

NEFERTITI

**Networking European Farms to Enhance Cross Fertilisation and Innovation Uptake
through Demonstration**

D1.3 Dynamic Action Plans



THIS PROJECT HAS RECEIVED FUNDING FROM
THE EUROPEAN UNION'S HORIZON 2020 RESEARCH
AND INNOVATION PROGRAMME UNDER GRANT
AGREEMENT N. 772705



D1.3 Dynamic Action Plan for each network

8 February 2019



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Networking European Farms to Enhance Cross Fertilisation and Innovation Uptake through Demonstration

D1.3 Dynamic Action Plans

Document Summary

Deliverable Title: **Dynamic Action Plan for each network**

Version: 1

Deliverable Lead: EVILVO

Related Work package: WP1

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Contributor(s): **All Network leaders**

Communication level: **CO Confidential, only for members of the consortium (including the Commission Services)**

Grant Agreement Number: **772705**

Programme: **NEFERTITI**

Start date of Project: **January 12, 2018**

Duration: **4 years**

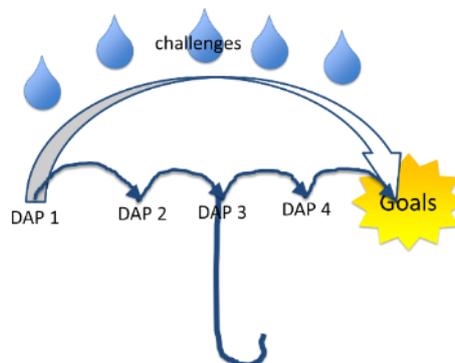
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1. CONCEPT OF THE DYNAMIC ACTION PLAN

The Dynamic Action Plan (DAP) combines a structured approach to think of how to develop a NEFERTITI network and a straightforward plan defining concrete actions. It thus helps to define the networks' goals and identify the challenges towards reaching these goals. In the end it can be used as an action plan in which actions are defined with expected results, responsibilities and timing, so that it represents a basis for ongoing monitoring and later evaluation of the network.



The methodological background of the DAP

The DAP as applied in NEFERTITI strongly builds on the Dynamic learning agenda as described and discussed in the “Reflexive Monitoring in Action” guide by van Mierlo et al. (2010), p. 63 onwards; available at: <http://edepot.wur.nl/149471>.

“In the role of monitor or project manager, you are facing quite a challenge during the ‘act’ phase of the project to keep both the long-term objectives and the short-term concrete action perspectives in view. Experience teaches us that system innovation projects often get stuck at the stage of identifying the problems, with concrete perspectives for actions remaining out of the picture. The converse also happens, probably more frequently: the project team expends a great deal of energy on concrete activities without reflecting on the contributions that these make to system change, which is the project’s ambition. The dynamic learning agenda is a tool that helps system innovation projects link long-term aims to concrete perspectives for actions by formulating the challenges that arise, recording them and keeping track of them.”

The dynamic learning agenda encourages participants to continue working on change. The learning agenda is a concrete object, a brief document containing the challenges that the project is facing at that moment. These challenges are summarised in learning questions. In addition, it is a tool for commencing and supporting the dialogue about the challenges faced by the project. The agenda is dynamic because it is modified over the course of the project. As soon as a challenge is no longer relevant, the associated learning question disappears from the agenda. It often turns out that questions have to be formulated differently over the course of the process. In addition, new challenges are added to the agenda. Questions that remain on the agenda for a longer period (months) will probably represent persistent problems.” (Van Mierlo et al. 2010, p.63).

In this sense, the DAP is not a one-time fixed plan or to-do-list for the network, but a dynamic document that will and should be adapted over the course of the project, depending on the needs and development of the network. In this way, the DAP is closely linked and will be used as tool in WP2/3 (network development) as well as WP5 (monitoring and evaluation). Building up the first version of the DAP and adapting it over the course of the project is a joint effort of the network leader, the deputy, and all network members. It requires exchange of ideas, knowledge, priorities and finally reaching an agreement of key objectives of the network. Through its dynamic nature, the DAP can however also cater for diversity in the networks.

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Implementation of the DAP in NEFERTITI

To make the DAP a useful tool for the NEFERTITI networks, a template was developed and circulated to all network leaders, divided into two parts: (A) The DAP itself in the form of a table; (B) Instructions on how to develop the DAP, including guiding questions.

The aim is to update the DAP of each network regularly, in a sequence that is adapted to the needs of the network, approximately once every year. In the first year of NEFERTITI, every network developed version 1 of the DAP by concluding the following steps:

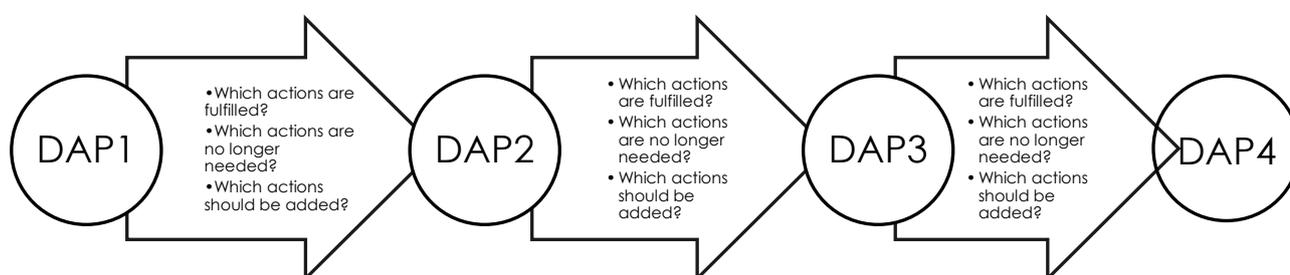
1. Discuss and agree on the goals of the network with regard to each of the six key factors outlined in the conceptual framework (D1.1): (i) Network goals, identity and values; (ii) Governance: network formation and hierarchies; (iii) Knowledge exchange and learning activities for value creation; (iv) Infrastructure and resources; (v) Monitoring and evaluation; (vi) Maintaining the networks. This step was supported by guiding questions in the template.
2. Identify the challenges that the network faces in reaching those goals (again, guiding questions supported this step)
3. Develop actions that address those challenges. These actions were filled in the DAP table that was provided as a template.

Version 1 of the DAP was finalised at the end of the first project year, i.e. December 2018. An overview of the version 1 DAP tables is provided in Annex 1.

The subsequent versions of the DAP will be developed based on repeated revisions of the DAP. Latest each year, the current version of the DAP will be reflected, and actions amended with the following steps:

4. Documenting actions of which the expected results have been reached
5. Reformulating actions if challenges have changed a bit
6. Adding new actions if new challenges have become relevant
7. Deleting actions that are no longer relevant

In the end, the different versions of the action plan will provide a good overall reflection of the process of network development and can thus be used both as documentation of activities, as well as a basis for “lessons learned” for recommendations on later/other networks to develop across Europe.



2. REFLECTIONS ON THE IMPLEMENTATION OF DAP IN NEFERTITI

The DAP is a new instrument that we are testing in NEFERTITI. Therefore, reflecting on the way it was implemented by the partners (i.e. the network leaders) is valuable. One part of the reflection is on the usability of the DAP, which we address at project meetings. Another part of the reflection is about the contents filled in the DAP. To this end, we analysed the DAPs of each network with a particular focus on categories of goals and challenges in network building and management. We did this by means of a content analysis of all versions 1 of the ten networks' DAPs (limiting ourselves on the sections on goals and challenges for each of the six key factors), using the MAXQDA qualitative analysis software. This analysis will help further discussions in the project, and will feed into the ongoing reflections on the DAP progress in the networks.

Overall, the analysis showed that the ten NEFERTITI thematic networks focus on different goals and challenges or aspects of network building and management. In their first conceptual planning, some were more concerned about how they would best collaborate and which structures and approaches seem useful to them. Others had a stronger focus on the substantial goals they want to achieve with the networks. Indeed, the perception of goals and challenges, as well as approaches towards networking depends on the institutional, cultural and individual context of the network members and on the respective thematic area. It is therefore useful to look into the circumstances of network development in more detail. The diversity in approaching network building and management illustrates the diversity of mind-sets, and accordingly entry points for encouraging network development will differ.

A current limitation of this study is that individual personal views have not been taken into consideration; we base the analysis purely on what was written down by network leaders, co-leaders and potentially agreed with network members in the report template, which pre-defined the structure of the six key factors: Network goals, identity and values; Governance: network formation and hierarchies; Knowledge exchange and learning activities; Infrastructure and resources; Monitoring and evaluation; Network maintenance. Accordingly, this report can be seen as a first insight into relevant aspects of network building and management, to which further, more detailed research can be added.

In the following, we present and discuss the results of our analysis structured into two broad aspects: 1) *why* networks should be created or are useful; 2) *how* to build up and manage a network.¹

Why building up networks?

Achieving goals

The dominant reason given for creating a network was to achieve goals that are meaningful in the respective thematic area, and beyond. We will see this discussed related to other aspects below, and also to the question of one condition of collaboration: the individual motivation triggered by the content of the network. Most networks become fairly specific about their goals, and often limit them to certain aspects of the thematic area, in order not to get distracted and to be able to fulfil those goals in the course of the project.

“[we] will focus on organic ruminant husbandry, mainly on dairy cows, cow-calf rearing and beef cattle. Small ruminants (sheep and goat) and monogastrics (pigs, laying hens, poultry, etc.) might be included at a later stage during the project lifetime if Hub members express their interest or we see interest from networks/organisations at the EU level [...] Agroforestry, grasslands-based systems and various types of organic feeding systems will be

¹ Partly, there is an overlap between these two aspects, so that some codes were assigned to both code sets.

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covered by the TN. Issues such as animal health (antibiotic reduction) and welfare (parasitism, etc.) will be covered. Demonstration activities will be focused on new practices or technologies that help reduce the use of antibiotics and anthelmintic, improve animal robustness, welfare and feeding strategies.” (NW3)

“On several demonstration farms in each country at least 3 Precision Agriculture applications will be shown, focusing on informing colleague farmers on the agricultural added value in term of €, production quantity and quality, environmental impact, investments needed and user friendliness of the application. The objective of the demonstrations will be to improve the uptake of precision technologies amongst arable farmers and to organize feedback from farmers to research and commercial organizations to increase the uptake and impact of these technologies. Focus will be on main arable crops like potato, wheat and maize. [...] The selected applications will be a combination of: (i) Sensing platforms (autonomous or connected to a tractor or implement), (ii) DSS or app (in the cloud) for transforming sensing data into application maps for variable rate applications, and (iii) Actual application of inputs (water, chemicals, fertilizers, lime)”.(NW5)

Some networks link their work to the mission of contributing to increasing overall sustainability in agriculture, as the examples of NW1 and NW10 show:

“The challenges of ecological environmental factors are constantly growing. The past assumptions of global warming, biodiversity decline and the enormous consumption of our resources such as soil, water and minerals have been confirmed and it is now up to us to do something about them. Agriculture can make a significant contribution, so we must now neglect all emotions and work together on a model for the future of agriculture. Carbon Sequestration in grassland is an important part of this challenge and therefore it is very important to build up a broad network in this field not only regionally but also nationally and internationally.” (NW1)

“Success for our network would see more people involved in farming; but this would be difficult to measure in the timeframe for this project.” (NW10)

Knowledge sharing and diversity

As a means to reaching their goals, the networks emphasise the need for exchanging knowledge to progress in the thematic area in which the networks work:

“using the network to demonstrate best practice from farmer to farmer both nationally and between countries with different systems” (NW2)

“farmers get to learn new practices, ideas and techniques; [...] advisors get to learn about other systems so they can be implemented in their country of origin” (NW3)

Some networks think a lot about integrating the diversity of knowledge of the (potential) network members (farmers, advisors, scientists, manufacturers, operational groups, experts):

“The science should get a high value but only to know that something happens is not enough and therefore we need above the practical examples (Best Practice). Farmers who implement certain methods in their agriculture or would possibly do so if they knew how. We also need consultants, network offices at the national level who know exactly which farms in their region are doing something for carbon sequestration. Furthermore, economic actors and policy-makers should also be involved in order to provide the legal situation and the necessary means for implementation.” (NW1)

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This ambition of integration of diverse knowledge is seen fairly crucial and the challenge is to find a “*critical mass*” (NW5) of knowledge and experience to keep the network running. The networks saw the importance of reaching beyond their core membership, to reach a wider audience. Those working on organic agriculture found it important to communicate with the conventional sector to involve it in their discussions.

Although the networks in NEFERTITI comprise both research and non-research organisations, only a few explicitly defined integration of the two spheres of science and practice as a particular task of the network, pointing at the role of brokers for moderation:

“Practice must be included and can only be integrated via existing brokers (consultants, scientists, associations).”(NW1)

Here, it should be mentioned that while most networks talk about knowledge sharing and exchange, in one network (NW5) the focus is on knowledge “transfer”. This suggests a linear understanding of how new knowledge is gained: knowledge being produced in science and then afterwards implemented in practice; and such an interpretation rather contradicts the networking idea. It would be interesting to follow this interpretation and potential change in perspective during the course of the project.

Having an impact and being efficient

In the end, the ambition of the networks is to have an impact in the practice in each country, which, in the view of the network members would be a proof of the relevance of the network, i.e. the need for a network in the first place. Without such proof they question the long-term maintenance of the networks:

“Evaluate to what extent the good practices promoted in the demonstrations are implemented by farmers” (NW 4)

This is linked to the question of effectiveness and efficiency, which is highly discussed in the DAPs. Thereby, effectiveness and efficiency are both discussed in terms of the potential outcomes and impact of the network, e.g. in terms of effective/efficient knowledge exchange (why?), and in terms of the actual functioning of the network (which we will get back to in the section on how to network). In terms of the effects and impacts of the network, the network members really want to achieve something with the knowledge exchange facilitated by the network. However, it is not so clear what they understand under an “effective knowledge exchange”. NW8 says:

“To identify the factors that most effectively facilitate knowledge exchange within the different hubs”

In contrast to NW8, NW9 focuses on efficiency, bringing into the aspect of achieving an impact/effect the resources dimension. It remains a bit unclear what type of “efficiency” is meant: time or financial? But also here, the goal is to have an effect and improve peer-to-peer learning.

“Defining what are the more efficient tools in order to increase peer to peer learning between farmers”

The wish for efficient and effective network management is related to conditions for good and long-lasting collaboration in a context of people with little time and financial resources, which we will discuss more in the section on aspects influencing the conditions for collaboration in networks (referring to the “how”).

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Networks as innovative approach

Another form of potential impact of a network is that it could act as a role model of a structure that fosters innovation in agriculture. In this sense, some networks highlight that it is relevant to build networks to deal with current and future challenges in agriculture. They see a benefit in networking per se, as a means to improve agricultural practice and innovation. They claim that it is necessary to network across different regions and countries in order to successfully innovate:

“By collaboration between countries / regions, the network aims to achieve a greater understanding of the differences in national / regional approach to the common problem. This provides an excellent basis for improvement of the national / regional practices.” (NW6)

The NEFERTITI networks are perceived as some kind of experimentation and testing of network collaboration, from which future networks could learn:

“The challenge in the future will move many people to deal with new innovative approaches, including networking and working as a team. Our network will highlight the challenges and the benefits of a network at the communication and content levels.” (NW1)

“In terms of knowledge exchange Network could aim at becoming a go-to network on organic arable farming which brings together all the knowledge on the demo activities developed for specific topics in one place”.(NW6)

How to build up and manage a network?

We have already seen that networks are seen only as meaningful if they reach the goals set in an efficient way. The same counts for setting up and running the network: to do it as efficient as possible. Indeed, this strong focus on efficiency reflects the conditions and context in which the network members find themselves. We can see a network as the result of a process bringing together individual resources in order to create (additional) resources as a team. In discussing how networks could be built and managed successfully, we will therefore look into how the NEFERTITI networks framed these aspects: individual resources, team resources, and processes (see figure 1).

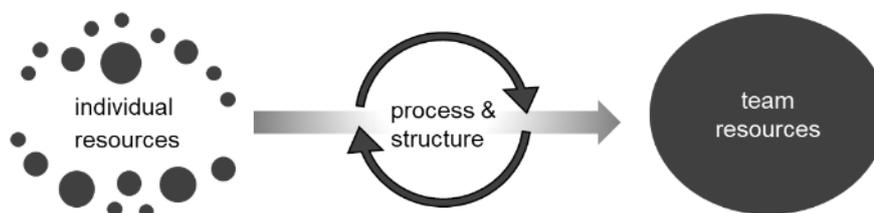


Figure 1: Function of a network, creating team resources out of individual resources

Individual resources of member organisations and people

The basis of each network are the individual resources that network members can (and want to) bring into the network, and these are often limited in the context of the NEFERTITI networks. In particular, time and financial resources are scarce, and a network is only attractive if it can provide results with low resource input. The multiple obligations of farmers and other (potential) network members is put forward as a major challenge for all networks, in particular because the most interesting ones tend to be engaged in other projects:

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“[a major challenge is] motivating farmers to participate when there are many demands on their time, and many competing activities for technology transfer of information” (NW8).

To a lesser extent, the lack of finances was raised as an issue that makes participation in networks difficult. Here, the project NEFERTITI seems to be helpful as it provides a budget for networking activities. However, *“the self-sustainability of the thematic network is a challenging issue, especially in relation to the lack of funding post-project” (NW3).*

NW6 puts some emphasis on the efficient functioning of the network itself:

“The partners try to work as efficient as possible, clear and structured work approaches help to stay focused and have an overview on the ongoing tasks. Online meetings should be organised for exchange.” (NW6)

Similarly, the networks raised the different languages spoken in Europe as a major challenge that limits the resources to be brought together in a network. Farmers and advisors do not necessarily speak English or another common language for an effective knowledge exchange. Moreover, the language used by farmers, advisors, and researchers – even within a country – is not always understood by the other group. Knowledge cultures and terminologies used differ and form a major challenge for communication, effective knowledge exchange and networking. Commenting on the challenges in building up common values, NW3 noted:

“[...] different cultural and social backgrounds of the network members (TN members but also farmers and advisors involved) across hubs resulting in different working styles, interests and priorities.” (NW3)

Partly, the different cultures are related to the institutional background of the network members – so it is not only about personal commitment, but also about the possibilities and limits set by the home institutions of (potential) network members that influence how networks can be built:

“[it can be difficult] for current network members to convince their administrators of value of participating in activities that have no finance or traditionally perceived benefits for their organisation” (NW8)

The role of institutions is ambivalent. On the one hand, they can hinder engagement of their employees in networks. On the other hand, they can bring additional resources into the network if they see a benefit for them in participating in the network. Therefore, either the home institutions of network members or pan-European institutions, such as EIP Agri structures (focus groups, operational groups) or other, are vital for maintaining networks after the project NEFERTITI ends, as NW 10 hints:

“Both the size of our network (currently partners in six countries) and its long term sustainability will depend on how successful we are in the time-frame of the project, specifically in the period to the end of 2021. If enough other organisations like what we are doing, they will be encouraged to join and support our network” (NW10).

To counter the challenges of limited resources, it is furthermore relevant to consider the motivation of individual people who are members in the network:

“The financial resources are limited, and therefore the communication and motivation of the individual participants is very important” (NW1).

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Across all networks, it becomes clear that the topic the network is dealing with has to be a core interest of its (current and potential future) members in order to keep them interested in collaboration. Again, the issue of effectiveness is linked to this aspect: the network needs to produce meaningful results and new knowledge that is relevant to its members.

“A self-motivated, open network member with the availability to spread knowledge in the field of his or her activities is the key to success, in the context of maintaining actions!” (NW6)

Joining forces with other existing networks and projects is another way to circumvent limited resources.

“Procedures that work in other networks must be collected and understood as guidelines, this can only be achieved through a unified communication structure. Here, too, [a particular existing networking project] can offer a considerable advantage, since there are already communication channels covering the whole area, especially with regard to grassland.” (NW1)

Finally, “cooperation within the network should be based on an approach reflecting the current needs of network members” (NW4). This is a clear call to respecting the actual needs for networking, as a push factor. In this context, the different situations in Europe are highlighted: in Germany, for instance, several demonstration events are held, and strong regional and national networks have already been established, which limits the interest of farmers and advisors to travel abroad and exchange with foreign stakeholders. By contrast, demo events are hampered by the sheer lack of sufficient numbers of farmers in low populated areas like Finland (NW6).

Team resources of the network

The overall objective of networks is to build up team resources, which will be more than the sum of its parts. To build this up, a “technical” approach (NW1) is not sufficient, but

“We need to find activities to connect network members and participants, to understand each other as a group and not to create barriers in communication, a kind of trusting togetherness.” (NW1)

Yet, there are “difficulties in finding common goals among network members” (NW6), and “due to the different characters of the mentality in a network it will be difficult to establish a learning methodology” (NW1). Physical meetings are supportive in this respect, but at the same time costly and time intensive, which might create a dilemma for the networks.

The main team resource and the final goal of the thematic networks is to share and exchange knowledge between its members and thereby to integrate different types of knowledge from farmers, advisors, researchers and others.

“We need best practical examples from practice and science, economic actors who recognize the benefit and win-win situation and the policy to integrate the legal bases and to initiate the necessary steps.” (NW1)

Some networks have established clear ideas and plans for knowledge exchange and networking, such as:

“On farm demonstrations; Technical events; Conferences; Videos; Tutorials; Case Studies; Webinars; Social Media and magazines.” (NW2)

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Although the goal of sharing knowledge between the different stakeholders is put forward by all networks, and some challenges are seen in this, none of the networks elaborates on concrete ways how the different sources of knowledge and experience could be integrated successfully.

Process and structure

The main idea behind building a network infrastructure is to support “*members’ good will to cooperate, members’ interpersonal and communication skills*” (NW4). A “*lack of communication between network members regarding common goals*” (NW6) can indeed inhibit reaching the network’s overarching goals.

Linked to communication is a general feeling in the networks that openness, transparency, and a will for compromise are needed for networks to be successful. Various reasons are given that could hinder achievement of the network’s objectives: “*competitive behaviour; no willingness to compromise; pursuit of own interests*” (NW1), “*unwillingness to share stories or to use new ways of sharing stories*” (NW10), or “*difficulty to share and to understand the benefits for sharing*” (NW9). At the same time,

“network[s] live[.] from conflicts and discussions and will learn from them and develop further. Conflicts should therefore be addressed openly and mentioned in the network and in the hubs” (NW1).

These insights and perceived challenges call for a structure and organisation of the network that can accommodate these needs and ambitions of building up good teams that are open to share knowledge and collaborate on the topics in question. As part of such a structure, in particular, NW1 emphasised the usefulness of a person responsible for moderation to ensure continued communication and management of the network.

Similarly, several networks outline how they envisage to take decisions:

“We will hold regular meetings – using appropriate technology to facilitate virtual meetings and meeting face-to-face at other NEFERTITI events. All relevant items requiring a decision will be discussed and agreement reached; if agreement is not reached, individuals will be asked to reflect on the item and it will be discussed further at a future meeting. Decisions will be made which enable and empower network members network members to get on with activities in their own countries.” (NW10)

The empowerment of network members is highlighted by other networks, as well, and linked to the idea of a bottom-up structure:

“To ensure engagement in the network, decisions should be made at hub board level, with the Network functioning to set a wide framework, coordinate and collect feedback. – A bottom-up structure.” (NW2)

Although the general feeling of good network organisations tends towards basing decisions on consensus and aiming at integrating all perspectives, a few networks see the solution in coordinating the network rather in more top-down mode with a smaller group of network leads take decisions:

“A few people should be chosen to get a board to hold power over decision”. (NW4)

For all networks, however, a clear understanding of the different roles in the networks, such as network leaders, hub coaches, support unit, and operational unit is seen as essential for success. A “*lack of clarity about organisational and individual roles, expectations and priorities*” (NW6) could seriously hamper achieving the goals and objectives the networks have set for themselves. As a way of addressing this clearly felt risk, some

networks suggest signing formal agreements, such as a “*memorandum of understanding*” (NW1) or “*network norms*” (NW10) to ensure open knowledge exchange and common decision making.

Some conclusions for the further course of the project

On the basis of the above analysis of perceptions of the NEFERTITI networks about the challenges of network development and management, as well as some solutions suggested, we conclude that the following issues should be in the focus of the further discussion about the development of the networks, and finally help bring about further reaching outcomes of the project.²

1. Improve the awareness on knowledge cultures, the understanding of effective and successful knowledge exchange, and provide support on tools and methods how to go about it

Most networks aim at integrating diverse types of knowledge from science and practice, and identify challenges in doing so in an effective way. While brokers are seen as one way forward, their concrete role and concrete methods that networks could (or plan to) implement remain vague. Awareness raising about the implications of different knowledge cultures (practice, science, but also within different professions or institutions) could be helpful. Furthermore, providing tools that promote sharing of knowledge and experience from different stakeholders in an open atmosphere could help reaching meaningful results, while integrating all on an equal footing. In this way, NEFERTITI networks can experiment with alternative approaches to the traditional perception of linear knowledge transfer from science to practice (which rather contradicts the networking idea).

2. Reflect about roles in the network

The networks pointed to the need to have a clear understanding of the different roles of network members, and the organisational units within it. Yet, the concrete structure of the networks in terms of decision making differ. An exchange about those different approaches (e.g. bottom-up versus top-down) could help overall reflection and finding best ways for further network management. Besides, it would be worthwhile to consider facilitation of the network better, and encourage a debate about the responsibilities of such a facilitator.

3. The role of institutions is ambivalent.

We have seen the ambivalent role of institutions for network building and maintenance. On the one hand, they can provide resources for network management, but on the other hand, they can also hinder their employees in participating in networks. In view of long-lasting maintenance of the networks built up in NEFERTITI, the potential role(s) of institutions at national and European level should be further investigated, and, at a project level, ways should be sought to establish solid links to those most relevant for networking for sustainable agriculture in Europe.

4. Establishing the networks as a role model of a structure that fosters innovation in agriculture

If the objective of the project is providing evidence and models for network building in European agriculture, it would be useful to include this thinking in the further course of network development. The NEFERTITI networks could and should take into consideration (once they are running well inside the project) what other, potential future networks could learn from their experience. Any material supporting network building (including lessons learned from the NEFERTITI experience) should be made available via different channels to potential interested network initiators.

² While challenges of limited time and financial resources, as well as different national languages cannot be easily mitigated, NEFERTITI possibly could provide support for other critical aspects.

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ANNEX 1: DAP TABLES OF ALL NETWORKS



NETWORK 1: DYNAMIC ACTION PLAN – VERSION 1

NETWORK LEADER: JENDRIK HOLTHUSEN

Proposed Action: What and how	Addressed Challenge	Expected result (optional)	Who?	When? (mm/yy)
Network goals, identity and values				
<i>Recording the opportunities and risks of the participants (Opportunity Risks Matrix)</i>	<i>formulate common goals</i>	<i>common objective</i>	<i>Hub coaches</i>	<i>02/19</i>
<i>Definition of a common objective (guideline, charter, position paper)</i>	<i>no agreement among the participants</i>	<i>basis for cooperation, voluntary commitment</i>	<i>Hub coaches</i>	<i>12/19</i>
<i>LOI (letter of intent)</i>	<i>missing connection to the network</i>	<i>better cooperation and active participation</i>	<i>Hub coaches</i>	<i>04/19</i>
Governance: network formation and hierarchies				
<i>Identify their Grassland & Carbon Sequestration network with the Brokering systems in the countries. (Advisory Boards, Farmer Association, Researcher, Consultancies)</i>	<i>Finding members for the Hub</i>	<i>Hub members</i>	<i>Hub coaches</i>	<i>01/19</i>
<i>Network identifies all important actors at European level</i>	<i>Finding members for the Support unit</i>	<i>Support unit</i>	<i>Operational Group</i>	<i>01/19</i>
<i>Prepare the first meeting and set the objectives for the first meeting</i>	<i>Project details not clear and comprehensible</i>	<i>Understanding of the project and the network</i>	<i>Hub coaches</i>	<i>02/19</i>
<i>Task-Tracker (DAP)</i>	<i>Implementation of the guidelines in the network</i>	<i>foresighted timeline</i>	<i>Network</i>	<i>To the end</i>
<i>Conference Calls (Skype or Phone)</i>	<i>Conflict Management in the Hubs</i>	<i>Discussion with the Hub coaches and conquest of the conflict together in the Network</i>	<i>Network</i>	<i>To the end</i>

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Proposed Action: What and how	Addressed Challenge	Expected result (optional)	Who?	When? (mm/yy)
		<i>(produces Guideline for Conflicts)</i>		
Knowledge exchange and learning activities for value creation				
<i>Teambuilding (Social events, Farm visits)</i>	<i>Teambuilding in the Hubs and in the network</i>	<i>Team with good connection to each other</i>	<i>Hub coaches and Network</i>	<i>03/19</i>
<i>Build up a List with Learning Methodologies</i>	<i>Identification of the best learning methodologies</i>	<i>List of Methodologies</i>	<i>Hub coaches</i>	<i>To the end</i>
<i>Write Minutes of the Meetings</i>	<i>exchange of results</i>	<i>continuous information exchange with the participants</i>	<i>Hub coaches and Network</i>	<i>To the end</i>
<i>Identify the national brokering system (Use TN - Inno4Grass) to build the hubs.</i>	<i>no exploitation of the entire potential</i>	<i>integration and expansion of the network</i>	<i>Hub coaches and network</i>	<i>03/19</i>
<i>Integration of Plaid and AgriDemo (meeting with an expert from PLAID and AgriDemo)</i>	<i>Knowledge exchange</i>	<i>Better understanding</i>	<i>Hub coaches</i>	<i>03/19</i>
Infrastructure and resources				
<i>use of existing resources in your organisation or country (Projects, meetings)</i>	<i>no financial compensation for partners</i>	<i>Win-Win</i>	<i>Hub coaches</i>	<i>To the end</i>
<i>Build up a common calendar</i>	<i>no overview</i>	<i>common overview and better communication</i>	<i>Network and Hub coaches</i>	<i>To the end</i>
<i>Identification of the moderation</i>	<i>confused discussion</i>	<i>organized and structured meetings</i>	<i>Network and Hub coaches</i>	<i>To the end</i>
<i>further development of Dynamic Action Plan</i>	<i>structure</i>	<i>structure</i>	<i>Network</i>	<i>To the end</i>
Monitoring and evaluation				
<i>Indicator analysis</i>	<i>No indicator for the network</i>	<i>Indicator for the network</i>	<i>Network</i>	<i>03/2019</i>

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Proposed Action: What and how	Addressed Challenge	Expected result (optional)	Who?	When? (mm/yy)
<i>Write leaflets, practice abstracts, videos and newsletter</i>	<i>No results</i>	<i>leaflets, practice abstracts, videos and newsletter (Better communication)</i>	<i>Network and Hub coaches</i>	<i>To the end</i>
<i>Development a Nefertiti Leaflets Template and Practice Abstracts Template</i>	<i>Monitoring and evaluation</i>		<i>WPs</i>	<i>03/19</i>
<i>Evaluate Hub meetings half yearly at network level</i>	<i>No communication and no further development</i>	<i>Exchange of the results in the network</i>	<i>Network</i>	<i>To the end</i>
<i>Monthly short report for every Hub coach</i>	<i>No communication and no further development</i>	<i>Exchange of the results in the network</i>	<i>Network</i>	<i>To the end</i>
Maintaining the networks				
<i>Development of different concepts for maintaining the network by the hub members and hub coaches at the national level during the project.</i>	<i>no responsibility after condition of the project</i>	<i>common objectives with the members even after the project have been completed</i>	<i>Network and Hub</i>	<i>To the end</i>
<i>List the ideas at national level with subsequent presentation at network level to evaluate the ideas with other Network Leaders</i>	<i>no responsibility after condition of the project</i>	<i>exchange best ideas of the hubs and learn from each other</i>	<i>Network and Hub</i>	<i>To the end</i>



NETWORK 2: DYNAMIC ACTION PLAN – VERSION 1

NETWORK LEADER: RICHARD LLOYD

Proposed Action: What and how	Addressed Challenge	Expected result (optional)	Who?	When? (mm/yy)
Network goals, identity and values				
To keep membership of the hubs open and dynamic – annually review new demonstration potential.	To gain sufficient variety of expertise in each hub to allow diversity of demonstration events.			
Governance: network formation and hierarchies				
Identify existing working groups with an established structure.	Language and time constraints for farmer members in Nefertiti meeting of all hubs.			
Set up a meeting schedule	Define time commitments of members			
Integrate meetings with the cross visit	Minimize time commitments of members			
Knowledge exchange and learning activities for value creation				
Keep the existing 4D4F website up to date and translate key tools and documents in relevant languages (German, French).	Online storage and availability of virtual knowledge tools: Make language relevant to all hubs.			
Link to the 4d4f website directly from the Nefertiti Platform	Build on the 4D4F brand and website traffic			
Create and define the frequency of a newsletter	Build on the 4D4F brand and website traffic			

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Proposed Action: What and how	Addressed Challenge	Expected result (optional)	Who?	When? (mm/yy)
Infrastructure and resources				
Overlap hub meetings with demo activities & plan/join activities in different parts of the country.	Time constraint and distance			
Use farmer friendly language for written reports and make the report brief and focusing on the challenge, solution and benefits (no more than 1500 characters).	Create a lasting document from each demonstration that can be uploaded to the Nefertiti website.			
Monitoring and evaluation				
Following guidance from Nefertiti, determine the relevant KPIs for the network and identify meetings to capture feedback	Determining the effectiveness and identifying improvements in network demonstration activities			
Maintaining the networks				
Liaise with existing networks at regional, national and EU level to insert the network into existing structures.	The self-sustainability of the network			



NETWORK 3: DYNAMIC ACTION PLAN – VERSION 1
NETWORK LEADER: NATALIA BELLOSTAS (INTIA)

Proposed Action: What and how	Addressed Challenge	Expected result (optional)	Who?	When? (mm/yy)
Network goals, identity and values				
(1+2) Each hub coach selects hub’s members based on: their innovativeness regarding methodologies, technologies and practices for achieving the Network’s goals as we all as for their willingness to engage in demonstrations	(1) Identify and agree on relevant methodologies, technologies and practices that allow livestock farmers to achieve the above-mentioned goals. (2) Identify farmers that carry out relevant practices and/or work with relevant methodologies and technologies and engage them in the project so other farmers can benefit from their knowledge through demonstration	Innovative hubs’ members willing to carry out and participate in demonstrations: Hub’s Actions Plan well defined and complementary among them at the NW level.	NW + Hub coaches	January’19
(3) We will strive to minimize those differences by: - ensuring translation of materials and interpretation at joint events, - designing network activities, including cross visits, that are attractive to as many actors as possible, by taking into account the different interests, profiles and priorities of farmers, advisors and other actors across all hubs. In order to ensure overlap of interests at the network level, we have narrowed down a bit the TN scope (ruminant base husbandry systems), yet, remaining open minded as to integrating other livestock husbandry systems.	(3) Identity and values: different cultural and social backgrounds of the network members (NW members but also farmers and advisors involved) across hubs resulting in different working styles, interests and priorities	Innovative hubs’ members and hubs’ coaches feeling they belong to the NW.	NW + Hub coaches	Ongoing throughout project

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Proposed Action: What and how	Addressed Challenge	Expected result (optional)	Who?	When? (mm/yy)
(4) Good communication between hub coaches and hub's members and among hub coaches.	(4) Keep everyone interested in the network during the project.	Well-functioning NW	TN + Hub coaches	Ongoing throughout project
Governance: network formation and hierarchies				
(1) Partners who are finding difficulties in engaging members for their hubs are seeking to involve the networks to which farmers belong.	(1) Related to the engagement and participation of members: some partners are experiencing difficulties in the engagement of members for their national hubs, as some countries (e.g. DE) have well established networking structures.	Hubs set up and functioning well	TN + Hub coaches	Feb'19
(2) Competences and conflict: if we experience conflicts we will address them following the procedure described above in "power an roles of TN members".	(2) Power and roles of NW members: competences and roles of each NW member are clear and we all agree on the procedures for decision making	Well-functioning NW	TN + Hub coaches	Ongoing throughout project
Knowledge exchange and learning activities for value creation				
(1) We will seek to organize the activities back-to-back to already running events, in order to increase both participation and impact. In case this is not possible, we will seek to organize them in periods when we know farming activity is low (even if for livestock this is quite difficult).	(1) <i>Activities and their organization:</i> we might find challenges when calling for activities in the hubs, both given the amount of other activities and projects running as well as the lack of time of farmers, advisors and other actors.	Meaningful, highly attended and impactful activities	TN + Hub coaches	Ongoing throughout project
(2) We will support farmers and advisors in using the virtual knowledge exchange tools with dedicated training and presentation sessions.	(2) <i>Virtual activities:</i> farmers and advisors might be hesitant to use virtual knowledge exchange tools. Language barriers might also be a challenge.	Farmers making the most out of participating in the project	TN + Hub coaches	Ongoing throughout project
Infrastructure and resources				

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Proposed Action: What and how	Addressed Challenge	Expected result (optional)	Who?	When? (mm/yy)
(1) We will do our best to maximize learning and knowledge exchange among network members with the resources allocated to the network, seeking at all times to organize our activities back-to-back to already running events, in order to increase resource use efficiency.	(1) <i>Limited resources</i>	Meaningful, highly attended and impactful activities	TN + Hub coaches	Ongoing throughout project
(2) For virtual interaction and networking, we will use the means available in the project and other means such as Skype and other technical means as requested by network members.	(2) <i>Difficulties with virtual networking</i>	Farmers making the most out of participating in the project	TN + Hub coaches	Ongoing throughout project
Monitoring and evaluation				
The set of KPIs will be agreed upon by all network members to that they are aware of them and agree on what and how to measure/evaluate. We will seek to adapt the DAP after the different rounds of evaluation in order to implement the necessary changes identified upon evaluation	We might find difficulties in defining the most suitable KPIs for evaluating the impact/success of the network. It might also be difficult for network members to measure and report on these KPIs. It might also be challenging to implement the necessary changes in the activities as a consequence of this evaluation.	Well-defined set of KPIs able to provide us with a view on the degree of achievement of our goals and the impact of the NW	TN + hub coaches	Ongoing throughout project
Maintaining the networks				
(1) We will seek to liaise with existing networks at regional, national and EU level to insert the network into existing structures. The OU and the network leader need to maintain close contact throughout the project in order to identify whichever opportunity arises for achieving sustainability of the network	(1) The self-sustainability of the thematic network is a challenging issue, especially in relation to the lack of funding post-project	Existing NW after the end of the project	TN + hub coaches	End of project
(2) We will seek to foster network's resilience in terms of members' motivation, competences and interests during the project's lifetime. The OU will strive to meet members' needs and interests through the development of demo	(2) Network members' motivation can also be challenging to maintain after the project's end	Existing NW after the end of the project	TN + hub coaches	End of project

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Proposed Action: What and how	Addressed Challenge	Expected result (optional)	Who?	When? (mm/yy)
activities matching these needs and interests as well as through the motivation of network's members to develop their own relations within and across hubs. Through establishing personal and professional links amongst network members we will support network's sustainability in the long run				



NETWORK 4: DYNAMIC ACTION PLAN – VERSION 1
NETWORK LEADER: FRANKY COOPMAN

Proposed Action: What and how	Addressed Challenge	Expected result (optional)	Who?	When? (mm/yy)
Network goals, identity and values				
Collect information from five arable farmers with challenging soil conditions in their soil management, coaching them	-Define the role of each member within the network. We need to have a clear understanding what the other members of the network are willing to do and how to do the demonstration impact. - Identify the technics that lead a farmer to have or not to have an optimal soil quality - Keep everyone interested in the network, during the project and especially after the project.	spreading experiences and knowledge to their colleagues	Hub coach	1 st Hub meeting
Setting up a network with involvement and participation ('roles') of each network member and meetings on regular time. Management & exchange between hub coaches by skype and common platform (one drive / google drive ...)		(1) Keep eye on progress of the process (2) Exchanging info on - Soil demo's - Program - Cross visits Keep everyone interested in the network	Network leader and hub coaches	From 31/01/19 to 31/12/2019
Governance: network formation and hierarchies				
The governance of the operational unit should be based on a limited number of members of the hub board. The hub board members may change in time. Decisions should be taken after wide consultation with members and presented by the board. There still has to be defined who holds power over the decisions of the network. Different decisions, different person?	The challenge is to gather many partners representing different disciplines but focused on detailed theme of soil quality. To convince anyone who can contribute towards this in positive way and encourage to join representatives from institutions, Universities , Schools, farmers association, farmers and others.		Conflict in a network should be managed by discussions and compromises led and announced by the board	All time
Knowledge exchange and learning activities for value creation				

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Proposed Action: What and how	Addressed Challenge	Expected result (optional)	Who?	When? (mm/yy)
Support farmers and advisors in using the virtual knowledge exchange tools with dedicated training and presentation sessions.	Farmers are often not keen on using very sophisticated tools, keep the channel basic, but up-to-date. And how will we reach the farmers who are not used to come to demonstrations?	Results of AgriDemo and Plaid?	WP leaders	asap
Use demonstration evaluation tools developed by other projects like AgriDemo	<p>Farmers might be reluctant to share his knowledge concerning his new profitable methods of farming, the selection of the right farmers where demonstrations take place will be very important.</p> <p>Selecting the right tools and activities</p> <p>Incorporate and combine new and old knowledge and farmers and advisors experiences</p> <p>How to reach other farmers who are coping with the same soil challenges</p> <p>How to evaluate if there has been a knowledge exchange and if it has been applied by the farmers?</p>	New ways of demonstrating	WP leaders	asap
Infrastructure and resources				
Use of Nefertiti platform to exchange documents. Fix a protocol to keep information updated.	Keep using the same methodology	Using the Nefertiti SharePoint	Hub coach	All time
Use of Demo Farm platform to advertise demonstrations and contact other organizations	<p>Cooperation with different organisation (agricultural advisory for example) which have direct contact with the demo-farmers and owners.</p> <p>Limited time and budget for meetings and activities</p>	Identify interesting cross-visits	Hub coach	All time

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Proposed Action: What and how	Addressed Challenge	Expected result (optional)	Who?	When? (mm/yy)
	<p>Connecting with other organizations to get more resources to organize activities in the hub</p> <p>Keep up-dated the information about demonstration activities</p>			
Monitoring and evaluation				
Create a common document for all the networks of the project with the indicators that should be determined in each demonstration, and a common methodology of evaluation of the impact of the demonstrations	<p>Common way of identifying documents</p> <p>Common way of gathering all information of demonstrations</p> <p>Determination of the scope and indicators of monitoring and evaluation activities.</p> <p>How to reach the goal in an efficient and effective way</p> <p>How to engage all members in the M&E</p> <p>How to get track of the impact of the demonstrations? Is it enough to make an interview at the end of the demonstration?</p>	M&E document	WP5 leader	All time
Maintaining the networks				
To find some sources of funding to establish something like NEFERTITI Bridge Project. Sometimes ended projects were continued.	<p>Keep using the exchanging platform when it is no longer funded</p> <p>Keep in contact within the network and keep some members of the hub board that lead the network after NEFERTITI ends.</p> <p>Actions to address these challenges</p>			
Adapting aim and activities to new developments in agricultural practice, societal developments and policies				

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Proposed Action: What and how	Addressed Challenge	Expected result (optional)	Who?	When? (mm/yy)
	<p>To find some sources of funding to establish something like NEFRETITI Bridge Project. Sometimes ended projects were continued.</p> <p>Adapting aim and activities to new developments in agricultural practice, societal developments and policies</p>			



NETWORK 5: DYNAMIC ACTION PLAN – VERSION 1

NETWORK LEADER: JAN KAMP

Proposed Action: What and how	Addressed Challenge	Expected result (optional)	Who?	When? (mm/yy)
Network goals, identity and values				
In order to get grip on the differences between countries regarding the expectations related to PA and needs of farmers: organize an exchange of experiences between the hub coaches related to their national uptake of PA.	To get a good idea related to PA uptake per country by understanding the level of basic competences of farmers, their willingness to invest and the added value of applications.	A fairly good idea on the national situations regarding PA in each country and hub	All hub leaders	2/19
Governance: network formation and hierarchies				
Organize skype and face-to-face meetings with the network members to ensure commitment	Create enough commitment in the network.	A well connected network of national hubs, understanding the national situations regarding PA	Network leader	2-19
Exchange experiences and give support to network members to improve support units.	To create enough leverage in the hubs through good support units	Support units either under construction and in place	All hub leaders	2/19
Knowledge exchange and learning activities for value creation				
Inventory of relevant applications in each national hub	What applications will fit the regional situation of farmers in the hub	Insight in the domain (VRA per country)	Hub leaders	7/9/18
Description per hub of the state-of-the-art of knowledge uptake in this domain	What level of adoption is possible to achieve (enough insights regarding farm management, farm size, investment ability)?	Information per country available and shared; who are the early adopters	Hub leaders	2/19
Description of the hub activities in 2019 to be organized, where – when – what technologies - estimation	How to get farmers to visit a hub activity? How to make it attractive and the knowledge transfer effective?	Concrete plan of hub activities in 2019	Hub leaders	2/19
Infrastructure and resources				

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Proposed Action: What and how	Addressed Challenge	Expected result (optional)	Who?	When? (mm/yy)
Plan a set meetings by skype and face-to-face meetings, in such a way that good exchanges are possible within budgetary restrictions	To align agenda and budgets	A year planning for 2019 is available	Network leader	2/19
Plan a visit in 2019 to one of the participating countries	To align agendas	One cross visit per year	Network leader	2/19
Monitoring and evaluation				
Actively interact with WP5 members to implement a practical system of M&E to identify effective methods of knowledge transfer	How to effectively monitor it in an objective way.	A clear understanding of the way to M&E the hub activities	Hub leaders	5/19
Exchange of experiences: evaluate the visit of 3 demo activities (one per year) with special features (innovative approaches in terms of knowledge transfer)	How to effectively monitor it in an objective way	Report according to M&E guidelines	Hub leaders	11/19
report on the experiences in each national hub	How to effectively monitor it in an objective way	Report – lots of visuals (films, photo's)	Hub leaders	11/19
Maintaining the networks				
Seek for continuation	identifying if there is enough funding and energy to support continuation of exchange	First ideas	Hub leaders	11/19



NETWORK 6: DYNAMIC ACTION PLAN – VERSION 1
NETWORK LEADER: MATEUSZ SEKOWSKI

Proposed Action: What and how	Addressed Challenge	Expected result (optional)	Who?	When? (mm/yy)
Network goals, identity and values				
Clearly defining everyone’s role within the network - this ensures each member’s role is distinct in terms of actions and tasks, and are not restricted to, or reliant on, one individual.	Lack of clarity about organisational and individual roles, expectations and priorities.			
Allowing time to establish trust and respect - a relationship founded on mutual respect is more likely to survive, and can be established through regular and open communication, regular Skype conferences even if there is no urgent topic to be discussed.	Difficulties in finding common goals among network members.			
	Lack of communication between network members regarding common goals.			
	Lack of sense of commitment to the network and difficulties of cooperation between its members.			
If possible: find options/budget in the project to pay a remuneration for farmers participating in the hubs. Or find farmers who are already involved in demo activities and for whom this is not a lot of unpaid extra work on top.	Difficulties in finding hub members (due to lack of possibilities to offer financial remuneration for participating farmers).			
Proper planning of demonstrations - hit the topics that really pull the audience.	Difficulties to find proper field demonstration ideas and farms. Ineffectiveness of hub's core group, members can be too busy with their daily work that finally they don't contribute too much to hub's activities and vision.			
Proper advertising of demonstration days. Not too many demonstrations in same area.	How to attract farmers to visit demonstration days (even if they would be very interesting) in low			

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Proposed Action: What and how	Addressed Challenge	Expected result (optional)	Who?	When? (mm/yy)
Farms/research farms should be selected near bigger roads or towns.	populated rural areas, like in Finland. . And in areas such as Germany, where you have a field day around the corner each day during growing season (overload of options for farmers → how can we make it interesting enough to stick out?)			
Hub core group members should receive periodically news about hub situation, and clearly be advised when their contribution or comments are needed.	Ineffectiveness of hub's core group, members can be too busy with their daily work that finally they don't contribute too much to hub's activities and vision.			
Governance: network formation and hierarchies				
Establishing common interests and goals - these allow members to communicate in a similar language and move in the same direction over time. In order to implement that, a document will be created in which individual Hub leaders will show interest in the proposed practices, potential crops and expectations under the proposed activities. On the other hand, the network should reflect a holistic approach to the presented issue, present the most common activities and problems in such a way that its activities are comprehensive enough, to be useful in terms of knowledge and practice exchange within the farmers, who do not necessarily deal with this type of activity directly on their farms.	Some difficulties in finding a common ground between individual network partners, in the absence of common goals related to the implementation of their own practices and management methods.			
Knowledge exchange and learning activities for value creation				
Being aware of mutual strengths and gaps and sharing of skills - this prevents any gaps in skills and allows members to understand and build on	Limited willingness to share knowledge, resulting from different skills and capabilities of individual			

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Proposed Action: What and how	Addressed Challenge	Expected result (optional)	Who?	When? (mm/yy)
<p>their existing abilities and knowledge base - let people show/talk about what they are proud of.</p> <p>Being clear, transparent and accountable for any decisions/agreed actions.</p>	<p>members of the network or due to time pressure.</p>			
Infrastructure and resources				
<p>Cooperation within the network should be based on an approach reflecting the current needs of network members, including the possibility of using their time and resources.</p>	<p>Limited availability and capabilities of individual network members.</p>			
	<p>The partners try to work as efficient as possible, clear and structured work approaches help to stay focused and have an overview on the ongoing tasks. Online meetings should be organised for exchange.</p>			
Monitoring and evaluation				
<p>The use of simple and effective monitoring and evaluation methods, adapted to the type of activities and their state of advancement.</p>	<p>Determination of the scope and indicators of monitoring and evaluation activities.</p>			
Maintaining the networks				
<p>Selection of appropriate network partners, having the capabilities and willingness to conduct dissemination activities within the network and beyond.</p>	<p>Lack of long-term cooperation - there is a distinct lack of appropriate, accessible and affordable activities within time-limited network.</p>			



NETWORK 7: DYNAMIC ACTION PLAN – VERSION 1

NETWORK LEADER: DELYAN GEORGIEV

Proposed Action: What and how	Addressed Challenge	Expected result (optional)	Who?	When? (mm/yy)
Network goals, identity and values				
<i>To contact farmers, advisors, organizations and so.</i>	<i>To find common themes for farmers in own country and beyond. To identify the interests/needs of each hub. To identify the members of hubs.</i>	<i>To improve nutrient efficiency and quality of production in horticulture. To acquire new knowledge in nutrition. To minimize emissions and to practice environment friendly production.</i>	<i>Network leader with operational unit, deputy network leader and all hub coaches</i>	<i>12/2018</i>
<i>To make list with potential participants in networks hubs and to contact them.</i>	<i>To motivate members to participate and to stay active in the hub.</i>	<i>To improve nutrient efficiency and quality of production in horticulture. To acquire new knowledge in nutrition. To minimize emissions and to practice environment friendly production.</i>	<i>Hub coaches</i>	<i>11/2018</i>
<i>To be identified interest/needs of participants on base on their specific professional activity e.g. in vegetable production or fruit production or tomato producers and specialists in those areas.</i>		<i>To improve nutrient efficiency and quality of production in horticulture. To acquire new knowledge in nutrition. To minimize emissions and to practice environment friendly production.</i>	<i>Network leader with operational unit, deputy network leader and all hub coaches</i>	<i>01/2019</i>
<i>To be created progress table of the network where it will be demonstrated on which stage is every hub in establishing process of every hub.</i>		<i>To improve nutrient efficiency and quality of production in horticulture.</i>	<i>Hub coaches</i>	<i>10/2018</i>

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Proposed Action: What and how	Addressed Challenge	Expected result (optional)	Who?	When? (mm/yy)
		<p><i>To acquire new knowledge in nutrition.</i></p> <p><i>To minimize emissions and to practice environment friendly production.</i></p>		
<p><i>To be convinced members in benefits and values of their participation in the hubs.</i></p>		<p><i>To improve nutrient efficiency and quality of production in horticulture.</i></p> <p><i>To acquire new knowledge in nutrition.</i></p> <p><i>To minimize emissions and to practice environment friendly production.</i></p>	<p>Hub coaches</p>	<p>01/2019</p>
Governance: network formation and hierarchies				
<p><i>To be identified the benefits for the different groups of participants in the network.</i></p>	<p><i>To motivate persons to participate in the network.</i></p> <p><i>Difficulties in communication between operational unit members due to time constraints and a lot of duties outside the project.</i></p> <p><i>To convince political actors of the benefits and possibilities of the network.</i></p>	<p><i>The network has to involve active farmers, advisors, organizations, political and economic actors, and scientific institutions.</i></p> <p><i>The network has to involve persons (farmers and scientific researchers) in a horticulture (single) sector.</i></p> <p><i>Clear responsibilities of the members of the operational unit (this means that every member will know what will have to do in the operational unit and will have specific activity/task). We will check in DAP table all tasks/activities which every member will do in the operation unit. On base on activities we will</i></p>	<p>Network leader with operational unit, deputy network leader and all hub coaches</p>	<p>12/2018</p>

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Proposed Action: What and how	Addressed Challenge	Expected result (optional)	Who?	When? (mm/yy)
		<p><i>choose together who will do the task/activity</i></p> <p><i>To motivate innovation actors to become members of support unit who are not involved in the operational unit.</i></p>		
<p><i>To contact wider group of people who are involved in vegetable sector.</i></p>		<p><i>The network have to involve active farmers, advisors, organizations, political and economic actors, and scientific institutions.</i></p> <p><i>The network have to involve persons (farmers and scientific researchers) in a horticulture (single) sector.</i></p> <p><i>Clear responsibilities of the members of the operational unit (this means that every member will know what will have to do in the operational unit and will have specific activity/task). We will check in DAP table all tasks/activities which every member will do in the operation unit. On base on activities we will choose together who will do the task/activity</i></p> <p><i>To motivate innovation actors to become members of support unit who are not involved in the operational unit.</i></p>	<p><i>Network leader with operational unit, deputy network leader and all hub coaches</i></p>	<p>12/2018</p>
<p>Knowledge exchange and learning activities for value creation</p>				

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Proposed Action: What and how	Addressed Challenge	Expected result (optional)	Who?	When? (mm/yy)
<i>To be shared knowledge via different tools: practice abstracts, brochures, memos, webinars, videos etc.</i>	<i>How to learn from the experiences of other networks. Farmers hesitate to use the demonstration and virtual tools. To adapt the tools and knowledge from other hubs/regions to the specific situation in a hub/region.</i>	<i>To share knowledge relating to our thematic area. To provide practical knowledge via demonstrations and virtual tools.</i>	<i>Network leader with operational unit, deputy network leader, all hub coaches and network and hubs members</i>	permanent
<i>To be supported hub member in using virtual tools.</i>		<i>To share knowledge relating to our thematic area. To provide practical knowledge via demonstrations and virtual tools.</i>	<i>Network leader with operational unit, deputy network leader and all hub coaches</i>	permanent
Infrastructure and resources				
<i>To be uses Skype for virtual meetings.</i>	<i>Limited time for face-to-face interaction. Farmers hesitate to use the virtual tools. Farmers/research institutes have a limited time to participate active.</i>	<i>To have a contact between all members of the network. All members especially farmers who are included in the Network to be active. To get and keep everybody on the same track.</i>	<i>Network leader with operational unit, deputy network leader and all hub coaches</i>	permanent
<i>To be organized online meeting in appropriate time for all/80% of the participants</i>		<i>To have a contact between all members of the network. All members especially farmers who are included in the Network to be active. To get and keep everybody on the same track.</i>	<i>Network leader with operational unit, deputy network leader and all hub coaches</i>	permanent
<i>To be aligned face-to-face meetings with other activities that participants are involved with (Annual project meeting, cross-visits)</i>		<i>To have a contact between all members of the network.</i>	<i>Network leader with operational unit, deputy network</i>	permanent

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Proposed Action: What and how	Addressed Challenge	Expected result (optional)	Who?	When? (mm/yy)
		<p><i>All members especially farmers who are included in the Network to be active.</i></p> <p><i>To get and keep everybody on the same track.</i></p>	<p><i>leader and all hub coaches</i></p>	
<p><i>To be involve other organizations to get more resources to organize activities in the network;</i></p>		<p><i>To have a contact between all members of the network.</i></p> <p><i>All members especially farmers who are included in the Network to be active.</i></p> <p><i>To get and keep everybody on the same track.</i></p>	<p><i>Network leader with operational unit, deputy network leader and all hub coaches</i></p>	<p>permanent</p>
<p><i>To be keep DAP updated to track if we are in time with our deliverables;</i></p>		<p><i>To have a contact between all members of the network.</i></p> <p><i>All members especially farmers who are included in the Network to be active.</i></p> <p><i>To get and keep everybody on the same track.</i></p>	<p><i>Network leader with operational unit, deputy network leader and all hub coaches</i></p>	<p>permanent</p>
Monitoring and evaluation				
<p><i>To be developed simple, easy to read and complete questionnaire</i></p>	<p><i>To find key indicators to measure.</i></p> <p><i>To find time for the members to answer the questionnaire.</i></p>	<p><i>By using the tools provided by the WP 5 leaders we monitor and evaluate our networks performance.</i></p> <p><i>To measure our progress against the actions agreed and recorded in our DAP.</i></p>	<p><i>Network leader with operational unit, deputy network leader and all hub coaches</i></p>	<p>01/2019</p>
<p><i>To be developed evaluation form which should be short and to not take long time.</i></p>		<p><i>By using the tools provided by the WP 5 leaders we monitor and</i></p>	<p><i>Network leader with operational unit, deputy network</i></p>	<p>01/2019</p>

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Proposed Action: What and how	Addressed Challenge	Expected result (optional)	Who?	When? (mm/yy)
		<p><i>evaluate our networks performance.</i></p> <p><i>To measure our progress against the actions agreed and recorded in our DAP.</i></p>	<i>leader and all hub coaches</i>	
Maintaining the networks				
<i>To contribute to WP 6 and WP 7</i>	<i>To keep adapting the aim and activities of the network to new developments in agricultural practice, societal developments and policies.</i>	<i>Keeping the aim and activities of the network relevant in the future, connecting to the needs of farmers in the future.</i>	<i>Network leader with operational unit, deputy network leader and all hub coaches</i>	permanent
<i>To communicate about our activities and achievements with other stakeholders and policy makers during the course of the project.</i>		<i>Keeping the aim and activities of the network relevant in the future, connecting to the needs of farmers in the future.</i>	<i>Network leader with operational unit, deputy network leader and all hub coaches</i>	permanent



NETWORK 8: DYNAMIC ACTION PLAN – VERSION 1

NETWORK LEADER: ROD THOMPSON

Proposed Action: What and how	Addressed Challenge	Expected result (optional)	Who?	When? (mm/yy)
Network goals, identity and values				
1) To optimise the effectiveness of participating hubs for technology transfer of practices for sustainable water management	To ensure the quality of knowledge exchange activities throughout the duration of the project		OU	12/21
2) To demonstrate to leading farmers, and their representatives, relevant technologies being implemented in other farming systems and countries	How to motivate hub members (e.g. growers, advisors, other stakeholders) to visit different regions and different farming systems or crops in the network?		OU	12/21
3) To raise awareness of water issues and solutions among diverse stakeholders	Perception of what is a problem may differ appreciably between regions because of different climate, different socio-political attitudes, and differential legislative pressure		OU	12/21
Governance: network formation and hierarchies				
1) As much as possible, network management decisions will be by consensus of the operational unit, consisting of hub leaders and their deputies.	The availability of all hub leaders and deputies to discuss network management issues at given times		NL + OU	12/21
2) Where consensus cannot be reached, decisions will be strongly influenced by a majority based on one opinion per hub. The network leader and deputy leader will be responsible for final decisions	The availability of all hub leaders and deputies to discuss network management issues at given times		NL + OU	12/21
3) The Support Unit will act as a consulting body; their opinions on the selection, presentation and	Finding people with appropriate knowledge and experience who have		NL + OU	12/21

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Proposed Action: What and how	Addressed Challenge	Expected result (optional)	Who?	When? (mm/yy)
organisation of demo activities will be seriously considered	the interest and time to effectively participate in the Support Unit			
Knowledge exchange and learning activities for value creation				
1) To optimise knowledge exchange between farmers within hubs, and between networks	Motivating farmers to participate when there are many demands on their time, and many competing activities for technology transfer of information		OU	12/21
2) To exchange experiences between hubs and between networks on the most effective means to optimise knowledge exchange within hubs	How to stimulate farmer interest in demonstrated practices/tools (e.g. by demonstrating potential economic benefits, marketing advantages, need for regulatory compliance)?		OU	12/21
3) To inform farmers and other stakeholders of solutions being implemented in other farming systems and locations, using other farmers as much as possible	Perception of what is a problem may differ appreciably between regions because of different climate, different technological level, different socio-political attitudes, and differential legislative pressure		OU	12/21
Infrastructure and resources				
1) Hub leaders will have monthly SKYPE meetings	The difficulty of finding dates and times when all can attend demo farm activities in a particular hub and to participate in SKYPE calls		NL + OU	12/21
2) All Hub leaders will together attend one farm demo activity in each hub, to be followed by a discussion to thoroughly evaluate the demo activity.	The difficulty of finding dates and times when all can attend demo farm activities in a particular hub and to participate in SKYPE calls		OU	12/21
3) During 2019, hub coaches will meet two times at two different demo farm activities	Finding time required for travelling; because of geographical dispersion, sometimes two days of travelling will be required to visit other hubs		OU	12/21

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Proposed Action: What and how	Addressed Challenge	Expected result (optional)	Who?	When? (mm/yy)
4) In the hub journal, on the NEFERTITI workspace, hub coaches will provide concise reports on each demo activity, in particular on what worked, what did not work, suggestions for improvement, KPI data etc. This information will also be very relevant for the Monitoring and Evaluation (M&E) activities	Finding time to promptly update the hub journal and Monitoring and Evaluation (M&E) documents shortly after demo activities		OU	12/21
5) To actively involve the Support Unit in network activities	How to effectively involve the Support Unit?		NL + OU	12/21
Monitoring and evaluation				
1) To evaluate the effectiveness of knowledge exchange activities within each hub	Having monitoring tools that permit equivalent evaluation in the different hubs		NL + OU	12/21
2) To identify the factors that most effectively facilitate knowledge exchange within the different hubs	Having monitoring tools that permit equivalent evaluation in the different hubs		NL + OU	12/21
3) To assess the interest of hub members in network activities in other countries	Comparing hubs where the interests, and motivations of farmers are different		NL + OU	12/21
Maintaining the networks				
To develop a self-sustaining network, that will continue after funding for NEFERTITI project ceases	How to convince others to organise and pay for future demonstration activities for on-going operation of network and hubs?		OU	12/21



NETWORK 9: DYNAMIC ACTION PLAN – VERSION 1

NETWORK LEADER: MARIE-CATHERINE DUFOUR

Proposed Action: What and how	Addressed Challenge	Expected result (optional)	Who?	When? (mm/yy)
Network goals, identity and values				
Using the exchange platform and organising meeting inside the NW and between NW	Having an efficient communication inside the NW but also between the NW in order to be inspired by other tools, other methods....	Meetings (inside and between the NW)	NW leader and WP5 leader	Y2 / Y3 / Y4
Exchanging about the different kinds of demo-activities that exist and listing them	Creating efficient demo-activities	Improving the exchanges between the hub coach of the NW 9	NW leader and operational unit and WP3 leader	Y2 / Y3 / Y4
Creating common indicators	Evaluating the demo-activities and improving them	Indicators	WP5 leader	
Using the NEFERTITI communication tools	Defining the right contents, tools and platform for a public communication	Sharing the activities and the results of NW9 and each hub of the NW	WP7	
Governance: network formation and hierarchies				
Organizing regular exchanges between the different hubs	Having an efficient governance of the NW	Virtual knowledge meetings	Network leader and operational unit	As often as necessary and at least twice a year
Using the exchange platform	Having an efficient governance of the NW	Meeting reports and all the documents of the NW9 are saved on the platform. They can be modified by the operational unit from the platform.	Network leader and operational unit and WP7 leader	As often as necessary

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Proposed Action: What and how	Addressed Challenge	Expected result (optional)	Who?	When? (mm/yy)
Involving policy makers in the NW and putting forward farmers who are able to take up political activities	Having an efficient governance of the NW	Dessimination of the activity of the NW in order to have an impact on their decisions (at different levels : european, national et regional)	network leader and operational unit	As often as necessary
Having relationships with European key actors (companies, associations, NGO...)	Having an efficient governance of the NW	Identification and selection of European innovation actors and projects Establishment of a support unit gathering the selected innovation actors	Operational unit	Nov 18
Setting up a balanced NW made up of farmers (new farmers and AKIS actors), NGO's, advisors, Scientists and politicians : that means that all the participants must find benefits in the NW and that we must find different competences (phytopathologist, entomologist, microbiologist, agronomist but also coordinator, facilitator)	Having an efficient governance of the NW	Interesting knowledge meetings	Operational nit	Dec 18
Knowledge exchange and learning activities for value creation				
Organizing demo activities and inviting interested people	Difficulties to organize demo activities	Demonstration cross-visits	Project coordination, Network leader and operational unit	Y2 / Y3 / Y4
Training the farmer just before the demo activities	Difficulty to share and to understand the benefits for sharing	A clear message and a farmer who feels happy to share.	Hub leader	Y2 / Y3 / Y4
Using methods of intermediation	Difficulty to share and to understand the benefits for sharing	Identifying the good target	Hub leader	Y2 / Y3 / Y4
Comparison of different practices and communication of the results with a different level of information in function of the target	Difficulty to define when a treatment is really necessary	Technical sheets, tutorials and other technical tools of dissemination	Hub leader	Y2 / Y3 / Y4

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Proposed Action: What and how	Addressed Challenge	Expected result (optional)	Who?	When? (mm/yy)
Translating the materials / tools in each language	Language barrier	Translated materials / tools	WP7	
Translation if necessary by the hub coach during the cross visits	Language barrier	Translation	Hub leader	Y2 / Y3 / Y4
Organizing regular exchanges between the different networks	Exchanging with other NW (especially 5, 7, 8 and 10)	EU networks knowledge exchange meetings	Network leader and operational unit	M18/ M30/ M42
Describing the NW 9	Taking account of the diversity of the situations : climates, regional circumstances and even agricultural crop (grapes, vegetables and fruits)	Schem of the network (map of the hubs, crops, links between the hubs aso..)	Operational unit (and WP7 leader if map on the platform)	dec 18
Creation of a knowledge reservoir	Defining what is an innovation	Documents saved on the platform : scientific reports, technical sheets, videos, aso...	WP7 leader	
Creation of a knowledge reservoir	Defining what is an innovation	List of technical, social and economical innovations in NW9 and other NW	WP7 leader	
Having an initial picture of the farms of each hub at T 0	Defining what can work only in a particular circumstance and what can be generalisable	Initial questionnaire about the farms of the hubs (context, equipment, used methods, strategy, certification, innovative practices aso...)	WP 5 leader	
Infrastructure and resources				
Favoring the physical meetings	Defining what are the more efficient tools in order to increase peer to peer learning between farmers	Physical meetings	Hub leaders and WP3 leader	Y2 / Y3 / Y4
Using several communication channels (video, social network, demo activities, meetings aso...) in function of the target	Defining what are the more efficient tools in order to increase peer to peer learning between farmers	Kit of communication tools	WP7 and Hub leaders	

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Proposed Action: What and how	Addressed Challenge	Expected result (optional)	Who?	When? (mm/yy)
Monitoring and evaluation				
Creating indicators	Defining what are the more efficient indicators in order to measure the effectiveness of the 9th NW	Indicators of effectiveness	WP5 leader	
Creating indicators	Defining the right indicators : what is a NW that works ? How can I measure it ? Can I have the same indicators in differnt countries, for different agricultural crops ?	Indicators of effectiveness	WP5 leader and NW leader and operational unit	
Maintaining the networks				
Anticipating the end of nefertiti in order to imply the NW9 in an other project	Difficulty to spend time without financial support			
Creating links between NEFERTITI's Plateform and other Tools on Internet	Diificulty to continue to use tools on a plateform without financial tools			



NETWORK 10: DYNAMIC ACTION PLAN – VERSION 1

NETWORK LEADER: TOM O'DWYER

Proposed Action: What and how	Addressed Challenge	Expected result (optional)	Who?	When? (mm/yy)
Network goals, identity and values				
Agree final goals for thematic area #10 “You can farm”	<p>Attracting people to work in the farming sector is a recognised problem right around Europe; there are fewer people joining the industry than leaving and the average age of farmers is high (and increasing).</p> <p>A specific challenge for our network will be to identify and define a relevant indicator of success.</p>	<p>Clarity; clear direction of work for the lifetime of the network</p> <p>Our goals are three-fold:</p> <ol style="list-style-type: none"> 1. To create a network of farmers, and other stakeholders, who are passionate about the promotion of farming as a career; 2. To promote farming as a career with / to people across Europe; and 3. To promote new pathways to allow more people to become involved in farming as a career. 	NL + OU	07/18
<p>Begin development of programme of activities</p> <ul style="list-style-type: none"> • Type of demo event • Target audience • Actors to be involved <p>Focus initially on the first period of the project (M1 – M18)</p>		Clarity – we will all know what everybody else in the network is planning/ doing	OU	By 30/9/18
Complete DAP		Clarity; clear direction of work for the lifetime of the network	NL + OU	By 1/12/18

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Proposed Action: What and how	Addressed Challenge	Expected result (optional)	Who?	When? (mm/yy)
Governance: network formation and hierarchies				
<i>Agree norms of activity “ground rules”</i>	<i>How to ensure that all network members are engaged and committed to the network and its activities?</i> <i>Failure to adhere to agreed group norms</i>	<i>Clarity re expectations</i>	<i>Annie</i>	<i>08/18</i>
Knowledge exchange and learning activities for value creation				
<i>Establish regular communication</i> <ul style="list-style-type: none"> <i>Monthly Skype meeting</i> <i>Collaborative platform</i> <i>WhatsApp group</i> 	<i>We need a platform to share both our stories and also to learn from the experiences of other networks</i> <i>Unwillingness to share stories or to use new ways of sharing stories</i> <i>We need assistance to design an engaging, exciting, beneficial knowledge exchange event.</i>	<i>Building a “warm network”</i>	<i>Damir + OU</i>	<i>Skype: start 07/18 + monthly</i>
<i>Agree cross visits (three in total; one per year)</i> <ul style="list-style-type: none"> <i>Link to demo events</i> <i>Define criteria for suitable cross visits (needs analysis)</i>		<i>Knowledge sharing</i> <i>Improved impact – process catalysation</i>	<i>Michael</i>	<i>Sooner the better; start in 2019</i>
<i>Participate in EU knowledge exchange events</i>		<i>Knowledge sharing</i>	<i>NL + OU</i>	<i>One per year; during annual meeting</i>
<i>Organise webinars/ virtual knowledge meetings</i>		<i>Knowledge sharing</i>	<i>Andras</i>	<i>One per quarter/ four per year</i>
Infrastructure and resources				

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Proposed Action: What and how	Addressed Challenge	Expected result (optional)	Who?	When? (mm/yy)
<p><i>Identify members for Support Unit</i></p> <p><i>Suggestions include Andries Visser (NEWBIE), co-ordinators of other similar EU projects, CEJA, members of EIP-AGRI Focus Group New entrants into farming</i></p>	<p><i>Failure to identify suitable/ appropriate/ relevant members for the Support Unit; failure to leverage the knowledge/ experience of the Support Unit</i></p> <p><i>Inadequate budget (budgets are always inadequate!)</i></p> <p><i>Poor or inadequate scheduling of activities to allow for networking and future collaborations</i></p> <p><i>Weak networks currently</i></p>	<p><i>Better linkages with current/ previous projects/ initiatives</i></p> <p><i>Better guidance</i></p>	OU	By 30/11/18
<p><i>Identify other relevant projects and innovation actors</i></p> <p><i>Suggestions include Farm Path, EIP focus group on new entrants, NEWBIE, EUFRAS</i></p>		<p><i>Better linkages with current/ previous projects/ initiatives</i></p> <p><i>Better guidance</i></p>	Hutton (Annie + Lee Ann)	By 15/10/18
Monitoring and evaluation				
<p><i>We will contribute to the development of and use all evaluation tools provided by NEFERTITI</i></p>	<p><i>What should we measure? We don't want to measure everything (takes too much effort), but we do need to measure a small number of key indicators. At a minimum we will aim to measure number of events, number of attendees/ participants, number of publications.</i></p>	<p><i>Knowledge shared about effective demonstrations and the functioning of effective hubs</i></p>	All	From 2019 onwards
Maintaining the networks				
<p><i>We will establish links to organisations and/ or institutions – both within our individual countries and also at EU level - that could have an interest in maintaining the network after the project ends</i></p>	<p><i>How do we ensure that the six hubs in the network make a valuable contribution in their respective countries to ensure that they continue after the project ends?</i></p> <p><i>How do we ensure that the overall network is seen as making a valuable contribution at EU level, to ensure</i></p>	<p><i>Six hubs maintained following the projects end date</i></p> <p><i>Network maintained and expanded following the project end date</i></p>	All	From 2019 onwards

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Proposed Action: What and how	Addressed Challenge	Expected result (optional)	Who?	When? (mm/yy)
	<i>that the network continues after the project ends?</i>			

ANNEX 2: TEMPLATE FOR DYNAMIC ACTION PLANS

The task of network leaders

Consequently, the task for network leaders (together with network members) is:

1. To discuss and agree on the goals of the network (see guiding questions in section C)
2. To identify the challenges that the network faces in reaching those goals (see guiding questions in section C)
3. To develop actions that address those challenges (fill in DAP table in section B; version 1)
4. To use the defined actions over the course of the project to reflect on the development of the network (versions 2-x):
 - a. Documenting actions of which the expected results have been reached
 - b. Reformulating actions if challenges have changed a bit
 - c. Adding new actions if new challenges have become relevant
 - d. Deleting actions that are no longer relevant
5. In the end, the different versions of the action plan should provide a good overall reflection of the process of network development and can thus be used both as documentation of activities as well as a basis for “lessons learned” for recommendations on later/other networks to develop across Europe

The focus of NEFERTITI is on building of networks to improve demo activities across Europe. The challenges we are interested in therefore focus around network building and management and the organisation of demo-activities complemented with learning on technical challenges in terms of production techniques etc. Following the conceptual considerations outlined in the conceptual framework (D1.1), a first set of challenges can be formulated structured according to six key factors for network development.

What to deliver?

We expect all network leaders to submit a draft DAP version 1 by the 7th September, with a focus on the formulation of goals and challenges. This allows WP1 partners to collect information on the goals, needs and expectations of the networks, to provide feedback and to make tailored guides to address the networks’ needs on the organisation of demo-activities. Further, it provides input for WP5 to draft a monitoring and evaluation plan.

We expect all network leaders to submit the finalised version 1 of the DAP by the 7th December, with a focus on concrete actions for the first demo-campaign year 2019. This allows the network leaders to plan together with their operational unit the actions and activities for establishing their network and the coming demo-campaign year and to feedback to the NEFERTITI project in a structured way. As such, this can provide input for “lessons learned” and recommendations for future networks of demonstration farms.

We expect all network leaders to update their DAP when necessary, but at least yearly to prepare the next demo-campaign year. This allows the network leaders to plan together with their operational unit the actions and activities of the coming demo-campaign year and to feedback to the NEFERTITI project in a structured way.



B. KEY FACTORS

The following provides a structure to think about the different aspects (factors) relevant for functioning networks. Each network should define its own goals for these key factors and related challenges for reaching those goals. **To help thinking about goals and challenges, we have outlined some questions. The answers to these questions are the basis for the actions to be documented in the DAP table.**

The key factors are the following:

1. Network goals, identity and values
2. Governance: network formation and hierarchies
3. Knowledge exchange and learning activities for value creation
4. Infrastructure and resources
5. Monitoring and evaluation
6. Maintaining the networks

1. Network goals, identity and values

Goals:

What is your network's overall reason for being? Why do you want to network? Why do people join your network and what keeps them active and engaged? Which values (e.g. openness, transparency ...) do you deem important in your network? What would be a success for the network at the end of the project?

e.g. "Learning from solutions to pressing problems from farmers outside the home country"; "A structure that ensures long lasting possibilities for knowledge exchange among demo farmers"

Challenges:

What challenges do you see in terms of goals, identity and values of the members of your network/hub? What could hinder reaching the formulated goals? Why would these be challenges?

e.g. "Lacking language skills to communicate among farmers of different countries"

Define actions to address these challenges during the course of the project

e.g. "We apply means of communication that enable understanding in different countries"



2. Governance: network formation and hierarchies

Goals:

How should the network be organised that it is likely to reach its goals? Who should be involved in the network? Who is member of the operational unit/support unit/hub board? Why is this? How is inclusion (new members) in the network decided? Who holds power over decisions? Is the power clear, how does power shift? Which roles should be performed within the network, and by whom?

e.g. "At the end of the project, the network involves at least ten engaged persons, organisations or institutions"

Challenges:

How to identify suitable members for the network? Are the potential members willing to participate and contribute? Are competences of the different network structures (see network guide) clear? How are decisions taken? How do you manage conflict in a network?

e.g. "Difficult to find motivated network members"

Define actions to address these challenges during the course of the project

e.g. "Every network member contacts advisory services or other bodies they are related to, to inquire about potential new members"; "Potential new members are asked what they would like to get out of the network"

3. Knowledge exchange and learning activities for value creation

Goals:

What do you want to achieve in terms of knowledge exchange at the level of the network and the hub? Which impact should the network have on a wider audience/potential other networks? How to support the development of good practice on (which?) topics? How can skills of network members on these topics be built up? How to take up best practices from AgriDemo and PLAID on the organisation of demonstration activities? How can learning be stimulated?

e.g. "Test and apply tools for virtual knowledge exchange between farmers"

Challenges:

Which activities are needed to create real benefit for the network members and participants and how should they be organised? How to stimulate learning and knowledge exchange in the particular set-up of the networks (with many virtual activities)? Identifying and applying tools for knowledge exchange.

e.g. "Farmers might be hesitant to use virtual knowledge exchange tools"

Define actions to address these challenges during the course of the project

e.g. "We will use the virtual tool XX, as it was successful in project YY"; "We will test different virtual tools to identify the one best suited for our needs"



4. Infrastructure and resources

Goals:

What do you need in terms of time, finances, locations, tools, and persons to build up and maintain the network? Which infrastructure is needed to keep it running (such as accessibility of websites/virtual meetings/physical meetings)? Which competency profiles are required to take up important roles in the network?

e.g. "We will meet 2 times a year on a demo farm"

Challenges:

How to deal with limited resources? How to manage face-to-face and virtual/online interaction and networking? Which technical means are required? How can we deal with the budget foreseen in the project?

e.g. "There is limited time for face-to-face interaction"

Define actions to address these challenges during the course of the project

e.g. "We will align the meetings with other activities that participants are involved with"

5. Monitoring and evaluation

Goals:

Which aspects of the network are relevant to monitor? Why would you monitor and evaluate the network and its activities?

e.g. "We aim to evaluate the impact of the organised farm demos on the (peer-to-peer) learning-process of the farmer"; "We aim to evaluate the efficacy, efficiency and effectiveness of our network"

Challenges:

How can we evaluate the different aspects of the network (e.g. which indicators will we use)? How can we capture network results? Who should be involved in monitoring and evaluation of the specific aspect? How can monitoring and evaluation be used or change activities in the network?

e.g., "Members do not find the time to provide input on the evaluation of activities"

Define actions to address these challenges during the course of the project

e.g. "We will organize fixed evaluation and reflection moments to which we will invite all relevant actors to give input"

6. Maintaining the network



Goals:

How do you see the enduring existence of the network after the NEFERTITI project ends? Will it keep the same structure, be merged with other networks,? Who will provide funding? How do you communicate with members and people outside the network?

e.g. "We want to maintain the network structure after the NEFERTITI project ends."; "We want to integrate the network into EIP Agri".

Challenges:

How can network resilience be fostered, also after the project ends? How can network leaders and members be motivated to maintain the network when inputs from NEFERTITI ends? How can resources and infrastructure be organised to maintain the network or to integrate it into other structures? Which competences/capacities are needed to ensure a long lasting network?

e.g. "Nobody has the time and financial resources to act as a leader/engine of the network once NEFERTITI ends"; "Maintaining a network requires a particular set of skills and capacities"

Define actions to address these challenges during the course of the project

e.g., "We will establish links to organisations/institutions that could have an interest in maintaining the network after the project ends"; "We build capacities that support potential future network leaders"



 THIS PROJECT HAS RECEIVED FUNDING FROM THE EUROPEAN UNION'S HORIZON 2020 RESEARCH AND INNOVATION PROGRAMME UNDER GRANT AGREEMENT N. 772705

NEFERTITI PARTNERS

