

PRIMA COLLABORATE

An Event Uniting Med Researchers in Malta for Innovation

9th February 2024

PRIMA projects – successful stories



The Malta Council for Science & Technology





The PRIMA programme is an Art. 185 initiative supported and founded under Horizon 2020, the European Union's Framework Programme for Research and Innovation



Prof. Olga Cacciola

University of Catania, Italy



The Malta Council for Science & Technology



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Smart and innovative packaging, post-harvest rot management and shipping of

organic citrus fruit

BiOrangePack

PRIMA Coordinator:
Prof. Santa Olga Cacciola
Di3A, University of Catania

14 PARTNERS

ITALY

ARTNERS - ALGERIA from 6 - FRANCE

Countries

SPAIN

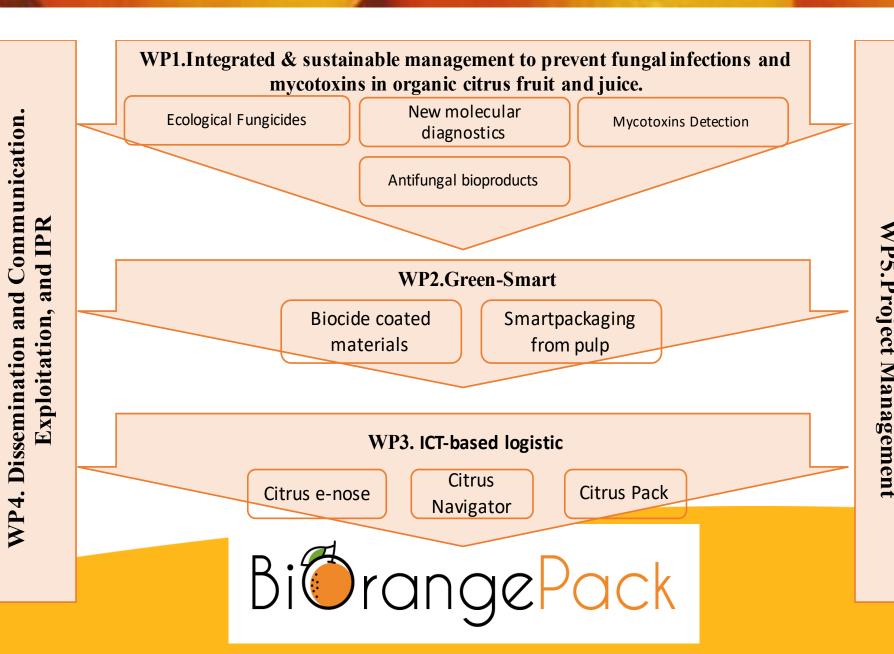
TUNISIA

TURKEY

PUBLIC Institutions and PRIVATE companies

involved in the citrus market





- 1. Cheap, Rapid, Simple Detection methods:
- 2. New Eco-friendly formulations;
- 3. Bio-edible coatings;
- 4. Active Packaging from citrus waste;
- 5. ICT for the logistics.



Project data



http://mel.cgiar.org/projects/biorangepack

PRIMA-MED

Thematic area
Agro-food Value Chain
Section II-2019



Budget1.282.397,00 €



Topic

Extending shelf-life of perishable Mediterranean food products

Duration36 mesi



To increase the efficiency, sustainability of the post-farming supply chain of organic citrus fruit in Mediterranean area.

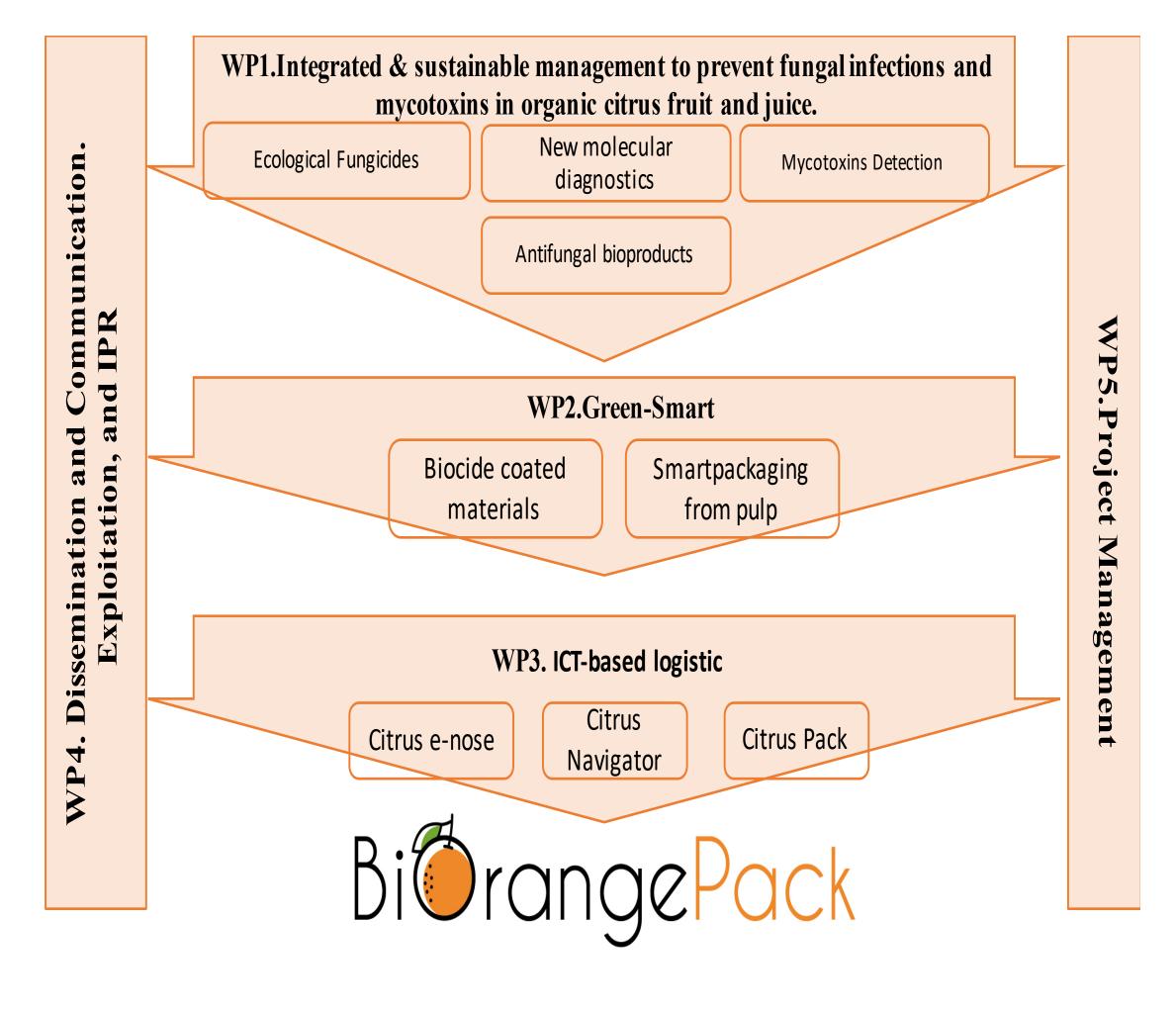
Period of implementation: 03/nov/2020 - 02/nov/2024











- 3 Scientific Work Packages interacting with each other.
- 2 transversal WP: WP4, WP5.

The core work packages are WP1, 2 and 3, which are focused on the development of technical solutions to address the current limitations of the supply chain.

Cheap, Rapid, Simple Detection methods

New Eco-friendly formulations

Bio-edible coatings

Active Packaging from citrus waste

ICT for the logistics





Tips and tricks to successfully participate in PRIMA Calls

From your experience, what key elements should a successful PRIMA proposal encompass?

A successful PRIMA proposal must address project goals aligned with objectives, emphasizing scientific
excellence, innovation, IMPACT, and sustainability, with a clear methodology, strong consortium and welldefined work plan.

What is the most effective way to structure and submit a PRIMA proposal, and did you contact your national funding agency for administrative issues?

• Structuring a PRIMA proposal involves aligning with the scope of the Call; the support of the **national funding agency** was crucial in the **second stage** of the proposal.



Tips and tricks to successfully participate in PRIMA Calls

How did the evaluation process help in refining your proposals, and how many times did you submit before being successful?

• BiOrangePack project was funded on the **first submission**, with iterative improvements based on evaluation feedback, enhanced collaboration, and addressing weaknesses contributing to success (partners and Italian National Agency).

What major drawbacks and benefits are associated with being a PRIMA Project Coordinator?

Being a PRIMA Project Coordinator offers the opportunity for impactful research but comes with challenges
in consortium management. <u>Drawbacks</u> include the responsibility for effective consortium management
and addressing unforeseen issues. <u>Benefits</u> include regional innovation contribution, international
collaborations, and visibility.



From your experience, what strategies would you recommend for building a strong and complementary consortium for a PRIMA project?

• Building a **robust consortium** involves identifying **diverse and complementary expertise**, promoting collaboration across academia, research, industry, and relevant stakeholders, actively seeking trustworthy and experienced partners over time.

Are there specific characteristics or expertise that you looked for when building your Consortium, and how did you effectively find project partners?

• Building a consortium requires **aligning partners**' expertise **with project tasks**, seeking **excellence in research areas**, and considering **effective communication**, **project management**, and collaboration skills beyond technical expertise.



How do you communicate efficiently with your project partners, and how many meetings would you suggest per year?

- Efficient communication involves **regular virtual** and **face-to-face meetings**, **email**, and **WhatsApp** updates. Meeting frequency depends on the project's complexity, with clear agendas and documented action points for effective communication.
- It is important to prepare a **contingency plan** and alternative means to realize the objectives.



How do you ensure that resources are utilized effectively by the project partners?

• Effective resource management is a key responsibility. However, in the case of FIRST Section 2 projects, this is a limited problem because the financial aspect depends on each national funding agency.

How do you keep track of the project progress efficiently?

• Efficient project tracking involves the alignment with the achievement of the planned activities and milestones. Asking partners for regular updates during team meetings and for the preparation of deliverables.

Do you provide training and development opportunities for team members?

• Fostering professional development involves organizing training, workshops, and skill-building sessions to enhance team capabilities, contributing to overall project success and individual growth.



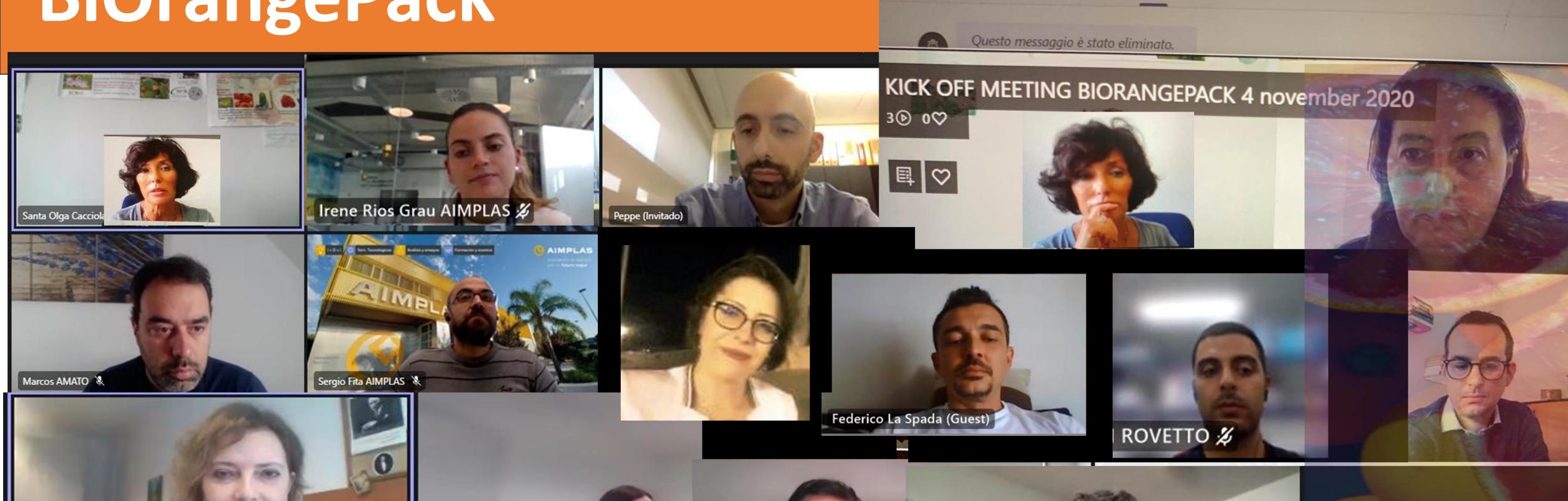
Thankyou

Prof. Santa Olga Cacciola olga.cacciola@unict.it



http://mel.cgiar.org/projects/biorangepack

BiOrangePack







DRANGEPACK 4 november 2020 Chat Dettagli Assistente Pianificazione





Ayşe Karakeçili (Guest) (Invitado)





Prof. Faissal AZIZ

Cadi Ayyad University, Morocco



The Malta Council for Science & Technology

Xjenza



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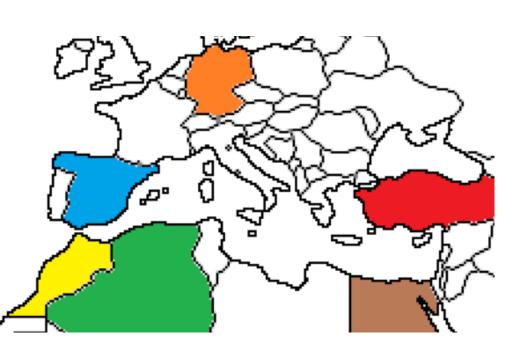
Cadi Ayyad University was established in 1978 and operates 13 institutions in the Marrakesh-Safi region of Morocco in four main cities, with 1689 academic staff, 809 administrative staff and 124,000 students.

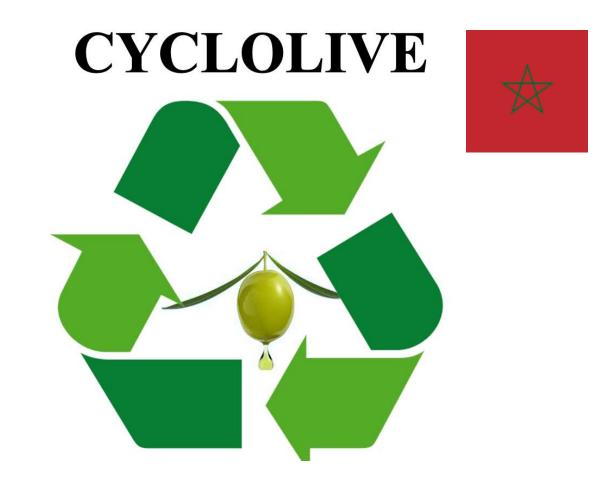
Ranked the 1st university in North Africa (Webometrics, 2023), wastewater and agriculture research. Has more than 400 conventions of collaborations with Maghreb Arabs.

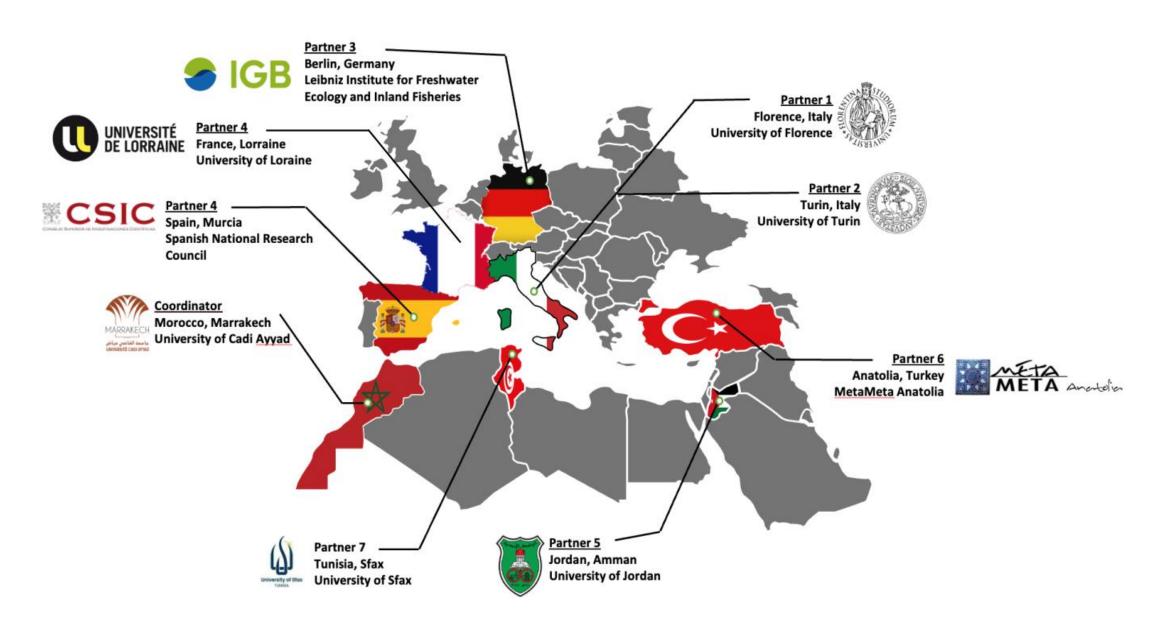
Europeans and North American social and economic institutions and Universities in different research areas. UCA was involved in several EU projects: IRIMED, SUDMED, ERANETMED, H2020, PRIMA...etc.

PRIMA awarded projects...



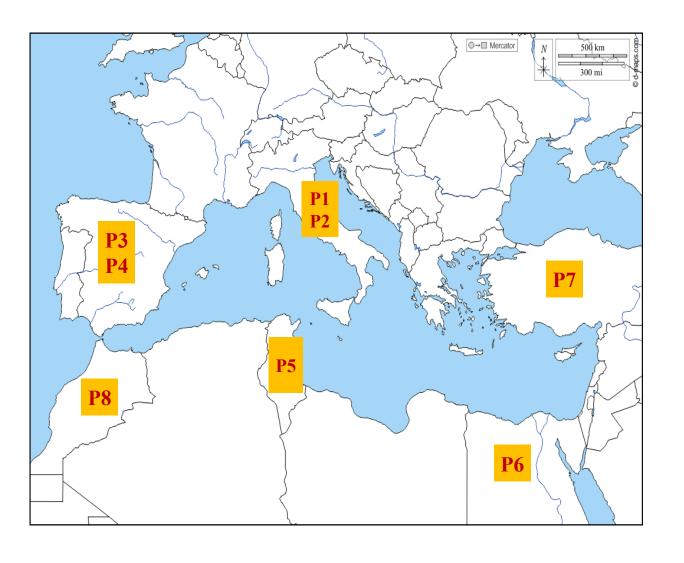












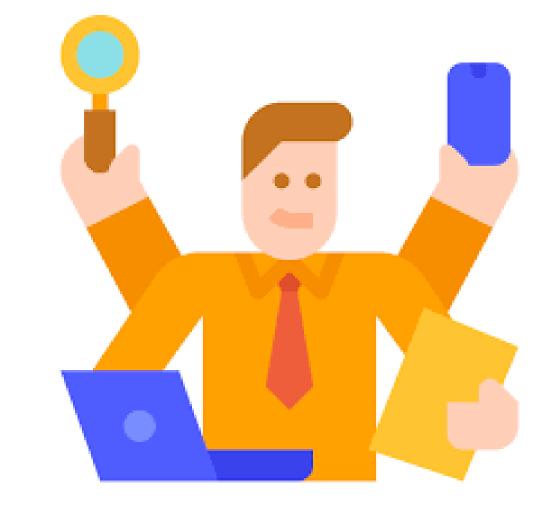




☐ Fit with the scope and objectives of the PRIMA programme and the call topic description; ☐ Importance, relevance/pertinence and clarity of the objectives; Soundness of the concept and credibility of the proposed approach/methodology. ☐ Extent that the proposed work is beyond the state of the art, and demonstrates innovation potential (e.g. ground-breaking objectives, novel concepts and approaches, new products, services or business and organisational models). Appropriate consideration of interdisciplinary approaches and, where relevant, use of stakeholder knowledge and gender /youth dimension in research and innovation content. The extent to which the outputs of the project would contribute to one or several of the expected impacts mentioned in the work plan under the relevant topic.

The project coordinator needs to:

- -Monitor the project schedule and follow-up if any deliverables are falling behind
- -Trouble-shoot issues and roadblocks
- -Organize and track deliverables
- -Create agendas for meetings and document and share meeting minutes
- -Keep an eye on the project budget
- -Make sure that everyone is aware of changes and updates to the project
- -Create and communicate project status reports
- -Support the project manager to confirm the overall success of the project
- -Write and maintain process documentation to standardize project processes.



"Because projects are dynamic, unexpected issues and changes will arise. A great project coordinator must be flexible, adaptable, and able to adjust plans quickly to address any updates, keeping the affected teams aware of the changes."

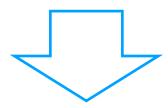
Evaluation performance...!!!



e.g...Deliverables

« The workplan is very crowded with too many described tasks and deliverables as reports instead of products. »





D.3.3	Biochar products
D.3.4	Report on Biochar production and characterization
D.3.5	WABs products
D.3.6	Report on WABs production and characterization



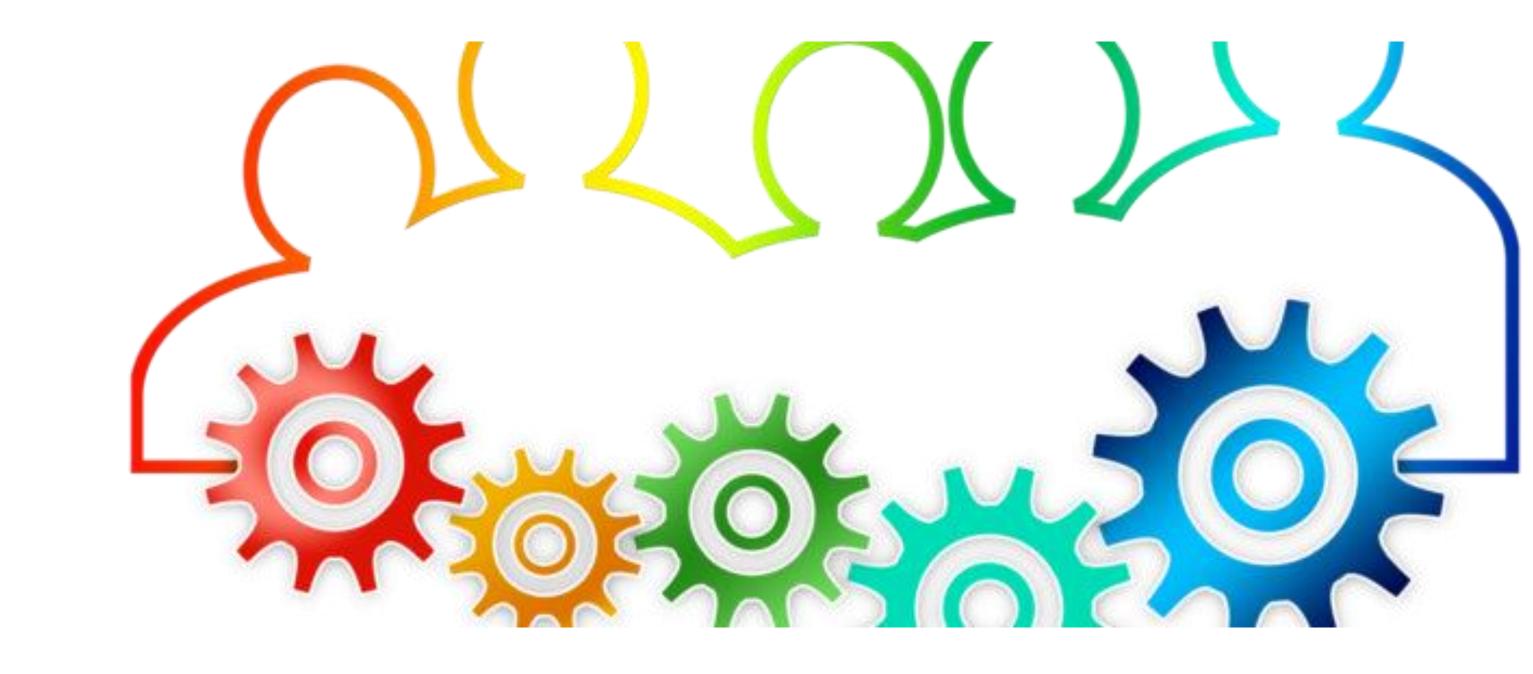
Strong and complementary consortium!!!!



Ensure that the consortium represents a diverse range of expertise and perspectives.



- Heterogeneity & Complementary expertise
- Excellence and strong leadership
- Identify Key Stakeholders
- Engage Early and Proactively
- Establish Clear Roles and Responsibilities
- Manageability







Find partners for your project ideas among the organisations registered in this portal. You can either post a partnership request or use the search engine to view requests posted by others.

All partnership requests which are not related to PRIMA Calls for Proposals will be removed. Please use this section of the PRIMA website only if you are looking for partners to build a consortium and submit a project proposal.

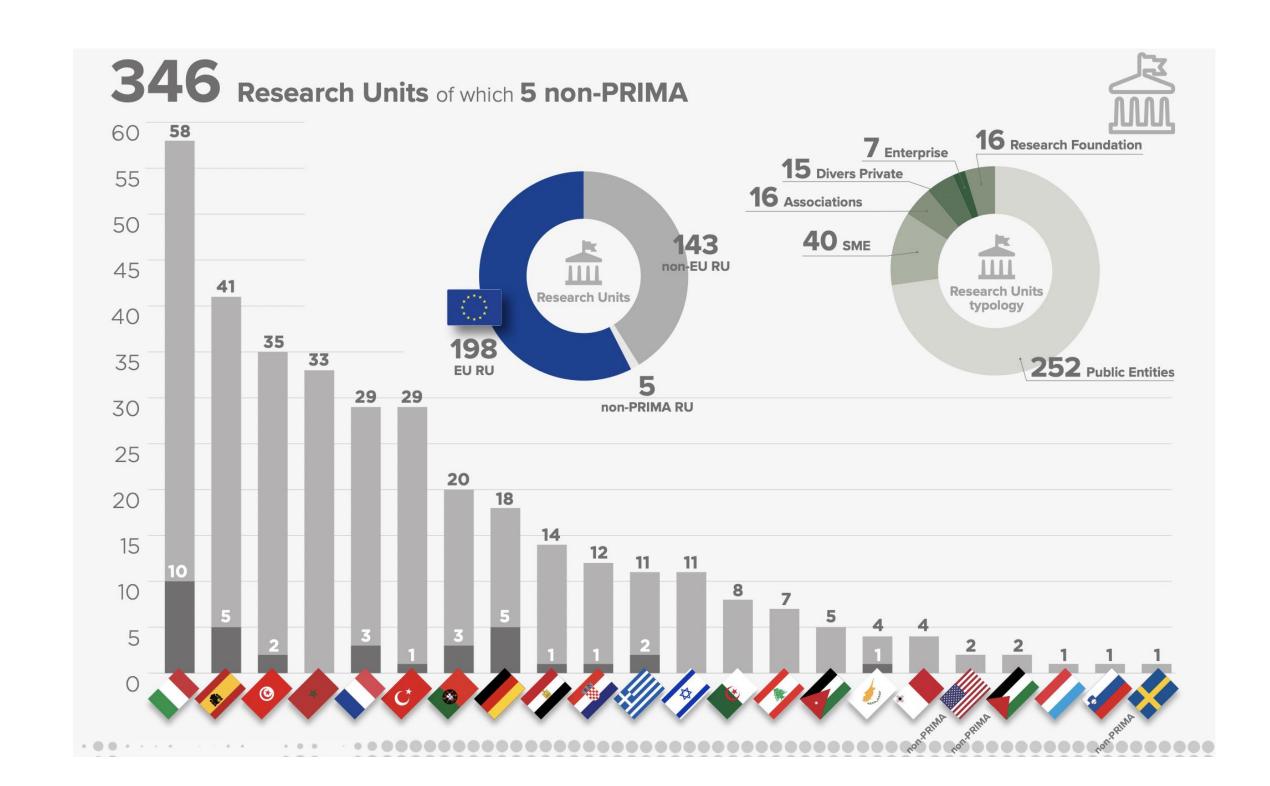
POST A PARTNERSHIP REQUEST

https://prima-med.org/submit-partnership/



PRIMA Participating State	Funding Agency	Financial annual commitment per National Funding Agency	Financial annual commitment per PS
	Acronym	(EUR*)	(EUR*)
Algeria	DGRST	2 000 000	2 000 000
Croatia	MSE	500 000	500 000
Cyprus	RIF	400 000	400 000
Egypt	ASRT	1 500 000	3 650 000
	SDTF	2 150 000	
France	ANR	6 000 000	6 000 000
Germany	BMBF	2 500 000	2 500 000
Greece	GSRI	800 000	800 000
Israel	MOST	500 000	500 000
Italy	MUR	7 000 000	7 000 000
Jordan	HCST	424 000	424 000
Lebanon	CNRS-L	61 000	61 000
Luxembourg	FNR	400 000	400 000
Malta	MCST	500 000	500 000
Morocco	MESRSFC	2 000 000	2 000 000
Portugal	FCT	1 125 000	1 125 000
Slovenia	ARSS	170 000	170 000
Coain	AEI	3 000 000	4 250 000
Spain	CDTI	1 250 000	
Tunisia	MESRS	1 500 000	1 500 000
Turkey	TUBITAK	1 000 000	1 000 000
TOTAL		34 780 000	34 780 000

https://prima-med.org/wp-content/uploads/2024/01/PRIMA-2024-**Guidelines-for-Applicants**-Section-2-New-version.pdf



https://prima-med.org/what-we-do/years/funded-projects-2022/

Effective project implementation strategies

- > Clear Project Objectives and Scope
- > Detailed Project Plan
- > Strong Leadership and Governance
- > Stakeholder Engagement
- > Risk Management
- > Resource Allocation and Management
- > Effective Communication
- > Collaborative Work Environment
- > Regular Monitoring and Reporting
- ➤ Adaptability and Flexibility
- > Continuous Learning and Improvement



- ❖ Quality and effectiveness of the work plan, including extent to which the resources assigned to work packages are in line with their objectives and deliverables;
- ❖ Appropriateness of the management structures and procedures, including risk and innovation management;
- ❖ Complementarity of the participants and extent to which the consortium as whole brings together the necessary expertise;
- *Appropriateness of the allocation of tasks, ensuring that all participants have a valid role and adequate resources in the project to fulfil that role.

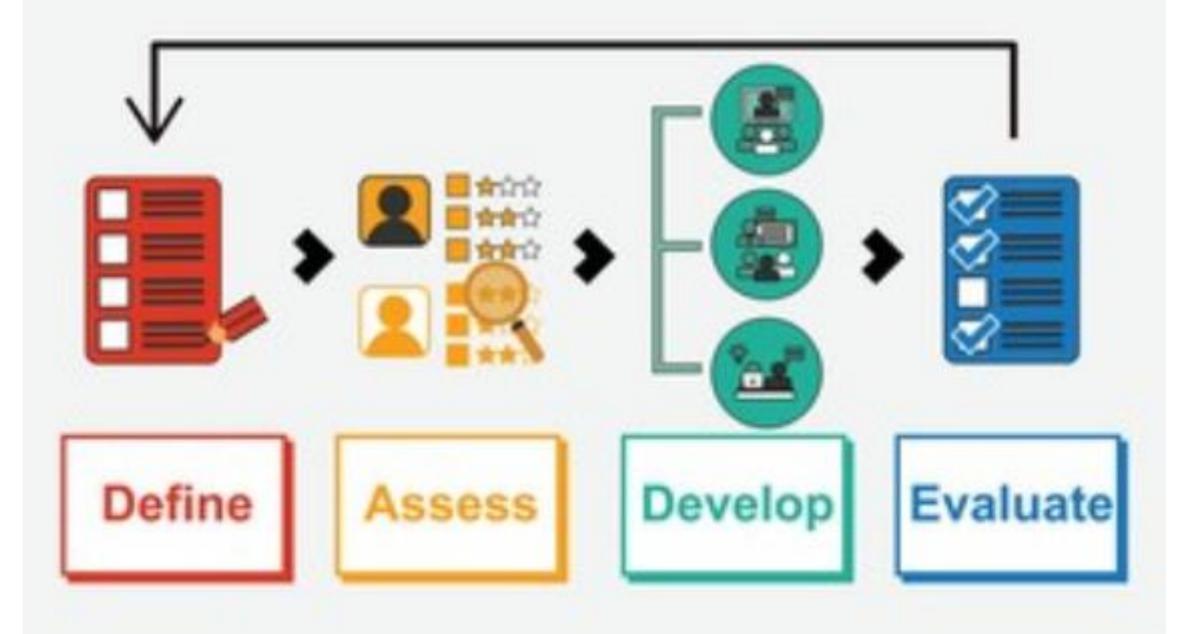
Risk management plan

Monitoring and Updating Your Risk Management Plan Over Time





Training Need







Thankyou

f.aziz@uca.ma





Dirk De Ketelaere Anna Spiteri

Integrated Resources Management Company Ltd., Malta)



PRIMA PARTNERSHIP FOR RESEARCH AND INNOVATION IN THE MEDITERRANEAN AREA



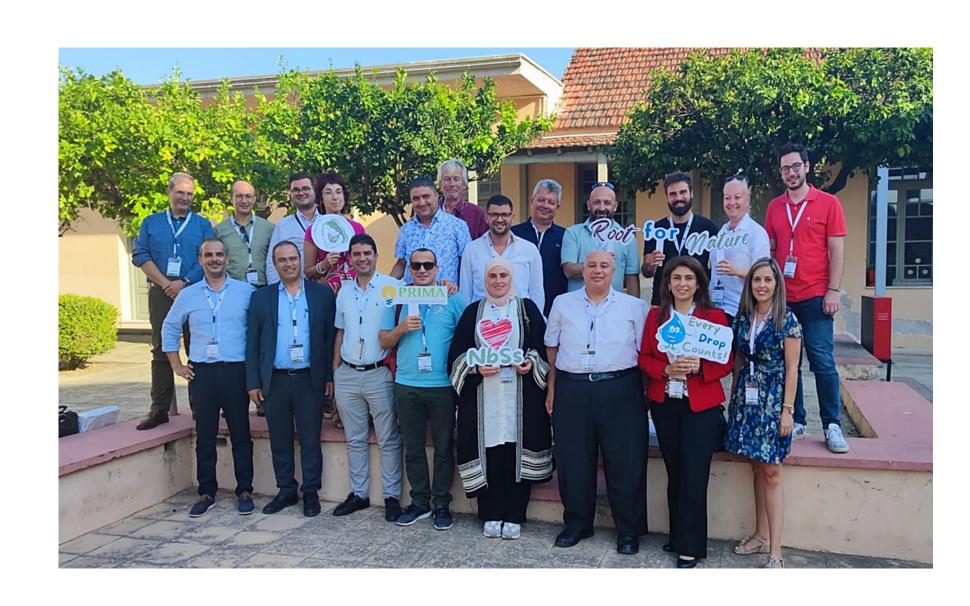
Science & Technology

IRMCo in PRIMA funded Mara-Mediterra project

On 12 May 2024, we are celebrating 30 years as an environmental research company in Malta!



IRMCo participated in an uninterrupted series of EU funded research projects since FP4





In Mara-Mediterra, IRMCo leads
WP2 Communication and
Dissemination &
WP3 Guiding the Living Lab process

Safeguarding the livelihood of rural communities and the environment in the Mediterranean through Nature-based Solutions

Mara-Mediterra





Tips and tricks to successfully participate in PRIMA Calls

- Check if your proposal idea answers to the objectives and expected outcomes of the PRIMA Call!
- From early on, we adopted the logical framework approach to structure our proposal. This implies defining measurable objectives with quantified KPIs to measure the progress achieved which in turn lead to measurable, quantified expected outcomes, with clearly defined sources of verification.
- If a proposal is not successful, check what the new Call is asking for before deciding to resubmit the same idea!
- If resubmission is an option, spend time to address the reviewer comments to the earlier proposal!
- Explain the need for cross-border collaboration and clearly describe what is the role and involvement of each of the partners.
- In Mara-Mediterra, project coordination is about motivating everyone to work together to the best of our abilities and expertise. Everything is discussed in an open, constructive manner among all partners.



- Start from clearly establishing the expertise your organization would be interested to offer in a project.
- Check the nature of the various expertise that is required to fulfil all the requirements of the Call.
- We used to rely a lot on the Cordis database to find partners. Obviously as our portfolio of EU funded projects increased we started receiving invitations to join from others who were using the Cordis database for this purpose.
- We have benefited a great deal from being involved in Transnational Project Consortia, not just enriching our scientific knowledge, but also appreciating the richness of the Region's cultural diversity.
- Both Mara-Mediterra and UNIMED, make us truly feel like we are one family, each and everyone of us are
 equal, human beings with a strong desire to bring solutions to sustain and support the livelihood of rural
 communities.



Tips and tricks for project implementation post award

- Your Grant Agreement is your bible, re-read and study it carefully.
- Revisit project goals and objectives at every progress meeting.
- Meeting person is essential. Include a field excursion on the agenda to get to know each other.
- To avoid drawbacks, especially if a partner is not communicating for some time, set up a telecon to find out about the nature of the lack of communication.
- Revisit your risk register at least every 6 months to check if a risk has occurred or an unforeseen risk has emerged and whether the foreseen mitigation measure is proving sufficient or an alternative measure should be activated.
- In Mara-Mediterra, all partners exchange with the project coordinator to seek guidance and/or confirmation about eligibility of expenditures, which is very important!
- Revisit actual expenditures at every project meeting, to anticipate possible deviations from what was originally foreseen (in the bible).
- Maintain a schedule of all activities and deliverables to avoid delays.
- In Mara-Mediterra, IRMCo provides specific training to the partners on the use of Participatory GIS.



Thank you

irmco@environmentalmalta.com





Prof. Karim Ben Hamed

Centre de Biotechnologie de Borj Cedria, Tunisia



The Malta Council for Science & Technology

Xjenza



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Other (5.8%)

Pharmacology, Toxicology and Pharmaceutics (6.6%)

Medicine (6.0%)

Immunology and Microbiology (5.5%)

Chemistry (8.3%)

Chemical Engineering (3.1%)

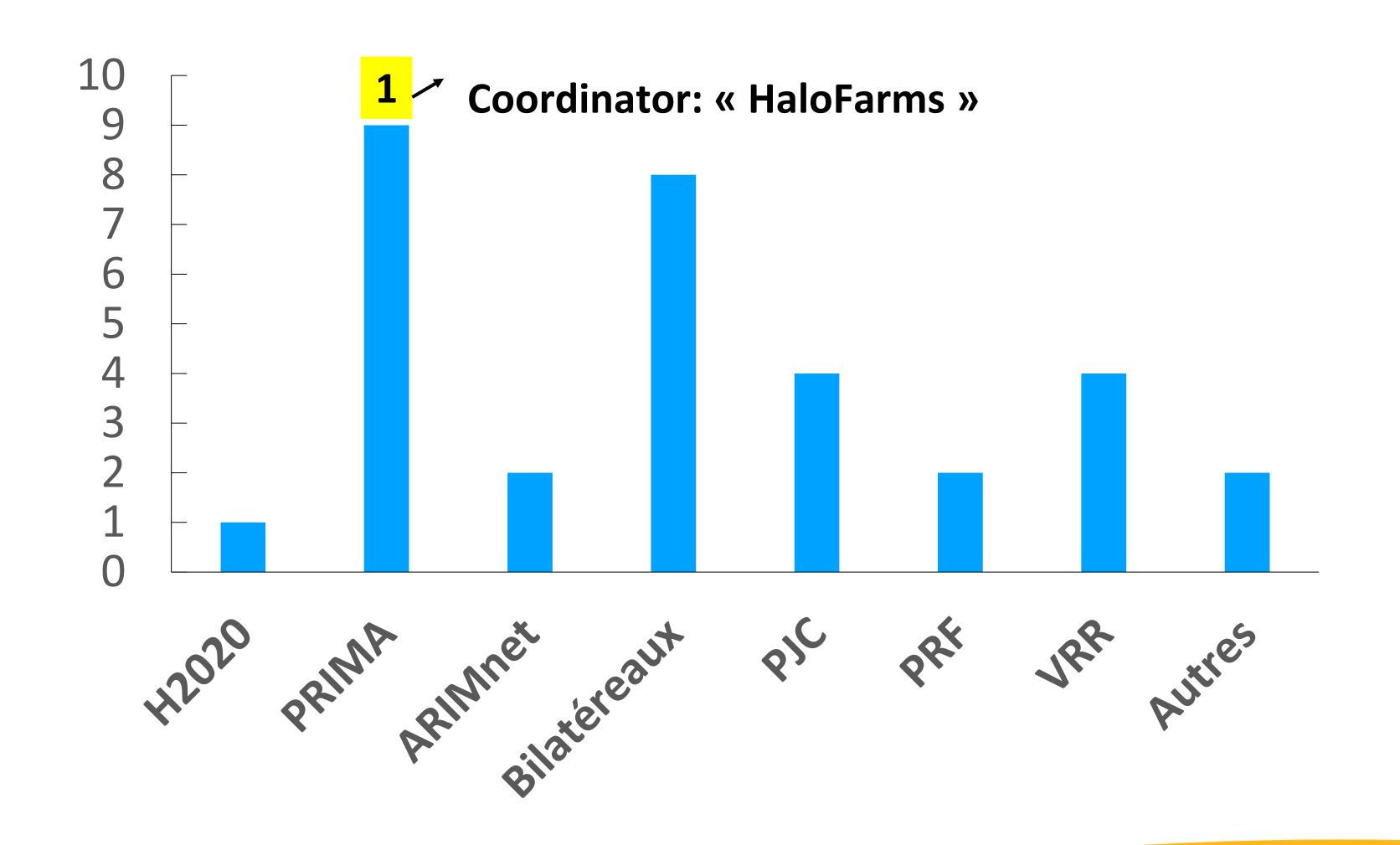
Engineering (2.8%)

Environmental Science (5.6%)



Biochemistry, Genetics and Molecular Biology (20.9%)

Ongoing collaborative projects in CBBC



Development and optimization of halophyte-based farming systems in salt-affected Mediterranean soils





Thematic area:

Farming Systems Section II



Type of action

RIA- Research & Innovation Action



Budget 847.872 €



<u>Duration</u>

36 months (2020-2023)





Tips and tricks to successful participate in PRIMA Calls

TIP1. Aligning with the call scope and challenges and meeting PRIMA's expectations

CALL TEXT AND SUPPORTING INFORMATION (Call: Section 2 – Multi-topic 2019)

Topic 2.2.2 RIA Use and management of biodiversity as a major lever of sustainability in farming systems

Challenge

The agro-biodiversity depletion represents a threat to the planet because it reduces variety of available food and the ability of agroecosystems to effectively respond to environmental challenges. Nowadays only three crops - rice, wheat, and maize - provide more than half of plant-derived calories consumed worldwide. The mono-cultural approach of intensive agriculture decreases the ability to naturally cope with biotic and abiotic stresses exacerbated by climate change, and to reduction of soil fertility, despite intensive use of chemical fertilizers and pesticides, for maintaining high agricultural production. Biodiversity restoration and the use of wild crop relatives is a new production paradigm that guarantees a wider range of food and more sustainable agronomic practices. Mixing cropping systems yielded beneficial effects in term of soil and water conservation, nutrient recycling, carbon sequestration, pest and disease control, and better ecosystems services. The valorisation and management of functional biodiversity to enhance ecosystem functions and resulting ecosystem services, is a major area of investigation. Traditional agricultural systems are important sources of information that, combined with the recent advances of scientific knowledge, may usefully assist in the application of biodiversity-based agriculture. Different fields of research and innovation can be explored for managing biodiversity in the agriculture systems, integrating the large variety of local natural resources in the Mediterranean area, with the involvement and contribution of local farming systems and private and public stakeholders of the agri-business system.

Scope

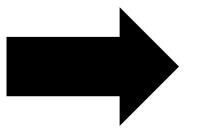
TIP2. Offering an innovative solution to specific challenges



Soil and water salinity: a major issue in the Mediterranean region

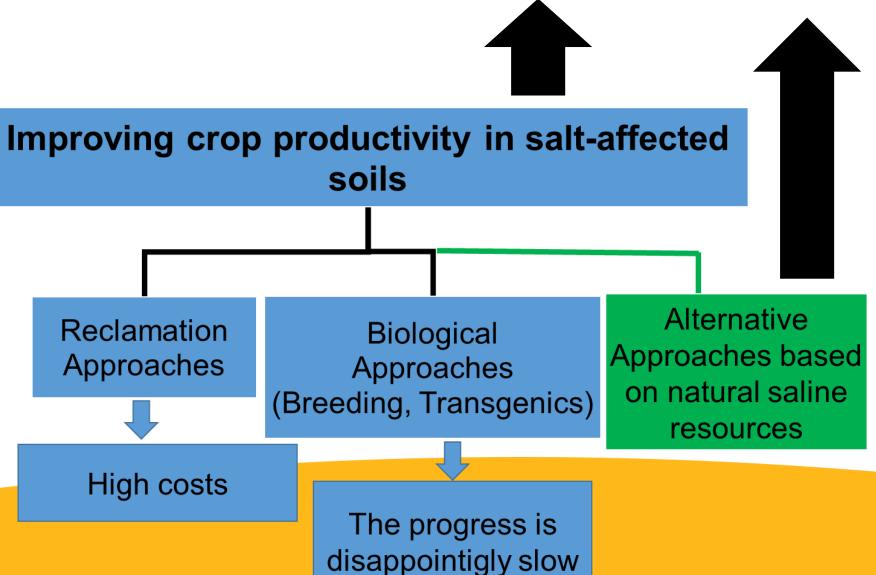
18 million ha, corresponding to 25 % of total irrigated land





Halophyte based farming systems for desalination of saline soils







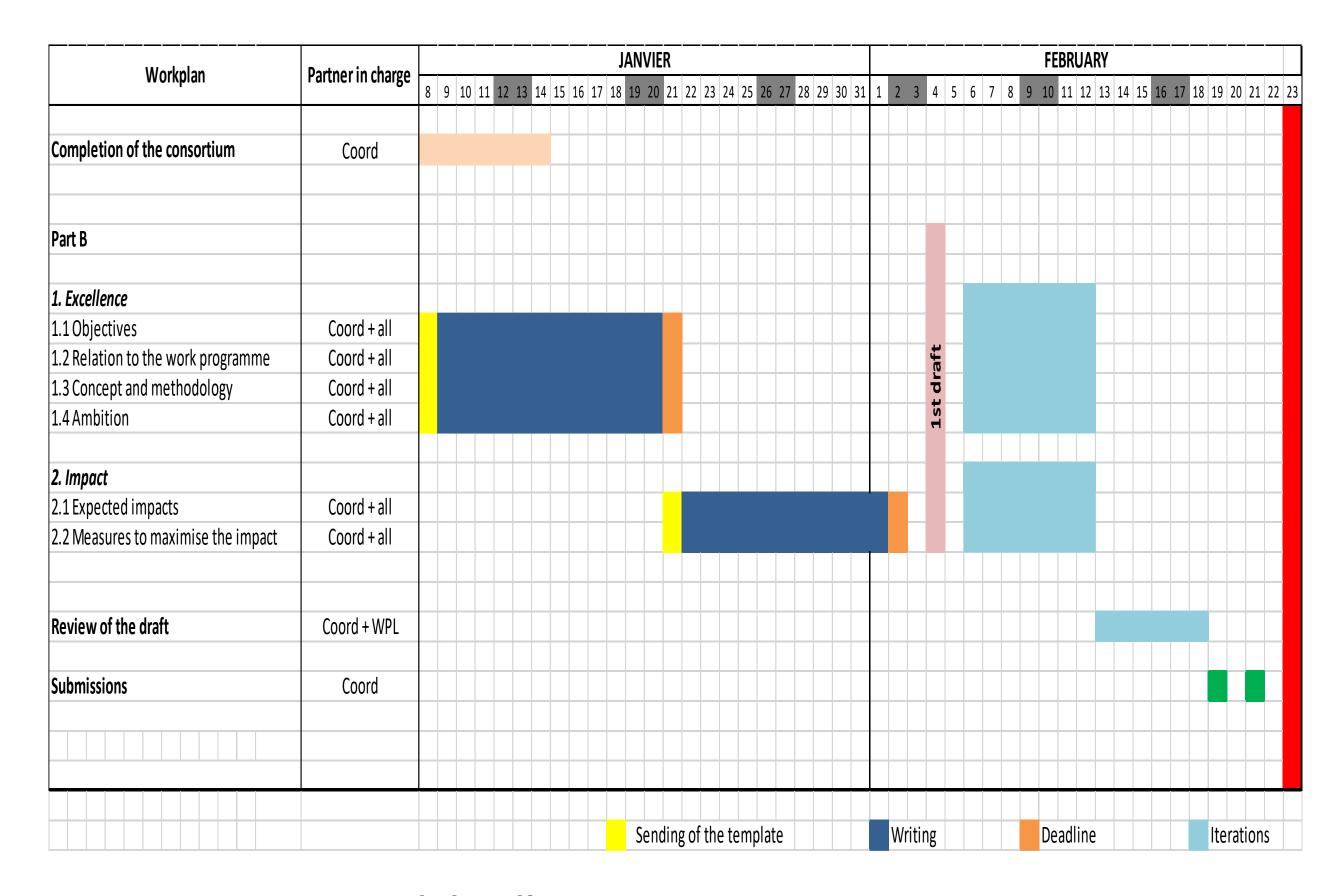
TIP 3. Building a strong and complementary consortium



- Collaboration anteriority
- ☐ Multidisciplinary
- ☐ Geographical balance (North/South)



TIP 4. Plan the writing steps of the proposal: Retroplanning



Important Dates and deadlines:

STEP 1

- 1) Call Publication
- 2) Submission Deadline

After selection to STEP 2

3) Deadline of final submission

Other tips to succeed your proposal

- Align your activities (WP and tasks) with your objectives (show their interdependence)
- Balance efforts within WPs and tasks
- Quantify the impacts of the project based on effective and concrete indicators (PRIMA KPI).
- Detail and Innovate your Communication, Dissemination and Exploitation Plans.
- Identify and involve potential stakeholders through the RRI approach
- Predict barriers and alternatives.
- Ask for a balanced and reasonable budget
- Avoid last-minute submissions
- Get the right support



Tips and tricks for project implementation post award

1. Consortium Agreement



PRIMA Section 2 call multi-topics 2019

CONSORTIUM AGREEMENT

Project Title

Development and Optimization of Halophyte-based Farming systems in salt-affected Mediterranean Soils

Acronym

HaloFarMs

















2. Data Management Plan

D6.1. DATA MANAGEMENT PLAN

Project Information

Project ID	1525	
Project Full Title	The development and optimization of Halophyte-based farming	
	systems in salt-affected Mediterranean soils	
Project Acronym	HaloFarMs	
Funding Scheme	RIA, Section 2	
Starting date	1-10-2020	
Duration	36 months	
Project Coordinator	Karim Ben Hamed	
Project website		

Deliverable information

Deliverable n°	6.1	
Deliverable Title	Data Management Plan	
WP	1	
WP leader	Karim Ben Hamed	
Partners	All	
Nature	Open Research Data Pilot	
Authors	Karim Ben Hamed,	
Contributors	All	
Delivery Date	15.12.2023	

Dissemination Level

Public

Document Log

Version	Date	Author	Description changes
V1.0	13.12.2023	Karim Ben Hamed	First Draft sent to all partners
V2.0	17.02.2023	Karim Ben Hamed	Collection of the data description from each partner

3. Risk Management Plan

Risks	Proposed mitigation measures
Risks related to COVID-19 Limited capacity due to home officing, home schooling, sickness, quarantine, Limited mobility (missions, training)	 ✓ Project extention, delays of deliverables, etc ✓ Postponed
Risks related to management (WP1) ✓ Delays in respect of the established timetable ✓ Retirement or abandon of a Partner ✓ Partner leaving the consortium ✓ Unauthorized uses of project outputs by third parties (like startups) ✓ Lacks of institutional monitoring of the project outputs	 ✓ Communicate well and early enough. ✓ Inform PRIMA secretariat to replace the partner by another in the same institution ✓ Inform Prima secretariat and NFA, to replace the partner by onother form the same institution ✓ Sign agreement to authorize the exploitation othe project outputs and results ✓ Ask frequently the support of the national funding agencies
Risks related to implementation (WP2) Unfavorable environmental conditions Missing deliverables	✓ Project extention, delays of deliverables, etc
Risks related to financial issues (WP1) long administrative procedures and strict rules to setup field experiments, to acquire equipments and consumables, and to organize trainings and scientific events.	

4. Adressing the Gender Dimension

#GenderReport



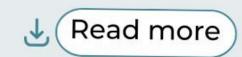




PROJECT HALOFARMS

Bridging Gender Gaps in Saline Agriculture







HaloFarms focused on stakeholder engagement and the inclusion of women in decision-making processes within the saline agricultural sector.

The project implemented a gender-balanced strategy to ensure equal representation of women in all stakeholder groups. The project involved both women and men in the project's leadership and decision-making roles. This increased involvement empowered women farmers and led to more informed decision-making, positively impacting the entire agricultural community.

WWW.PRIMA-MED.ORG



PROJECT HALOFARMS

Overview:

HaloFarms focused on stakeholder engagement and the inclusion of women in decision-making processes within the saline agricultural sector.

Integration of Gender Dimension:

The project implemented a "gender-balanced" strategy to ensure equal representation of women in all stakeholder groups. The project involved both women and men in the project's leadership and decision-making roles. The project has also sought to achieve a gender balance at all levels of the staff involved in the action.

Gender-Inclusive outreach activities:

In all training, conferences and workshops organized by the project, sessions are always co-chaired by women and men. The participation of women in all our events is very remarkable, coming mainly from the academic, research, and civil society and agriculture sectors.

Women empowerment and job creation:

In the frame of the project, a start-up enterprise was created by a Tunisian women, already hired by the project, with the aim of producing a halophyte nursery for economic and ecological purposes. This results in new market opportunities. Furthermore at least 4 agricultural associations/farmer and NGOs, one of them led by women, are involved in the project which are accelerating the creation of cooperation networks between farmers and a new business model including high-variety local systems by hybridizing local women with different skills and opportunities.

Impact: As a result, women's participation in HaloFarms' workshops and training sessions increased significantly. This increased involvement empowered women farmers and led to more informed decision-making, positively impacting the entire





5. Dissemination and Communication Plan

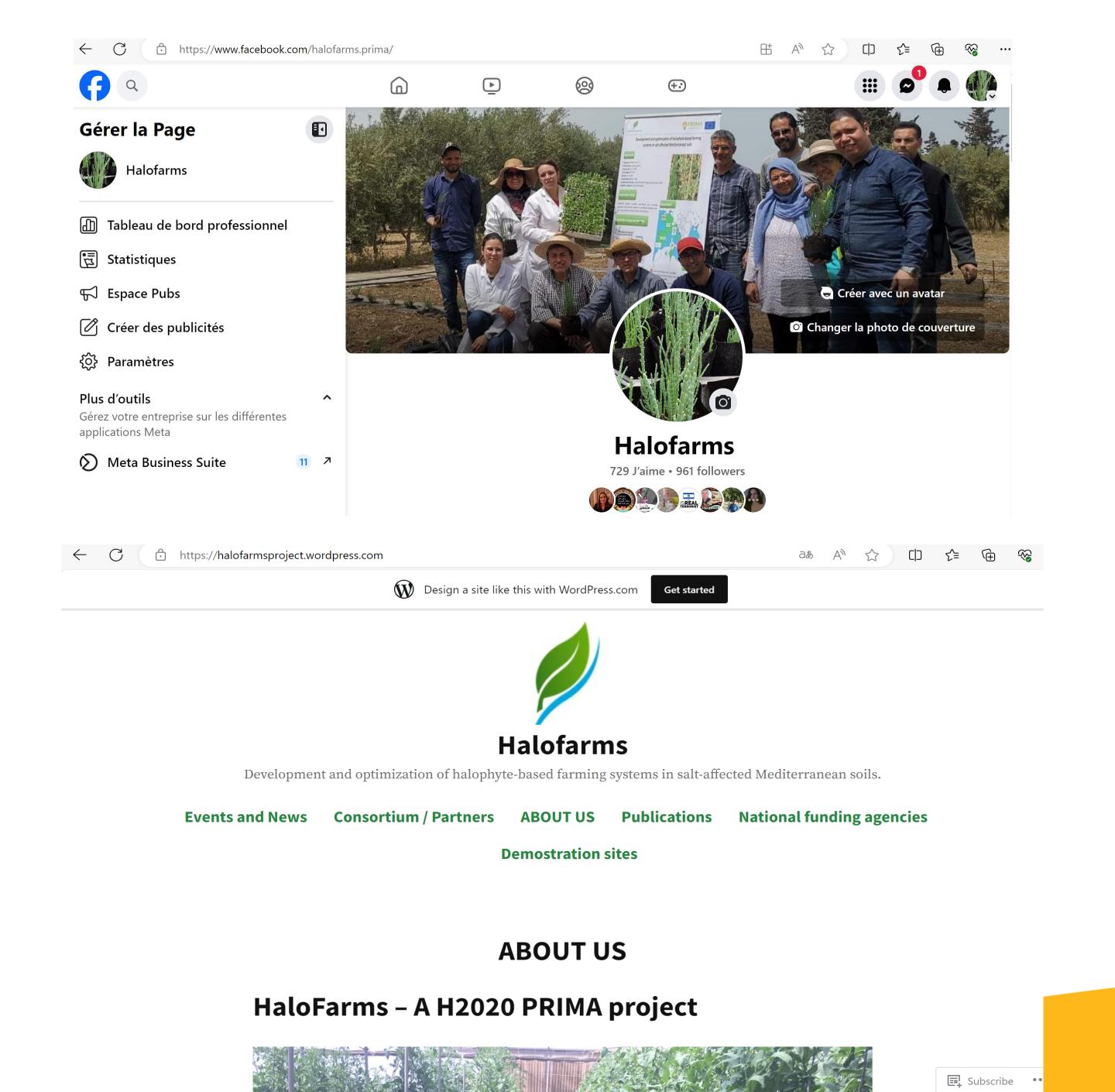
Plan	What has been planned	What has been done
Steering committe meeting	At least 3	3
Conferences/Workshops	3	5
Seminars	4	3 (TN, SP)
Exchange visits	At least 6	6 (TN, SP, IT, EGY)
Student trainings	8	14 (TN-PT, TN-SP, IT-SP)
Open days	At least 4	3 (TN), 1 (EGY), 1(IT), 1 (SP)
Communications	At least 9	More than 20



Stakeholders, key messages and Communication tools

Who?·-·target·audiences¤	What?¤	How?·¤	
(1)·Researchers·in·and·outside· the·project¤	State-of-the-art-expertise-on- saline-farming-practices-and- products¤	Dedicated- website -with-a- blog-function-(all)¶ ¶	
(2)·ESRs·and·PhD·students¤	Trans-and-interdisciplinary- knowledge-exchange-and- creation-on-the-potential-of- halophytes-in-saline-soils¶ Enhance-ECIs-and-PhD- students-career-prospects¶ Connection-accademia-and- industries¤	Social-media-pages: Facebbok-and-LinkedIn-page- for-discussions-among- participants-and-beyond-(all)¶ Multimedia-(all)¶ Workshops-aligned-with-WPs (all)¶	
(3)·Farmers·(individual· farmers,·and·national·and· international·farmer· associations)·and·extension· agents·including·NGOs,· agribusiness·and·governmental· agents¤	Halophyte-based-agriculture-as- a-feasible-business-case-and- adaptation-strategy-to-salinity¤	II - Open·access·publications·in· local·and·international·journals· (creation·feature/special· issues),·¶ ¶ - Meetings·of·local·societies· and·working·groups·¶	3
(4)·Retailers,·entrepreneurs,· seed·companies¤	Products·from·saline· agriculture·as·a·market·niche¤	¶ Final-outreach-event-where- scientists-and-key-	3
(5)·Consumers¤	Use-and-taste-of-saline- products¤	stakeholders, from farmers to rappresentative of agribusinesses/local	
(6)·(Impact)·investors¤	Saline-agriculture-as-a- promising-impact-investment¤	governments, will present. (All)¤	3
(7)· Policy·makers ·and· government·extension·agents¤	Challenges-to-overcome-in- order-to-cultivate-on¶ saline-soils-and-coupling-to-the- management-of-salinity-on- various-governance-levels¤		
(8)·General·public¤	Raising·awareness·of· challenges·and·opportunities·of· salinisation,·and·of·new· products·from·saline·agriculture¤		







Links to Media

https://youtu.be/qXxEaPZRAOM

https://youtu.be/m3uM1dCB8zg

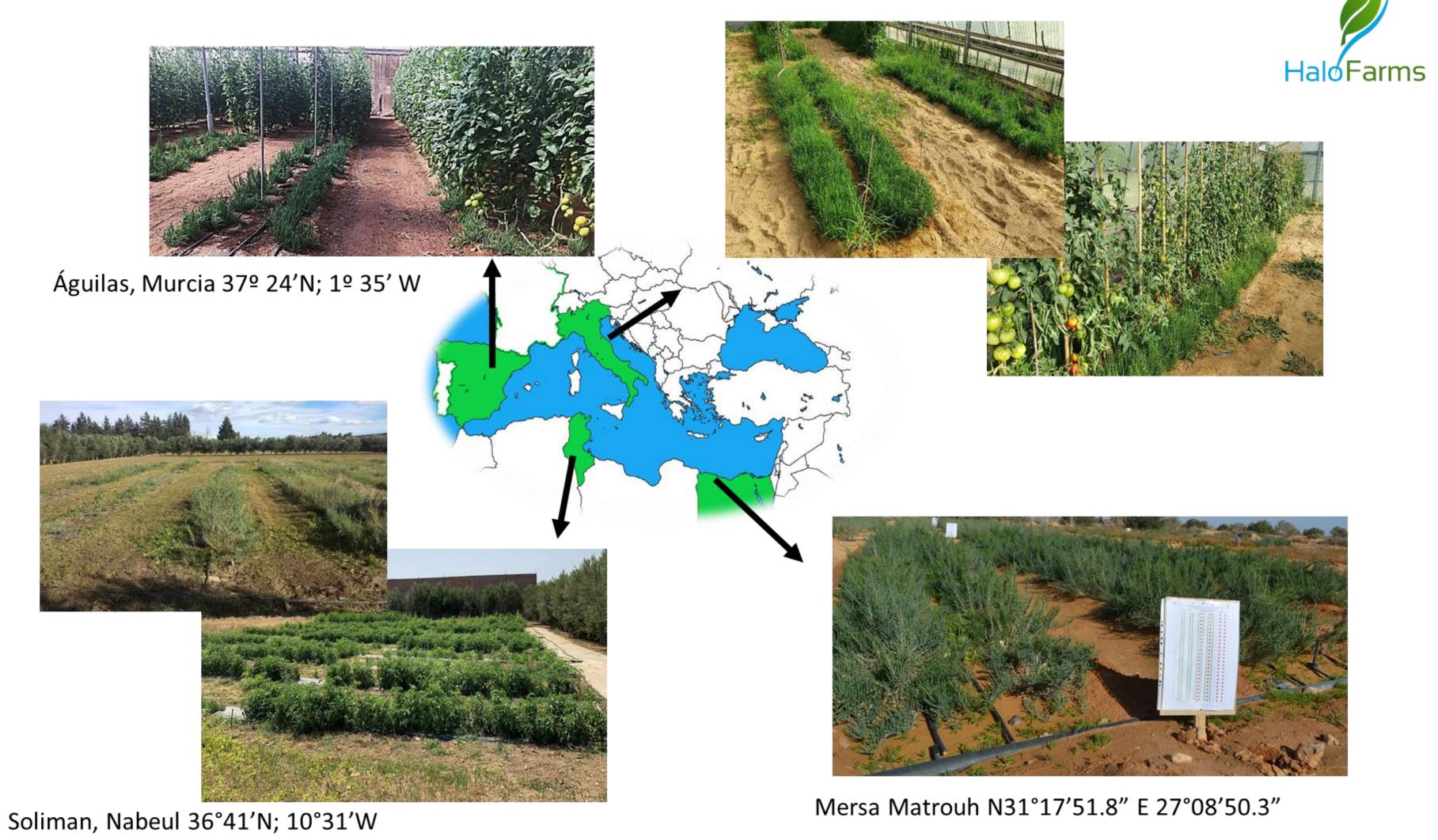
https://youtu.be/y5Ws959el5Y

https://youtu.be/Mhlba3ytOml

6. PRIMA- KEY PERFORMANCE INDICATORS (KPI)

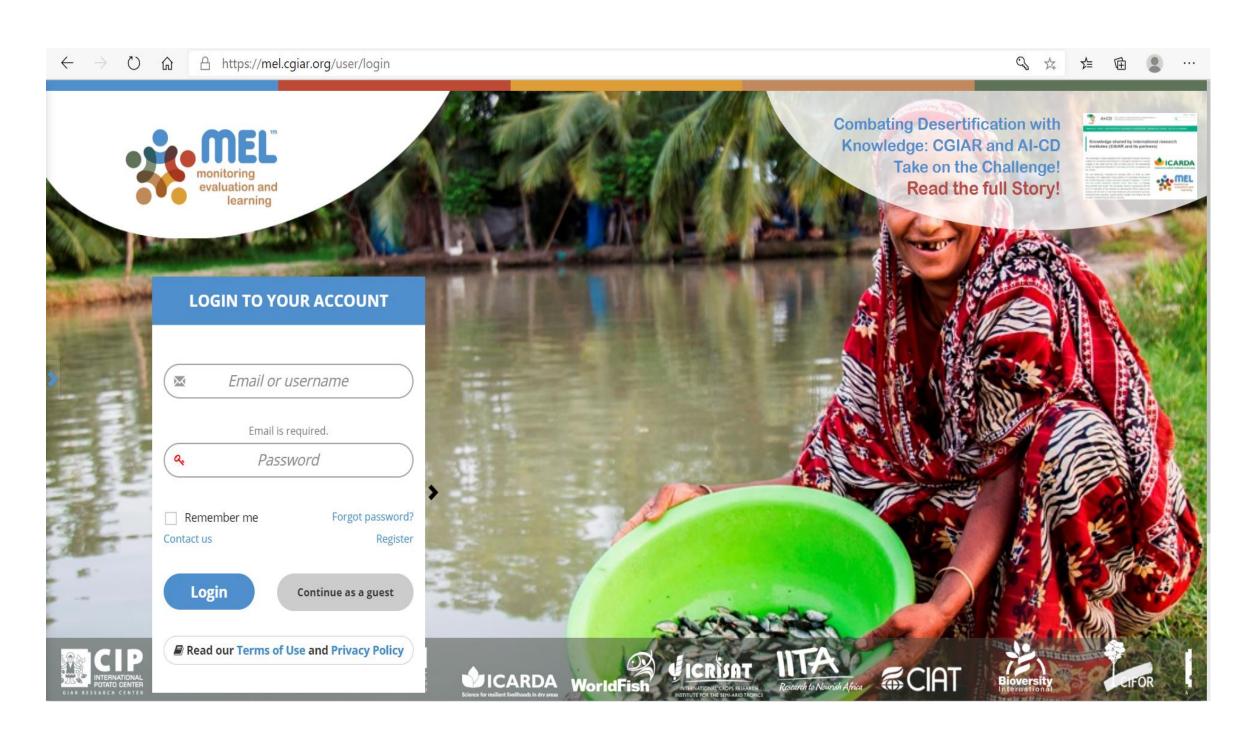
	Description	What was done so far
KPI 1	Number of Developed or Improved Solutions and Products	NBS, phytoremediation, in vitro clones.
KPI 3	Number of Demonstration Sites	4 demonstration sites
KPI 4	Number of Regional Platforms, Knowledge Hubs, Datasets	4 datasets
KPI 5	Number of Stakeholders and End Users	More than 2 stakeholders and 3 End users
KPI 6	Number of Engaged Young Researchers	More than 10
KPI 7	Number of New Jobs Created	More than 5
KPI 10	Number of Publications and Outreach	More than 15
KPI 11	Number of Dissemination Actions	More than 10
KPI 12	Sustainable Development Goals	SDG1, SDG2, SDG6, SDG8, SDG11, SDG13, SDG17
KPI 15	Agro-ecological principles to enhance soil health, biodiversity and adapation to climate change	Intercropping, crop rotation.

HaloFarms Demonstration Sites

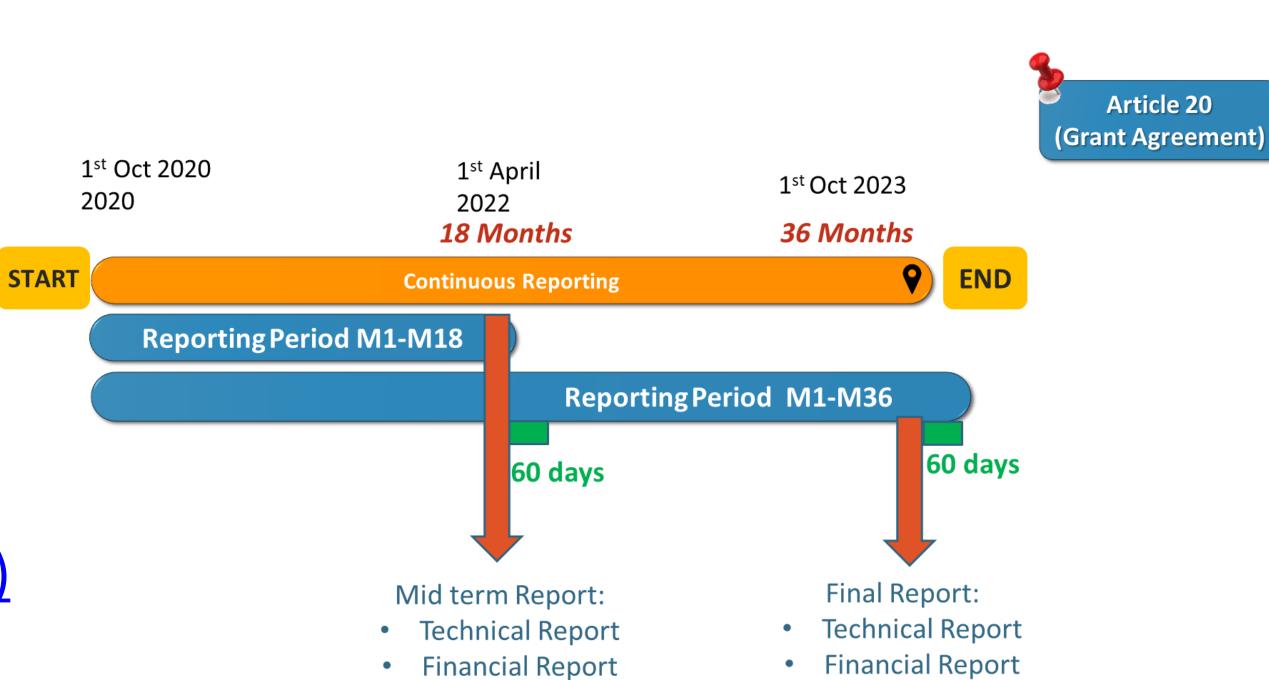




7. The PRIMA monitoring platform: MEL



MEL - Monitoring, Evaluation & Learning (cgiar.org)



Source: Fabrice Dentressangle







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Thank you

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