experiences among Member States can foster collaboration and informed decision-making, emphasising the importance of harmonised communication and coordination at regional and EU levels.

In essence, the challenges and needs highlighted by end-users will support the evaluation of existing tools and identify potential improvements or enhance them by adjusting or adding (new) features. Through practical case studies, chosen tools will be tested to contribute to wider adoption and better uptake of innovative tools that will support the next generation of CAP Strategic Plans.

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Annex I – Protocols for the National Focus Groups

Introduction

Tools4CAP project is implementing Focus Groups at national and EU levels as part of the Stakeholder Engagement Platform outlined in Task 6.2 (WP6). The Focus Groups provide a platform for interactive discussions, allowing participants to share their experiences, challenges, and suggestions related to the methods and tools used in designing and monitoring the CAP Strategic Plans. The discussions are meant to uncover context-specific issues, capturing diverse perspectives, and generating valuable insights into the applicability and effectiveness of the methods and tools. The findings of the focus groups will contribute to a better understanding of the strengths and limitations of the methods and tools at the national level.

In addition, the Focus Groups are an excellent occasion to discuss the needs of end-users and the application of other tools/methods for this and next programming periods.

These protocols are envisioned as guidelines for Focus Group coordinators to support the set-up and rollout of the activities, ensuring active and balanced participation of relevant stakeholders. The following sections outline the needed information to create and run the activities foreseen for the national Focus Groups across 16 countries.

Objectives of the first round of Focus Groups

The objectives of the first round of the national Focus Groups are to provide further information, insights and valuable contributions on the functionalities of the tools identified, challenges and end-users needs. The aim is to gather practical information from participants to further contribute to the different strands and work packages of the project. Participants will reflect on the tools used in their country and discuss the decision-making factors that have led to using the specific tools, their challenges and needs. They will also explore potential limitations of the tools. Furthermore, the discussions on the challenges faced in the policy steps of the CAP Strategic Plan (CAP SP) and the needs of the end-users will further support the work of T2.1, T3.1 and T4.1.

In short, the Focus Groups will:

Inform the assessment of the tools.

Explore the challenges faced in the policy steps of the CAP SP.

Identify the end-users needs.

Explore limitations of the tools.

Setting-up Focus Groups

The Focus Groups are multi-stakeholder settings that aim to deepen the knowledge of the topic selected by engaging relevant actors. The objective is to ensure a solid representation of the most relevant actors that have hands-on experience and can provide the needed information.

Step1: Select the topic area of choice

The thematic areas for the first round of Focus Groups are outlined below. Each Focus Group can choose one or two thematic areas.

Stakeholder needs assessment tools

These tools are based on qualitative methodologies, including but not limited to participatory approaches, that enable the identification and assessment of stakeholders' perspectives and needs, which can be used to inform policy analyses and policy choices. They are pivotal in ensuring the transparency, inclusivity and the legitimacy of CSPs and in aligning the CAP with the needs and aspirations of those directly impacted by agricultural policies.

Examples: stakeholder consultations, focus and working expert groups, workshops, conferences, surveys.

Policy analysis tools for evidence-based decisions

These tools serve for generating (scientific or empirical) evidence through the analysis of policies, either ex-ante or ex-post, to inform decision-making, hence underpinning evidence-based policymaking.

Examples: farm-level or macro-economic simulation and modelling tools, scenario analysis, foresight, impact assessment.

Policy choices supporting tools

These tools rely on logic-based methodologies to facilitate decision-making. The tools are particularly useful when dealing with complex systems, i.e., characterised by interdependencies, competitions, relationships, and interactions between their parts. They also include tools to facilitate participatory co-decision processes between policymakers at different governance levels, such as central and regional authorities, and other public agencies and control bodies.

Examples: logic model, cumulative voting approaches, multi-criteria decision techniques and prioritisation tools.

Monitoring and data collection tools

These tools serve to collect and make available (but not to interpret) the necessary information and data for the performance review of the CAP Strategic Plan, and to inform policy analyses and policy choices. These tools allow for collecting different types of qualitative and quantitative data, information and knowledge.

Examples: Database integration interface, social media analytics, AI data interpretation tools, precision farming data tools.

Step 2: Identify the key stakeholders or experts to invite to the Focus Group

The starting point is to screen the already available list of stakeholders that you can find here. These stakeholders/individuals have been involved in the development of the CAP Strategic Plans in each country. Screen the list and update it if necessary. Once you have identified a list of stakeholders, start contacting them to invite them to participate in the Focus Group.

Note: developer of the tools, research/academia, policy-makers (end-users; civil servant involved in the design and monitoring of the CAP).

Step 3: Inform and get consent to participate in the project activities

Any activity that engages an individual/stakeholder, cannot start without informing them and getting their consent to participate in the meeting. Use this online form and send it together with the invitation. Ensure the consent form is correctly fulfilled before engaging with the relevant experts.

You can ask for a confirmation of the consent form at tools4cap@ecorys.com and roxana.vilcu@ecorys.com

Direct link to consent form: https://ec.europa.eu/eusurvey/runner/Tools4CAP_informed_consent

Step 4: Set up the meeting of the Focus Group

Once the stakeholders are confirmed and their consent received, establish a date, location and timing for the meeting. When this is confirmed, please also inform the Tools4CAP Focus Groups coordinator (roxana.vilcu@ecorys.com).

Activities of the Focus Groups

The Focus Groups are translated into practice through a meeting where the relevant stakeholders are brought together to discuss the selected topic. Please see hereunder the suggested details:

Format of the meeting

It can be online, physical or hybrid, depending on the resources of the hosting partner and the availability or preference of the participants. The Focus Group coordinator can decide the type of meeting that will be hosted.

Structure of the meeting

Size: 8-10 participants

As a general rule of thumb, a good focus group can vary in size between 8-10 participants. Nonetheless, the Focus Group coordinator might consider that more participants are needed to ensure a balanced representation across the types of stakeholders. The goal is to have a manageable size of the group to allow for each individual to contribute to the discussions.

Timing: max 4h

Typically, a focus group meeting should be at most half a day. The discussions are meant to be concrete and practical. A meeting longer than 4 hours might cause fatigue, and discussions might be derailed or become too broad. In addition, some stakeholders that should participate (i.e., policy-makers) might not be available to engage in a more extended meeting. The suggestion is to keep it short and focused. Nonetheless, the Focus Group coordinator is better placed to decide the length of the session.

Format: example of a possible agenda

Time	***Topic***	***Proposed method***
10 min	Welcome and introduction	• Welcome participants and thank them for their attendance. • Briefly introduce the purpose and objectives of the focus group. • Introduce the facilitator(s) and any other key team members. • Review ground rules for the meeting (e.g., respect, confidentiality, listening).
20min	Ice-breaker	Start with a simple icebreaker activity to help participants feel more comfortable and engaged. Let them express their expectations from the meeting and/or their expertise.
15 min	Background information	• Provide a brief overview of the topic to be discussed. • Share any relevant background information or context. • Clarify the scope and objectives of the discussion. • Present the tools collected in your country.
1h	**Group discussion**	You can either divide participants into smaller groups or have a discussion with all participants at once.
30-45 min	Question 3 (tools functionalities)	Facilitated discussion, documentation e.g., on cards, flipchart or Miro board (if online). Proposal: • Pre-prepare board with the tools and the guiding questions. • Ask participants to place their information for as many questions as possible or invite them to express their answers orally.

15 min	**Break**	Allow participants to take a short break to stretch and refresh.
30 min	Question 2 (challenges)	Facilitated discussion, use cards, flipchart or Miro board (if online). Proposal: *Outline the CAP Design stages, participants can add the key challenge per phase of the CAP design. Open the floor for discussion to identify key challenges.*
30 min	Question 3 (needs)	Facilitated discussion, use cards/post-its, flipchart or Miro board (if online). Proposal: *participants can first write on post-its/cards, then open the floor for discussion, invite participants to take the floor and ask if anyone else has the same or similar input to identify common views/needs.* This step can be done in combination with the "challenges".
15 min	**Break**	Allow participants to take a short break to stretch and refresh.
30 min	Question 4 (limitations of the tools)	Facilitated discussion, use cards/post-its, flipchart or Miro board (if online). Proposal: participants first write on post-its/cards, then open the floor for discussion, invite participants to take the floor and ask if anyone else has the same or similar input to identify common views/needs. This step can be done in combination with the "challenges" and "needs".
15min	Wrap up and closing	Summarise key insights and findings from the discussions. (optional) Invite participants to share any thoughts or suggestions. ***Invite participants to express interest in potential topics/tools for the case study.*** Express gratitude to participants for their time and valuable input. Provide information on how their feedback will be used and when they can expect to hear about the outcomes.
30-45 min	Networking and refreshments (optional)	If possible, you might want to invite participants to share a cup of coffee or refreshments and continue discussions in an informal setting.

Support roles

To ensure a smooth organisation and a meaningful dialogue with and among participants, several roles could support the activity:

Moderator/facilitator

The most important role in a Focus Group is that of the moderator or facilitator of the meeting. The essential part will help to create an open and productive space for participants to share their thoughts, gather meaningful insights, and guide the discussion toward achieving the objectives of the Focus Group.

Note-taker

The role of the note-taker is to document and record the discussion proceedings, key points, and relevant information shared by the participants.

Technical support

Whether the meeting is online, physical or hybrid, it might be good to have a person that can support the technical aspects: setting-up and testing the equipment, assisting with audio and video setup, providing technical guidance, etc.

Other roles/support

Other roles can be envisioned as needed, and up to the Focus Group coordinator to decide.

What to do

▪ Before the meeting

- ✓ *It is essential to get the written consent of each participant/member of the Focus group. Please use the following form: https://ec.europa.eu/eusurvey/runner/Tools4CAP_informed_consent*
- ✓ *Send the invitation containing the background information on the project, the Focus Group's purpose and the meeting's agenda. Any additional documents should be sent well in advance.*
- ✓ *Make sure the meeting is structured in a way that is engaging and offers ample time to individuals to express their opinions.*

▪ During the meeting

- ✓ *Moderation and facilitation of the meeting are key to ensuring balanced participation for all stakeholders/experts.*
- ✓ *Make use of any online tools to support the session (i.e., Mentimeter, Slido, Miro, etc.)*
- ✓ *Ensure someone is taking notes if that is impossible for you to do. If it is an online setting, you can inform that the meeting will be recorded for note-taking purposes only.*

▪ After the meeting

- ✓ *Send a thank you email to participants and inform them of the next steps. If you have agreed to circulate a draft of the meeting report, please indicate well the timing and what is expected of them.*
- ✓ *Feedback survey to be circulated. This will give some good insights on the set-up and planning of the second round of the Focus Groups.*

Reporting on the Focus Groups outcomes

The Focus Group discussions will be reported according to the template provided by the Task lead. This will ensure a consistent approach across all 16 Focus Groups to support the smooth analysis and synthesis of these outcomes. A preliminary draft of the Focus Group findings will be disseminated and presented to the EU-level Focus Group to complement it with the European insights. Finally, a report will be submitted as part of deliverable D6.5 Analysis of first-round focus groups due in M13 (January 2024).

An outline of the reporting template can be found in each individual Focus Group folder.

Structure of the report

a) *Composition of the meeting*

Type of stakeholders engaged in the Focus Group.

b) *Topic selection and justification*

The topic selected for the Focus Group discussion and a brief justification of this selection.

c) Key questions addressed

For each thematic area chosen, report on the key questions. Please note that these questions are general. You can tailor them to the topic(s) selected to make them more straightforward for the participants.

Q1. What tools can be identified in the design and implementation of the CAP Strategic Plan?

Validate the list of identified tools, expand on any additional tools that have been used. Please confirm the policy steps in which the tools have been used. How would you assess the functionalities of the tools according to the five key elements? (the questions are tailored to each group of tools)

Q2. What are the challenges faced by policy-makers in the different SP steps for which they have used the tools? (According to each specific topics.)

FG Theme: Stakeholder needs assessment tools

Q1a: What are the key challenges and barriers in engaging stakeholders in SP design and policy development? In which SP design and implementation phases do you encounter these challenges? Are there differences in how these challenges arise between the different stakeholder groups or topics (e.g., objectives)? Do you know of any positive examples, tools or good practices for stakeholder engagement?

FG Theme: Policy choices supporting tools

Q1b: What are the key challenges and barriers in making decisions in SP and policy design? In which SP design and implementation phases do you encounter these challenges? Are there differences in how these challenges arise related to the different types of decisions to be taken (e.g., prioritisation of needs, target setting, budget allocation, choice of measures, design of intervention logic)? Do you know of any positive examples or good practices of tools supporting policy choices?

FG Theme: Policy analysis tools for evidence-based decisions

Q1c: What challenges did you face in applying quantitative methods? What are the challenges in interpreting and using quantitative evidence in decision making and policy negotiations? What challenges did you face for setting up and calibrating the quantitative tool or model?

FG Theme: Monitoring and data collection tools

Q1d: What are the challenges for the collection, compliance, and performance output indicators?

Q3. What are the policy-makers' needs (end users) in improving the tools or adopting new tools? Why did you choose this/these tool(s)? Did you consider other tools? If yes, which ones? If not, why not? What would you need to improve the tools currently use? and/or what would you need to adopt new tools?

d) Main conclusions

Outline the key messages arising from the discussion in the Focus Group with regards to the topic covered and the different elements (challenges in the policy steps, their needs, limitations of the tools they have used, etc.).

e) Feedback from the Focus Group coordinator

The coordinator's feedback is particularly relevant to inform the second round of focus groups.

Timeline (indicative)

At the national focus group level

September 2023	Mapping the needed stakeholders
October 2023	Establish the Focus Group meeting
November 2023	Focus Group meetings

November 2023	Reporting on the outcomes of the meeting. Consider time to get validation on the results from participants.

At the project level

Beginning of June 2023	Sharing draft protocols with partners for feedback
Mid-July 2023	Presenting the protocols to Focus Group coordinators
September - November 2023	Scheduling the Focus Group meetings
By the end of November 2023	Reporting on the Focus Group meeting
December 2023	Preliminary synthesis of national Focus Group reports
December 2023	EU-level Focus Group meeting
January 2024	Final deliverable of Synthesis of Focus Groups findings

Resources and documents

- Template for invitation
- Template for agenda, briefings
- Template for PPT
- Template for reporting
- Feedback form/survey
- Background documents (on the thematic areas):
    a) *List of tools per cluster and per country and short description.*
    b) *Preliminary findings from literature review on end-users needs and challenges.*