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

MS9 – Action Plans for the second demonstration campaign

Content

1 Introduction

1.1 2019 on farm demonstration campaign report & learnings

2019 was the first Nefertiti demo events annual campaign. 267 events were organised, linked and supported by Nefertiti. Almost each hub has organised at least 5 events, also we have collectively surpassed the initial objectives. To communicate on this first campaign we wrote a document named “Nefertiti 2019 on farm demonstration campaign report”. All the Nefertiti partners could use it to present the project, its good results and the wide diversity of actions we have implemented in 2019: number and types of demo events, demo events main figures and results, cross visit figures…

In 2019 we set up tools and methodology to support and assess the demo events organisation and Nefertiti activities: Dynamic Action Plan, Hub campaign plan guidelines, Hub journal… We should learn from the analysis of these documents and improve our activity, especially the event organisation. Also we include in this 2020 Hub Campaign Plan Guidelines the main learnings coming from the first campaign. For each step of the campaign plan (Prepare, Carry out, Monitor and Evaluate) we zoom on the mains tips and tricks you could implement for the 2020 Demo Campaign in order to improve your event organisation.

1.2 What is a Hub Campaign Plan?

The main task of a hub is to **prepare, carry out and evaluate demo events** in its region/country, on its specific theme (starting in spring 2019). So for every year (2019, 2020 and 2021) the Hub Coach with the Hub members has to coordinate a Hub Campaign Plan which consists to run a loop of actions (figure 1). In order to develop a global view of Nefertiti the idea is to share this plan directly online, on the Nefertiti Platform. For each step, we propose tools and guiding documents to be used to run the Hub Campaign Plan. Across this document, we will refer to them.

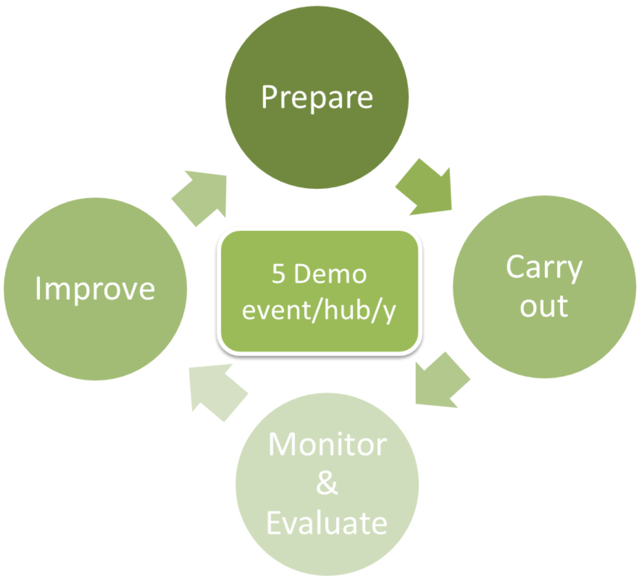


Figure 1: Structure of the Hub Campaign Plan

1.3 Overall objectives

Actions to do: define with the Hub Members your Hub aims and Events objectives

Each hub Coach has to motivate Hub members to participate to the event organisation and to be present during the events. The hub role is to federate and/or organize approximately 5 demonstrations per year, on commercial farms (3-4 demos) & on experimental farms (1-2 demos) related to the network topic. The events will be based on several objectives and good practices:

- Stimulate knowledge exchange
- Use multi-actor approaches
- Bring together innovation actors and demo farmers
- Promote peer-to-peer learning
- Adapt the knowledge to the need of the farmers according to their sector and their country
- Improve science-practice interactions
- Be adapted to each regional/national specific needs/background

1.4 What is a demo event?

Demonstration events focus on showing and understanding innovation within a working farm context or within a local setting. There are many different types of demo events, but they all have in common that they are based on a certain kind of knowledge exchanges: farmer to farmer and farmer to innovations actors (advisers, researchers, input providers…). These exchanges can have multiple forms, e.g. dissemination of knowledge, provision of advice and solutions, co-design of tools and conduction of research. This shows that demo events can be composed of multiple activities depending on their objectives.

If the event respects the overall objectives (point 1.2) Nefertiti will support a wide range of Demo Events. These events can be divided on two characteristics scales (figure 2):

- the number of participants: from less than 20 to more than 200 in relation with the global objectives, the location, the partnership and topic attractiveness
- the degree of peer to peer learning: events could have the aim to maximise the exchanges between farmers with a high level of peer to peer learning or to maximise information and innovation propagation.

The figure 2 places some events example on this 2 scales. All this examples could be supported by Nefertiti.

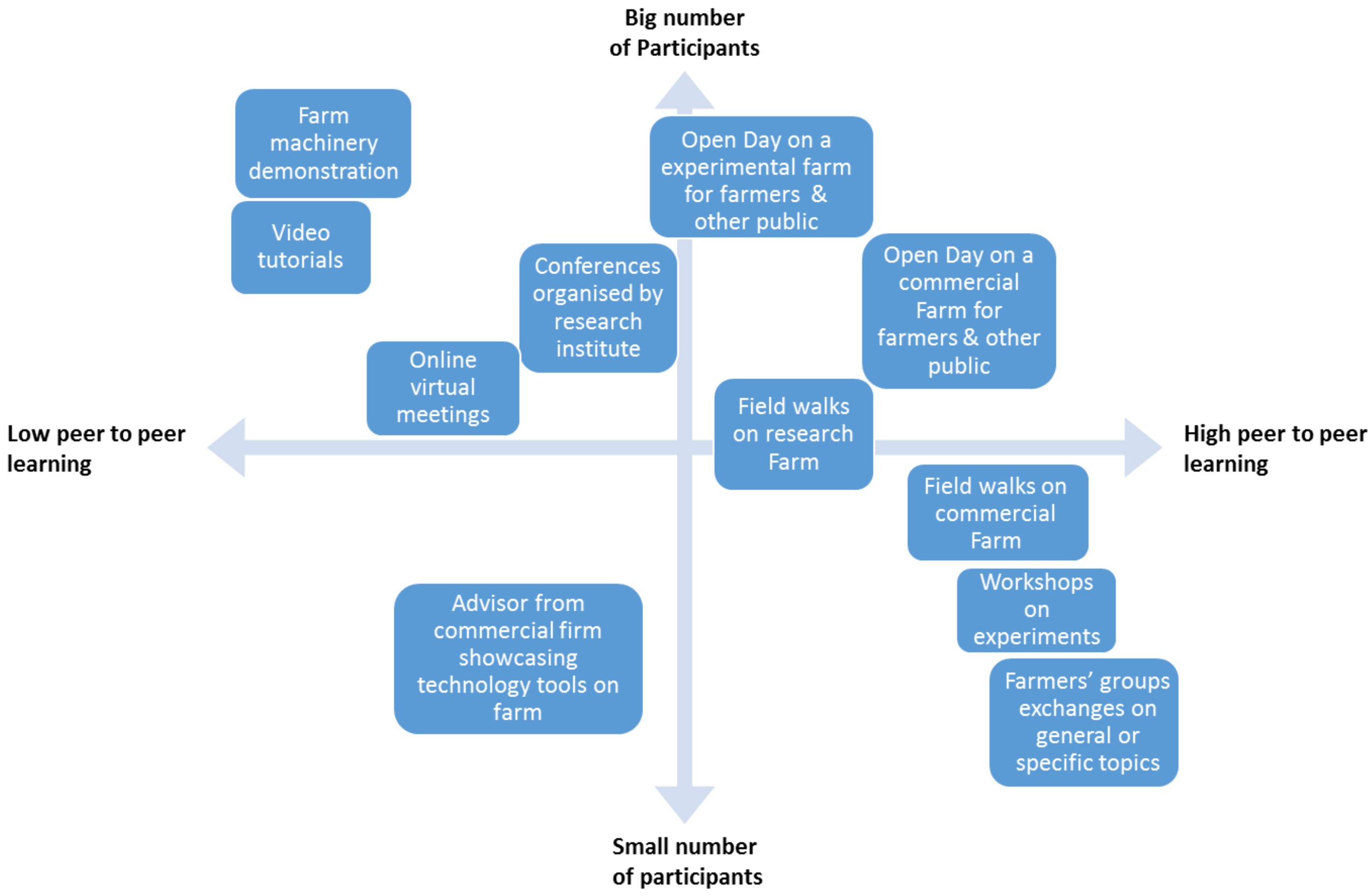


Figure 2: Demo event examples placed on a two main characteristics scale

In other words the events could be:

- Hosted on commercial farms, roughly 80% of the demonstration activities in Nefertiti
- Hosted on experimental stations roughly 20% of the demonstration activities in Nefertiti
- Held online: virtual meeting, webinar, video tutorial, chat and forum…
- Held inside : conference, workshop, training session on concept and theory or farms' results analysis
- Held outside: field trip, demonstration (machinery, tools, practices), practice training sessions...
- Targeting a small groups of farmers (e.g. only innovator or forerunner farmers), large group of farmers ('average farmers') or a large number of different kind of visitors (farmers, advisers, suppliers or farm produce buyers, consumers, students…)
- Focussing on peer-to-peer learning between farmers or focussing on knowledge and innovation transfer to farmers and others participants.

2 The annual Hub Campaign Plan

The 'Hub M&E Journal' is an Excel file containing: 1) a tab for the Hub Campaign Plan; and 2) separate tabs for monitoring and evaluation of the hub meetings, demo events, cross visits and the annual hub report. The first tab of the Hub M&E Journal is entirely dedicated to the Hub Campaign Plan. This tab consists of two parts: Part A: Hub Objectives and Part B: Planning Hub Activities and M&E Scheme. The Hub Campaign Plan should give the monitor an overview of activities, but also guides the monitor towards the remaining tabs for monitoring and evaluation in the Journal. Annex 1 provides instructions to help fill in the hub Campaign Plan.

2.1 Prepare

Actions to do: complete the Hub Campaign Plan – (in Hub M&E Journal) + fill in the Event Form on the Nefertiti Platform (Protocol on Annex 3)
https://nefertiti-h2020.eu/NefertitiPortal/#!/app-h/networks

2019 Learnings: tips and tricks to improve your Events preparation
Cooperation with local stakeholders such as farmers, advisors, private companies, policy makers etc. is key in preparing a demo event : - it ensures the construction of a relevant program which suits with local expectations and to choose interesting and inspiring speakers - it enables to share responsibilities according to fields of expertise (clear division of roles) - it allows to share the organization with events already planned
Promotion has to be widely spread through different channels, **in order to reach diversified targets**. As it requires time and budget, it has to be **sufficiently anticipated and spread along a long period**, with a peak before the event: leaflets, e-mails, SMS, internal communication in agricultural cooperatives, website, social media (Facebook and twitter), local press.
A **good timing planning** helps to stick to the program: - Specify the time needed for each part of the program and be realistic about it (especially keep time for exchanges and questions) - Keep time for unexpected tasks and things that cannot be done beforehand

The first step of the annual campaign plan consists of preparing and communicating on the 5-6 Hub demo events for this year. Remember that the preparation has to engage strongly the Hub Members. To collect information on all planned events you will need to fill in an online ‘Event Form’. The questions on this form are copied in Annex 3 for you to get an overview. Concerning the topics on this form, the Hub Coach should explain the Hub global aims, challenges and events expectation for 2019. Then s/he will share the basic information on the content and the objectives for each event and indicate the farm (or other organisation location) where the event will take place. The final topics concern the main information and characteristics for each event (Annex 3). Example of this characteristics:

- The actors involved and their role: farmers, demonstrator, facilitator, researcher
- The number and type of attendees
- The main way to present: video, leaflet, conferences, farmers’ witnesses, field trip, machinery-tools demonstration…
- The main way to promote the event: Mailing list, website(s), Social media, Newspaper, Radio…

The synthesis of this events form will provide a global view of the Nefertiti activities.

To help you to plan your activities effectively, you need give an overview of your activities in the Hub Campaign Plan. You can do this easily by filling in the first tab in the Hub M&E Journal at the beginning of the year and update it during the year when needed (Annex 1). This Campaign Plan has the following sections:

- Campaign year hub objectives
- Hub challenges
- Selection of showcase demo
- Hub activities (that includes the demo events but also other activities)
- Monitoring and evaluation scheme

Note: in developing your Hub Campaign Plan, also closely look at the Dynamic Action Plan of the network that your hub is part of. This plan co-determines the objectives of your hub while the activities of your hub should contribute to reaching the objectives of the network.

Concerning the Hub activities, part B of the campaign plan contains an overview to identify the most important characteristics of all activities and an indication of the monitoring of the activities.

2.2 Carry Out

Actions to do: use the Communication Kit + Communicate on the social media (protocol on Annex 4)

https://nefertiti-h2020.eu/NefertitiPortal/#!/app-h/networks

2019 Learnings: tips and tricks to improve your events organisation
Keeping time is essential in order to be able to follow the program: - Start on time - Ask the speakers to adjust the contents to the time that has been assigned to them - Control the time of each part of the event with a dedicated time keeper - Avoid diverting from the topic of the demo - Schedule time for questions
Diversify the type of supports and activities to **keep the attention of the audience**: - Give priority to hands-on approach - Combine in-door moments with field trial visits during the same demo - Valorise testimony of farmers (storytelling)
Optimize peer to peer exchange - Organise small groups, with group leaders, to facilitate exchanges between farmers. Avoid that the conversation is monopolized by a single person - Program informal moments (coffee break for instance) - Stimulate interaction by pro-actively asking input from participants - Avoid only giving presentations and incorporate a hands-on part in the program

The main objective of this part is to run the selected demo events. The Hub Members have to participate as much as possible to the demo events and organize a profound communication on Nefertiti. The Nefertiti team will provide a Communication Kit with several elements. The aims is to;

- Use the goodies and Nefertiti communication tools: Logo, flags, T-Shirt, Leaflet, poster…

- Communicate on the social media (Annex 4, protocol to communicate on the social media)
- Share pictures, videos, leaflet (…) on the Nefertiti Platform and social media (Annex 4).

To be able to draw lessons from each demonstration it is important to monitor these. See Annex 2 on how this can be done.

2.3 Evaluate and Improve

Actions to do: read the M&E manual + use the tools which are provide to help you to monitor and evaluate your activity (Annex 2) + Fill in directly after you event the online questionnaire to share the event results)

2019 Learnings: tips and tricks to improve your events monitoring and evaluation
Don't underestimate the time for evaluation (questionnaires to participants and debriefing session). Fill in directly after your event the online questionnaire to share the event results
Pay attention to **follow up** after the demo event - Provide the participants with a quick report of the meeting (summary, pictures, videos, links,…) - Send key information (attendance list, technical documents, training courses, etc.) to maintain the dynamic created by the demo event. Pay attention to GDPR guidelines here! - Generate good and functional dissemination material during the demo day (one person dedicated to taking pictures for instance)
Communicate on the event through local press and social media (provide material for that) and provide farmers a way to continue their discussions after the demo event (Facebook group for instance) or newsletter

Directly after the event the Hub coach has to fill in the online questionnaire. On the agenda you should open your event and on the bottom of the page click on "Edit". The questionnaire is opening, fill in the "Questions to answer after the event" and click on "update" (see annex 4).

An important aspect of the Hub approach is that the hubs explicitly try to learn from what is done in one year to improve the approach in the following years. Thus, it is key to evaluate all activities and to try and learn from what happened. To be able to do this effectively, it is important to use a structured method to observe what happens at demo events and other hub activities. This is called 'monitoring' and the combined approach of this observation and drawing lessons from it is called 'monitoring and evaluation' (M&E) (see figure 1 above).

M&E thus is a key ingredient of the NEFERTITI approach that may be new to many of the Hub members. To help you to use M&E in your hub, Annex 2 gives a brief description of the background of M&E, a description of how it can be carried out and a description of some tools that can be used to do M&E. You are advised to read this carefully to be able to implement it in your hub activities.

For the first campaign year, most events should be monitored in a general way while one event should be monitored in depth by using the guidlines from Annex 2. This describes two M&E tasks**, 'preparing M&E' and 'carrying out M&E'**. Together with these M&E guidlines, four **tools and templates** are provided to assist you with the performance of the M&E process within your hub. These tools are:

- The 'Hub M&E Journal': an Excel file containing separate tabs for monitoring and evaluation of the hub meetings, demo events, cross visits and the annual hub report.
- A 'Checklist' including important aspects and guiding questions for M&E of demo-events
- An 'Exit Poll' for demo events, which is a short questionnaire for visitors of a demo event.
- A tool/method for Team reflection, to guide you in the organisation of a session to evaluate the hub activities

Especially this last tool can help you to draw lessons on how to improve things for the next year.

The Hub M&E Journal is a document that is continuously updated after each demo activity and thus gives an overview of all that the hub has done. Furthermore, it provides a document to share your experiences with the other hubs in your network and it is a source to collect information on all hubs that will later be analysed in WP5. Hence, it is a key tool in the hub's learning process and in the project as a whole and you are asked to keep this up-to-date as well as possible during the Campaign year.

3 Annual Cross Visit

Actions to do: Read and follow the manual for cross-visits + exchange with your network leader to plan the cross visit in 2019

Each Network will organise one Cross-visit per year. The Network Leaders together with the Hub Coaches choose a destination for a relevant Cross-visit in relation with the Dynamic Action Plan. The cross visit is organised during 1 or 2 demo-events of the chosen hub and host the others Hub' Coaches and foreign demo-farmers for 2 days.

The Cross-visit process is managed by the Network Leader together with the leader of the Cross-Visit (Michael Kuegler) and the hub hosting the cross visit. An annual Cross-Visit plan is settled at project level to advertise the events and allow whoever is interested to participate.

4 Commitment from Policy Makers

National and regional Policy makers who expressed interest in NEFERTITI and beyond (other Policy makers that are not observers or members) are invited to participate in the demo events of the hub to show-case the added-value of demonstrations for spreading innovation and accelerating innovation uptake.

Policy makers are preferably invited to a large scale demo-event (where a large number of farmers attend) and to the Cross-Visit to show the European dimension of the project and the added-value of Networking in exchanging best practices and knowledge.

5 Budget

There is a provisional budget included in each partner's budget for the organization and evaluation of demonstration activities. Note that the figures below are indicative and that additional costs can be made eligible if necessary.

To support demo-activities in the hubs (2019-2020-2021), which implies preparing, organising and evaluating the demo activity the hub coaches have:

- 1.54 person/month /year (more or less 20 days)
- 400 €/year on local travels
- 1350 €/year on other direct costs for catering, fees, hiring buses, rooms etc.
- 275 €/year/hub of consumables

ANNEX 1: HUB CAMPAIGN PLAN INSTRUCTIONS

This document provides an instruction for filling in the Hub Campaign Plan tab in the Hub M&E Journa;. It consists of two parts that have to be filled in at the beginning at the Campaign Year. Part A concerns the hub objectives that has to be filled in by the Hub Coach. This part could ne copy and paste into the Nefertiti Platform in order to communicate on the hub activity. Part B concerns a planning of hub activities and the M&E scheme that the hub monitor has to fill in.

> Note: as indicated in the monitoring guidelines, it is recommended that the monitor is a different person from the hub coach but that in some cases it may be more practical that the coach also performs monitoring tasks. In that case, fill in both names in part B of the Hub Campaign tab and the hub coach and monitor can jointly fill in Part B.

Note: all text against a grey background has to be filled in or replaced by your own text in the first tab of Hub M&E Journal.

Part A: Hub objectives and action plan
A1. Campaign year Hub objectives (copy – paste in your Hub Description online)
Which objectives does the hub seek to achieve in this campaign year? Ask yourself what you want to have achieved by the end of the year, e.g. in terms of: • Making farmers aware of certain new developments; • Making other stakeholders or other actors aware of new developments; • Providing specific knowledge to certain kinds of farmers, to other stakeholders and/or to other actors; • Providing a platform for farmers to discuss new developments with fellow-farmers and others.
On each of these topics, try to be as specific as possible, e.g. • by specifying the agrarian subsector. • by specifying the type of farmer (e.g. the 'forerunner' farmer or the 'average farmer'), the type of other stakeholder (e.g. suppliers, buyers of produce), the type of other actor (e.g. policy-maker, general public, NGO). Also try to specify how many of these actors you try to reach, even if you can only give a broad range (e.g. 50-200 'average farmers'). • by specifying the type of new development (new technologies, new practices); • by specifying the type of knowledge that you seek to disseminate.
A2. Hub challenges (copy – paste in your Hub Description online)
Indicate what the main challenges are that the hub faces to achieve its objectives. These can be of various kinds, etc. • The *organisation of the hub*: e.g. lacking specific expertise, lacking organisational expertise • *Policy environment*: specific policy regulations may make it difficult for farmers to change certain farming practices that the hub seeks to change; but other regulations may also stimulate or even force specific changes. • *Economic pressure*: this may make it difficult for farmers in the sector to change certain farming practices that the hub seeks to change; • *Network relations*: the network may (initially) lack relations with key stakeholders to achieve its objectives. • *Public and political pressure:* Such pressures may stimulate change in certain directions.

A3. Select showcase demo

Which demo event (1 every year) will be monitored in-depth? This is the Showcase Demo.

- Why is this demo event chosen?
- How will the monitoring be performed and by whom (this should include an exit poll for feedback of participants).

Especially after your showcase demo, you should evaluate what happened and draw lessons on what can be improved next time. This evaluation should be based on the monitoring of this demo.
Next to this, you are also advised to evaluate other demos, but somewhat less extensive than the showcase demo.

Part B: Hub activities and Monitoring and evaluation scheme

B1: Hub activities

Indicate which actions the hub will undertake in the coming campaign year to achieve its objectives. In these plans, take into account the challenges above. You can have various types of activities, for instance:

- Establishing relations with specific stakeholders;
- Various types of meetings (some internal within the hub, some with stakeholders; also include virtual meetings (e.g. Skype));
- Evaluation meeting (to evaluate past activities, e.g. a recent demonstration);
- Organise or co-organise demonstrations;
- Network cross visits;
- Annual meetings where hubs exchange experiences;
- Media activities (indicate which media) to communicate the hub's plans or achievements with certain audiences.

Specify: 1) the main objective/title of each activity; 2) date of the activitry; 3) who will take part in the activity; and 4) involved participants/stakeholders and their roles.

Notes to planning activities:

- You can make a 'rough version' at the beginning of the year that can be updated during the year by adding lines, specifying dates, etc.

Details for each demonstration you need to fill in in the NEFERTITI online 'Event Form'.

B2: Monitoring and evaluation scheme

Who will take the role of the monitor? If this is done by different people (e.g. if the coach would also do monitoring tasks) clearly indicate who will do what during which activity. What is the relationship with hub coach? What are the responsibilities of the hub coach and the hub monitor.

Which monitoring tools will you be using during each activity?

- Tool for team reflection
- Exit poll for Demo events
- Checklist for Demo events

Where will you report about your M&E activities?

This should be one of the other tabs in the Hub M&E Journal. Which tab needs to be filled in?

- Hub meetings
- Demo events
- Showcase demo
- Cross-visit

- Annual M&E report

Note: Annex 2 provides monitoring and evaluation guidelines and explains how/when to use these different tabs.

B3. Monitoring reports (A point of attention for all hub activities)

The HUB M&E Journal has a tab 'Annual M&E report'. You can fill this in by the end of the campaign year and submit it for use in other WPs.

During the year, however, there will also be meetings with your thematic network for which it is useful that hubs send each other some report on what they have done and learned so far. It is recommended that prior to such meetings you preliminary fill in some parts of the annual report and then send these to your partner-hubs from the network. In your M&E scheme, you should indicate when you will compile the preliminary versions of your annual report and send them to your hub partners, and when you will compile the final version.

Annex 2: Monitoring and Evaluation Guidelines

Note for reading: These guidelines contain a lot of detail on doing M&E that you will not be able to grasp all at once. You are advised to first read it through once in half an hour or so to get a feel for what it is about. Subsequently you read it more closely to help you carry out the first steps that have to be taken in connection with M&E. After having gained your first experience with doing M&E you are adviced to read it through once more to see whether there are things that you may have overlooked initially.

1 Introduction

This manual describes how monitoring and evaluation (M&E) by the NEFERTITI hubs should be carried out. The first chapter describes the **objectives** of M&E, the **role of the monitor** and distinguishes **two main steps** in connection with M&E. These two steps**, 'preparing M&E' and 'carrying out M&E'**, are further elaborated in the third and fourth chapter of this document.

Together with this manual, four **tools and templates** are provided to assist you with the performance of the M&E process within your hub. These tools are:

- The **Hub M&E Journal**: an excel file containing separate tabs for monitoring and evaluation of the hub meetings, demo events, cross visits and the annual hub report.
- A **Checklist** describing important aspects and guiding questions for M&E of demo-events.
- An **Exit poll for demo events**, which is a short questionnaire for participants of a demo event.
- A tool/method for **Team reflection,** to guide you in the organisation of a session to reflect on hub activities.

The text in this manual below refers **in bold** to these tools and indicates how they can be used.

2 M&E objectives, role of the monitor and main monitoring tasks

2.1 Objectives of monitoring and evaluation

Monitoring and evaluation of the NEFERTITI hubs has two general objectives:

1. To help the hub achieve its objectives. M&E provides input for a process of 'self-reflection' in the hub. This implies that the hub critically assesses its own activities and outcomes and, consequently, takes corrective action when needed.
2. To report the most important experiences in the hub. Hub monitoring reports are used as a source of input for learning at the NEFERTITI thematic network level and for the overall project assessment in WP1 ('Dynamic Action Plans'), WP4 ('knowledge reservoir') and WP5 ('Analysing lessons').

2.2 Source of M&E: The 'Hub Campaign Plan'

To fuel a process of self-reflection, M&E should be based on the hub's objectives and the activities. These will be specified in the 'Hub Campaign Plan' that each hub will develop and update every year as part of the WP3 activities.

Starting in the second year of the NEFERTITI project (2019), each hub will compose an annual Hub Campaign Plan. The lessons learnt from the previous demo campaign year will be taken into account in the following demo campaign years. The Hub Campaign Plan will help to do this in a systematic way. its objectives?

2.3 M&E steps and responsibilities

2.3.1 M&E steps

The M&E process supports the self-evaluation of the hub's functioning and activities and reports the main achievements and learning by the hub. This is realised by taking the following two steps.:

1. **Preparing M&E,** including:
   a. **Developing** a draft M&E scheme by using this manual as a guide.
   b. **Discussing** the M&E scheme with hub partners to produce the final version. This version will be included in the Hub Campaign Plan.
   c. **Adapting** the M&E scheme if needed.
2. **Carrying out M&E,** including:
   a. **Observing and recording** what happens at hub team meetings and demonstration events.
   b. **Reflecting** in the hub team on lessons learned and opportunities for future improvements.
   c. **Reporting** on what is learned, to be used in different WPs in the NEFERTITI project.

These two steps are further elaborated in chapters 3 and 4 of these guidelines.

2.3.2 M&E responsibilities: role of the hub monitor

It is recommended that hubs assign a person other than the hub coach as the '**hub monitor'**. Within the project, the hub coach is responsible for the overall functioning of the hub. However, it will be difficult to combine the role of hub coach as overall facilitator of the hub, with the role of doing M&E. A hub monitor can take over the hub coach's responsibilities for self-evaluation and reporting on the main achievements and learning by the hub. The two following examples show the advantages of assigning a hub monitor:

- During hub meetings, the hub coach is primarily occupied with the question "are we doing things right according to the Hub Campaign Plan?". But for M&E there is also a more fundamental question: "are we doing the right things according to our objectives?" It is difficult to have both roles combined in one person, and the hub monitor can add considerable value here.
- During meetings or demo events a hub coach needs to be on top of everything that goes on and to facilitate the discussions and agenda. But the M&E process requires a focus on those things that may need improvement to achieve the hub's objectives. This requires taking a more reflexive stance. And the hub coach most likely not have the time and necessary distance to combine these responsibilities.

There may be practical barriers for appointing a dedicated monitor for all meetings and events because of limited hub resources and time. However, by using the tools provided with this document, M&E should not require a lot of time. It is up to the different hubs to decide for themselves how they will implement the role of hub monitor, taking into consideration that in the ideal case the coach and monitor would be different people.

In this document, we will further refer to the "hub monitor" as the person who is responsible for the M&E process. However, this role could also be played by the hub coach for specific occasions, if a separate person would not be available as hub monitor.

3 Step 1: Preparing M&E

3.1 Develop draft M&E scheme for the hub

The hub monitor needs to develop an M&E scheme as part of the Hub Campaign Plan, which is adapted to the needs of the hub. The M&E scheme describes how M&E will be carried out in the hub, i.e. which events will be monitored, which tools will be used and how the evaluation of the monitoring will be carried out.

A template for this M&E scheme is provided as part of the Hub Campaign Plan template (filename: Nefertiti - Hub Campaign Plan - Template.docx). Completing this template for your own hub will render a 1-2 page description of how you plan to do M&E.

To develop an M&E scheme, the following steps need to be taken by the hub team:

- Appoint a hub monitor from the hub team;
- Discuss roles and responsibilities of the monitor and the hub coach regarding M&E (e.g., if the hub coach would also carry out some monitoring tasks) ;
- Identify the key elements that should be included in the M&E scheme using the template in the Hub Campaign Plan

The Hub monitor develops (possibly in interaction with the Hub coach) a draft M&E scheme based on the previous discussion.

3.2 Discuss the draft M&E scheme with hub partners

The draft M&E scheme should be discussed with partners to ensure everybody's participation in the reflection process on the functioning and impact of the hub's activities. The monitor takes the lead in this process and produces the final version of the M&E scheme so that it is supported by the whole team.

3.3 Adapt the M&E scheme if needed.

Each year, the hub must adapt its Hub Campaign Plan based on the experiences from the previous year. Accordingly, the M&E scheme also should be updated to match the objectives of the adapted Hub Campaign Plan. In addition, small changes may be useful during the demo campaign, resulting from direct experiences of applying M&E.

4 Step 2: Carrying out M&E

4.2 Observing

4.2.1 Activities to monitor

There are various hub activities that can be monitored to increase the Hub's effectiveness:

- Hub meetings in preparation of a demonstration event
- The demonstration event itself
- Hub meetings to evaluate a demonstration event

- Cross visits (where all hubs in one thematic network exchange experiences)
- Other thematic network meetings (at NEFERTITI annual meeting or skype meetings)

4.2.2 Observation and taking notes

During all these activities, the key task of the monitor is to observe and take notes of what occurs. This is the **monitoring** part of M&E. These notes can be entered in the **Hub M&E Journal,** which is provided as a separate template. This is an Excel-file with separate tabs for the various types of activities mentioned in section 4.1.1 above. On each tab, specific aspects of the activities are suggested on which you can enter notes.

To help you with completing the specific aspects of the activities in the **Hub M&E Journal**, **a Checklist** has been developed as a separate tool with guiding questions for the monitoring. This tool distinguishes the following aspects of a demo event:

- Objectives of the demo event
- Demo preparation
- Demo event (the demo itself)
- Demo impact

Instruction for use: At a meeting or event, have the related specific page (objectives, preparation, event or impact) from the **checklist** lying in front of you. The checklist indicates the issues to observe and questions you can ask yourself. On the basis of your observations in relation to each aspect, you can take notes in your **Hub M&E Journal**.

In addition to taking notes on observations, monitoring data can also be collected by other means. For example:

- Sound recordings;
- Photographs or videos;
- Questionnaires to gain feedback from participants of a demo event. For this purpose, a tool is provided, named “Exit Poll for Demo events”.

4.1.3 Showcase demo and visitor questionnaire

During the year, the Hub team will organise various demo events. For most of these, a basic M&E should be carried out by using the **Hub M&E Journal** tab (‘**Demo events’**). However, for one specific demo event, the **‘showcase demo’**, a more in-depth M&E should be carried out, by using the tab **Showcase Demo** in the **Hub M&E Journal**. Such an in-depth observation can provide better insights in what could be improved in the organisation of demo events and it can provide relevant input for the overall project analysis in WP5.

For this showcase demo, feedback should be collected from the visitors of the demo by using the provided questionnaire **Exit poll for demo events**. To be able to use this for your own demo, you need to translate the questions into your local language. Possibly, some questions should be adapted to the characteristics of your own demo.

At this showcase demo, it is recommended that some members of the hub team briefly interview a number of visitors (a few minutes for each interview) at the end of the demo and note down their answers on the questionnaire sheet (**‘Exit poll for demo events’**) on a clipboard. With the combined efforts of several people from the hub team and half an hour or 45 minutes at the end of the demo, several dozen feedback questionnaires can be collected that will give a more extensive impression of the visitors’ views.

Alternatively, visitors can be asked to fill in the exit poll themselves, but this may result in less control over the quality of the responses. Questionnaires may also be distributed and people asked to send them back later, but the risk is that there will be a low response rate.

For the showcase demo, some key factors in the 'context' of a demo event should be indicated. (See **Hub M&E Journal**, tab **Showcase Demo**, one column under '**Before the demo day'**). A demo event always takes place on a topic in a specific agrarian subsector. But other developments in that (sub-)sector (e.g. economic developments in the sector, public pressure for change, policy regulations, etc.), can also influence the impact of the demo event. When identifying and taking into account these contextual factors, the possible impact of a demo event can be increased.

Note for the monitor: Other hub members attending the demo event can assist in recording, e.g. by taking notes, asking visitors to fill in questionnaires, taking photos, etc. Afterwards, the monitor is responsible to process the information recorded by the others. Prior to the demo event you should discuss in the hub team how the monitoring at the demo event will be organised.

If more members of the team attend the demo, it is also useful that each of them fills in the associated page in the **Hub M&E Journal**. This provides a more diverse basis to evaluate the demonstrations afterwards.

We ask you to use the **Exit poll for demo events** in connection with the showcase demo. However, since this can be a very rich source for you to gain feedback on a demo from participants, you are advised to use these with other demos as well.

4.2 Organising team reflection

Everything noted in the **Hub M&E journal** can later be used to fuel the self-reflection in the hub team. This is the **evaluation** part of M&E. To do this, the team (on the initiative of the monitor and the hub coach) should put reflection explicitly on the hub's meeting agenda. Two very useful occasions for this are:

- A preparation meeting for a demo event. During this meeting the monitor should take care that the objectives and the activities for the demo event are well formulated. The demo objectives specify what the demo event seeks to achieve. The demo activities should guarantee that the objectives can indeed be achieved. If the objectives are not very clear and/or the activities are not in line with the objectives, it will be very difficult to assess later whether the demo has reached its desired impact. You can use the guiding questions on "demo objectives" in the Checklist to make this reflection.
- An evaluation meeting after the demo. This is intended to assess to what extent the demo has achieved the hub's objectives, to learn as much as possible on how things went and to draw lesson on how things may be improved for the next demo event. To assist this reflection, you can use the guiding questions on "demo impact" in the Checklist .

During hub meetings where you plan to reflect on the demo events, you can use various methods to stimulate active participation of hub members (post-its, flip charts, mind maps, making timelines, etc.). The document "**Team reflection**" provides some guidance on how this may be done. There may also be other familiar tools to facilitate reflection which may be used. .

To identify topics for reflection, your **Hub M&E Journal** is the key source. After each hub meeting, you are advised to reflect briefly on what you noted and identify the most important items that could be reflected on during a next hub meeting. Alternatively, some issues may be introduced immediately at the ongoing meeting, in interaction with the hub coach or the chairperson for the meeting.

For any demo, for which you have used the **Exit poll for Demo Events**, the answers from the demo participants will be a very rich source for reflection. Even if you did not use the exit poll at the demo, the questions from the exit poll may still help you to structure your own evaluation of the demo.

General note on reflection: To evaluate the hub activities it is important always to do this against the background of the hub's objectives. The central M&E question is whether the demo-activities within the hub are actually stimulating learning by farmers and result in change of these farmers' practices. Simply stating that a demo event was a success because of a large number of participants will not be enough, as that can only be a partial objective. The objectives should also specify that farmers take home something from the demo that is useful for their own farm and farming practices. This does not mean that they start changing things immediately. It may also have stimulated them to first search for further information and advice.

To assess whether this has been achieved, it is key to reflect on whether a large number of demo participants actually helped to realise this objective. 'Digging deeper' may then reveal that some parts of the demonstration did not meet the needs of most participants so that little learning took place. These are important lessons for following demo events.

4.3 Producing monitoring reports

Hub monitors have to provide monitoring reports that will be used for exchange of experiences at thematic networks meetings and for further processing within the NEFERTITI project (WP5).

Templates for reporting are provided in the **Hub M&E journal,** in 5 tabs (see below). We advise you to take notes in the related sections of your M&E Journal immediately after each major event, such as a demonstration event, a cross visit or a thematic network meeting. Before each network meeting (including the Cross Visit), you can then send a preliminary version of your M&E journal to the partners to inform them of your progress thus far.

At the end of the campaign year you also need to fill in the tab **"Annual M&E Report".** However, you are advised to assess immediately after each meeting or event whether you have already learned things that can be put into the Annual M&E Report. Thus, you run less risk of forgetting important things when you fill in the final version of Annual M&E Report.

After completing your annual report at the end of the campaign year, you submit your complete **Hub M&E journal** for further analysis in WP5 and then start a new journal for the next year, using the same template.

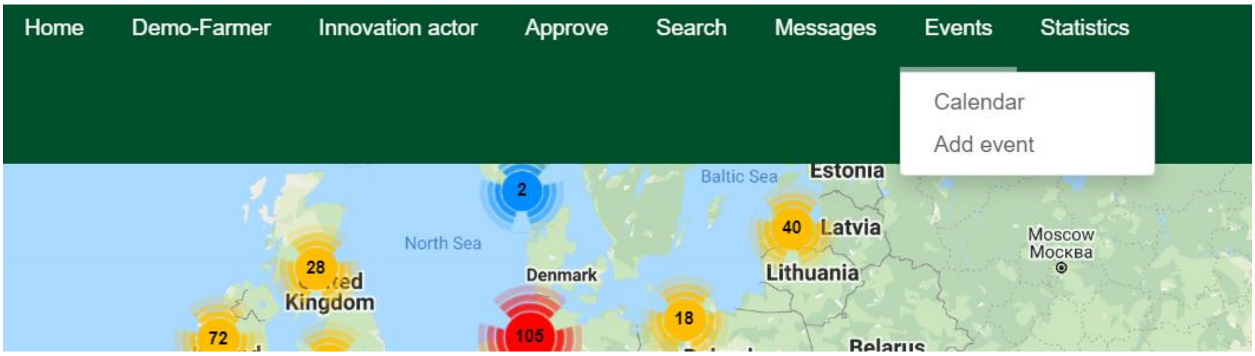
The following tabs are especially relevant for reporting to the WP5 team for purpose of exchange of experiences between Nefertiti partners and cross-fertilisation :

- **"Annual M&E Report"**
- **"Cross Visit"**
- **"Showcase Demo"**
- **"Demo Events"**
- **"Hub Meetings"**

Annex 3: Protocol to Add an Event on Nefertiti Platform

Event form – register an event

1. Go to: https://nefertiti-h2020.eu/NefertitiPortal/#!/app-h/networks
2. Login as Hub coach (mail + password)
3. In main menu you will find button: Events – click on it
4. Choose Add event
5. Answer the questions



The access is given just to registered users – consortia members.

The questions that will be displayed are:

1. Network
2. Name of event
3. Beginning of event (date + time)
4. End of event (date + time)
5. Where your event will take place?
    - In a farm
    - In an organization
    - Online

   If "farm" is chosen, then a drop-down list is presented with following answers:

    - Farm 1
    - Farm 2
    - Farm n
    - Farm not registered – please provide exactly name and address of the farm (note: If you want to register farm, please click here and fill a survey.)

   If "in an organization" is chosen, a drop-down list is presented with following answers:

    - Organization 1

- Organization 2
- Organization n
- Organization not registered – please provide exactly name and address of the organization (note: If you want to register farm, please click here and fill a survey.)

6. Could you precise the main contents and objectives for this event? (max 200 characters)
7. Please translate main contents and objectives for this event in English.
8. Who is the main event organizer? Please choose just one answer
    - You as Hub Coach or your organization
    - The host farmer
    - Supply chain company
    - Farmers' organization
    - NGO/charity and/or other agricultural development organization
    - Private/public extension or advisory service
    - Project activity
    - Other, please specify:

9. Who are the funders of the Event? Multiple responses possible, please choose all that apply:
    - Funded by the farmer
    - Supply chain company funded
    - Public funded (regional, national, EU…)
    - Charitably/NGO funded
    - Farming organization funded
    - Advisory service funded

10. The demonstration provided is? Please choose just one answer:
    - Free to all participants
    - Free to members of the organizing group/network/program
    - At a charge to all participants

11. What are the main goals of the event? Multiple responses possible, please choose all that apply:
    - Innovation uptake (practices, machinery, tools…)
    - Farmer and rural networking
    - Local economic development
    - Improved environmental conditions
    - Competitiveness/Productivity
    - Regulatory compliance/Policy implementation
    - Other, please specify:
12. How many participants do you expect? Please choose just one answer
    - <20
    - between 20 and 50
    - between 50 and 100

- between 100 and 200
- >200

13. What is the target audience? Multiple responses possible, please choose all that apply
    - Farmers
    - Farm employees
    - Public or Private advisers
    - Consumers
    - Supply chain actors
    - Researchers
    - Students
    - Policy makers

14. How do you promote your activity /event? Multiple responses possible, please choose all that apply:
    - Mailing list
    - Website(s)
    - Social media
    - Newspaper
    - Radio
    - TV
    - Leaflet and poster
    - SMS
    - Other, please specify:

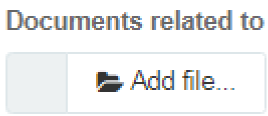
15. What is the source of the objects or practice(s) demonstrated? Multiple responses possible, please choose all that apply:
    - Farmer's own innovation
    - A research-led innovation
    - An industry- led innovation
    - Other, please specify:
16. Which are the typical demonstration methods used during the demonstration events? Multiple responses possible, please choose all that apply:
    - Oral presentations/seminar ('expert'-led)
    - "Demonstration display"(e.g. equipment, machinery)
    - Farm-field walks
    - Videos
    - On-line tutorial
    - Hands-on experience/training sessions/workshops
    - Interactive discussion (e.g. facilitated group discussions, round table, ...)
    - Other please specify:

17. Who are the main presenters/facilitators during the demonstration events? Multiple responses possible, please choose all that apply:
    - Farmer
    - Public/Private advisor(s)
    - Researcher

- Students
- Policy maker
- Funder
- Supply chain actor
- Other please specify:

18. Link to event web resource

At the end, option for document upload is foreseen:



In questions that foresee multiple answers, they can be chosen by holding "CTRL" during choosing answers. Alternatively, they can be chosen one by one, without "CTRL"

Event form – report about your event

After the event has been organized, the HC / NL is expected to answer post-event questions. In order to find these questions, following steps should be taken:

1. Go to: https://nefertiti-h2020.eu/NefertitiPortal/#!/app-h/networks
2. Login as Hub coach (mail + password)
3. In main menu choose your Network
4. Choose your hub
5. Scroll down to the events calendar
6. Choose your event
7. Scroll down and choose Edit
8. Answer the questions at the bottom of the page and click on Update

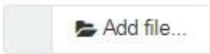
The post-event questions are:

1. How many people did participate to this event?
2. What is the precise or estimated % of ? (Please try to reach 100%)
    - Farmers
    - Farm employees
    - Public or Private advisers
    - Consumers
    - Supply chain actors
    - Researchers
    - Students
    - Policy makers
3. How many demonstrators-speakers did present something on the event?

- Farmers
- Public or Private advisers
- Researchers
- Students
- Policy makers
- Funder
- Supply chain actors
- Other

4. Please, describe the event implementation (max 500 characters)
5. Please, describe the event implementation in your local language (max 500 characters)
6. Link to event web resource
7. Please upload picture / logo / event agenda / some other document that would make your event be more visible and appealing.

For the last question, the following button appears for the documents to be uploaded:



Annex 4: Social media communication protocol

The main aim of this protocol is to help hub coaches to prepare materials for the promotion of Demo events on NEFERTITI Social Media Channels. Each event should be promoted with at least 2 post:

- Announcement / Invitation
- Photo/Video documentation during the event

The materials for the Announcement will be downloaded from the NEFERTITI Platform. The materials needed for Social Media promotion are:

- Date and time
- Short description
- Partners involved (organizers)

During the event, Hub Coach should timely provide NEFERTITI Social Media team with photos and/or videos. The channels for transfer photos/videos during the event are Facebook, Twitter and/or Linkedin.

If Hub Coach has active social media accounts (Facebook, Twitter and/or Linkedin), the best way is to share the photos/videos on their channels and mention NEFERTITI account:

- Facebook: @NEFERTITI.EU
- Twitter: NEFERTITI_EU
- Linkedin: NEFERTITI H2020

Otherwise, photos/videos and short text should be sent via one of the following channels:

- Email to: vujaklija.dajana@gmail.com
- Nefertiti WhatsApp group

Additionally, hub coaches are encouraged to send interesting conclusions from the events, quotes and anything they find interesting for sharing on Social Media.

NEFERTITI
F A R M D E M O

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