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D2.5: Strategy for Self-sustainability of the Project

Document Summary

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Abstract

NEFERTITI Programme promotes the creation of interactive thematic networks related to the agriculture sector to promote knowledge, learning and the adoption of innovative techniques through the exchange of information between different actors and live demonstrations.

This document summarizes the activities that have been developed throughout the project to define a "Strategy for Self-Sustainability of the Project Networks", i.e., to assure that the demo activities and other initiatives will continue after the project ends.

Table of contents

I. The overall context of the Strategy for Self-sustainability

Task 2.7 of the NEFERTITI project is aimed at preparing a Strategy for Self-Sustainability of the project Networks. The main goal of this task was to analyze the experiences and assess the impacts of the NEFERTITI's networks and hubs, their added value in terms of knowledge transfer and peer to peer learning and the potential impact that has resulted from the demo activities that have been organized. The overall objective was to develop a strategy for the self-sustainability of the networks and hubs after the end of the project. The results obtained in WP3, WP4 and WP5 helped to provide quantitative and qualitative data (namely through the participants' feedback obtained by the satisfaction enquiries) to support the sustainability strategy. T2.7 was also developed in close collaboration with WP6, because its outputs have fostered the dialogue with relevant policy makers and EU regions engaged in WP6.

During the 2019 NEFERTITI Winter Meeting, held in Ghent, a session was carried out under WP2 with the title: "Managing and sustaining the networks". This session was divided in two topics: *Network sustainability – what models for the future?* and *Extension of the Networks & Teaming-up with other projects*. In the first topic, the objective was to discuss the sustainability of the NEFERTITI networks and hubs, exploring and defining models for the future of the networks and hubs after the end of the project. Although the project still had two years before the end, this session was important to address sustainability at an early stage, to guarantee that the networks and hubs were fully prepared to define a sustainability road path. Further information on this session is available on the "Winter meeting 2019 Report" (Annex III).

Due to the COVID outbreak and lock-down all over Europe in 2020, the task of Sustainability took a step back to leave room to more urgent matters, some of them highly affected by the pandemic. In the 2021 Annual Meeting, which was held online, a session was organized on "Network Sustainability" together with WP1, WP2, WP4 and WP6. The objective was to discuss complementary approaches to Network Sustainability. This session was initiated by WP1, with "The Value of the Network". Since it had been more than a year since Hub Coaches and Network Leaders discussed sustainability, WP2 presented a summary of the last session on sustainability (in 2019). A debate followed, where the mains components for sustainability were identified.

The bottom-up approach to the sustainability of the networks was again presented and discussed in 2021, in the Annual Meeting. It is important to mention that NEFERTITI has a pyramid organization (Figure 1). At the top there is the EU level of NEFETITI Network, then the Thematic Networks, then the Hubs and finally, at the bottom, the Demo farms. The sustainability of these four levels was fully discussed by all partners (including Hub coaches). Initial conclusions (before the dedicated survey organised in a second step) indicated that demo farms will be there after the end of project, as they have learned on demonstration, enjoyed the process and are willing to continue. If the demo farms will be there after Nefertiti, we should focus on sustainability at a hub level. The sustainability of the next two levels (thematic networks and the EU level Nefertiti network) has been discussed in WP6, but we will also be discussed later.

Working on the sustainability of the hubs requires the direct and active involvement of hub coaches. To help with this, WP2 first prepared an exercise using the method of the "Innovative Power of Criticism". This allowed the hub coaches to come up with specific proposals for network sustainability, based on the specific situations of their hubs, including the external environmental, economic and social contexts. Further information on this session is available on the "Annual Meeting 2021 Report" (Annex IV).

Finally, in the last year of the project, WP2 prepared and undertook a survey with the objective of analyzing the diversity of experiences at hub level and assess the impacts of NEFERTITI's networks added value. The main aim was to develop a strategy for self-sustainability of the overall project, and its activities, after the end of the project. At the 2021 Winter Meeting in Lisbon, the survey for hub coaches was presented and approved by the ExCom, and then sent to the hub coaches in February and March of 2022. The results of this survey were presented in the 2022 Annual Meeting in Den Haggen. The survey will be discussed in detail further ahead in this deliverable.

II. What does "Self-Sustainability of the Projects Networks" mean

The NEFERTITI project is organized in ten thematic networks, which in turn integrate 45 different hubs (4 or 5 hubs/network), from 13 different EU countries (Belgium, Bulgaria, Croatia, Finland, France, Germany, Hungary, Ireland, Netherlands, Poland, Portugal, Spain, United Kingdom). These hubs are led by a hub coach, who coordinates different demo-farms, farmers and other innovation actors (figure 1). The hub coach is also the main responsible for the organization of the demo activities in its own hub.

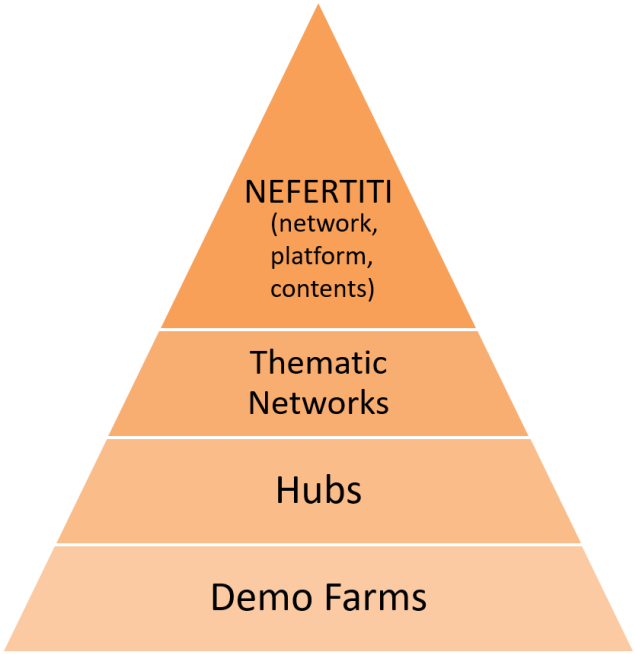


Figure 1 - NEFERTITI organizational structure

To analyze and discuss the potential sustainability of the demo activities when the project comes to an end, we have to consider the structure of Nefertiti and these different hierarchical levels. The top level is European, and can be sustained in the future through similar projects or other public (large scale) funded initiatives. There are, for example, several Horizon 2020 and Horizon Europe topics / projects that could fund or somehow accommodate the continuation of the platform, the large-scale thematic networks, or the social media content dissemination on farm demo. The same is true for the thematic networks. At EU or regional level, there are different initiatives and funding available to support farm demo networks and activities. So, in a substantial way, the sustainability of the networks is already happening.

The real and more interesting challenge is the sustainability of the hubs and demo farms. Are the hubs sustainable? Will they find a way to maintain the initiatives / activities after the Nefertiti project? And what about the demo farms? Will they manage to organize more activities after the end of the project? In fact, and after several workshops/discussions that were held on this topic, we believe that the sustainability of the whole project´s network must follow a bottom-up approach, which is the only way to maintain the activities and the whole structure of the project after its end.

The discussions on this topic – building a sustainable future for the hubs and the demo farms, and then for the whole project, led to several improvements on the document of support. One of the most important was the definition of the three components that are needed to ensure the sustainability of the hubs (therefore the networks):

- institutional ownership: who is coordinating the hub, mostly dependent on the willingness of the organizations who are currently coaching the hubs to maintain that task
- functional model: governance and partnerships under which the hub is maintained
- financing: where does the financing to support these structures and initiatives comes from.

In order to better understand the needs of the hubs to maintain these activities, i.e., which of the above-mentioned components were the most important, a survey was undertaken with the hub coaches. The results of this survey are discussed in the next chapter.

III. Survey results

At the end of 2021, a survey for the hub coaches was prepared by WP2, in collaboration with WP1, WP5, and WP6 and the coordination, to serve as a basis to analyze the self-sustainability of the NEFERTITI hubs. The aim was to understand if it was possible to build a bottom up strategy to maintain the demo activities after the end of the project, building this strategy from the hubs to the overall EU level NEFERTITI network. The survey was revised and approved in the 2021 Winter Meeting by the NEFERTITI ExCom and the Networks Leaders. In January of 2022, the survey was sent to all hub coaches. The results of the survey were presented at the 2022 NEFERTITI Annual Meeting, and are also summarized here. The survey is organized into four topics: Level of achievement (of the hubs), Future perspectives and commitment, Financing, and Maintaining the Hub.

1. Level of Achievement

The first topic of the survey is the "level of achievement". Several questions were made to analyze how hub coaches felt about their success in fulfilling the NEFERTITI objectives. The aim was not to monitor or evaluate if the initially proposed demo activities were achieved. This was formally and systematically done by WP3 and WP5. The objective was to understand if the hub coaches made a good self-evaluation of what they did, feeling prepared to continue the activities after the end of the project. It was a qualitative and introspective evaluation.

The first question regards the number of demo activities (figure 2). The answers were very positive, as most hub coaches classified their own activities with more than 7 (on a scale from 0 to 10). This is perfectly in line with the evaluation of the demo activities in WP3. In fact, most of the hubs achieved (and in many cases exceeded) the initially proposed objectives.

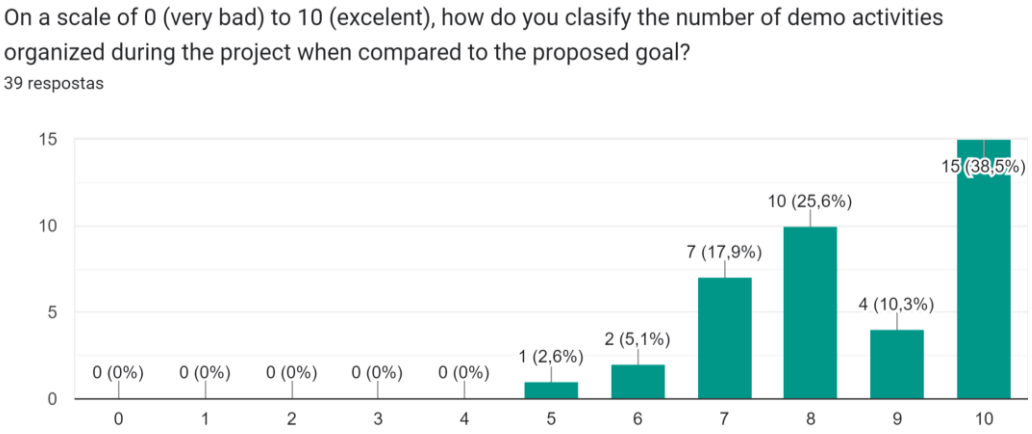


Figure 2: Evaluation of number of demo activities

The second question concerns to the level of participation of farmers and other innovation actors on the demo-activities that were organized during the project (figure 3). The results were also mostly positive, with the vast majority of the hub coaches classifying these activities above 7 (on a scale from 0 to 10). This is once again in line with the evaluation that was undertaken in WP3, which shows a high level of participation in the demo activities.

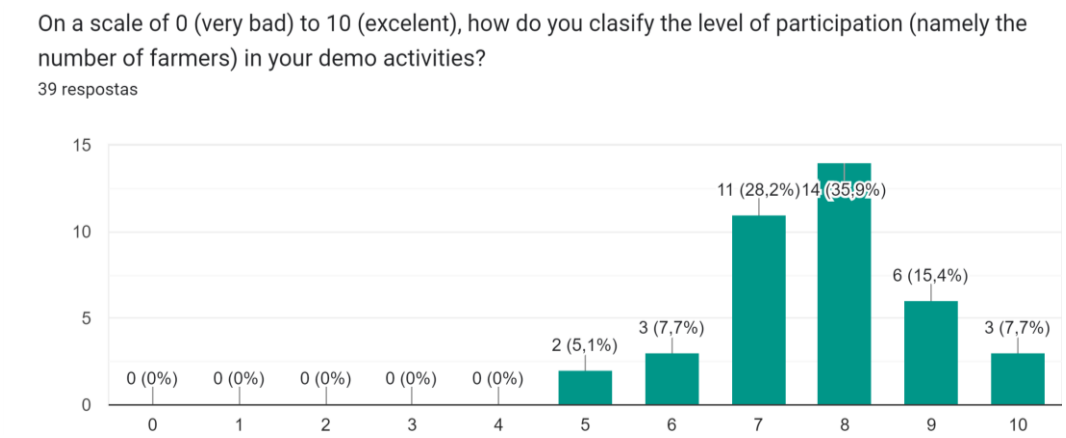


Figure 3: Classification of level of participation

The next question was done to understand the level of involvement amongst the hub members (figure 4). In this case the answers were not so uniform. Even though the majority of the answers were still very positive (more than 55% of the hub coaches gave a classification of 7 or more), there were some fewer positive answers. In fact, ca. 20% of the hub coaches gave a classification of 5 or lower, which means that they were not satisfied with the level of involvement of the hub members. This was possibly the first indicator that some of the hubs were not prepared to continue the activities in the future.

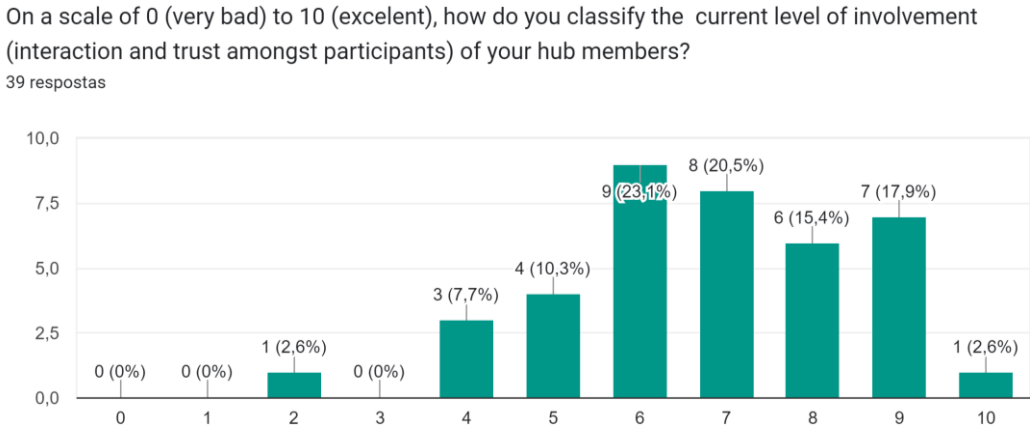


Figure 4: Classification of hub interaction

A similar result was obtained when the hub coaches were asked about the hub governance (figure 5). Although the figures were a bit better than in the previous question, there were again about 20% of the hub coaches that classified the hub governance in the end of the project with a rating of 6 or below. This corroborates the idea that some of the hubs did not manage to develop matured structures during the project, which means that they are likely not prepared to continue the demo activities after the end of NEFERTITI. It is important to emphasize, on the other side, that this also means that ca. 80% of the hubs consider they have developed good governance structures, and believe they are well prepared to sustain the demo activities.

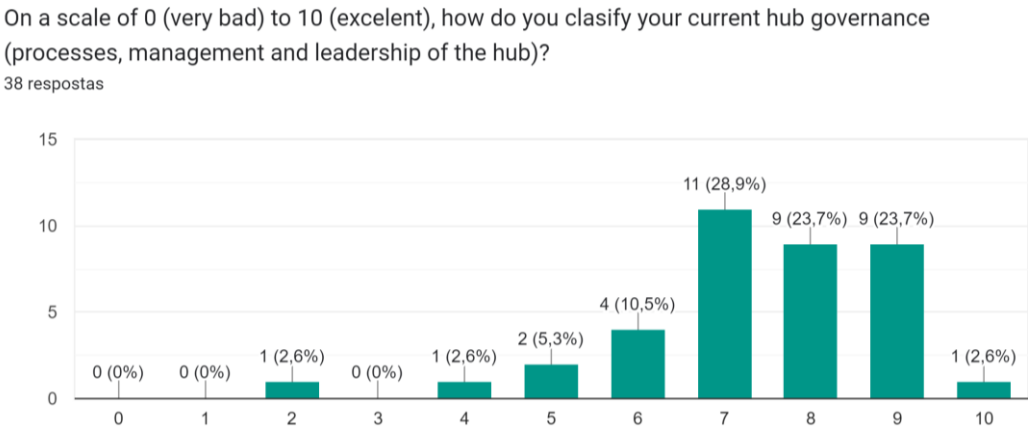


Figure 5: Classification of hub governance

On a more open-answer question, hub coaches were asked what their hub's major achievement was. The most frequently mentioned achievements were networking (mentioned 15 times) with hub coaches seeing very positive aspects that resulted from the NEFERTITI experience, such as new contacts and partnerships, more young and women farmers, better dissemination of innovation, better group interactions, and more farmers doing demonstration practices. Knowledge transfer and exchange was mentioned 10 times, with hub coaches emphasizing the more interactive communication and better links to farmers. Technical agronomical improvements was mentioned 7 times, and well as demo events, more specifically the quality of the demos, the high number of demos organized, the online adaptation (after Covid), the high number of participants in the demos, and the diversity of events. Cross-visits were also seen as highly positive, improving the motivation for demo-events and fostering international connections and knowledge exchange.

Hub coaches were also asked what was the major challenge on the NEFERTITI project. As expected, Covid was mentioned by many, with 18 answers. Hub coaches say that the pandemic has hampered engagement and the hub spirit, stopped the momentum, created technical difficulties (namely in online sessions), forced the cancelation of many activities and compromised knowledge transfer. The lack of engagement of hub members was mentioned 12 times, manly in the first year. The language barriers during the cross-visits was also mentioned by many, as well as the lack of user friendless of the NEFERTITI platform in the beginning. Organizing demo-events was also a challenge for several hub coaches, mentioned 6 times, more specifically issues related to budget, choosing a topic, and general planning.

Despite the challenges, the last question on this topic of Level of Achievement asked hub coaches to classify the hub work overall (figure 6), and most answers were very positive. Nevertheless, and once again, there were ca. 25% of the hub coaches classifying their performance with a rate of 6 or below, showing that some of them are not satisfied with what they achieved. On the other side, 50% gave a rate of 8 or more, showing a high level of satisfaction with what was achieved.

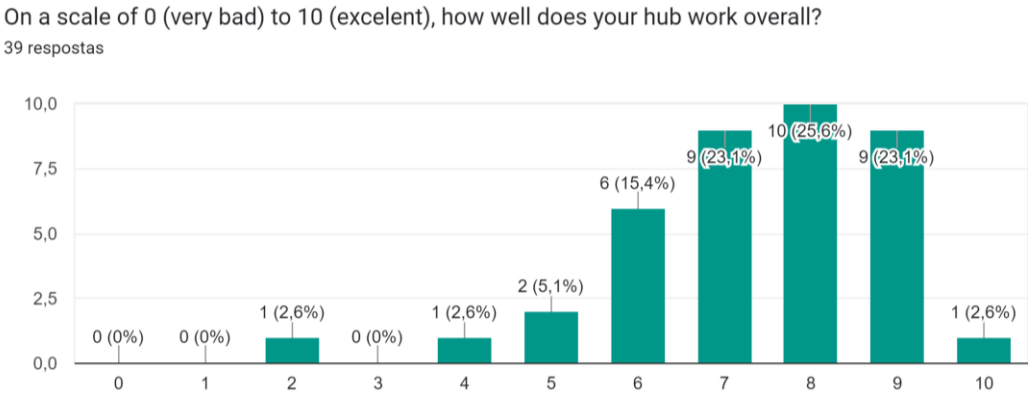


Figure 6: Classification of overall hub work

2. Future Perspectives and Commitment

The second topic of the survey was "Future Perspectives and Commitment" to maintain the hub. The first question of this topic asked the willingness of the hub coaches' organization/institution to maintain the demo-activities after the end of the project (figure 7). The answers were somehow more dispersed, but show a similar overall pattern when compared to the previous ones. A small group (ca. 10% of the hubs) say that their institutions will not maintain de hub (a rate of 3 or lower). In about half of the hubs, the institutional support to continue is very high (a rate of 8 or bigger). The rest have doubts, with more than 20% giving a classification of 5. This shows, again, that about one third of the hubs may not continue after the end of the project.

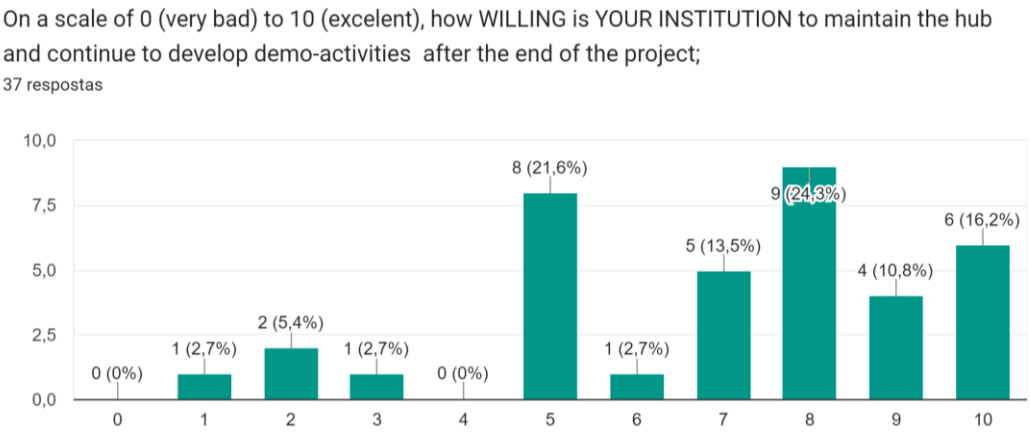


Figure 7: Classification of willingness of institution to maintain activities

A similar result was obtained when asking the willingness of the hub coaches (themselves) to maintain the hub after the end of the project (figure 8). Ca. 10% gave a rate of only 1. These will most likely not continue their role as hub coaches. About one third of the hub coaches gave 3 or less, again showing that they are possibly not willing to continue. But more than half (56,3) gave a rate of 7 or higher, which clearly indicates their willingness to continue.

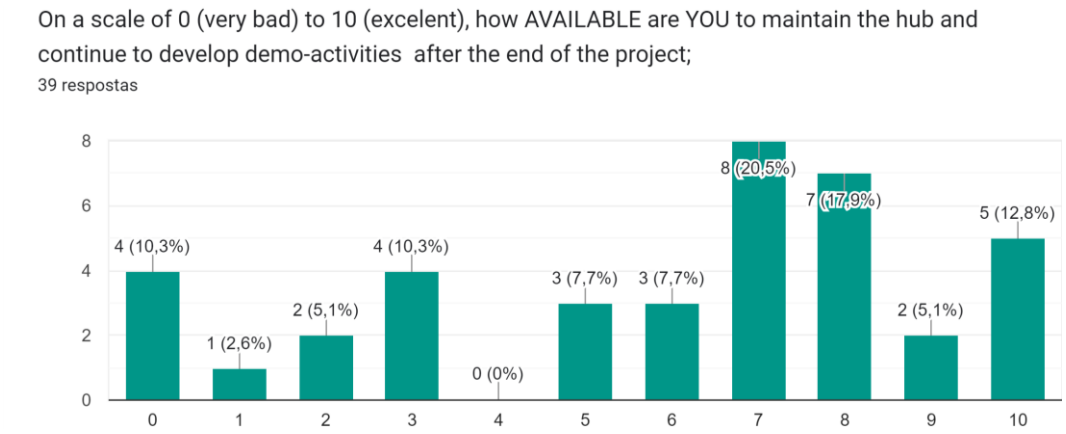


Figure 8: Classification of availability of hub coaches to maintain activities

We also asked hub coaches to elaborate on their answers. The written comments on these two questions were very consistent: if the willingness of the institution was high, so was the availability of the hub coach, and vice-versa. Nevertheless, when closely analyzing the hub coaches' answers, the scenario is different, and more positive. Even the hub coaches less willing or available to maintain the hubs, mentioned that they wanted to maintain the demo-activities within their organization after the end of NEFERTITI. Another clear pattern was also identified. Many hub coaches, even those who are less available or willing to maintain the hub, mentioned the need for funding to maintain the demo-activities and the hub network. The same issue – financing - came up when the hub coaches were asked what they needed to sustain the hubs (figure 9). Therefore, the lack of financing seems to be the major limitation to continue the hubs activities (85,7 % of the hub coaches mentioned this limitation).

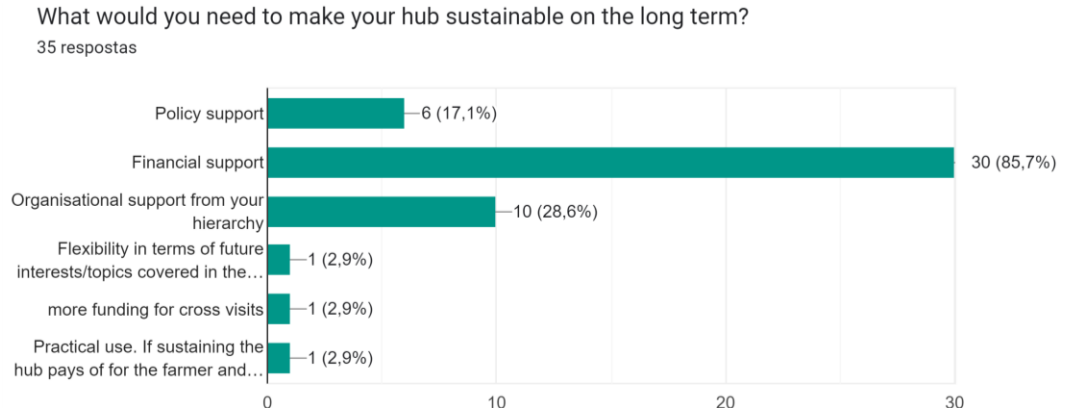


Figure 9: What hub coaches and institutions need to maintain the demo-activities

Finally, we asked hub coaches if they plan to maintain the European thematic network exchanges, i.e., some kind of knowledge exchange with hubs in other countries (figure 10). Again, about one third showed interest to continue, and less than 10% said they will not continue or raised substantial doubts. Hub coaches also answered in which ways they would continue exchanges with the other hubs of the network. The most common answers were e-mail (27 answers), organizing new Cross-Visits (17 answers) and regular virtual meetings (17 answers).

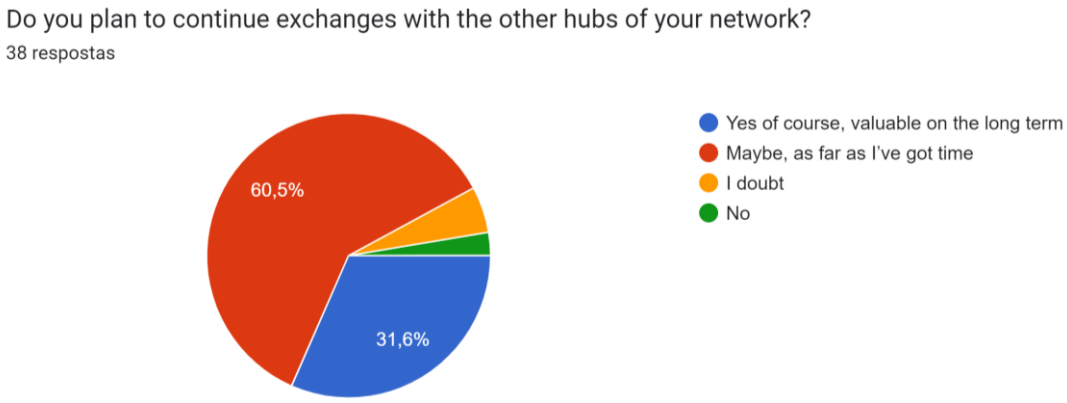


Figure 10: Willingness to maintain exchanges

3. Financing

The third topic of the survey was "Financing", as we expected this to be the major challenge to maintain the hubs after the end of the project. The objective of the first question was to know if some kind of financing to maintain the hub after the end of NEFERTITI was already assured (figure 11). Whether the financing was regional, national or international, the majority of the hubs did not have, in the beginning of 2022, financing for after the end of the project to maintain their hub activities. Summing up the different sources of financing, the results seem more positive, because one third of the hubs had already assured financing. This was well before the end of the project, and before the starting of the new financing period of the CAP. If the questionnaire was done in 2023 the situation would have been much better.

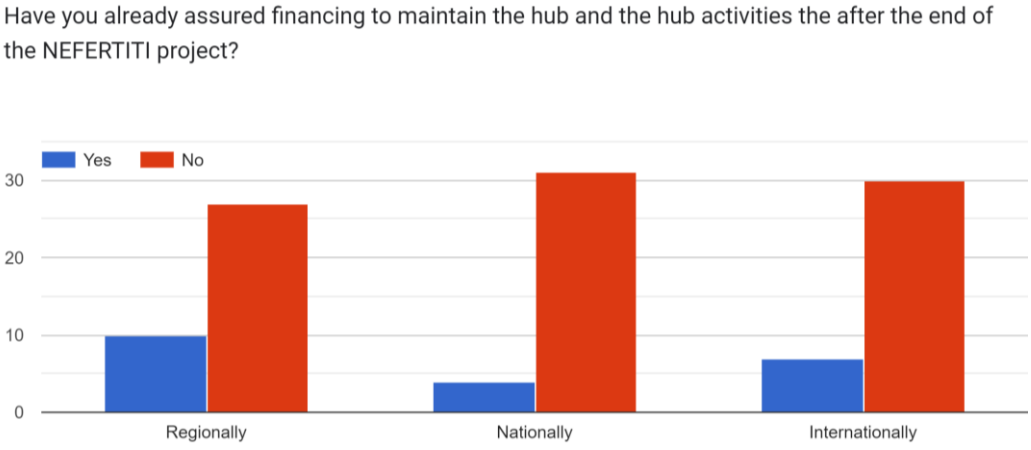


Figure 11: Ensured funding

We then asked hub coaches that replied positively to specify the source of financing they had assured. Nine hubs said they ensured regional financing, namely through agriculture associations (NW5 PL, NW7 ES, NW1 UK), private funding (NW8 PT) or some other kind of regional funding (NW6 FI, NW1 NL, NW2 FR, NW4 BE, NW9 ES). Three hubs mentioned ensuring national funding (NW5 PL, NW2 UK, NW1 UK) and six hubs mentioned they would be joining new European projects to maintain demo activities, namely IPMWorks and Climate Smart Farm Demo (NW9 ES, NW6 FI, NW1 FR, NW1 UK, NW2 UK, NW5 PL). This shows a diversity of sources of financing, with many unexplored opportunities to come in the future (Horizon Europe projects with demo activities, Demo Operational Groups, Horizon Europe Thematic Networks).

For the hub coaches who replied that they had not ensured financing, we asked if they thought this was a possibility (figure 12). Among the hubs that have not assured financing, only two replied "no" to any kind of future funding (NW10 IE, NW8 ES). Three are waiting for some specific funding to be approved (NW4 PL,

NW5 NL, NW5 FR), and the remaining 20/25 hubs replied that they did not know. These 20/25 hubs are the ones with more doubts in the future. If they find funding, they will continue. If not, they will stop their activities.

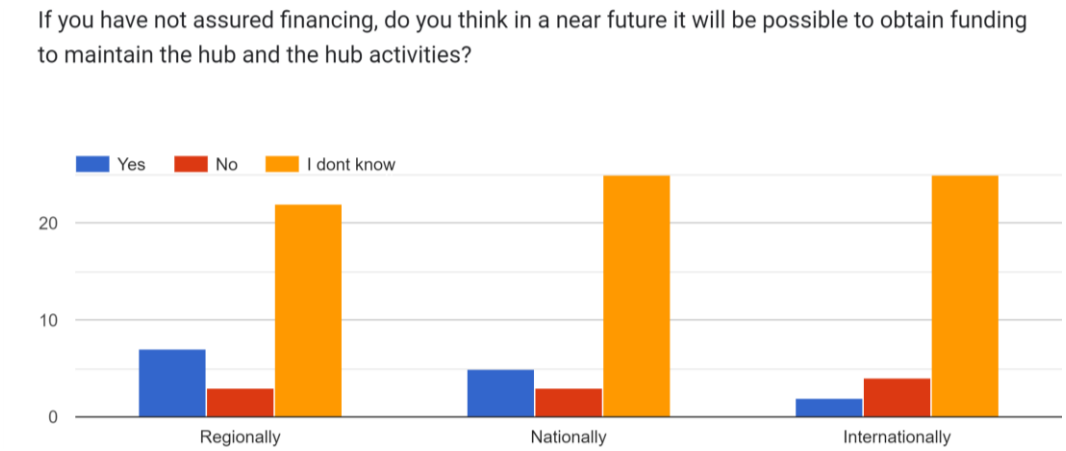


Figure 12: Obtaining future funding for hub activities

4. Maintaining the Hub

The last topic of the survey asked hub coaches if they thought it was possible to maintain the hubs after the end of the project (figure 13). The majority of the answers were positive, with 27 hubs answering "Yes, for sure" or "Yes, possibly". When asked to elaborate on this question, hub coaches said that they will keep the demo activities in the organization, even if not using the designation of "hub". This means that most NEFERTITI hub coach organizations, as well as demo farms, will keep in touch and will continue organizing demo-activities. Eight hub coaches said they were not sure if it was possible to maintain the hub, and in all these cases they referred to funding as the main limitation. Four hubs said it was unlikely to maintain the hub after the end of the project, and in all these cases they said it was because they had not ensured funding. This clearly corroborated the previous results. Apart from a small minority of the hubs (around 10%), that will not continue after the project, the vast majority will continue, because they have already ensured funding, or are willing to continue, if they manage to get funding.

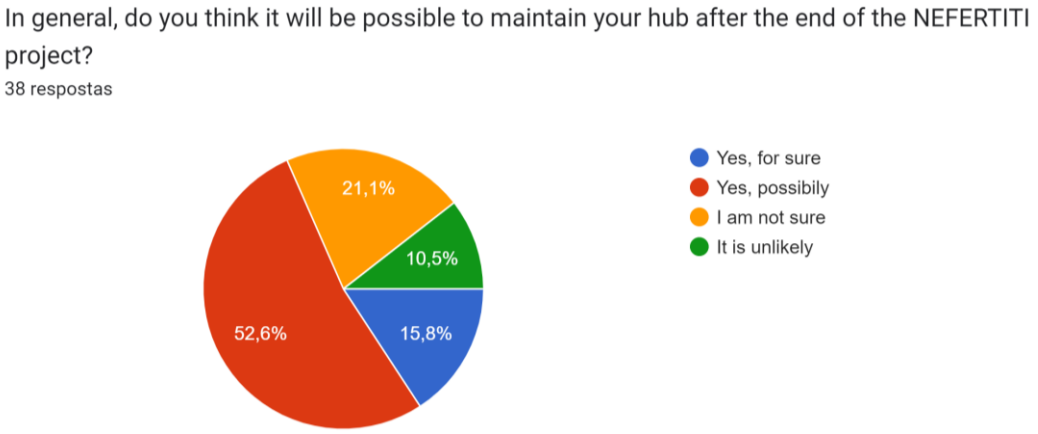


Figure 13: Possible to maintain hub

IV. Funding and links to Policy

As repeatedly mentioned in the analysis of the survey results, the main challenge to the maintenance of the hubs is funding. On the other hand, due to the nature of the demo activities, funding is closely related to policy support. In this sense, there is a close relationship between this deliverable and *D6.2 Analysis of EU regions S3 and RDPs funding capacities*, which is especially relevant to further understand the public funding which will be available to support demo-activities in the future. Having said this, it is also important to emphasize that demo activities can also be privately funded. In fact, there are two types of financing available for the hubs in the future – public (at EU, regional and country level) and private (usually, but not only, at country level).

The new CAP - Common Agricultural Policy

The Common Agricultural Policy is one of the most relevant policies in the EU, with a share of about 380 billion euros of the EU total budget. This financing should be used by member states to provide direct support to agricultural businesses and the sector as a whole, through a broad spectrum of intervention schemes. The importance of knowledge transfer and innovation in the new CAP has also increased considerably, with the introduction of new instruments, like the Operational Groups and the AKIS initiatives in the EIP-AGRI. Moreover, farm demonstrations play an increasingly crucial role in these EU programs and initiatives, accelerating the innovation capacity of the European agriculture.

Horizon Europe

The 9th European Framework Programme for Research and Innovation (2021-2027) has been named Horizon Europe. It has a budget allocation of around 86 billion euros, supporting practically every sector through a number of initiatives and intervention schemes. Agriculture is among the highest supported sectors, and is the focus of Cluster 6 “Food, Bioeconomy, Natural Resources, Agriculture and Environment”. This program is the one that calls for demonstration farms, and foster demo activities, in the most specific way. In fact, the concept of demonstration and demo farms is well established in Horizon Europe and it is mentioned since the programme inception in 2021 in a number of new initiatives, including:
- The Mission on Healthy Soil and Food calls for specific “Lighthouses” as demonstrators for farming practices that support the mission’s objectives.
- The European Partnership on Agroecology, Living Labs and Research Infrastructures is also calling for demonstration farms to promote best practices.
- Many specific topics in the 2021-2022 work programme have a focus on Demo Farms (e.g. HORIZON-CL6-2021-CLIMATE-01-04: Demonstration network on climate-smart farming – linking pilot farms).

Regional Development and Smart Specialization Strategy

With about 274 billion euros, the Regional Development and Cohesion policies are the second larger headline, after Agricultural funds, in the 2021-2027 European budget. Even if agriculture and farmers are not the direct target of these policies, the allowed intervention schemes can be extremely relevant when it comes to innovation and knowledge transfer. Through the definition of Research and Innovation Smart Specialization Strategies (RIS3), National and Regional Managing Authorities have demonstrated that agriculture and food are one of the main concerns in terms of innovation needs. More than 270 Managing Authorities have set agrifood priorities in their RIS3 in the 2014-2020 programming period. This led the European Commission to establish a dedicated S3 Agrifood Platform, which supports the thematic connection among European Regions to promote collaborations and the development of interregional and cross-borders innovation investments.

The policy is clearly targeting technology and industrial development. This means that innovative solutions have to be developed and scaled up along to the different levels of market, requiring demonstration activities. For the farming and agricultural sectors, this means that on-farm demonstrations play a crucial role and demo farms may fit well the scope of support schemes proposed through this policy.

Economic and Technology Development in Cluster Policies and Digital Europe (DIHs)

Clusters are sectoral organisations that can develop at regional (more common), national or even interregional-European level. They bring together different stakeholders coming from the research field, the

commercial or industrial sectors, from the public institutions and sometimes also from the civil society. They play a crucial role in building bridges across Europe's ecosystems, by supporting innovation and collaboration at different levels. Digital Europe is a programme launched and financed by the European Commission to shape and support the digital transformation of Europe's society and economy. It has an overall budget of 7.5 billion euros, aimed to build the strategic digital capacities of the EU and to facilitate the wide deployment of digital technologies. Within this framework the European Union supports the development of Digital Innovation Hubs. They are organisations providing digital services, access to technical expertise, training, research, and innovation, depending on the demand. They "function as one-stop shops that help companies dynamically respond to the digital challenges and become more competitive". To facilitate the exploitation of these means, an online platform has been made available to enable the mapping of all registered clusters at European level. The website allows users to search by entering different filters: Country, Evolutionary stage, technology, services provided, focus on TRL and of course the sector. It is possible to verify that within the "Agriculture and food" sector there are 239 DIHs among which 175 fully operational, and 64 in preparation. This is also a very strong basis to support demo activities in the farming sector.

V. Sustainability rating

A rating of sustainability, based on the hub survey results, was developed with the aim of classifying the position of the hubs with respect to the continuation of the demo-activities. With this aim, a global "score" was calculated for each hub as an estimate of the potential sustainability of the hub.

Methodology

A multi-variable analysis was done taking into consideration three components: institutional willingness, hub coach availability and funding.

The institutional willingness was scored based on the answer to the question: "On a scale of 0 (very bad) to 10 (excellent), how WILLING is YOUR INSTITUTION to maintain the hub and continue to develop demo-activities after the end of the project".

On the hub coach availability, the question used was: "On a scale of 0 (very bad) to 10 (excellent), how AVAILABLE are YOU to maintain the hub and continue to develop demo-activities after the end of the project". This score was divided in two as individual willingness can be influenced by non-relevant factors.

On the component of funding, the following scores were given:

- 10: if the hub had already ensured funding
- 5: if there was a possible future funding (for example, waiting for a submission to be approved)
- 2: if hub coaches don't know what their future funding will be
- 0: if the hub coach does not see the maintenance of the hub regardless of funding.

Results and Discussion

The detailed data which resulted from this approach is presented in Annex I. A box plot of the results is presented in figure 14. Among the 44 hubs who answered the sustainability survey, 82% (36 hubs) scored positively on the probability of the maintenance of the hub and demo-activities. This means that the majority of the hubs will likely continue with the demo activities after the end of the NEFERTITI project, which corroborates the results of the survey.

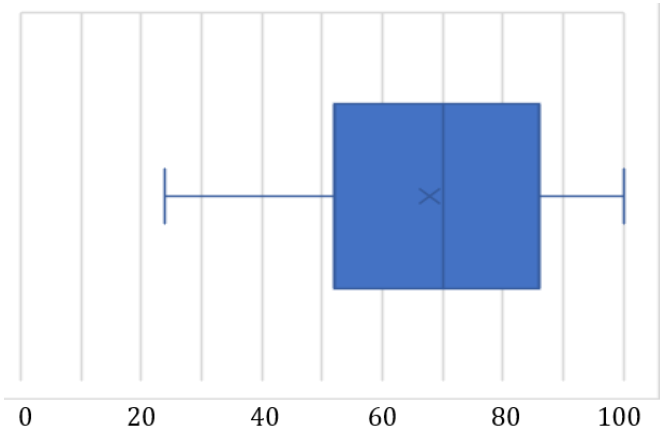


Figure 14: Box plot of Hub Maintenance Probability

The hubs who answered with the negative rankings were:

- NW3 Germany (42/100) and Spain (44/100)
- NW5 Finland (28/100)
- NW7 Netherlands (38/100)

- NW9 Germany (24/100) and Portugal (46/100)
- NW10 United Kingdom (26/100) and Germany (48/100)

Three of these negative ratings are explained by hub coaches having scored very low (0-3) on their own availability to maintain the hub. Hub coaches justified this score with the uncertainty of funding (NW10 DE, NW9 DE, NW3 DE), not working in the institution anymore (NW5, FI), change of roles in the institution (NW3 ES, NW10 UK, NW7 NL), and low motivation due to lack of support from their institutions (NW9 PT). These are all clear-cut reasons to justify the lack of willingness to continue, and show that when some conditions are not met, the hubs are not sustainable.

To further analyse the results of this rating, hubs were grouped and calculated the average two different ways: by country (figure 15) and by network (figure 16). This analysis is very interesting, as it shows that all scores are positive. This means that the hubs that scored negatively in the individual analysis can be explained by particular factors such as the change of role in the institution or no access to funding. It also shows that in some countries and/or sectors the overall perspectives are more favourable. However, there is not enough data to dig further is this analysis, because there were only a few hubs in each country / sector. More information should be obtained in future projects, to identify the challenges that may hinder the development of demo activities in specific cases.

hub	Probability of Maintenenc
Germany	51,4
Ireland	52,0
Netherlands	63,0
Finland	64,0
Hungary	64,0
Croatia	66,0
Portugal	66,0
Bulgaria	68,0
Spain	69,7
United Kingdom	72,5
Belgium	77,0
France	80,0
Poland	80,0

Figure 15: Country Average Maintenance Score

Network	Probability of Maintenence
9. Pesticide use reduction in the production of grapes, fruits and vegetables	53,6
10. You can Farm: Farm attractiveness	55
1. Grassland and Carbon Sequestration	56,5
7. Improved nutrient use efficiency in horticulture	62
5. Crop sensing and variable rate applications	63,6
3. Robust organic livestock systems	64,4
6. Increasing productivity and quality in organic arable cropping	72,5
8. Water use efficiency in Horticulture	73,5
2. Data driven decisions for dairy farmers,	81,5
4. Optimal soil quality in arable crops	90

Figure 16: Network Average Maintenance Score

VI. Success cases

As discussed before, several hubs and networks already found a way to maintain their demonstration activities, either keeping the current organisational structure of the hubs or through new structures that have been meanwhile developed. Although it was not possible to analyse in detail each of the sustainability pathways found by the different hubs, an overall screening was undertaken to identify different alternatives and select some to use as case studies. The five success cases that have been identified and selected serve as examples to the others, and were used in the last annual meeting to discuss among all the partners the benefits and challenges of different sustainability pathways. The cases identified differ considerable in the format of the demo activities and the financing sources and models. A summary with all the information about these five cases is presented in Annex II.

Four of these initiatives are coordinated nationally in France, Italy, Poland and Portugal. The fifth case is an EU-wide project. All of these initiatives / projects have the objective to promote innovation in agriculture, encourage peer-to-peer knowledge exchanges and demonstrate agricultural practices. The institutional ownership, and consequently the financing, is public in 4 of the 5 cases. The Portuguese case is the only example of a project financed by a private institution (a national foundation). The Climate Farm Demo project is, on the other side, the only EU wide initiative, financed by the Horizon Europe program (mentioned in the Policy and Funding chapter).

In France, Innov'Action works under the French Chamber of Agriculture. In this case, a public cofound finances the activities. The cofound consists of a local and regional fund, with taxes collected by the French ministry on agricultural land and farm products, managed by the regional chambers of agriculture.

In Italy, the Italian Regional Network for Agriculture, Aquaculture and Fishing Research manages the project. In this case, no direct funding is used, as a person from each Region and Autonomous Province who expresses interest in being part of it. The coordination of each thematic group is assumed by one of the members and is governed by the principle of rotation between the member regions.

In Poland, the Network was established by the Agricultural Advisory Centre and the Regional Agricultural Advisory Centres, and is financed by the National Rural Network, which is part of the European Network for Rural Development. As this is a temporary funding, in the future this project aims at being financed by the new programs under the Common Agricultural Policy for 2023-2027. Since the action is currently financed by public funds, there is a close policy interaction, including with the Ministry of Agriculture and Rural Development, which is involved in its implementation.

In terms of scale, there is a variety of project dimensions. Regarding the number of years, only the Climate Farm Demo has a fix deadline (the project will last 7 years). Both the Portuguese and the Polish are planned for one year only, but with the possibility of extension depending on the availability of funds. In France, Innov'Action began 15 years ago and works on a year-to-year basis. The Italian project is still in conception phase and does not have a defined period.

In number of farms and events, the Climate FARM Demo is the biggest, as it covers the whole EU, 1 500 demo farms with the expectation of 4 500 on farm demonstration events, reaching 150 000 farmers in the 7-year period. The polish project has 70 farms registered in the beginning and is expecting to have 100 events in 2023. The Portuguese project has 25 farms, and is expecting one event per farm per year. The French project has about 20 demo-events per year in the Brittany region. The Italian project, as mentioned before, has not started, and does not have yet an expectation of number of events.

The diversity of projects that have been successful at establishing demo-events after the end of the NEFERTITI project show that there are different solutions to maintain the peer-to-peer exchange of knowledge, and different sustainable pathways for the hubs and the demo initiatives. This flexibility allows for each hub or network to find the solution which better serves their needs, in terms of funding, ownership and organisational model. As showed before, most of the hubs have already found a way to maintain their activities, and many other are looking for or have already applied to different funding sources to continue their activities.

VII. Conclusions and recommendations

The analysis of the results of the survey that was undertaken with hub coaches, together with several workshops / focus groups that were held in the last two years of the project, as well as the analysis of the different sustainability pathways already in place, allows for some general conclusions, which may set the basis for more practical recommendations.

The first and main conclusion is the overall success of the project. In fact, most hubs have achieved the initial proposed objectives, and a majority of them are already pursuing demo activities beyond the project or have good prospects to do it in the future. The second is the diversity of the organizational, structural, operational and financing models of the hubs, which does not allow to identify common patterns, or even good practices, on the road to sustainability. The third is the generalized adoption of demonstration as a knowledge exchange and innovation promotion tool, at all levels, from European projects to regional and national initiatives, from large organizations, as national chambers of agriculture, to local farmers associations or producer organizations, from large EU public funded projects, like Horizon Europe, to small private funded initiatives.

This diversity has strengths and weaknesses. On the good side, it means that different models can be adopted, the risks are low, demo projects and initiatives are being built, and the sustainability of the demo activities will happen one way or the other. On the other side, it means that it is very difficult to identify good practices or replicate success cases. Each case is different, so it is hard to identify sustainability patterns. Having said that, it is important to emphasize that the demo movement in the agriculture sector is increasing fast, and demo will be more and more a substantial component in agriculture innovation projects.

In the three points below some recommendations are made, based on the analysis that has been done on the sustainability of the hubs. Due to the diversity of the sustainability pathways, it is not possible to be more detailed or go deeper in this analysis, but we hope these recommendations can be a first step in setting the grounds for further developing demo activities in the agriculture sector in Europe.

1. Institutional Ownership

The analysis shows that the institutional ownership of the hubs is an important determinant of success. In general, the closer the organization is to farmers the more successful and willing to continue it is. Hubs coordinated by universities are usually not close to farmers, and the priorities of researchers are not aligned with demo activities. In this sense, it may be more effective to look for farmer associations, producer organizations or advisory services as institutions to set up and develop demo activities. Organizations that are already in the field promoting innovation, and sometimes already organizing demo activities, should be prioritized in the development of demo initiatives.

2. Functional Model

The functional model, including a diversity of components related to the governance of the hubs, the tools that are used in demo activities, or the number and type of participants, can determine the success of the demo initiatives, and by consequence the willingness of the hubs to further develop demo initiatives. The analysis that was done show that different models can be successful, but the more organized the hub is, and the more the demo activities are supported by adequate methods and tools, the higher is the probability to maintain the activities. It is clear that the use of the knowledge that has been developed by the EU demo projects under the farm demo brand (e.g. the training kit produced in Nefertiti) has been a very strong basis for the development of further farm demo initiatives in Europe.

On the other side, when it comes to the number and types of participants, it is not possible to define a clear pattern. It is possible to say that demo activities with a small number of farmers are highly effective to promote the dissemination of knowledge and the adoption of innovation, but an activity with more and diverse participants (including, for example, policy makers) can serve other purposes, like disseminating a new technology. Thus, it is not possible to establish good models or practices for the development of new hubs or

demo initiatives regarding the number and types of participants. Different alternatives may be suitable for different purposes.

3. Financing

Assuring financing is a necessary component of any successful hub. As mentioned in the analysis, the sources of funding can be public or private, short term or long term, and have an EU, regional or national origin. The diversity of funding models does not allow to define specific recommendations. Nevertheless, it is possible to formulate two general comments. The first is to anticipate the search for financing, to make sure that there are no gaps between different demo projects, as they may disrupt the demo networks and the relations among the hub members. The second is that the most successful hubs identify and apply to different sources of financing, allowing them to develop continuous activities and network at different levels (e.g. with hubs from other countries). This continuity and broad scope of the demo initiatives is very important to increase the dynamics of the hubs and their sustainability.

Final remark

The Nefertiti project is possibly one of the few EU funded projects in which sustainability was built from the bottom to the top, starting in the local hubs and developing to the national, regional, and EU level networks. It is, in fact, gratifying to see that many of the hubs have already achieved the conditions to continue with demo activities, and most of the other hubs are working on it or are already involved in projects that will finance them in the future. The fact that some of the hubs will not continue is normal, and even helped to identify factors that may limit the success and sustainability of the hubs. New demo projects and initiatives are being developed all over Europe, and demo will continue to grow as a tool to foster knowledge sharing and innovation in the agriculture sector.

This document is not intended to provide a sustainability strategy for the hubs. As emphasized before, there are a diversity of paths to follow to ensure that demo activities and initiatives will continue within the network that was built under the Nefertiti project. The objective of this document is to document how the sustainability of the network was developed from the first day of the project, and jointly built by all the partners and all the other organizations, including farmers, that have joined the Nefertiti network during these last five years. In this sense, it is not a forward-looking document that proposes a strategy for sustainability, but a report on how sustainability was achieved.

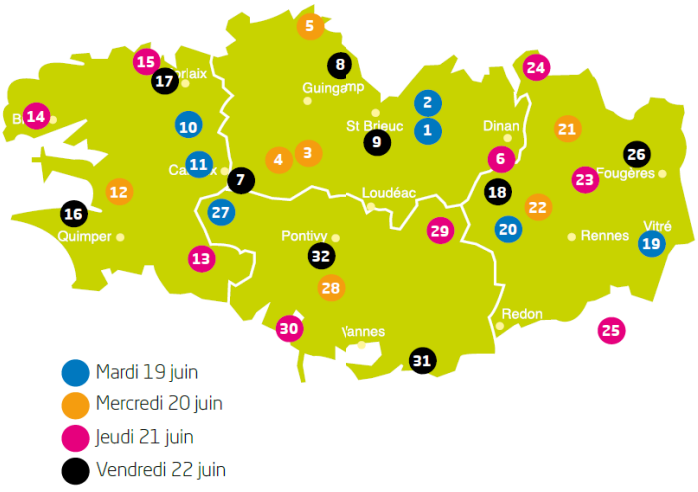
Annex I: Results of Sustainability Rating

Network	hub	willing institution	hub coach availability	Funding	Total score	Probability of Maintenance
1. Grassland and Carbon Sequestration	Ireland				0	0
9. Pesticide use reduction in the production of grapes, fruits and vegetables	Germany	2	2	3	6	24
10. You can Farm: Farm attractiveness	United Kingdom	3	1	3	6,5	26
5. Crop sensing and variable rate applications	Finland	5	0	2	7	28
7. Improved nutrient use efficiency in horticulture	Netherlands	5	3	3	9,5	38
3. Robust organic livestock systems	Germany	5	5	3	10,5	42
3. Robust organic livestock systems	Spain	8	0	3	11	44
9. Pesticide use reduction in the production of grapes, fruits and vegetables	Portugal	0	3	10	11,5	46
10. You can Farm: Farm attractiveness	Germany	7	0	5	12	48
6. Increasing productivity and quality in organic arable cropping	Germany	8	3	3	12,5	50
7. Improved nutrient use efficiency in horticulture	Germany	6	7	3	12,5	50
10. You can Farm: Farm attractiveness	Hungary	5	10	3	13	52
10. You can Farm: Farm attractiveness	Ireland	2	2	10	13	52
1. Grassland and Carbon Sequestration	Germany	7	3	5	13,5	54
2. Data driven decisions for dairy farmers	Belgium	8	7	3	14,5	58
3. Robust organic livestock systems	Croatia	7	10	3	15	60
8. Water use efficiency in Horticulture	Netherlands	7	7	5	15,5	62
9. Pesticide use reduction in the production of grapes, fruits and vegetables	Spain	7	7	5	15,5	62
6. Increasing productivity and quality in organic arable cropping	Spain	9	8	3	16	64
7. Improved nutrient use efficiency in horticulture	Bulgaria	10	7	3	16,5	66
9. Pesticide use reduction in the production of grapes, fruits and vegetables	France	5	3	10	16,5	66
5. Crop sensing and variable rate applications	Netherlands	8	7	5	16,5	66
9. Pesticide use reduction in the production of grapes, fruits and vegetables	Bulgaria	10	9	3	17,5	70
8. Water use efficiency in Horticulture	Poland	5	5	10	17,5	70
10. You can Farm: Farm attractiveness	Croatia	10	10	3	18	72

5. Crop sensing and variable rate applications	France	5	7	10	18,5	74
5. Crop sensing and variable rate applications	Poland	5	7	10	18,5	74
5. Crop sensing and variable rate applications	Hungary	10	8	5	19	76
6. Increasing productivity and quality in organic arable cropping	Poland	5	8	10	19	76
8. Water use efficiency in Horticulture	Spain	9	0	10	19	76
4. Optimal soil quality in arable crops	Spain	7	5	10	19,5	78
10. You can Farm: Farm attractiveness	France	10	0	10	20	80
1. Grassland and Carbon Sequestration	France	8	6	10	21	84
4. Optimal soil quality in arable crops	Netherlands	8	7	10	21,5	86
8. Water use efficiency in Horticulture	Portugal	8	7	10	21,5	86
3. Robust organic livestock systems	France	8	8	10	22	88
2. Data driven decisions for dairy farmers	France	9	6	10	22	88
1. Grassland and Carbon Sequestration	United Kingdom	8	8	10	22	88
2. Data driven decisions for dairy farmers,	United Kingdom	8	8	10	22	88
3. Robust organic livestock systems	United Kingdom	8	8	10	22	88
2. Data driven decisions for dairy farmers	Germany	9	8	10	23	92
7. Improved nutrient use efficiency in horticulture	Spain	9	9	10	23,5	94
4. Optimal soil quality in arable crops	Belgium	10	8	10	24	96
6. Increasing productivity and quality in organic arable cropping	Finland	10	10	10	25	100
4. Optimal soil quality in arable crops	Poland	10	10	10	25	100

Annex II: Success Cases

1. Inov Action Network (France)

Name	Innov'Action Le Rendez-vous des agriculteurs qui innovent
Area	France with regional declination
Objective	Promote farmers innovation in agriculture Encourage farmer to farmer knowledge exchanges Show agricultural diversity: farmers objectives, farms system, territory, innovation
Institutional ownership	French Chamber of Agriculture
Functional model	Example of Brittany (west of France): An excutive committee with 4 elected members from the Brittany Chambers of agriculture which fix the strategy, objectives and supervise the annual Demo Campaign event. A project Team which find the farms and organise with the farmers and local partners the demo event. The aim is to cover all the regional trends (dairy, pig, crops, vegetables…), and type of farm (size, conventional, organic, short market…). Practical organisation: • The farmer choose to focus on 3 innovations • He present his farm and the 3 innovations and he's support • 3 advisers give global results, tips and tricks on the innovations chosen by the farmers
Financing	Public cofound: local and regional fund + taxes collected by the French ministry on agricultural land and farm products manage by the Regional chambers of agriculture.
Policy interaction	Each farm is visited by local policy maker. A specific presentation is organised for this official delegation
Development	In Brittany after 15 years the project is on its track. No improvement intended but we try to maintain the number of farms and find every year new innovative farmers.
Number of farms	In Brittany from the beginning of the project around 300 different farms.
Expectation	In Brittany around 20 per year.
Period	4 days the third week of June. Each farm organise an event on one day. Also we've got around 5 demo event per day in the entire region during 4 days. 
Scalability	Innov'Action has begun in Brittany 15 years ago. It's now a national program and each French region organises such demo event under Innov'Action program.

NEFERTITI hubs	Nefertiti Hubs link to Innov'Action: 1.Grassland and Carbon Sequestration 2.Data driven decisions for dairy farmers 3.Robust organic livestock systems
Other	http://www.innovaction-agriculture.fr/

2. Seeds for National Demo Farm Networks (Italy)

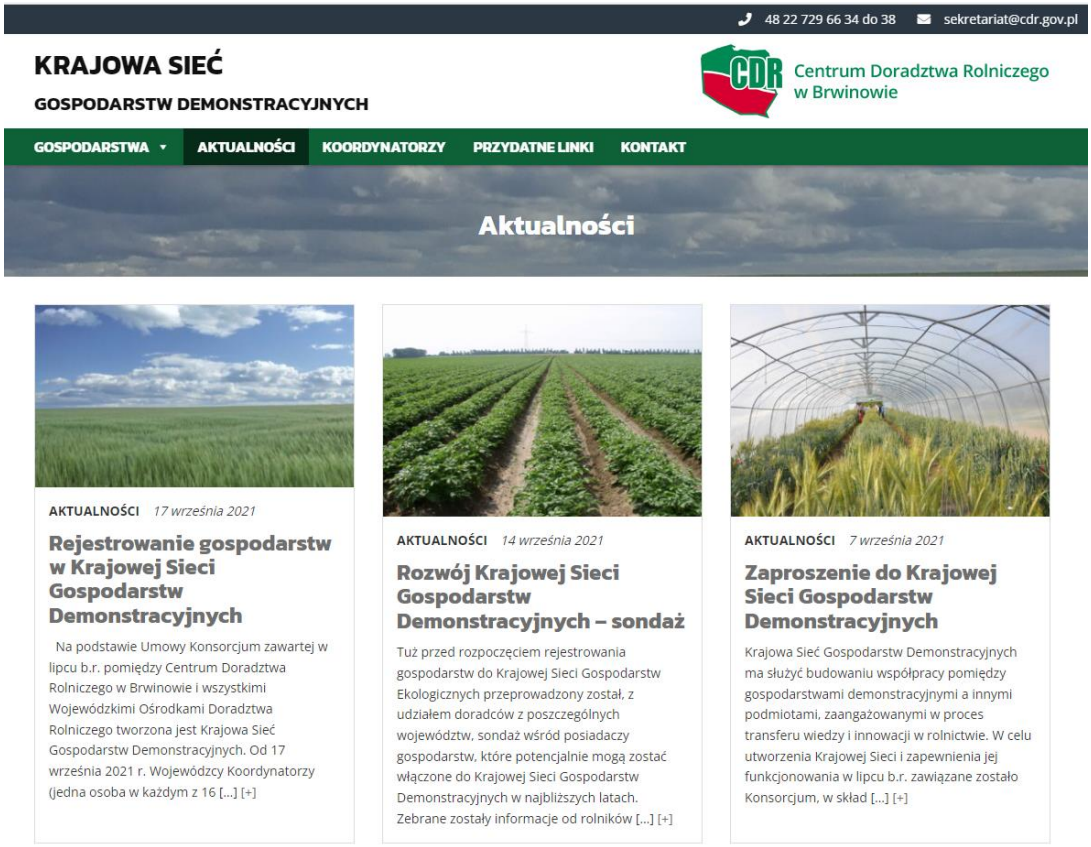
Name	Interregional Thematic group "Demofarm"
Area	National
Objective	Promote knowledge and exchange of experiences between the autonomous regions / provinces on the issue, Map the Demofarms at a national level, discuss the writing of the governance system at the regional level and the writing of rules in the calls.
Institutional ownership	Italian regional network for agricultural, forestry, aquaculture and fishing research
Functional model	The thematic Group (GT) is composed of a contact person from each Region and Autonomous Province who expresses interest in being part of it. The coordination of each thematic group is assumed by one of the members and is governed by the principle of rotation between the member regions. The Thematic Group: ▪provides technical support to the Network on the topic within its respective competence; ▪ contributes to the collection of knowledge of innovation on research regional needs and any other information aimed at defining the National Research Programs, the National Strategic Program for Innovation and Research in the agricultural, food and forestry sectors, the sector plans and the three-year and annual programs of the Council for Research and Agriculture and Agricultural Economics and their updating. The coordinator of the Thematic Group is identified by the Network on the basis of the candidacies presented by the Regions or Autonomous Provinces.
Financing	There are no dedicated founds
Policy interaction	The Network plays a technical and consultative support role in favor of the Conference of Regions and Autonomous Provinces, and in particular: ▪provides to the Permanent Technical Committee or the Agricultural Policy Commission of the Conference of Regions and Autonomous Provinces, opinions or reports on the measures or documents under the competence of the Conference concerning the system of knowledge and innovation in agriculture (AKIS), which includes business consulting services, research and innovation, operator training; ▪supports the decision-making processes of the Regions and Autonomous Provinces, to promote the achievement of common positions in definition of the political and strategic lines of research, knowledge and innovation in agriculture, agri-food, forestry and in the aquaculture and fisheries sectors at national and European level; ▪contributes to the rationalization and improvement of regional consultants in research, knowledge of innovation systems in agri-food, forestry and aquaculture and fishing sectors. Documents prepared by the Network that require approval by the Permanent Technical Committee of the Ministers for Agriculture or the Agricultural Policy Commission are sent by the Network Secretary to the Coordinating Ministers of the Agricultural Policy Commission. The Network promotes the coordination of the Regions and Autonomous Provinces in interregional research and innovation projects and in any other initiative aimed to improve the administrative capacity of the same in the processes inherent to the knowledge and innovation system in agriculture (SCIA). The Network promotes information updating initiatives, seminars, conferences on topics, methodologies and programs relating to research, knowledge and innovation at national and European Union level in favor of the Regions and Autonomous Provinces.
Development	The Thematic Group started its activity last year

Number of farms	In progress
Expectation	In progress
Period	In progress
Scalability	It is possible to believe to be a transferable experience

3. National Demo Farm Network (Poland)

Name	National Network of Demonstration Farms
Area	National
Objective	• promoting good practices and methods to improve collective learning on demonstration farms; • evaluation of practices and methods as well as collaborative learning to improve the process of knowledge exchange between farmers, advisors and academics; • developing recommendations on the use of methods used in demonstration farms to disseminate them through advisory systems.
Institutional ownership	Public
Functional model	The National Network of Demonstration Farms is a form of disseminating demonstration activities on farms at the national level. The Network was established in 2021 by the Agricultural Advisory Center and all Regional Agricultural Advisory Centers.
Financing	NOW: the National Rural Network, which is part of European Network for Rural Development; IN FUTURE: - RDP technical assistance - Strategic Plan for the Common Agricultural Policy for 2023-2027.
Policy interaction	The action is financed from public funds. Public institutions, including the Ministry of Agriculture and Rural Development, are involved in its implementation.
Development	The network was established in 2021. The network is expected to expand significantly from year to year, mainly in terms of the number of demonstration farms involved.
Number of farms	70 registered farms (state in the first half of 2022).
Expectation	At least 1 per farm per year, so around 100 in 2023
Period	Network plans are long-term (depending on the availability of funds)

Scalability	The system is simple in its structure - the most important issue is the source of financing
NEFERTITI hubs	Number of the demonstration farms from the Nefertiti project are already / will be part of the Network in the future



4. Water Management Demo Program (Portugal)

Name	Gulbenkian Água 2022
Area	National (Portugal)
Objective	Increase water use efficiency in Portuguese agriculture, using demo events to transfer and increase knowledge.
Institutional ownership	Calouste Gulbenkian Foundation, plus each consortium – which is divided by sectors (arable crops, permanent crops, vineyards and olive trees) and composed by farmers associations, technical associations, etc.
Functional model	The application for funding was made through consortiums, organized and composed by various types of groups/organizations related to agriculture.
Financing	Calouste Gulbenkian Foundation (private)
Policy interaction	No.
Development	Each consortium organizes, plans and manages each farm along with the farms host / demofarmer.
Number of farms	25
Expectation	25 (average of 5 demo events by each consortium)
Period	One year (with the possibility of extension, in case of further funding)
Scalability	Yes. Water use efficiency is/should be a general concern, therefore the increase of its efficiency should be constantly and widely discussed in order to transfer knowledge throughout the sector.

NEFERTITI hubs	Network 8: Water use efficiency in Horticulture and Network 9: Pesticide use reduction in the production of grapes, fruits and vegetables
Other	This project's target group were farmers and technical advisors, but it would be interesting to extend the targets groups – adapting the demonstration events – to policy makers and other type of actors, to ensure that the knowledge is disseminated on all levels.

5. Climate FARM Demo (EU)

Name	Climate Smart Demo
Area	International: EU with 27 countries participating from 60 institutions
Objective	To strengthen European farmers' capacities to implement, demonstrate and uptake Climate Smart Farming, practice across the EU and reduce their GHG emissions by 35% along the project life thus achieving the EU 2030 Climate Target Plan.
Institutional ownership	Each work package has specific tasks and are at the responsibility of the task leader and respective organization.
Functional model	The project will set-up an EU wide network of 1,500 Pilot Demo Farms in 27 EU countries, covering all European pedo-climatic areas and agricultural sectors. The network embraces a multi-actor approach by gathering 80 partners representing the diversity of Climate Smart-AKIS actors working at farm, national and EU levels for the implementation of Climate Smart Farming practices thus allowing a high-quality and multi-dimensional cross-fertilisation as well as a co-innovation process along the project in view of a wide adoption of solutions.
Financing	Horizon Europe
Policy interaction	In this project, an entire work package is dedicated to policy interaction focused on elaborating an inventory of relevant EU projects, flagship initiatives and policy makers, establish links between the project and these institutions, by participating in activities and networking, by elaborating policy-briefs, by collaborating with sister project with advisory services and elaborating a strategy plan for after the end of the project.
Development	Climate Farm Demo has chosen the national dimension as a key level for the implementation of the project activities by mobilising in each country the key actors and stakeholders of the National Climate Smart-AKIS in a multi-actor and multi-stakeholder setting, which allows efficient knowledge exchange at farm, regional and national levels in national languages and by making the best use of the dissemination and communication channels, tools, platforms, projects and networks including CAP Networks. Each country establishes a network composed of sustainability-oriented farmers managing (1) Pilot-Demo-Farms representing 95% of the project 'farms and complemented by (2) relevant Experimental Farms linked to universities, research institutes and advisory services, and finally by a sample of (3) exemplary Lighthouse Farms from the Global Network of Lighthouse Farms. Each national network is built on existing national or regional demo-farm-networks which are derived from previous related national and EU projects EIP OGS, advisory, cooperative, supplier or agro-industry networks thus conferring connectiveness, operationality and readiness to the implementation of the project activities. The national networks of farms will be consolidated in the first year of the project, and linked-up together for knowledge exchange and cross-fertilisation following the different dimensions mentioned below
Number of farms	Over 1500 pilot demonstration farms
Expectation	4 500 on farm demonstration events, reaching 150 000 farmers
Period	Climate Smart Farm will run for 7 years
Scalability	The project has a task dedicated to developing recommendations for scaling
NEFERTITI hubs	20 NEFERTITI partners are involved

Annex III: Winter meeting 2019 Report (Pages 6-9)

Managing and sustaining the networks

WINTER MEETING 2.0 (2019) - Minutes

ExCom #24 / Network leaders
meeting18 – 19 November
2019
Gent – Belgium

All presentations can be found on the collaborative platform: here

Attendees:

1	Laure Triste	ILVO	17	Emna Ben Hamza	IT
2	Leonor Santos	INOVISA	18	Mateusz Sekowski	AAC
3	Maria Cordeiro	INOVISA	19	Michael Kügler	EUFRAS
4	Luis Mira da Silva	INOVISA	20	Jendrik Holthusen	GLZ
5	Mathieu Merlhe	APCA	21	Richard Lloyd	IFA
6	Pierre Cordel	APCA	22	Yulia Barabanova	IFOAM EU
7	Dajana Vujaklija	BioSense	23	Fanny Prezman	IFV
8	Milica Trajković	BioSense	24	Robin Caillieaudeaux	IFV
9	Herman Schoorlemmer	WR	25	Laure Triste	ILVO
10	Jan Kamp	WUR	26	Franky Coopman	INAGRO
11	Lieve Prins	PZH	27	Natalia Bellostas Muguerza	INTIA
12	Delyan Georgiev	NAAS	28	Tom O'Dwyer	Teagasc
13	Dimitar Vanev	NAAS	29	Rodney Thompson	UAL
14	Adrien Guichaoua	ACTA			
15	Pauline BODIN	ACTA			
16	Rémi Duchesne	ACTA			

Part B : Network sustainability – what models for the future?"

Objectives

✓ To have a discussion on Network sustainability and models for the future of the networks after theend of the project.

Main topics

- It is important to address network sustainability at this stage of the project in order to guarantee thatnetworks are sustainable when it ends
- To have sustainable networks it is important to make the basis sustainable: the hubs
- The model for network and hub sustainability should include: 1) institutional ownership, 2) functionalmodel and 3) financing - which is only possible if the other two are working;
- Need to involve policymakers (mainly regional authorities) – demo activities are good opportunities for policy actors to meet farmers and researchers, get to know their needs and

challenges and, therefore, influence future EU financing opportunities. The regional authorities have an important influence on the CAP, but also on the Interreg programs.
- Role of WP6: to enrol policy/regional members in NEFERTITI and update hub coaches on it; to keepmembers updated with the project and project activities happening in their country; to work on the policy briefs of PLAID and AgriDemo and make them more practical to inform policymakers
- Role of NW leaders and HCs: keep policymakers from own region informed on project activities andinvite them. Use the policy briefs to activate the policy makers.

Questions/discussions

Session "Network sustainability – what models for the future?"
Template-based discussion in groups:

1. What kind of **institutional ownership** could be applied to my network/hub?

- Hub/network's thematic should be a priority for the institution
- Need to be clear at the end of the project what are the opportunities/benefits for the institution intaking ownership of the network/hub
- Important to have a clear plan for the network before the end of the project – linked to DAP
- Hub sustainability comes first and then networks' sustainability follows
- Current NL feel responsible for follow-up and continuity of the networks

2. What kind of **functional model** (i.e. governance, partnerships, demo-events) could be appliedto my network/hub?

- Create an association with paying members, either organisations or individuals
- Yearly rotation of leading organisation
- Hold webinars/virtual meetings
- Create "tradition" e.g. have yearly demo-event
- Create partnerships with different actors: farmers' unions, industry, NGOs, local partners
- Connect with European umbrella organisations (e.g. IFOAM, IOBC)
- Important to involve public organisations to assure all topics are demonstrated (e.g. biodiversity)

3. What types of **financing** could be applied to my network/hub?

- Adjust strategies to NWs (e.g. carbon sequestration might get a lot of top-down support, but alsocrowdfunding might work)
- If hubs can finance their activities, the EU can facilitate the small part of the expenses needed toconnect them and support knowledge exchange among hubs
- Membership fee (e.g. growers' organisations, farmers, industry)
- Financial commitment of owner institution
- Sponsors (e.g. industry)
- Connection with new thematic networks; Rural development programmes, new EU instruments tosupport innovation (EIP-Agri)

4. How to **demonstrate** the **added value** of farm demonstration and **activate policymakers** forthe future sustainability of the networks?

- Hold local workshops for policymakers followed by a well-organised demo

- When organising EU workshops, it is important to make sure of inviting local hubs and actors
- Stress importance of peer-to-peer learning

5. What **steps** are necessary to assure that this is put in place? What **tools** do I need?

- Follow bottom-up approach: regional>national>EU

Actions:

→ Hold a hub sustainability session at the annual meeting in April – WP2 & WP6 to organise
Work on an **operational summary** of the PLAID and AgriDemo "Demonstration Policy Briefs"(WP6 with input from ILVO) – Before the 3rd Annual meeting

→ Work on **guidelines** (building on the Policy Briefs) on how to connect HCs to policymakers

PART C: "Extension of the networks & Teaming-up with other projects"

Objectives

✓ To address and discuss 1) the possibility of opening-up NEFERTITI networks to other hubs andcountries that are not in the project & 2) the interaction with other H2020 projects, namely the possibility of joint demo events.

Main topics

Extension of the networ

- The extension of the networks would mean to open NEFERTITI networks to other hubs and countriesthat are not on the project, working on their own funds
- Several requests have been received e.g. UK, Sweden, Austria
- We can offer: register at the project platform, participation to the workflow (DAP, training kit,guidelines), communication and visibility
- Their duties: organise peer-to-peer on-farm demos; use NEFERTITI's platform and communicationchannels; respect NEFERTITI's quality standard
- Implications for us: register of new hubs in the platform (within the existing Networks > no creationof New networks); more people at events and network activities
- Added-value: incentivising demos across Europe; dissemination of best-practices and fosteringnetwork sustainability **BUT important to balance added value and workload**
- Might be important to set Terms of Reference (ToR)

Teaming-up with other projects

- Teaming-up with other projects would mean joint "field activities" with other H2020 projects
- Several requests have been received e.g. IOF2020, SmartAgriHubs
- We can offer: best practices/training kit/M&E tools; network of commercial farms
- Added value: increase outreach and impact of the project; benefit from technical knowledge of otherprojects; to boost communication; BUT will mean more complexity for event planning
- For coordination purposes: on-farm demos should be organised at the crossroad of the thematicareas – ideally with matching partners and thematic areas.

Questions/discussions

Extension of the Network

- Important to balance between additional workload and potential added value of network extension:additional workload should be limited - is the setup ToR attractive enough?
- Quality of the Demonstration should be monitored as NEFERTITI's name is being used
- Companies with only commercial interest should not be acceptable for ownership, but if they providea demo, they are providing innovation and solution
- Need to keep up with NEFERTITI workload (i.e. reports, DAP, platform, etc.)
- Do trial demo for acceptance

Teaming-up with other projects

- Overlaps between projects activities make it logical to team-up – this will also contribute to networksustainability
- Only makes sense when there is a perfect match and does not create too much trouble – should besimple

Actions

Extension of the Network

→ Work on ToR (linked to NEFERTITI quality charter) by 31st January – WP2 & Adrien
→ Check technical feasibility on the platform – WP4
→ Open NEFERTITI networks to new hubs/countries by February.

Teaming-up with other projects

→ To precisely map where sectors and partners are matching with the other projects
→ Inform and support hub coaches and network leaders on this possibility – WP2 & Adrien

Conclusion

Network sustainability: Important to address network and hub sustainability models ASAP and followbottom-up approach (i.e. hub>network)
Extension of the Network: Agreed that the idea is good; there should be a clear added value andlimited workload; quality needs to be monitored in a simple way
Teaming up with other projects: Agreed that the idea is good. Try to incentivise joint events and tomake it simple for HCs.

Annex IV: Annual Meeting 2021 Report

3. Part 2 : Network Sustainability

Chair Name: Luís Mira da Silva
Minutes rapporteur Name: Leonor Santos

Sustainability Session

The discussion on the last Annual Meeting regarding the sustainability of the project was summarized. The most import issue in this discussion was understanding that Hub/network's thematic should be a priority for the institution

What about sustainability ?

It is important to understand that NEFERTITI has a pyramid organization. At the bottom we have the NEFETITI Network, then the Thematic Networks, then the Hubs and on the top, Demo farms. These 4 levels were discussed in terms of sustainability. Demo farms will be there after the project and they have learned and enjoyed the process. They will remain demo farms after Nefertiti, so we should focus on sustainability at a hub level. The sustainability regarding the next two levels (thematic networks and Nefertiti network) will be worked on by WP6.

Working on the sustainability of the hubs need the involvement and ownership of hub coaches. Hub coaches should think of possible national financing given the new CAP. WP2 will help hub coaches in this task.

DECISIONS TAKEN

- ✓ Work in the sustainability of NEFERTITI after the end of the project in parallel between WP2 and WP6, in different levels
- ✓ Make a survey for network leaders and hub coaches to understand their willingness to accept the responsibility of their networks and hubs after the end of the project
- ✓ Provide Network leaders and hub coaches the necessary tools to maintain the hubs
- ✓ Work on a strategy for self-sustainability

List of actions for next period:

What	Who	Who	When
Survey on Hub ownership in the future	WP2, WP3, WP5, WP6	WP2	By the end of the year

Part 2.1 : Complementary approaches to network sustainability

Chair Name: Adrien Guichaoua
Minutes rapporteur Name: Marga Vintages

Presentation Luis Mira : Summary of the last Sustainability Session

Luis presentation highlighted the importance of defining a sustainability at Hub level. This because it is the level which is closer to territories and farms . Furthermore, it is the level that can intercepts support from national and regional policies and funding. Thematic Networks could also find some form of sustainability in endorsed at European or National level by targeted initiatives.

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