

Study on outcomes achieved by EIP-AGRI Operational Group projects under the CAP

ANNEX I – Summary of case study findings

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Introduction

Data for the **15 selected case studies** were collected through documentary research, interviews with Rural Development Programme (RDP) Managing Authorities (MA), interviews with Operational Groups (OG) lead partners and focus groups involving all or most OG partners in each case study.

In the following pages, an overview of each case study OG project is presented through **factsheets** that distil information, such as project objectives, partnership characteristics and main findings. The information presented is largely sourced from interviews and focus group discussions with the OGs.

Legend for OG partnership composition:



2014-2022 RDP Austria



Operational Group project:

GIS-ELA – Geographic information systems for site-specific management aimed at increasing efficiency and greening in Austrian agriculture

2018-2021

<u>Geographic Information Systems for Site-Specific Management Aimed at Increasing Efficiency</u> and Greening in Austrian Agriculture | European CAP Network (europa.eu)

https://play.google.com/store/apps/details?id=at.josephinum.gisela&gl=AT&pli=1

Objective: to spread the use of precision farming technologies in Austrian agriculture and to create practical instructions and applications for the implementation of site-specific precision farming methods without costly equipment.

Type of innovative solution: Technological innovation

Partnership composition



Keywords

- > Agricultural production system
- > Farming practice
- > Farming equipment and machinery
- > Plant production and horticulture
- > Landscape/land management
- > Fertilisation and nutrient management
- > Soil management/functionality

📩 Lead partner

Achievements

- Methods for creating and using yield potential and application maps based on various data sources were developed in close cooperation with pilot farms.
- > All objectives set in the project application GIS-ELA have been achieved and even exceeded.
- Practical instructions and apps for implementing site-specific farming methods without costly equipment (application maps with the GIS-ELA site-specific app) were provided.
- > Broad participation of farmers was sought, and software was tested on the pilot farms.
- Knowledge dissemination was successfully carried out (video tutorials, training and seminars, website, events, etc.).
- > All participating farmers used the innovative method.

Challenges

- High acquisition costs and lack of ICT expertise, especially in small businesses.
- High level of bureaucracy involved in project submission and accounting.
- Project administration is very time-consuming: the role of the OG lead is important to manage administrative tasks.
- The app has the potential for widespread use, but further development is required.
- > A fundamental prerequisite is the availability of Sentinel satellite images.

- > The involvement of farmers was crucial to the project's success.
- > Use of precision farming technologies offers considerable economic and ecological potential.
- > Important to include good partners in education and advisory.
- Combined research, practice, counselling and training expertise is key to transforming ideas into practical solutions.
- > A field day with many visitors is better and more convincing than other tools e.g. the project website.
- Extending the project's duration enabled additional findings and thus achieved better project results.

2014-2022 RDP Bulgaria



Operational Group project:

DIGI-BEE – Digitizing the value chain of organic beekeeping products

2020-2023

Digitizing the value chain of organic beekeeping products | European CAP Network (europa.eu)

Objective: to provide full traceability of honey production from beehive to the table and create economically sustainable added value in organic beekeeping using a smart, innovative system based on internet of things technology.

Type of innovative solution: Technological innovation



Achievements

- > The project achieved 95% of its objectives: all innovative solutions were developed and tested, but some still need further adjustment.
- Some of the initial software solutions were changed for better ones.
- The project website was very effective in gathering interest from many beekeepers outside the OG.
- Motivated partners favoured the successful co-creation of the innovative solution.
- OG partners are still working together to 'polish' the innovative solution.
- The OG has already an idea for a new digital solution to be developed in a future EIP project.

Challenges

- > There was a delay in approval of the project and difficulty in communication with MA and Paying Agency.
- > A preparatory phase would have helped better shape the project idea.
- > COVID-19 stopped the import of electronic equipment from China
- Global geopolitical crises had negative economic impact.
- Absence of financial instruments offering support/credit; insufficient use of SCO for some cost categories.
- Call requirements: large number of partners, not all necessary; some types of partners not eligible (e.g. software houses); establishing a new legal entity for the OG should not be required.

- The innovative solution should be communicated when it is ready. In some projects there is little to be communicated during development.
- Administrative procedures should be simplified, use of SCO further developed.
- > Setting up innovation support services in Bulgaria is desirable.
- Sharing experiences between OG projects with similar innovative ideas in different countries would be very useful.

2014-2022 RDP DE-Baden-Württemberg



Operational Group project:

PIG – Improvement of animal welfare and environment protection in pig husbandry by innovative structural solutions with the objective of dissemination

2016-2022

Improvement of animal welfare and environment protection in pig husbandry by innovative structural solutions with the objective of dissemination | European CAP Network (europa.eu)

Objective: to develop, implement, optimise and research sustainable pig stable concepts.

Type of innovative solution: Agronomic innovation



Keywords

- > Farming practice
- > Animal husbandry and welfare

է Lead partner

Achievements

- All planned objectives were achieved.
- > The lead partner (advisor) took over administrative tasks and communication, allowing the partners to focus on their work and successfully implement the project.
- > The communication and dissemination plan was successfully implemented.
- Participating farmers carried out public relations work on their own initiative and reached up to 2 000 visitors at open days.
- > The OG was able to adapt to COV-ID-19 restrictions by developing a format for digital inspections of pig stables.

Challenges

- > The administrative burden for the project was very high.
- Administrative effort was required for billing and digitalisation.
- > Decrease in pig prices due to African swine fever.
- > The onset of inflation due to the COVID-19 pandemic and the Ukraine crisis was felt strongly (e.g. rising construction prices, increased interest rates on loans and escalating feed costs).
- > Ineligible VAT poses a problem for government bodies.

- A major incentive for farmers to participate was the increased subsidy rate for investing in sustainable barn concepts offered to members of an OG.
- EIP-AGRI projects require time for implementation, which is often more than three years.
- Pre-financing in EIP-AGRI posed considerable challenges for partners who do not have funds of their own to get started.
- Given the large number of partners, having an efficient lead partner was crucial.
- Complementary expertise within the partnership and organisation of work was essential for the project's success.

2014-2022 RDP DE-Hessen



Operational Group project:

Added value of social farming for agricultural production

2018-2020

Added value of social farming for agricultural production | European CAP Network (europa.eu)

Objective: to investigate and support the potential of social farming for the development of agricultural enterprises in Hessen, aiming to ensure that the integration of individuals with special needs becomes a synergistic factor for farms.

Type of innovative solution: Knowledge exchange and rural social innovation



Keywords

- > Farming practice
- > Animal husbandry and welfare
- > Plant production and horticulture
- Biodiversity and nature management
- Supply chain, marketing and consumption

Achievements

- > All planned project objectives were achieved.
- Several activities were implemented: providing an inventory of social farming in Hessen, developing a course concept, promoting knowledge transfer and others.
- Social farming beginners course is organised at the University of Kassel and is currently running for the fifth time.
- Improvement strategies were developed to overcome obstacles in project development, particularly by setting up an inter-ministerial round table.
- > Project reports were published in the newsletter of the German Social Farming Association, which reaches 6 500 stakeholders in German speaking countries.

Challenges

- > The communication process between the different OG partners was challenging and collegial counselling between OG partners could not be implemented to the desired extent.
- The expectations of some OG partner companies to receive practical support stood in the way of dialogue.
- Occasional cancellations of participation in OG meetings due to operational requirements.
- > Delays in the project due to COV-ID-19 pandemic.
- Project costs could not be invoiced in full, resulting in financial loss for the lead partner.

- > Expectations of OG partners should have been better clarified at the start, when the OG was formed.
- > There is a need for farm development support and coaching that goes beyond counselling to connect the 'worlds' of agriculture and social work in an interdisciplinary and transdisciplinary way.
- Simplifying accounting and documentation procedures, akin to other research funds, would be beneficial, together with fostering greater trust between Hessian state institutions.

2014-2022 RDP ES-Cataluña



Operational Group project:

Rice Ebro – Development and adaptation of rice dry seeding in the Ebro Delta

2017-2019

Development and adaptation of rice dry seeding in the Ebro Delta | European CAP Network (europa.eu)

Objective: to adapt and optimise a dry seeding system for rice in the 'Delta de l'Ebro', considering the increasing attacks by the apple snail (Pomacea insularum), through the conduction of field trials to evaluate features such as soil salinity and texture, rice varieties and seeding rates, and water management.

Type of innovative solution: Agronomic practices and process innovation

Partnership composition



Keywords

- > Agricultural production system
- Plant production and horticulture
- Climate and climate change
- Water management

📩 Lead partner

Achievements

- Main goal to determine the most adequate fertilisation and irrigation management methods was largely achieved.
- The innovative solution was successfully developed, tested and widely implemented by rice producers in the Ebro delta region.
- Dissemination by the technical staff of several OG partners (cooperatives and irrigation associations) was very effective.
- Final project event attended by 300-400 people was the most effective communication tool.
- Two more projects (organic rice production and fertilisation through remote sensing) were developed with some of the same OG partners.

Challenges

- Project outcomes have only been used in Cataluña because the other rice production areas are not affected by this plague.
- Delays in the approval of the > project application.
- Administrative procedures: the > need to present three different quotes for immaterial activities is very difficult to satisfy and inadequate for this type of project.

- 5 Main drivers for success were the precise identification of the need/ problem to address and the composition of the partnership.
- > Wide representativeness of the sector and large combined experience in rice production and irrigation within the partnership was fundamental for addressing the problem and obtaining the desired project results.
- Support and accompaniment pro-> vided by the agri-food innovation service of the regional government had a very positive influence.



Operational Group project:

IMIÑE: Creation of a collaboration network between farmers and ranchers (crops-livestock) for processing quality forages in Basque Country

2018-2020

2018-001 - IMIÑE: Creation of a collaboration network between farmers and ranchers (crops-lifestock) for processing quality forages in Basque Country | European CAP Network (europa.eu)

https://www.uaga.eus/proyecto/forrajes/

Objective: to create a network of farmers and ranchers to boost the production and purchase/sale of quality fodder within the Basque Country, promoting the circular economy and local production.

Type of innovative solution: Organisational innovation



Achievements

- > The project achieved its objectives and came to very interesting results.
- > The project established a 'self-sufficiency network' by connecting farms producing forage with livestock farmers who purchase it.
- > The network has progressively expanded in terms of number of farmers involved and types of forage.
- Links with OGs in other Spanish regions were created and various meetings were organised to disseminate results.
- > The project used several dissemination channels: a video, brochures, published news, a website and more.

Challenges

- The implementation phase was too short and did not allow sufficient time to demonstrate benefits effectively, also because convincing farmers to switch from wheat to forage cultivation requires demonstrating the added value of the latter.
- Lack of commercial interest in the created innovative solution lowered the interest of OG partners.
- Very long time to receive project approval.
- COVID-19 was a negative factor, preventing the organisation of meetings, particularly towards the end of the project.

- > To create the network, physical meetings proved most successful while online communication was not as effective.
- Farmers are not used to administrative aspects; bureaucracy can be a barrier.
- Strengthening support from the MA is essential, and collaborations with research centres have been crucial for resolving doubts and ensuring the project's progress.
- > Cooperation between different types of partners is very enriching.

2014-2022 RDP FR-Bourgogne



Operational Group project:

REVA – Soil biology for agricultural production

2018-2021

REVA, soil biology for agricultural production | European CAP Network (europa.eu)

Objective: to make farmers aware of the characteristics of their soil and enable them to identify soil strengths and weaknesses and to find ways to improve the quality of these soils in the long term.

Type of innovative solution: Service innovation



Achievements

- > The innovative solution was successfully developed and tested.
- Real interest of farmers for better knowledge and understanding of their soil was gained thanks to the project.
- > OG partners had already collaborated in the past (AgrInnov), which facilitated setting up the OG.
- Transfer of the REVA project results beyond the initiative was achieved in terms of inter-generational transmission and exchange of experience between farmers.

Challenges

- COVID-19 affected the project: shutdown of the means of transporting samples to the laboratories and difficulty in engaging farmers' groups.
- There was no specific communication plan.
- Practical difficulties in organising training due to limited farmers' availability.
- The distance between actors and their objectives: farmers and researchers.
- > There was no collaboration with other stakeholders or other OGs.
- > The administrative burden, and the time it takes to receive refunds, is a significant barrier.

- The project has contributed to strengthening farmers' confidence in the usefulness of AKIS actors.
- Following the REVA project, working groups were relaunched and a regional «soil» group was strengthened within the chamber of agriculture.
- > The technicians of the chambers of agriculture were key in the animation of the groups of farmers.

2014-2022 RDP Ireland



Operational Group project:

SUAS – Sustainable Uplands Agri-environment Scheme

2018-2022

Sustainable Uplands Agri-environment Scheme (SUAS) | European CAP Network (europa.eu)

Objective: to get farmers back to grazing and managing common grazing lands jointly owned by several farmers in a sustainable manner, which would improve habitat quality, biodiversity value and agricultural productivity.

Type of innovative solution: Rural social innovation and knowledge exchange



Keywords

- > Agricultural production system
- > Farming practice
- > Animal husbandry and welfare
- > Landscape/land management
- > Biodiversity and nature management
- > Farming/forestry competitiveness and diversification

Achievements

- The project achieved the planned objectives by developing a blueprint for future agri-environmental schemes.
- The blueprint outlines the best approach to engage with farmers, incentivise them to work on the hills, identify farmers' needs and challenges in these areas, and create effective management plans.
- > One reason for the project's success was its idea being based on a bottom-up approach involving the collaborative effort of various, mostly local, stakeholders.
- > The OG partnership was well balanced providing sufficient expertise and practical experience to achieve objectives effectively.
- > The competence of partners and high quality interactions played a significant role.

Challenges

- Changing the farmers' attitude to shift their mindset from managing their sheep towards managing the environment.
- > The five year time scale of the project was relatively short.
- Sustainability and scalability of the project beyond its conclusion were not possible, primarily due to the absence of further financial incentives, which represented a key contribution to the project's success.
- The COVID-19 pandemic had a limited effect since activities were outdoors.

- > The project's success can be attributed to meticulous planning, strong organisational support and sustained collaboration among partners/local stakeholders, emphasising the effectiveness of a bottom-up strategy to meet grassroot needs.
- > The project served as an incentive for farmers to come together for two reasons: 1) they could receive financial compensation for their efforts; and (2) improve their confidence that the work undertaken would eventually secure their eligibility for CAP payments.
- Conferences and events were considered more successful tools of communication than others due to the possibility of inter-personal interactions.

2014-2022 RDP IT-Liguria



Operational Group project:

M.ER.LI.N – Innovative energy models for the competitiveness of agricultural enterprises and for the enhancement and protection of the Ligurian territory

2021-2022

Gruppo Operativo MERLIn (pei-merlin.it)

Objective: to overcome the existing information and knowledge gap between agricultural enterprises and providers of technological solutions and services in the field of energy saving and self-production of energy from renewable sources.

Type of innovative solution: Technological innovation



Achievements

- > The project achieved planned objectives and extended the outcomes to further farmers' needs beyond what was intended.
- > The composition of the partnership and complementary partners' experience and skills were the most important enabling factors for the achievement of project results.
- > The inclusion of farmers and non-agricultural companies in the partnership, as well as a partner experienced in co-creation methods, played an important role.
- > Level and quality of interaction among actors and equal treatment of partners in the decision-making process contributed to project success.

Challenges

- COVID-19 has negatively affected the dissemination of innovations (only web channels were used).
- > Lack of a specific communication plan. The need to communicate arose when the outcome was achieved.
- No communication with other OGs. Lack of technicians and advisors to facilitate the dissemination of innovations.
- Unnecessary bureaucratic requirements (e.g. inform authorities about number of participants in meetings at least five working days in advance)
- > Very long payment times.

- Results created new opportunities, such as implementation on a larger scale and transfer from one sector to another.
- > The increase in energy costs due to the war in Ukraine heightened interest in the project.
- The preparatory phase allowed for a better analysis of the composition of the OG partnership.
- Selection criteria needed to be more relevant, but the use of standard costs helped.
- Communication and project administration should be improved by including OG partners with these skills.

2014-2022 RDP Lithuania



Operational Group project:

Improvement and dissemination of innovative technologies for breeding and maintenance of larch, spruce, birch and black alder plantation forests

2018-2020

Improvement and dissemination of innovative technologies for breeding and maintenance of larch, spruce, birch and black alder plantation forests | European CAP Network (europa.eu)



Objective: to test, improve, develop and deploy technologies for the establishment and maintenance of high-yield, sufficiently sustainable, shorter-rotation plantations of larch, spruce, birch and alder on unused and unsuitable agricultural land.

Type of innovative solution: Agronomic innovation

Partnership composition



Achievements

- > The project tested and improved the created innovative solutions.
- Created demonstrational-experimental plantations can be used by OG partners and for training land/ forest owners, foresters, advisors and others.
- The motivation and interest of farmers and foresters were key to the project's success.
- Eligibility conditions of partnership composition ensured different experiences and complementary expertise inside the OG.
- The eligibility of costs for the acquisition of equipment had a positive effect in attracting some foresters to join the project.

Challenges

- > The researchers brought the idea of the project, but had difficulty attracting foresters and farmers.
- Bureaucracy is a hindering factor to the development of the innovative solution.
- > Late start of project activities, reform of the territorial forest enterprises and the COVID-19 pandemic influenced the implementation of project activities, but not to a great extent.

- Community benefits: the demonstration-experimental plantation forests are monitored and maintained by the foresters even after the project ended.
- It is expected that the value of demonstrational-experimental forests will increase with time.
- > The spreading of innovative solutions outside the OG partnership is limited by the regulatory environment and civil society opinions.
- Inclusion of foresters from the different ecoclimatic regions had a strong positive impact on project outcomes.

2014-2022 RDP Netherlands



Operational Group project:

Precision with technology in grassland management

2019-2022

<u>Precision with technology in grassland management | European CAP Network (europa.eu)</u> https://projecten.netwerkplatteland.nl/nl/project/precisie-met-techniek-graslandmanagement **Objective:** to use precision agriculture (soil scanning and drone recordings) coupled with precision fertilisation (GPS-controlled fertilisation based on task maps) to create an optimal cultivation plan that is based on the needs of crops and the improvement of soil and groundwater quality.

Type of innovative solution: Technological innovation

Partnership composition



🛨 Lead partner, for administrative reasons only 3 out of 9 farmers became formal partners

Achievements

- > Exchange between farmers via chat groups worked very well.
- > The call was very clear. Active involvement of farmers, beyond the capabilities of the project was key to the project.
- The project achieved what it set out to do and resulted in very insightful and useful analytical results.
- The project serves as a starting point for knowledge exchange and development involving a broader farmers group. This is important, considering the low level of knowledge, particularly in converting precision data into concrete action.

Challenges

- > It took quite a long time for the project to start, also due to the COVID-19 pandemic.
- It was difficult to disseminate the lessons and results beyond the partnership. Follow-up effort is needed to explain the overall lessons (e.g. more general guidelines for mowing regimes).
- > Due to administrative rules, six of the nine farmers involved could not be formal partners of the OG.
- Difficult to replicate results as each dairy farmer presented a unique case.

- The partnership lacked a knowledge centre with researchers involved.
- > The EIP-AGRI approach makes it easier for OGs to have an advisor or a research centre as a lead partner.
- > The calls and selection criteria should put more emphasis on the benefits for farmers, from both a sustainability and business point of view.

2014-2022 RDP Netherlands



Operational Group project:

Seaweed in healthy dairy farming

2018-2020

Seaweed in healthy dairy farming | European CAP Network (europa.eu)

Objective: to demonstrate the practical use of Dutch seaweed as a dietary supplement for dairy cattle, establish synergy between the seaweed and dairy sectors, and examine the effects of various algae on milk production, resource use efficiency and methane emissions.

Type of innovative solution: Product innovation



Keywords

- > Animal husbandry and welfare
- > Climate and climate change
- Food quality/processing and nutrition

Achievements

- The project was successful in achieving the planned objectives of analysing the potential of seaweed in cattle feed to decrease methane emissions.
- An additional outcome was achieved beyond what was initially planned: it was found that use of a particular type of seaweed in cattle feed significantly increases milk production. This finding was deemed hugely important for dairy farmers and resulted in a scientific publication.
- > The project has become the primary contact for information on the beneficial impacts of seaweed in cattle feed.
- Partners have received invitations to multiple events where they showcased the project and its potential outcomes.

Challenges

- Laboratory results could not be reproduced in the field (in vivo).
- > Upscaling seaweed use in feed applications was not achieved, mostly due to the costs and the needed production volume.
- Securing financing for the project was challenging as the project sought to combine different funding sources.
- With five out of six partners having solely executive roles, it fell on the lead partner to take over project management.
- The entire administrative framework was found to be constrained and lacking flexibility.

- The publication of a scientific article has sparked interest in further research on using ensiled seaweed and bromoform in seaweed to potentially enhance milk production and feed intake in animals.
- The unexpected connection between seaweed production and dairy farming sparked intrigue, benefiting the project by capturing people's imagination.
- > A substantial part of the initial budget remained unused due to the impossibility of redirecting it during the process.

2014-2022 RDP Poland



Operational Group project:

Building a system of connections in the area of innovative technologies for breeding calves and final fattening

2019-2021

Building a system of connections in the area of innovative technologies for breeding calves and final fattening | European CAP Network (europa.eu) Objective: to introduce an innovative, improved technology related to health prevention, nutrition and monitoring of animal selection.

Type of innovative solution: Technological innovation



Achievements

- Results exceeded expectations i.e. cattle mortality rate was lower and daily weight increment was higher than planned.
- All innovative solutions were developed and tested in line with methodological requirements.
- The results of the project were successfully presented in seminars and workshops.
- > Relevant use of communication and dissemination tools.
- Overall positive interaction and trust among partners.
- > The created innovative solutions have the potential for application beyond Poland.

Challenges

- Dissemination of results outside the OG was not as successful as planned.
- Opportunities for scaling up and transferring outcomes were hindered by COVID-19 restrictions and the war in Ukraine.
- Organisation of activities between OG partners represented a challenge.
- > The role of the partners was not defined clearly enough.

- The composition of the OG plays a crucial role at every stage of the project.
- > Financial incentives are crucial.
- Project communication was of key importance at the early stages as the innovation ideas had to be explained to farmers to convince them to join the OG partnership.
- > The best communication channels were face-to-face exchanges and the website. The best dissemination activities were events organised by the OG.

2014-2022 RDP Portugal



Operational Group project:

PLATISOR - Methods for the management of cork oak forest with 'Platypus cylindrus' attacks in the region of Sor

2018-2021

PLATISOR - Methods for the management of cork oak forest with 'Platypus cylindrus' attacks in the region of Sor | European CAP Network (europa.eu) **Objective:** to study and better understand the behaviour of the oak pinhole borer (Platypus cylindrus) and how to better combat it or minimise its effects.

Type of innovative solution: Agronomic innovation





Achievements

- > The solutions created and tested were mostly successful.
- Assignment of tasks and fieldwork were clearly defined amongst partners, and their skills and expertise were complementary. This was one of the main factors for the success of the project.
- > Eligibility and selection criteria were important in designing the project and defining the partnership composition, positively influencing the project's results.
- OG partners have remained in contact after the completion of the project and have various ideas on how to develop the project further.

Challenges

- > Some activities did not yield the expected results.
- > COVID-19 led to delays in field trials.
- Burdensome bureaucratic procedures: preparation and submission of requests for payment were the main difficulties.
- Delays in the approval of the application.
- The short project duration was a constraint to the achievement of more meaningful results.
- Financing is a very relevant factor both for the project itself and future developments.

- > The final seminar was the most effective communication channel for promoting the OG and its results.
- It is important to have more time to prepare for the submission of the application and to reduce bureaucracy, namely in the requests for payment.
- > A small partnership, together with the participation of producers and a company that supplies trial materials, led to a very quick implementation of project results.

2014-2022 RDP Sweden



Operational Group project:

Breakbox

2017-2019

Breakbox | European CAP Network (europa.eu)

Objective: to find a technological solution capable of monitoring the condition of the ropes that operate the barn's manure transport system, detecting any potential breaks or failures in the system and reducing repair time.

Type of innovative solution: Technological innovation



Achievements

- The innovative solution was created and successfully implemented with positive effects on the well-being of the animals.
- A small number of partners allowed for a high degree of collaboration, mostly based on informal rules.
- > A first prototype of the innovative solution was tested at the project leader's farm, while a second version was validated at four other farms and is now on the market.
- > The composition of the OG mainly based on technical expertise was crucial for the development of the project and achieving results.

Challenges

- The calls and support provided by the MA mostly benefitted projects which were academically driven.
- > Although the application process was not difficult, a lot of work was involved as well as administrative burden due to the need to account for all costs, which were nevertheless 100% covered.
- > The profits from the project are not large enough to justify full commitment to further disseminating the results.

- Changes in the OG partnership along the project can be quite detrimental and should be avoided when possible.
- It is important to have different competences represented within the OG.
- The use of SCOs would be useful to simplify administrative procedures.
- Small is beautiful". The larger the OG is, the higher the administrative burden.

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