



Berlin 2014

Harvest workshop 1.8
Knowledge and Innovation Brokers

- ❑ What **strategies** can intermediaries/brokers follow for being **effective**? What makes them effective? When are they effective?
- ❑ How can students and professionals **be trained** for this role? What does it imply for agricultural advisors?
- ❑ Is it possible to make a **task description** for an intermediary/broker, while learning processes for innovation are so full of uncertainties?
- ❑ How can such intermediary actors **be managed**: how much space do they need, and what can a manager do if they go off track?
- ❑ How can this intermediary task be **evaluated**, while it is impossible to predict what it will include, and the actual contribution is often hard to distinguish?

□ What **strategies** can intermediaries/brokers follow for being **effective**? What makes them effective? When are they effective?

- *Practice is not waiting for theory. Good intermediate actors happen to be there, with or without a mandate. They need to be recognised.*
- *Create safe conditions for “free actors” , and networks working on innovations.*
- *Good results emerge after investing in relationships*

- How can students and professionals be **trained** for this role? What does it imply for agricultural advisors?
- *Recognising the importance takes effort (also amongst managers)*
- *Awareness: transfer / exchange / co-creation mode*
- *Group events are essential*
- *Recognise patterns, and options to intervene accordingly*
- *Reflection with peers crucial to sharpen intuition*
- *Let us explore how the young generation mobilises their virtual networks for finding solutions*

- ❑ Is it possible to make a **task description** for an intermediary/broker, while learning processes for innovation are so full of uncertainties?
- *No one size fits all. Contexts require different styles/forms*
- *It takes more than repackaging messages or bringing actors together*
- *Beware that good “free actors” do what they think they should do with or without a mandate*

- How can such **intermediary actors be managed**: how much space do they need, and what can a manager do if they go off track?
- *Managers should understand the importance (spreadsheet management is counterproductive)*
- *Formalisation paradox: brokers require space*
- *Beware how funds can destroy good initiatives*

□ How can this intermediary task be **evaluated**, while it is impossible to predict what it will include, and the actual contribution is often hard to distinguish?

- *“Evaluators” should understand the importance*
- *Honour initiators / early movers*
- *Discovery journeys cannot be evaluated like factories: register perceptions, critical incidents, unexpected events, breakthroughs*

□ Emerging issues

- *Who pays the intermediate actor? The market does not pick it up.*
- *From good experiences to good legislation / arrangements is a big step*
- *Still open: intermediate actors = individual / institution?*
- *Is it an actor or a function in the system?*
- *What is the most appropriate term?*