



FAMENET

Harnessing innovation

FAM, 2025

Agenda

**Ice breaker – what
looks like innovation**

Definitions

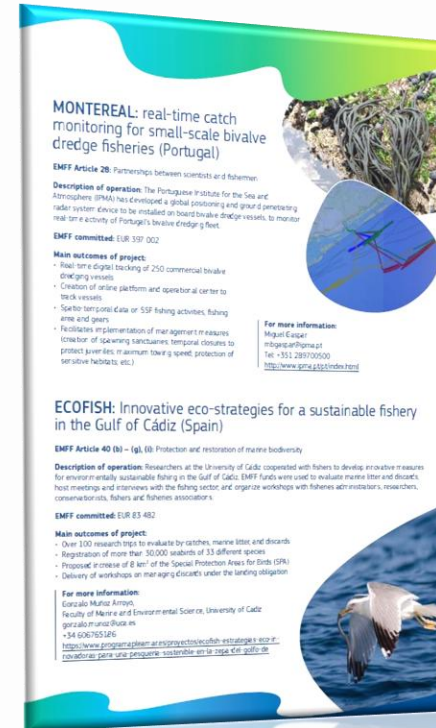
**Developing innovation
projects**

**Selecting innovation
projects**

Innovation project examples

In small groups:

- *Browse the project booklet*
- *Discuss the type(s) of innovation*
- *Brief feedback of findings*





What is innovation?

Innovation, definition

- **Innovation** is the process of turning creative ideas into practical solutions that create value by improving products, services, or methods and by increasing efficiency, effectiveness, or meeting unmet needs.

Achieving Innovation

Improved Offerings

Enhancing existing products or services for better value

New Goods/Services

Introducing novel products or services to the market

Idea Implementation

Transforming concepts into tangible actions



Innovation, in EMFAF

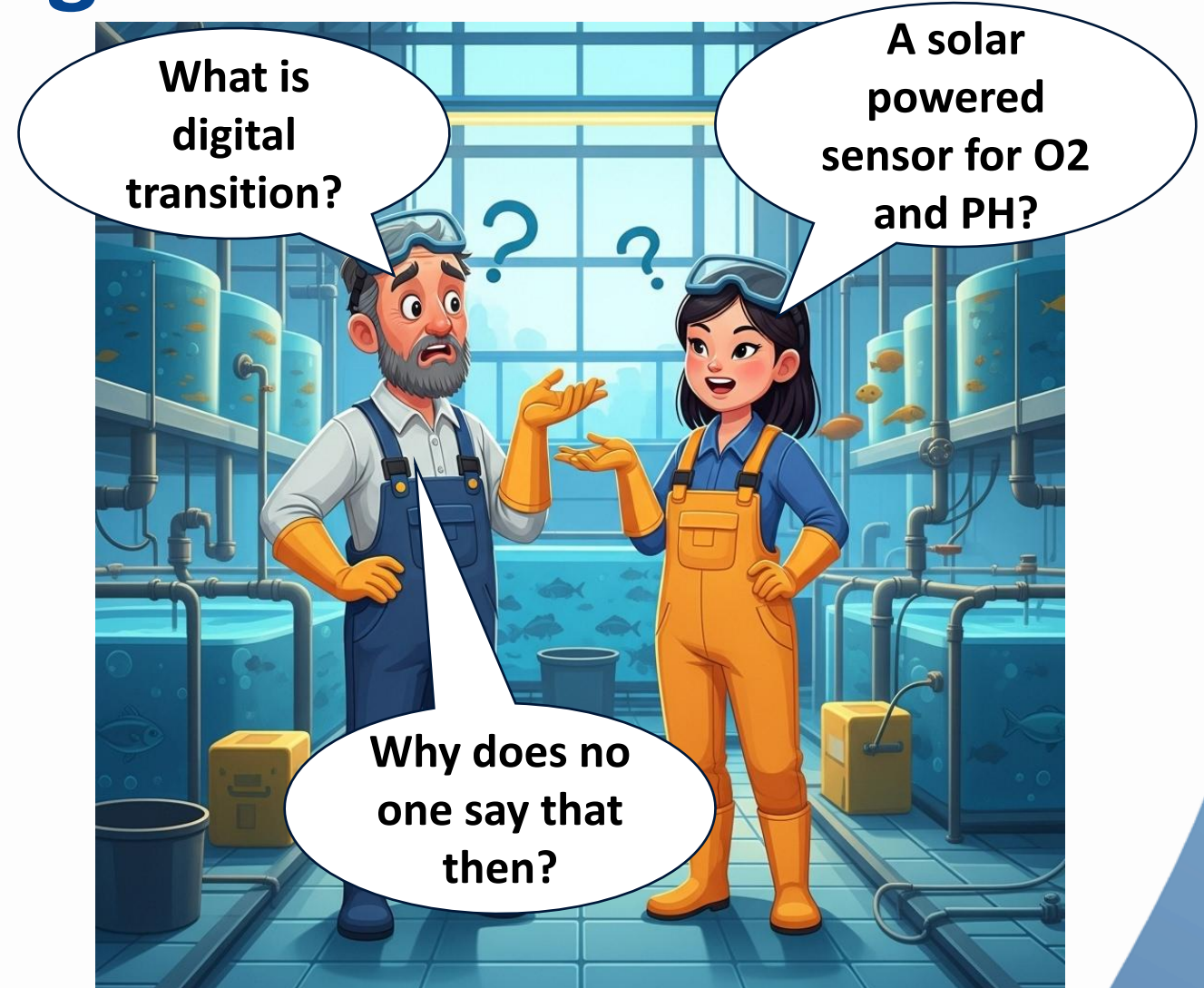
- Sector related (fisheries, aquaculture, tourism, other)
- Technology related (energy, processing, marketing)
- Approach related (radical, incremental)
- Topic related (blue economy, circularity, competitiveness, sustainability)
- Target group related (sole operators, micro- and SME, large, research institute)

Innovation, in the FAMENET WP MEF

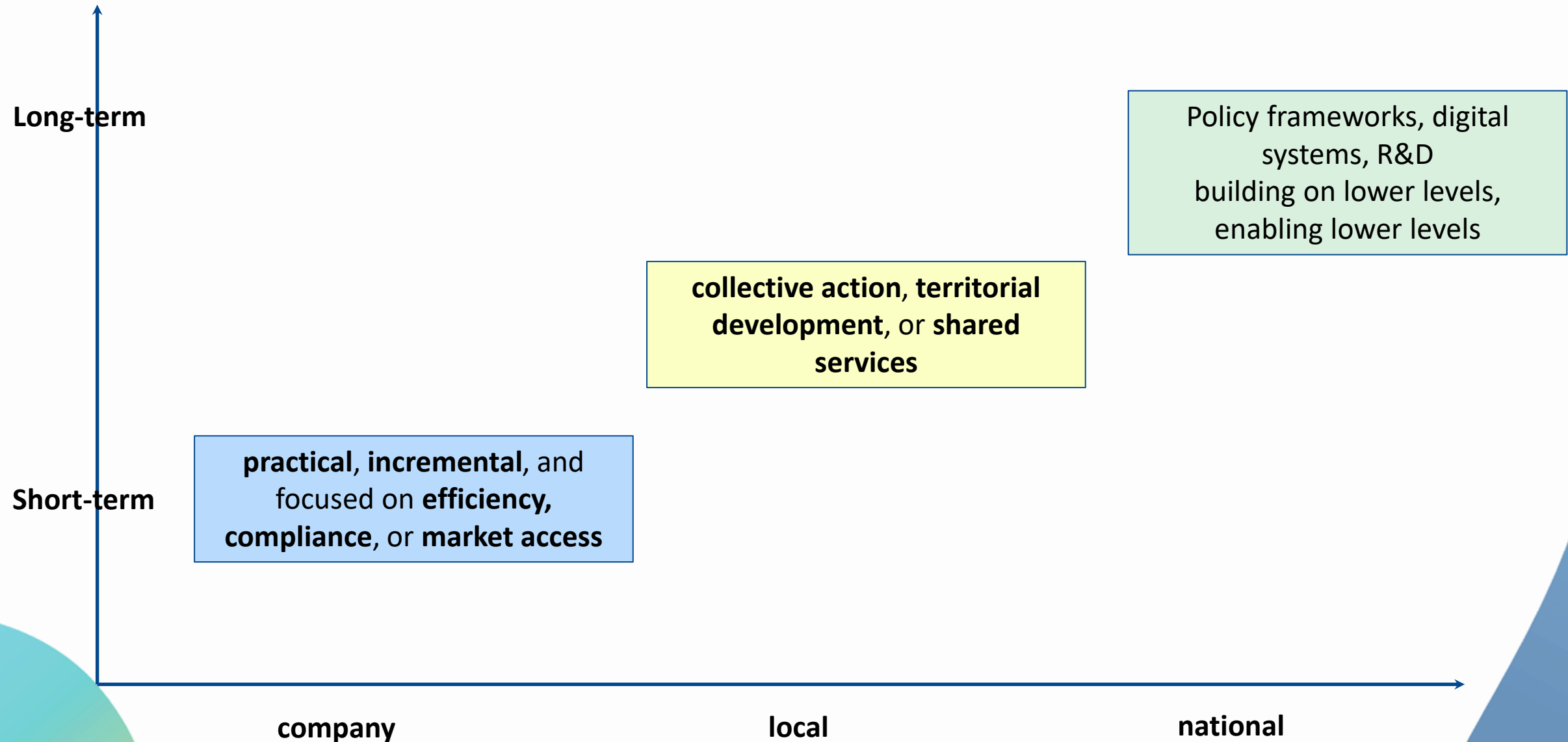
- The OSLO manual defines:
- **business innovation** is a new or improved product or business process (or combination thereof) that differs significantly from the firm's previous products or business processes and that has been introduced on the market or brought into use by the firm.
- **product innovation** is a new or improved good or service that differs significantly from the firm's previous goods or services and that has been introduced on the market.
- **business process innovation** is a new or improved business process for one or more business functions that differs significantly from the firm's previous business processes and that has been brought into use by the firm.
- *MEF contains three types of operation: marketing, process, product*

Innovation, challenges

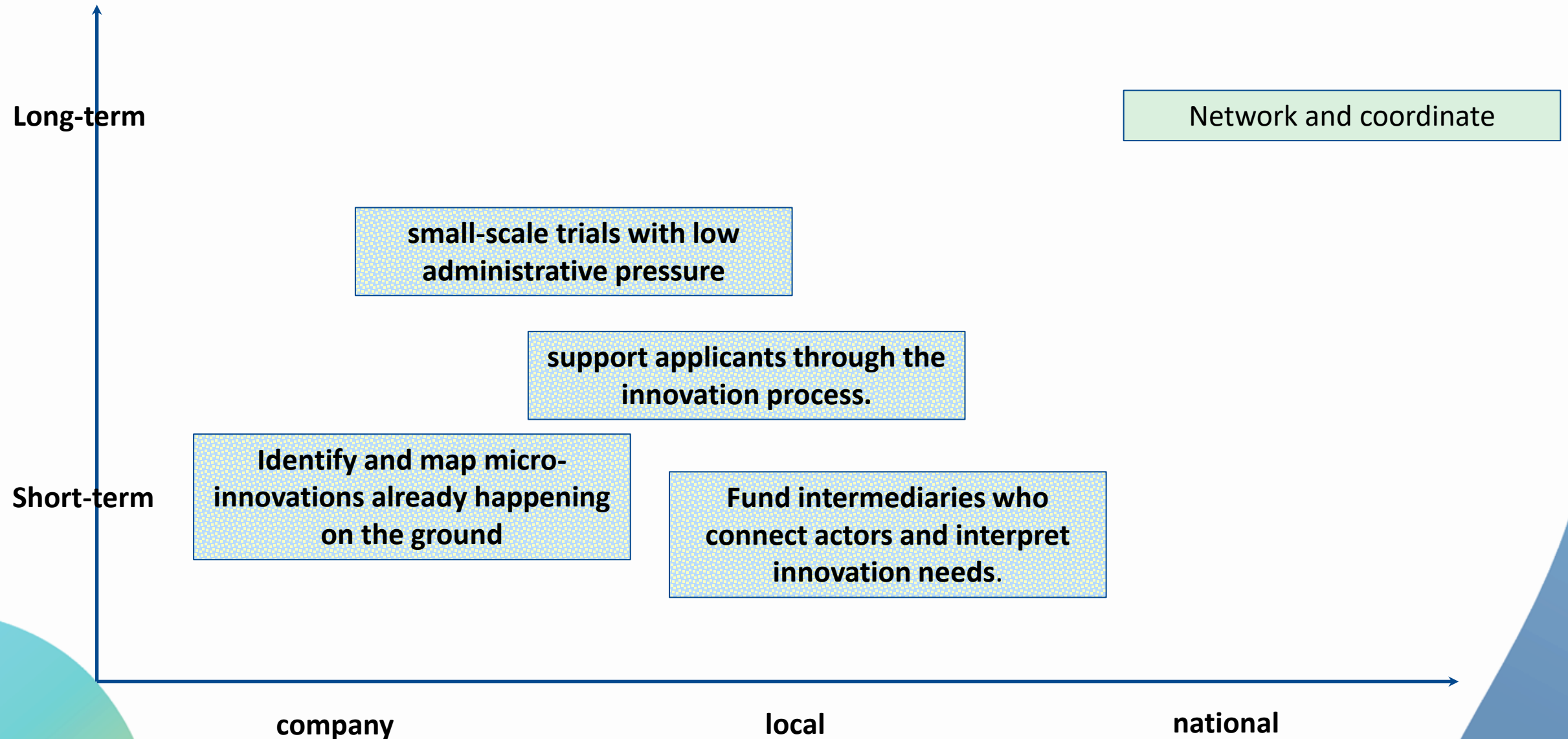
- Unknown
- Abstract
- Complicated
- Risky
- Wrong expectations, too tech-driven
- No network, no brokers



Innovation, type and level



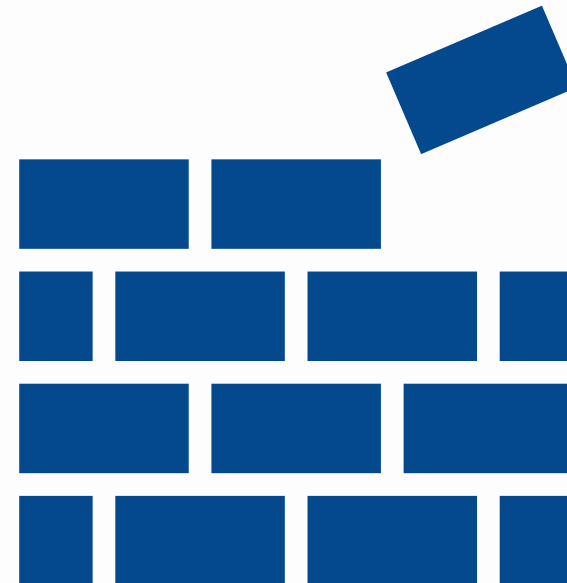
Innovation, actions



Exercise: Innovation project mapping

In groups of 3-4

- *Based on projects in the booklet and the presentation*
- *Discuss and develop project ideas based on three sectors (fisheries, aquaculture, other?)*
- *Use a different coloured post-it for each sector*
- *Group the ideas by three themes (project, process, marketing) and by beneficiary type on the grid*



Exercise: Innovation project mapping

Innovation project mapping exercise – FAM 2025 – 08 October, Brussels



	Micro (1-9 persons)	SME	Large enterprise	Research Institute/ University	Cooperation among target groups	Other?
Product						
Process						
Marketing						



What innovation, for whom?

Innovation, tools, and support landscape

Micro-
enterprise

SME

Large
company

Research
institute

Local
(FLAG)

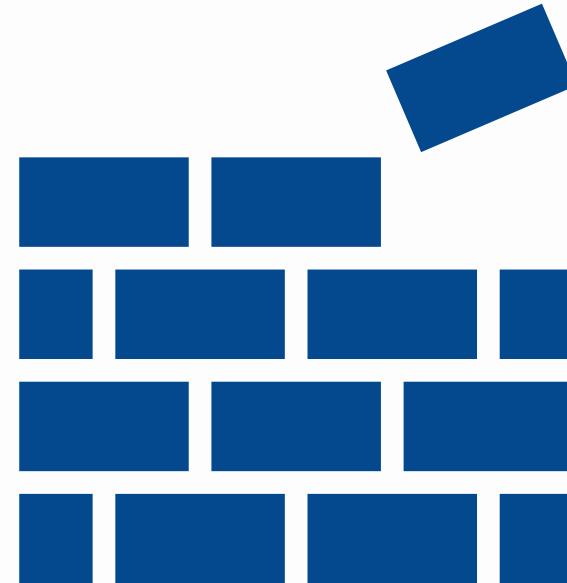


How much
mainstreaming?

Exercise: Assessing innovation projects

In groups of 3-4

- *Based on innovation project examples developed in exercise 1.*
- *Discuss how the project ideas will be assessed.*
- *Consider lessons learnt from the EMFF and what you could do differently.*



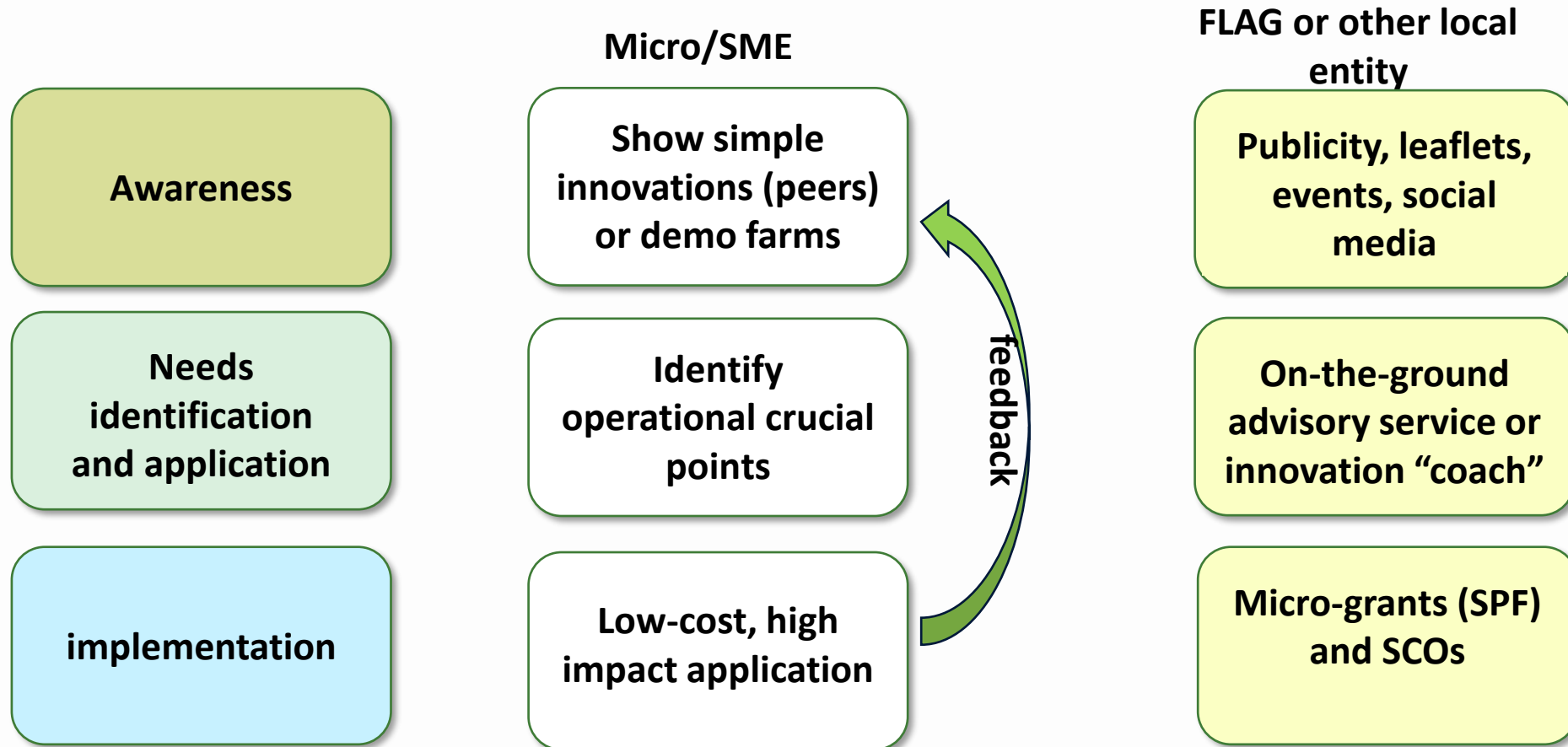
Exercise: Assessing innovation projects

Assessing innovative projects – FAM 2025 – 08 October, Brussels



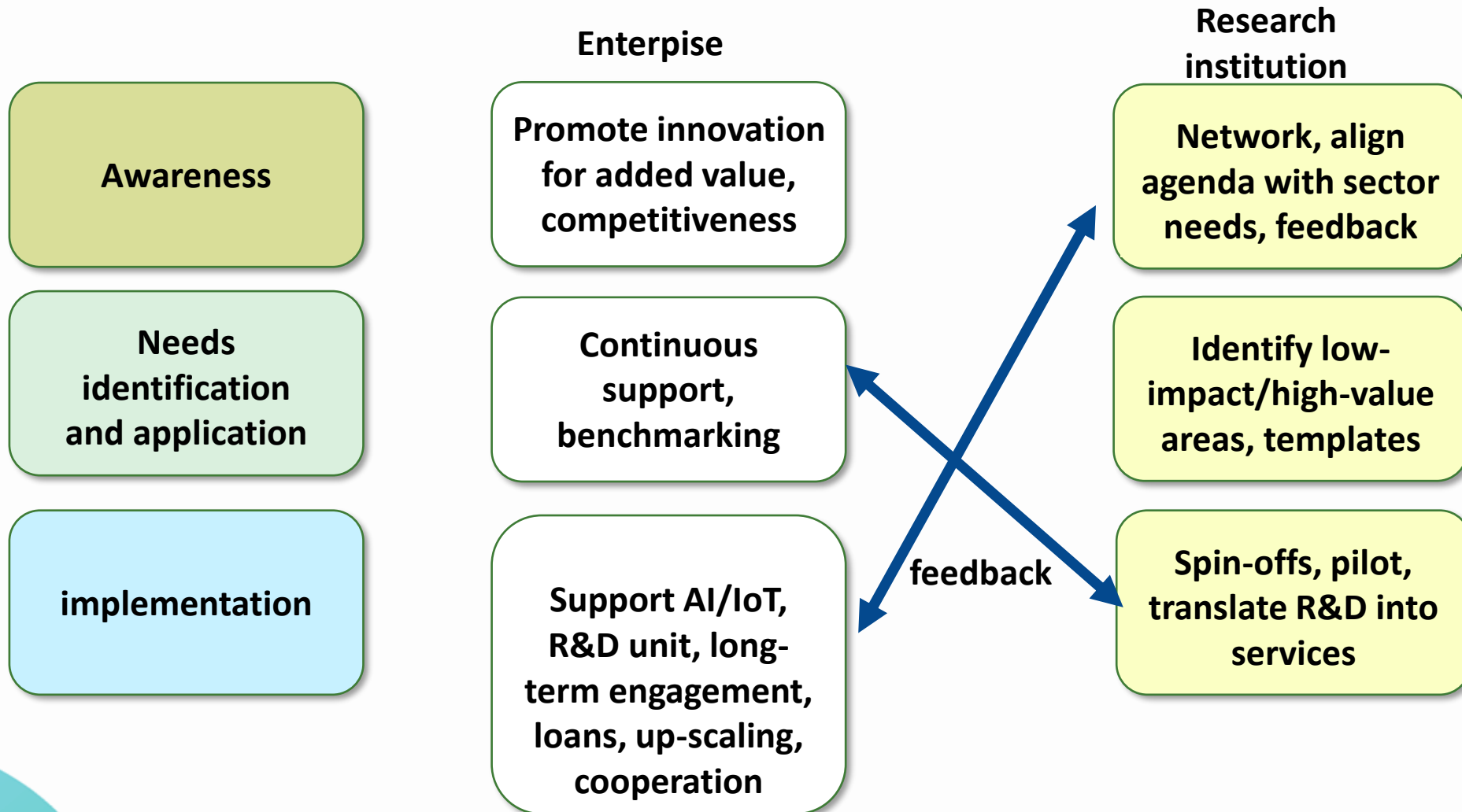
Project examples			
Support needed (for beneficiary to apply)			
Selection criteria (checklist, next steps, closeness to market)			
Innovation appraisal (Modernisation vs innovation; is there real innovation?)			
Assessment (By whom? Scientists, market experts)			
Tools (Classical grant, voucher, expert support)			
Applications (Strategy if low numbers received)			

Innovation, tools, micro-enterprise/SME



How much mainstreaming?

Innovation, tools, larger organisations



How much mainstreaming?

FAMENET Impact evaluation session

15:30-16:30, and 17:00-18:00, 08 October 2025



EMFAF Impact evaluation

- Shall be carried out by 30 June 2029
- Recommended at Priority level
- Evaluation criteria:
 - Effectiveness of change
 - efficiency
 - relevance
 - coherence
 - EU added value

Roadmap for conducting the impact evaluation

Main thematic focus of the programme

- financial weight of EMFAF specific objectives (e.g. spent amounts)
- potential to generate meaningful impacts

Refine the impact model

- to reflect the MS specific context and priorities of the evaluation

Evaluation questions

- formulate evaluation questions for your main focus per Priority

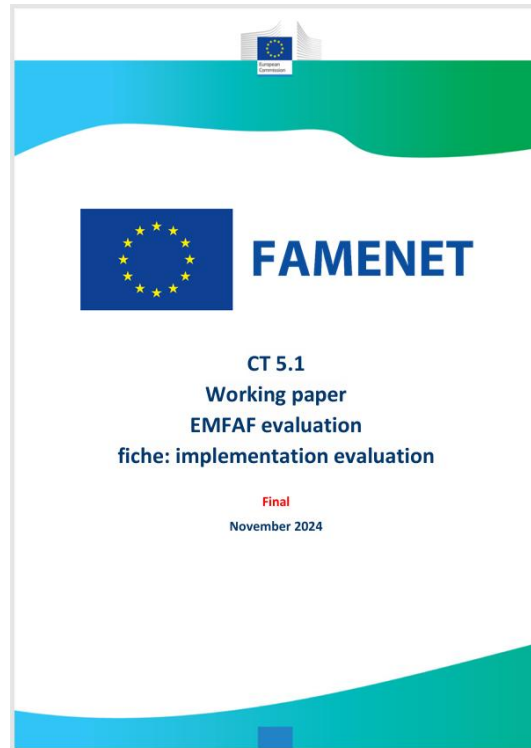
Evaluation matrix

- judgment criteria and corresponding evaluation indicators

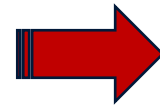
Define data collection methods

- data collection methods should be appropriate and sufficient to provide the necessary evidence for each priority focus and judgment criteria

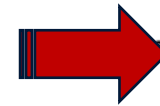
EMFAF evaluations: focus



Implementation
evaluation



Specific
Objectives



1.4 Specific objective 1.4: Fostering efficient fishery control and enforcement, including fighting against IUU fishing, as well as reliable data for knowledge-based decision-making

The following articles should be considered for **SO 1.4**.

Related articles in the EMFAF Regulation	Article 14(d): Specific objectives
Specific conditions	Article 22: Control and enforcement Article 23: Collection, management, use and processing of data in the fisheries sector, and research and innovation programmes

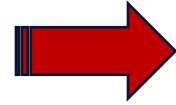
Table 6: KEQ 1.4 related to effectiveness addressing SO 1.4

KEQ 1.4	To what extent has the EMFAF contributed to fostering efficient fishery control and enforcement, including fighting against IUU fishing, as well as reliable data for knowledge-based decision-making?	
Judgment criteria	• EMFAF contributes to improved control and enforcement in the fishing sector • EMFAF contributes to the fight against IUU • EMFAF contributes to better and more coherent data collection and exchange • EMFAF contributes to coherent and improved knowledge-based decision making	
Evaluation indicator		Source
Operations in the fisheries sector		Infosys Annex I, Table 1 field 05 code 1
Operations of SO 1.4		Infosys Annex I, Table 1 field 06
Location of the operations		Infosys Annex I, Table 1 field 07 NUTS codes
Total expenditure		Infosys Annex I, Table 1 field 21
Absorption rate		Infosys Annex I, Table 1 field 23
Number of people directly involved in the operation		Infosys Annex I, Table 1 field 12
Progress in reaching the target of output indicators		Number of operations/target value
Number and type of operations related to research and innovation programmes		Infosys Annex I, Table 1 field 26 Code could be, for example: 21 Studies and research

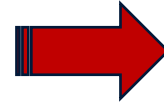
EMFAF evaluations: focus



Impact
evaluation



Priority
(EMFAF
Regulation)



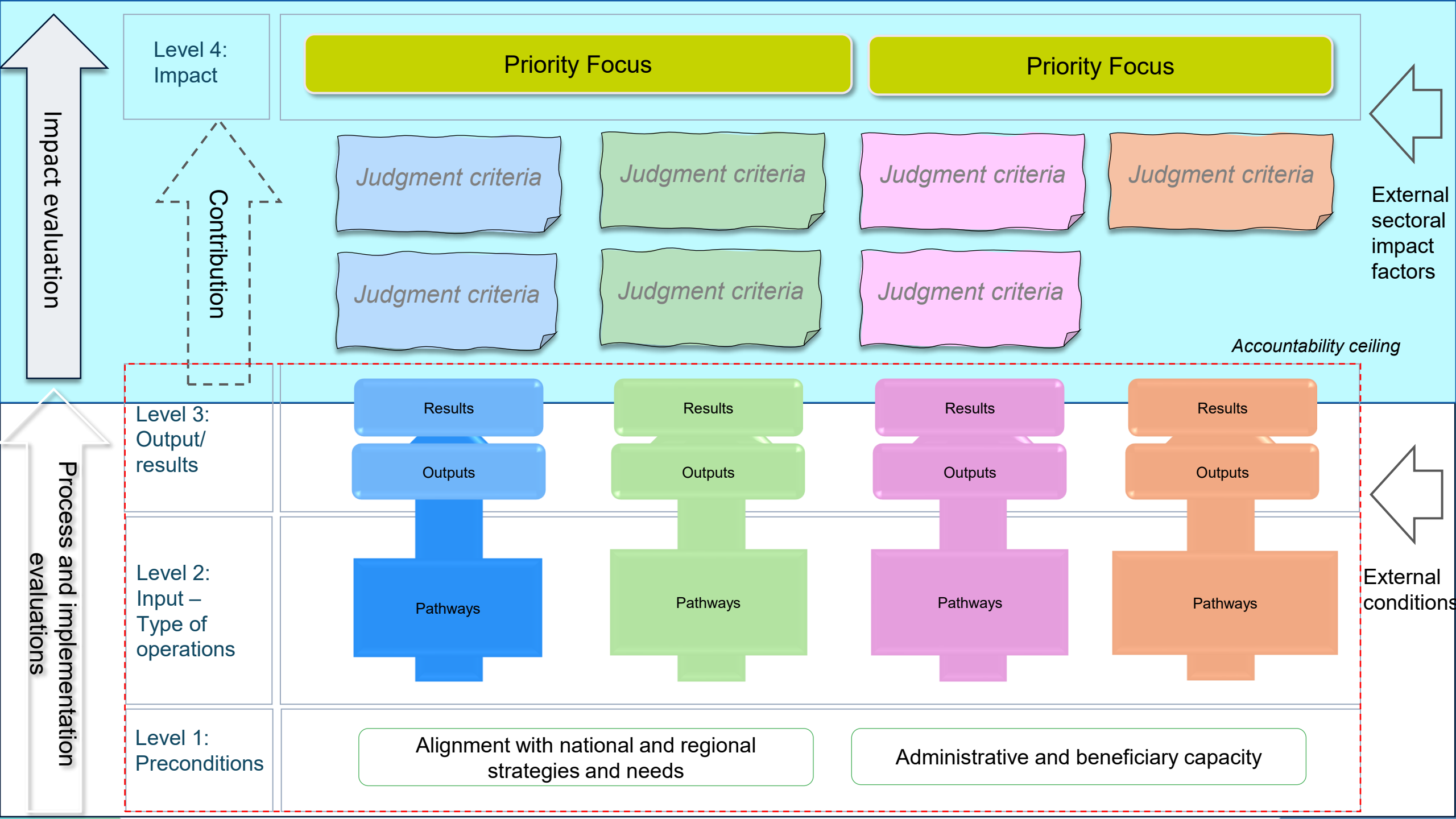
- **Priority 1:** Fostering sustainable fisheries and the restoration and conservation of aquatic biological resources
- **Priority 2:** Fostering sustainable aquaculture activities and processing and marketing of fishery and aquaculture products, thus contributing to food security in the Union
- **Priority 3:** Enabling a sustainable blue economy in coastal, island and inland areas, and fostering the development of fishing and aquaculture communities
- **Priority 4:** Strengthening international ocean governance and enabling seas and oceans to be safe, secure, clean and sustainably managed

Why do we do this?

- It is mandatory to complete an EMFAF impact evaluation by 30 June 2029.
- Real-impact evidence strengthens lessons for programme design and feeds the Commission's retrospective evaluation.
- Post-2027 Cohesion Policy debates emphasise a results-based approach with clear links between funding and actual outcomes.

To be prepared

Priority	Main focus
Priority 1	Fostering economically sustainable fisheries
	Fostering environmentally sustainable fisheries
	Fostering socially sustainable fisheries
	Increased energy efficiency and reducing CO2 emissions
	Restoration and conservation of aquatic biological resources
Priority 2	Sustainable Processing and Marketing
	Sustainable (economically, environmentally, socially) aquaculture activities
	Food security
Priority 3	Strengthening the social fabric
	Boosting economic prosperity
	Promoting environmental sustainability
Priority 4	International ocean governance
	Seas and oceans are safe secure, clean and sustainably managed





Level 4:
Impact

Priority Focus

Judgment criteria

Judgment criteria

Judgment criteria

Contribution

Annex 1
Impact evaluation fiche

Accountability ceiling

Level 3:
Output/
results

Result indicators

Output indicators

Implementation evaluation

Annex 2
Impact evaluation fiche

Level 2:
Input –
Type of
operations

Type of operations

Budget

Implementation evaluation

Process evaluation

Annex 2
Impact evaluation fiche

Level 1:
Preconditions

Administration, etc

Process evaluation

Formulate evaluation questions

Evaluation criteria	Key evaluation questions
Effectiveness of the programme contribution to changes in the sector	Has the programme effectively contributed to an intended change related to the programme intervention logic, selected specific objectives and related common result indicators?
Efficiency	To what extent were the EMFAF programme outputs and results achieved efficiently?
Relevance	Are the programme achievements relevant in relation to the external factors and the needs of beneficiaries?
Coherence	To what extent is the EMFAF programme internally and externally coherent?
EU added value	Would the changes have been achieved in the same intensity, quality or would they have been achieved at all without the EMFAF support?

Impact evaluation matrix

- Judgment criteria
- Evaluation indicators
- Data collection methods
 - Infosys (see Annex 2 of this WP)
 - Desk research
 - Field research
 - Case studies
 - Possible analysis focus

Data collection methods for completing the impact evaluation

Desk research

- Infosys data
- Studies, reports

Field research

- Interviews
- Surveys

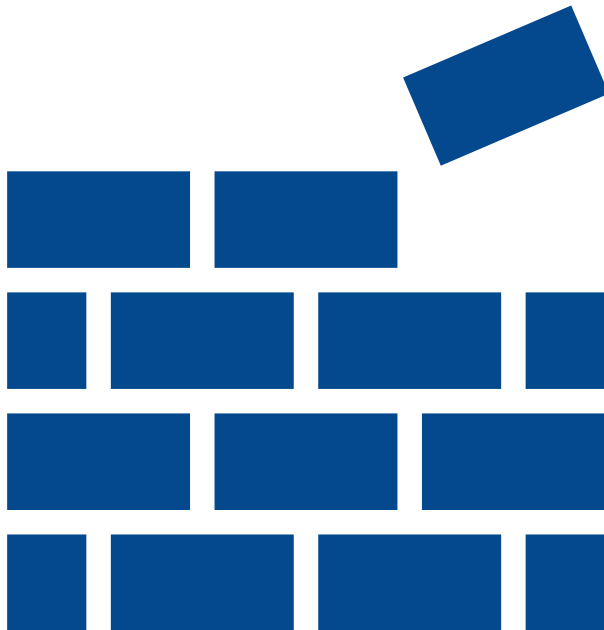
Other methods

- Focus groups
- Case studies

Example of an impact matrix

<i>Priority focus: Socially sustainable fisheries</i>						
Judgment criteria	Evaluation indicators	Infosys	Desk research	Field research	Case studies	Possible analysis focus
Improving working conditions	Number of investments in improved working conditions	√				
	Number of trainings and skill developments	√				
	Number of workplace accidents or hazards		National statistics			Change compared to the previous programming period
	Perception on working conditions			Stakeholder survey		
Supporting generational renewal	Number of young professionals (<40 years) entering and remaining in the fisheries and aquaculture sectors	√		Stakeholder survey	Case study	Case study on specific measures which led to generation renewal.
	Perception of improved attractiveness of the sector for the young professionals					

Group work



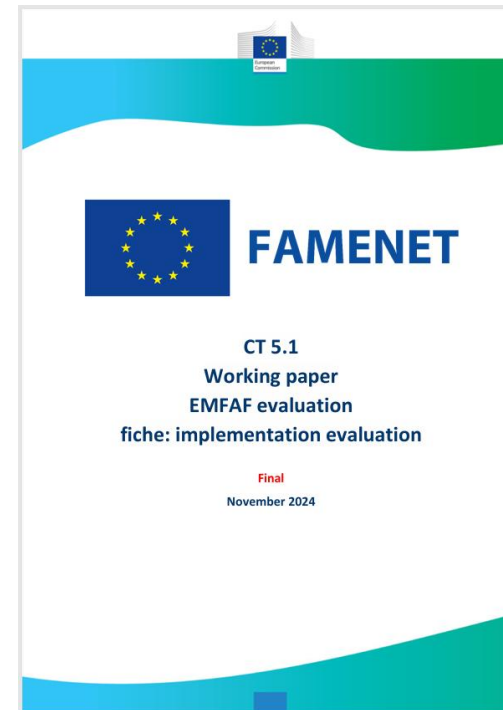
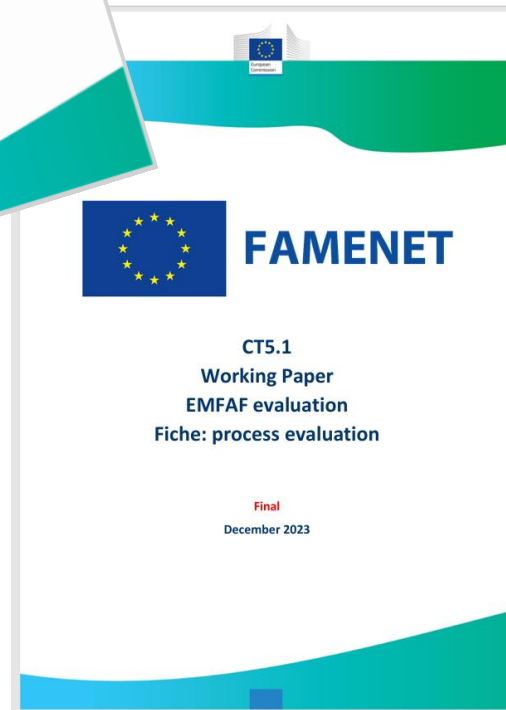
Hand out:

- Working paper impact evaluation fiche

Group work:

- Validate our impact pathways and judgment criteria

FAMENET materials





Innovate your communication

An introduction to using behavioural science

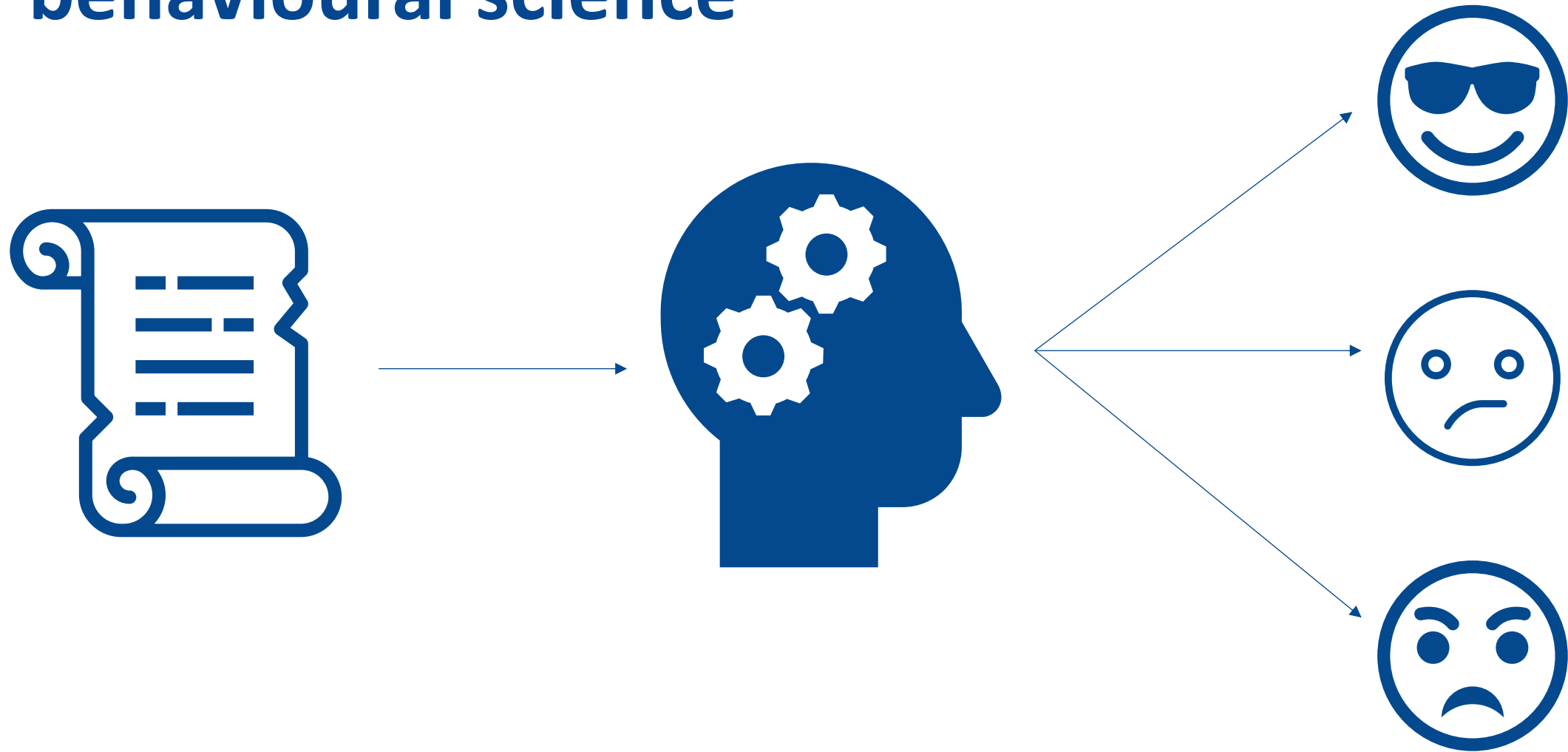
Megan & Marc-Philip



Agenda

- Using behavioural science to reframe communication
- Understanding motivations & actions
- Sources of behaviour
- Intervention functions
- Conclusions

Innovate your communication – with behavioural science



Applying behavioural science

Scenario

Define context

Identify your audience & current behaviour

Identify the desired behaviour – what do you want them to do

Sources of behaviour

Define - What barrier is stopping my audience from doing the behaviour I want?

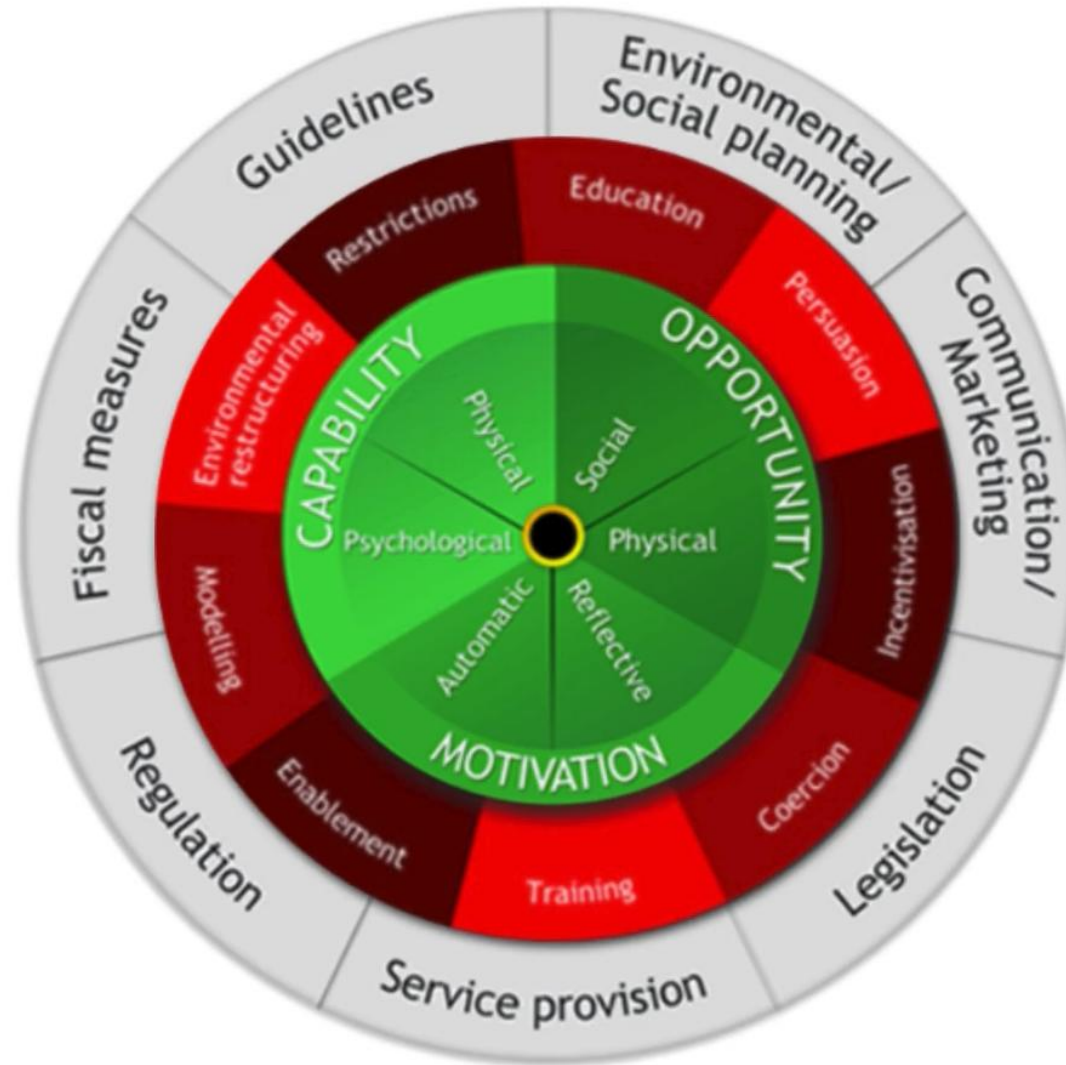
Think about - Why does my audience act this way?

Intervention functions

Define- What is the most effective intervention to meet the needs of my target audience?

Answer - What is the most effective intervention to produce effective solutions based on the identified behaviour barrier?

Understanding motivations & actions



What is the Behaviour Wheel?

- Used to understand links between motivations and actions
- Inner layer – Sources of behaviour
- Middle layer – Intervention functions
- Outer layer – Policy category

Sources of behaviour

- Understanding your audience
- Identifying their barrier to the behaviour you want them to do

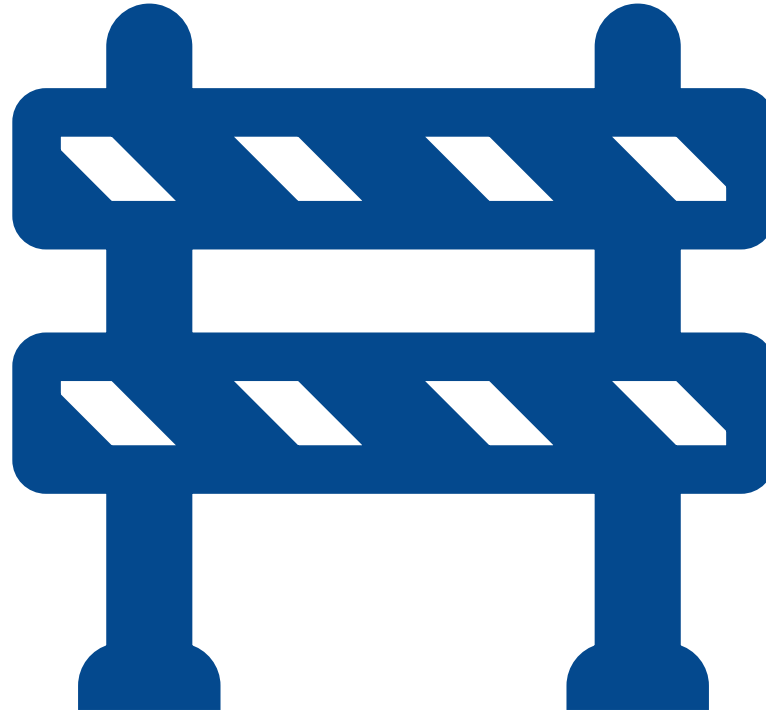


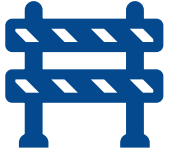
Capability: Psychological & physical capacity

Motivation: Habits, internal beliefs & attitudes

Opportunity: External to the individual

Identifying barriers

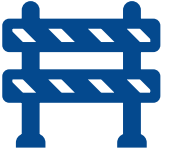




Identifying barriers

Megan & the gym

- **Scenario:** Megan currently does not go to the gym but wants to be fitter.
- **Desired behaviour:** Megan goes to the gym to get fitter.
- What could be stopping her?

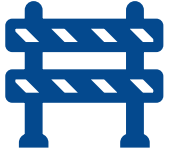


Megan's barriers

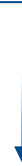
- Capability: *Psychological & physical capacity*
 - The closest gym can only be reached by car and she doesn't have one
- Motivation: *Habits, internal beliefs & attitudes*
 - She thinks that she needs a certain fitness level or to understand all the machines before she can start going to the gym
- Opportunity: *External to the individual*
 - The membership is too expensive for her

What else could be stopping her?

Genovia's website users



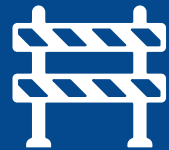
Scenario: The Member State of Genovia realises that their website (for funding opportunities & information) is not being used by visually impaired users.



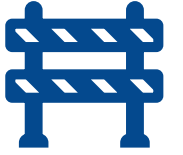
BARRIERS



Capability – Motivation - Opportunity



Desired behaviour: Visually impaired users in Genovia use the website to get information about funding processes and application.



Genovia's website users' barriers

- Capability: *Psychological & physical capacity*
- Motivation: *Habits, internal beliefs & attitudes*
- Opportunity: *External to the individual*

What could be stopping them?

Intervention functions



How to intervene most effectively to:

- Meet needs
- Produce effective solutions based on identified behaviour barrier

Intervention functions

- **Education:** Increasing knowledge or understanding
- **Persuasion:** Using communication to induce positive or negative feelings or stimulate action
- **Incentivisation:** Creating an expectation of reward
- **Coercion:** Creating an expectation of punishment or cost
- **Training:** Imparting skills

Intervention functions

- **Restriction:** Using rules to reduce the opportunity to engage in the target behaviour OR reduce the opportunity to engage in competing behaviours
- **Environmental restructuring:** Changing the physical or social context to support desired behaviour
- **Modelling:** Providing an example for people to aspire to or imitate
- **Enablement:** Increasing means/reducing barriers to increase capability (beyond education & training)

Identifying intervention functions





Megan & the gym - recap

- **Scenario:** Megan currently does not go to the gym but wants to be fitter.
- **Desired behaviour:** Megan goes to the gym to get fitter.
- **Identified barriers:**
 - **Capability:** The closest gym can only be reached by car and she doesn't have one
 - **Motivation:** She thinks that she needs a certain fitness level or to understand all the machines before she can start going to the gym
 - **Opportunity:** The membership is too expensive for her

How do we get her to go?

How do we change her behaviour?



Megan's intervention functions

The closest gym can only be reached by car and she doesn't have one

- **Environmental restructuring:** Changing the physical or social context to support desired behaviour
 - Providing transport options (shuttle bus, carpooling, shared cars etc.)
 - Offering remote / online workout options

Environmental restructuring directly addresses the lack of physical access to the gym.



Megan's intervention functions

She thinks that she needs a certain fitness level or to understand all the machines before she can start going to the gym

- **Education:** Increasing knowledge or understanding
 - Providing information that you do not need to be fit or know how to use all machines to start going to the gym.
 - Done through orientation sessions, beginner-friendly materials, or staff support
- **Persuasion:** Using communication to induce positive or negative feelings or stimulate action
 - Can be used alongside education to reassure her and boost her confidence about starting at any fitness level.

Education directly addresses her misunderstanding and lack of knowledge about gym requirements.



Megan's intervention functions

The membership is too expensive for her

- **Enablement:** Increasing means/reducing barriers to increase capability (beyond education & training)
 - Could include providing subsidies, discounts, payment plans, or financial assistance to make the membership more affordable.
- **Incentivisation:** Creating an expectation of reward
 - Could also be relevant if you offer rewards or benefits for joining

Enablement directly addresses the cost barrier



Identifying intervention functions

Genovia's visually impaired website users

- **Scenario:** The Member State of Genovia realises that their website (for funding opportunities & information) is not being used by visually impaired users.
- **Desired behaviour:** Visually impaired users in Genovia use the website to get information about funding processes and application.
- **Identified barriers:** *On your flipcharts*



Identifying intervention functions

- What intervention functions are best suited to the identified barriers?
- In groups:
 - Identify which intervention function best addresses your identified barrier



Some barriers can be addressed with multiple functions, in this case choose which one you think addresses the barrier best

What did we learn today?

- **Behavioural science is a different lens and perspective, use it to:**
 - Complement existing approaches
 - Ask additional questions
 - Highlight areas for improvement / where to change tactics
- **3 step formula:**
 - Scenario (Context, target audience, current behaviour, desired behaviour)
 - Sources of behaviour (Identify the barriers)
 - Intervention functions (How do we address the barriers and audience needs)