GRASS CEILING

D3.3
Midterm Report on Cross Living Lab Learning Events

This project has received funding from the European Union's Horizon Europe research and innovation programme under grant agreement No. 101083408

Deliverable D3.3

Title: Midterm Report on Cross Living Lab Learning Events

Due date: June 2024

Submission date: June 2024

Approved by Leader of Work Package: Dr Leana Reinl (SETU)

Type: R — Document, report

Author List: Dr Leana Reinl (SETU)

Prof. Felicity Kelliher (SETU)

The authors would like to acknowledge the contributions of the Living Lab co-leads and WP3 co-lead Melanie Thompson-Glen to this report.

Dissemination Level

☒	**PU:**	Public
☐	**CO:**	Confidential, only for members of the consortium (including the Commission Services)

Funded by the European Union. Views and opinions expressed are, however those of the author(s) only and do not necessarily reflect those of the European Union or the European Research Executive Agency (REA). Neither the European Union nor the granting authority can be held responsible for them.

Abstract

Deliverable D3.3 provides a mid-term report on context specific and cross lab learning events in the GRASS CEILING Living Labs. Learning event examples, highlighted in this report, demonstrate that a dynamic learning environment has been established between innovators, co-leads and AKIS stakeholders at this midway juncture of the GRASS CEILING project.

The context specific learning events outlined in the Annex of this report exhibit that the co-leads are actively identifying innovator knowledge requirements and expanding and leveraging AKIS stakeholder networks to address those requirements. This robust knowledge exchange between GRASS CEILING actors is prompting social, political and policy changes to better support rural women-led innovation.

Training requirements complimentary to GRASS CEILING's core innovation training are diverse. Common topics include but are not limited to, rural innovator storytelling, branding and pricing strategies and social media and marketing. These are mostly being delivered in context specific approaches, reflecting the different socio-economic and cultural domains of the 9 labs. Unique context specific events include understanding and managing family dynamics and exploring the potential of shared land ownership.

The women innovators are highlighting challenges and barriers to their innovation efforts in the Living Lab meetings. They are actively contributing to solutions to overcome these challenges through women-led knowledge exchanges (including webinars and guest speaker sessions). Online and hybrid learning events are facilitating access to a broad range of otherwise unavailable supports at local, regional, national and EU level.

Planned cross lab learning events being coordinated for 2024 and 2025 are responding to emerging innovator needs. These include:

- a webinar titled 'Boosting the impact of women innovators in rural areas through the creation of attractive content on social networks' to be delivered June 2024 - see section 3.
- a video series offering guidance on 'How to Lead a Living Lab' - outlined in section 3. This video series will be accompanied by a suite of co-created resources and tools used to support women-led innovation during the term of the GRASS CEILING project. The video series will be accessible to all lab members and to the public after completion of the project in 2025.

Collectively GRASS CEILING's learning events are improving rural women innovator' confidence and visibility.

Contents

Abstract 2

Contents 3

Introduction 4

Context specific learning events 6

03Cross lab learning events 8

04 Conclusion 10

Annex 1. Living Lab Croatia: Educational Wednesdays 11

Annex 2. Living Lab Ireland: Rural Innovation Policy Panel 13

Annex 3. Living Lab Sweden: Workshop on food supply capacity in Jönköping 15

Annex 4.a Living Lab Spain: National meeting - "Women from cooperatives committed to innovation in the agri-food cooperative sector" 17

Annex 4.b Living Lab Spain: Conference: Shared Ownership Law, promoting women's leadership in the agri-food sector 19

Annex 5.a Living Lab Netherlands: Storytelling Workshop 22

Annex 5.b Living Lab Netherlands: Family Systems Coach 23

Annex 6.a Living Lab Italy: GRASS CEILING Italian Learning labs 2024 24

Annex 6.b Living Lab Italy: CIHEAM Bari - Innovation Week 2024 25

Annex 7. Living Lab Norway: Rural innovation mentorship 27

Annex 8. Living Lab Lithuania: Marketing and Promotion Workshop 29

Annex 9. Living Lab Scotland: Content Marketing Training Talk 31

01 Introduction

Deliverable D3.3 provides a mid-term report on context specific and cross lab learning events in the GRASS CEILING Living Labs. Numerous examples of context specific learning events highlighted in this report demonstrate that a dynamic learning environment has been established between the innovators, co-leads and AKIS stakeholders at this midway point of the GRASS CEILING project.

The women innovators are highlighting challenges and barriers to their innovation efforts in the Living Lab (LL) meetings. They are actively contributing to solutions to overcome these challenges through women-led knowledge exchanges (including webinars and guest speaker sessions). Online and hybrid learning events are facilitating access to a broad range of otherwise unavailable supports at local, regional, national and EU level.

A suite of cross lab and context specific learning events have been identified and delivered in face to face, online and hybrid formats. These include for example, expert sessions on innovation, lab management and innovator identity. Cross lab learning events are outlined in section 2. Context specific learning events from each Living Lab are provided in the Annex of this report. A summary of key insights is outlined below.

Summary of key insights:

- Living Lab participants are actively highlighting knowledge and other resource gaps and have an **enhanced awareness of the knowledge, skills and other resources required to support their innovation activities. They are eager to acquire new knowledge and skills.**
- Living Lab innovators are not passive recipients of learning. Their **business models and good practices are regularly exhibited and promoted during learning events reinforcing their value to, and visibility in the AKIS stakeholder ecosystem.**
- **Innovator leadership is evident through active contribution to knowledge solutions** (e.g. sharing stories and resources in and across labs including innovator participation in the upcoming cross lab training event on social media (section 3)).
- Online and hybrid learning event delivery and short training blocks promote innovator participation (e.g. Croatia, Lithuania and Ireland).
- Most **learning events emphasise actionable changes that can be applied in the innovators business** and are **accompanied by additional resources**, advice and recommended tools (see for example 'Bikablo' a method of drawing to tell their stories - the Netherlands - Annex 5a; territorial animation – Italy - Annex 6; Digital Marketing Checklist, Scotland – Annex 9). Often, **learning events are specific to the rural micro-small-business context, and are delivered with an understanding of the resource limitations which can impact the application of newly acquired knowledge and skills** (A newly crafted advertisement for an innovator's rural business in the Lithuanian Living Lab - Annex 8).

- In combination with the GRASS CEILING's innovation process, **learning events in fundamentals of business such as financial literacy and marketing, are accompanied by other opportunity seeking activities** including exploring the potential of agri-tourism (Croatia - Annex 1) and on-farm education offerings (Ireland). The Croatian LL have taken **a pathway approach** to learning events, commencing with their most important need 'financial literacy' before moving to product positioning and building a personal brand through product selection.
- The context specific learning events connect the innovators directly with stakeholders, offering the **space to raise their profiles and discuss ideas and concerns about sustainable development** (see Sweden and Spain for example) and avail of policy stakeholder support for innovation (Ireland – Annex 2). These events provide **a seat at the table** to discuss important social, economic and environmental issues (e.g. sustainable production and drought in Spain - Annex 4). Living Lab Norway's event (Annex 7) enhanced innovator access to core stakeholder support available through a **funded model of direct rural innovator support** which is producing good results.
- These events **extend the reach and influence of innovators as 'active agents to produce changes and offer references for many other women'** (e.g. providing insight into new Futures policy (Ireland - Annex 4), ensuring that the needs of regulatory framework recipients are reflected in policy frameworks (Spain - Annex 4) and preparedness in the event of crises (Sweden – Annex 3).
- Co-leads have been instrumental in **linking to other learning events**. This enables women to share experiences, concerns and challenges (Spain's National Women's Innovation Cooperative for example held in Antequera, Málaga - Annex 4 and Ciheam Bari - Innovation Week 2024, Italy - Annex 6.b). Here they can **publicise business projects aimed at society**, **fulfilling the objective of making visible actions led by rural women**. This **offers dissemination opportunities in broader influential social networks and to important territorial and National stakeholders** (as highlighted in the Spanish LL example - through the weekly newsletter prepared by the Communication Department of Agri-food Cooperatives of Spain). In this type of exchange women can highlight the difficulties they experience operating within policy and regulatory frameworks.
- **Some women innovators struggle to identify their stories as being important enough to share**. Some struggle to select key aspects of their stories that will enable audiences to relate to them, or to be interested in their product or service (several **learning events respond to this barrier** (e.g. storytelling workshop, the Netherlands - Annex 5a.; Content Marketing Training, Scotland - Annex 9; the cross lab learning event on social media content, section 3).
- The Living Labs are considered **a safe space for learning event discussions** which at times are sensitive to facilitate.
- **Digital tools and technologies are being used to assist innovators to achieve their marketing goals and help empower their local communities** (Italy - Annex 6.b).

In addition to the above, Living Lab participants also have the opportunity to share their individual lab experiences and outputs at the annual showcase events 2024 and 2025, organised in collaboration with WP6. Cross-lab insights will also be exhibited at the Showcase events.

02 Context specific learning events

Underpinned by a participatory action research (PAR) approach which re-thinks how we understand knowledge and the idea of the expert, all actors in our Living Labs are understood as problem solvers, thinkers, and learners (GRASS CEILING Grant Agreement, p. 11). Reflecting this ethos, context specific learning events can take a wide variety of forms and can include for example group discussions, panel discussions, workshops, guest speaker events, familiarisation visits, conferences and other stakeholder meetings/ events. All have learning value for women innovators, co-leads and/or AKIS stakeholders. They can be context specific in relation to region, country, industry, innovation type, policy focus, and problem space or solution type.

Context specific learning events are a regular feature across GRASS CEILING's 9 Living Labs (see Table 2.1). They will continue to feature strongly in 2025 as we continue to respond to evolving innovator requirements. Future events will draw further on enhanced networks rich in social capital. These events are inspired by what has gone before, and what has worked well across the 9 Living Labs.

Context specific learning events 2023-2024

October/ November 2023

- Living Lab the Netherlands - Family Systems Coach

December 2023

- Living Lab Scotland - Content Marketing Training Talk

January 2024

- Living Lab Croatia - Financial Wednesdays
- Living Lab Ireland - Rural Policy Panel Discussion
- Living Lab Lithuania - Marketing & Promotion Workshop

February 2024

- Living Lab Spain - National Conference

April 2024

▪ Living Lab Norway - Rural Innovation Mentorship Guest Speaker Event
▪ Living Lab Spain - Shared Ownership Law Discussion
October 2024
▪ Living Lab the Netherlands - Storytelling using Bikablo
▪ Living Lab Sweden - Workshop on food supply capacity in Jönköping
▪ Living Lab Italy - CIHEAM Bari - Innovation Week 2024
▪ Living Lab Italy - GRASS CEILING Living Labs 2024 (Autumn/ Winter 2024 TBC)

Table 2.1: Context specific learning events 2023-2024

Most context specific learning events (Table 2.1) are held in face-to-face format, complimenting core innovation process training and other key GRASS CEILING project activities. Other learning events benefit from an online and/or hybrid format. In these cases, lab co-leads are able to provide valuable access to a host of topic experts and influential AKIS stakeholders that would be otherwise unavailable to the innovators. While the majority of these events have neither been recorded nor distributed owing to their nature and focus, some recorded events are available and have been publicised and shared on a number of social media platforms (Spain – Annex 4a).

03 Cross lab learning events

The cross-lab learning events planned for 2024 include a video series titled 'How to Lead a Living Lab' and a webinar focused on boosting the impact of rural women innovators through the creation of attractive content on social media.

Videos series: How to Lead a Living Lab

The first 3 of these short videos will be developed and released on the project website in 2024. The remainder will be completed in 2025 and will capture key insights and learning from the Living Labs, reflecting our PAR approach. Table 3.1 below provides the focus and indicative content for each video commencing with advice about the establishment of a Living Lab and culminating in a 'Reflections' video, drawing on the experiences of a selection of innovators, co-leads and AKIS stakeholders involved in the project. The videos will be accompanied by a suite of tools, templates and other resources, some of which are outlined below.

Video series	Indicative content / description	Resources
Video 1: Introduction	▪ This short introductory video will briefly outline the GRASS CEILING project and explain the Living Lab approach.	▪ Living Lab methodology (D3.2)
Video 2: Establishing a Living Lab	▪ Establishing a lab focus and description ▪ Living Lab roles and resource considerations ▪ Recruiting and selecting participants- understanding the innovator and building trust ▪ Identifying and engaging AKIS stakeholders	▪ Living Lab recruitment guidelines (D3.2)
Video 3: Planning and running LL meetings	▪ Lab meeting operational details ▪ Innovation training process ▪ Innovator identity development ▪ Initial stakeholder engagement	▪ Living Lab methodology (D3.2) ▪ Rural Women Innovator Identity Activity Session Plan

Video 4: Social learning to support innovation	▪ Social learning ▪ LL learning events	▪ Learning event agenda
Video 5: Co-lead learning and adaption cycles	▪ Reviewing and sharing LL practice to support knowledge exchange and co-creation ▪ Co-lead identity development ▪ Understanding and emphasising stakeholder network value	▪ Co-lead reflection/ action tool
Video 6: Key reflections from lab actors	▪ Key reflections - rural women innovators ▪ Key reflections - LL co-leads (academic and practitioner) ▪ Key reflections - AKIS stakeholders	▪ Women innovators, co-leads and stakeholder reflections
Video 7: Promoting Sustainable Living Labs	▪ Maintaining momentum ▪ Promoting autonomy ▪ Lab leadership	▪ Innovator reflection template

Table 3.1: Video series indicative content outline

Webinar: Boosting the impact of women innovators in rural areas through the creation of attractive content on social networks

The need for this webinar arose from a co-lead review meeting in which lab insights and requirements are discussed at cross-lab level. The webinar has an emphasis on actionable advice and will draw significantly on the experience of several GRASS CEILING innovators active and successful in various social media domains. Distinct from other social media training, it focuses specifically on the context of rural women innovators. The event is being organised by the Communication team (WP6). It will be delivered in a 1.5 hour online recorded webinar format and will be offered to all innovators in the GRASS CEILING Living Labs. It will be made available to others after the project ceases.

Training block	Content outline
Block 1	▪ Developing a dissemination strategy ▪ Tips on how to create engaging content ▪ Recommended tools and apps
Block 2	▪ Learn about the experiences of three women entrepreneurs ▪ Question-and-answer session

Table 3.2: Webinar content outline

04 Conclusion

The learning events delivered in the Living Labs demonstrate that a dynamic learning environment exists between innovators, co-leads and AKIS stakeholders. Collectively GRASS CEILING's learning events are improving rural women innovator' confidence and visibility. The work undertaken in and across the Living Labs is prompting social, political and policy changes to better support rural women-led innovation.

Individual lab insights will continue to be captured in 2024 and 2025 of the GRASS CEILING project (in liaison with Work Package (WP) WP1, WP2 and WP6) to gain a macro understanding of the innovation challenges faced by women innovators. There is much to be learned from the approaches the various labs have taken in the design and delivery of the learning events detailed in this report. WP3 will continue to lead the monitoring and evaluation of the joint learning process (task 3.6) in order to adjust the programme and co-create a more inclusive ecosystem.

Future learning events will continue to respond to emergent innovator needs. Crucially, we will reinforce the leadership demonstrated by some of the innovators to date by enabling them to lead/co-lead future LL activities. In doing so they can authentically co-create tools, resources and enhance the AKIS stakeholder networks currently available at individual- and cross-lab level within the GRASS CEILING project. Future training, LL and Showcase activities and tools will help to facilitate this goal in liaison with WP6. The above actions will support the key objective of the final LL meetings in 2025 (meeting 9/9 - to embed the project findings in innovator and multi-actor organisations). Ultimately this meeting will enable the women innovators to co-produce knowledge about their specific needs and how multi-actors can best alter practice to better meet these needs.

Annex 1. Living Lab Croatia: Educational Wednesdays

Background to event

At the second meeting of the Living Lab in October 2023, the educational needs of Living lab participants (women innovators) were discussed. Participants expressed the need for training in the areas of financial skills (basics of business financing and business planning), agri-tourism and digital marketing (with an emphasis on Facebook). It was determined that online workshops lasting one to one and a half hours on weekdays in the afternoon/evening would be the most suitable format.

Details of the event

Online training was scheduled for Wednesdays, and so it has been called "Educational Wednesdays". Considering that the innovators identified financial literacy as their most important need, we started with four workshops with this focus.

LE Title	Training focus	Time/ Date	Location
Financial Wednesdays	▪ Business planning and understanding basic financial terms in the business environment	Dec. 13, 2023	Online
	▪ Business strategy for long term success ▪ Funding and investment analysis ▪ Product pricing, positioning and brand	Dec. 20, 2023 Jan. 17, 2024 Jan. 31, 2024	
Educational Wednesday	▪ Agri-tourism	Mar. 13 2024	

The first training workshop taught the innovators the importance of business planning and understanding basic financial terms in the business environment, and the focus of the event was on creating a business plan. In the second training session the innovators were introduced to the importance of business strategy and how to develop it for long-term success, as well as how to manage finances, budgeting and cost control. Workshop three focused on the various sources of funding for business projects and the importance of investment analysis for investment decisions was presented to the innovators. Also, three common techniques for analysing potential investments: net present value, payback period and internal rate of return were demonstrated. A Q&A format was planned for the fourth Financial Wednesday, however

in previous meetings the innovators expressed a desire to learn more about setting the right price in the market and strategies for positioning premium products. Therefore, the focus was adapted to focus on the limitations in forming product prices and the possibilities of product positioning and building a personal brand through product selection.

In the agritourism workshop the innovators were introduced to the advantages of agritourism as a complementary activity, the definition of the term itself, the prerequisites, the skills and competences required, the types of services, the forms of rural tourism, the legal framework, the opening process and the sources of funding from the CAP Strategic Plan. Training on digital marketing is planned for the future, with a focus on Facebook, as it is the social network most used by our participants.

Key outcomes/ actions

- Understanding basic financial terms in a business environment.
- Creating a detailed business plan and developing a business strategy for long-term success.
- Money management, budgets and cost control.
- The importance of investment analysis and investment decisions.
- Agri-tourism as an additional activity, registration procedures and financing options.

Reflection on learning value

- Living Lab participants are aware of their own educational needs.
- The innovators are eager to acquire new knowledge and skills.
- The online format and duration of short training blocks facilitates innovator access to this training.
- They showed a high level of interest in the topics and motivation to apply what they have learned to their own context.
- All innovators intend to expand their activities.
- The training in the basics of financial literacy, the possibilities of agri-tourism and digital marketing in combination with the training on the innovation process as part of a Living Lab will contribute to the improvement of their business and to the innovators' empowerment as entrepreneurs.

Annex 2. Living Lab Ireland: Rural Innovation Policy Panel

Background to event

This online policy discussion panel arose from a LL discussion in meeting 3 (January 2024) between innovators and LL facilitators about good practice in rural innovation in Ireland and beyond, the innovators own development goals and perceived barriers to innovation. The Irish Living Lab women innovators perceive that some stakeholder organisations and policies that seek to aid rural business innovation fail to support their innovation goals and journeys.

Details of the event

LE Title	Delivered by (co-lead/ facilitator/ guest speaker)	Time/ Date	Location
Rural Innovation Policy panel discussion	▪ Chaired by Dr Leana Reinl (LL co-lead) ▪ Facilitated by: Prof. Felicity Kelliher ▪ Panel contributors - representatives from the Department of Rural Community & Development, Waterford Local Enterprise Office, Rural Business development consultancy, Senior Research & Policy Executive, Macra na Feirme, International academic expert.	Q1, 2024	Online

Key outcomes/ actions

Key outcomes:

- At EU level, there is a push to enhance diversity among rural innovators (e.g., gender, new entrants, non-traditional rural business, etc.) although divergence is likely across member countries.
- In Ireland, an economic-social-cultural sustainability focus in future policy may provide opportunities for in- and cross- sector rural innovation as new avenues of development.
- Locally, sustainable development needs include: innovator well-being, family supports, generation renewal, rural youth.
- Digital and green transition strategies include the National Broadband Plan and the National Hub Strategy including enterprise hubs.
- Creation of rural innovation hubs and related community activities should help offer innovator-stakeholder links and the creation of innovation clusters.

Key actions:

- Department of Rural & Community Development is starting the process of consultation on a new 'Rural Futures' policy as the current one finishes in 2025.
- LEADER supports and higher education all have a role to play in plans and actions; creation of the Technological Universities broadens the scope of support in terms of innovation, digital capacity, sustainability.
- Town and village renewal scheme (e.g., grant around farmers markets) could be expanded to support rural female innovators paths to market.
- ACORNS https://acorns.ie/ (Department of Agriculture) 6 month part-time program offers a development path for rural female innovators. A Lab member has completed the program – follow up with this member as it may be of value to other members.
- Local Enterprise Office (LEO) started with the ambition to support local enterprise and that has moved towards export focus; it would be good to see that original LEO ethos brought back.

Reflection on learning value

Co-leads:

- Stakeholders were initially apprehensive about participating in the panel discussion with the innovators and other AKIS stakeholders. The co-leads followed the stakeholder invitations up with discussions to establish trust. We outlined the Living Lab aims and our role as intermediaries of knowledge transfer between AKIS stakeholders from different professional domains and contexts. This approach reassured them about speaking in this type of forum from their own knowledge and experience.

Innovators & Stakeholders:

- The innovators realised they had access to 1) policy stakeholders at a National level through the GRASS CEILING project and developed a greater appreciation for rural policy development and 2) regional/ local AKIS stakeholders of equivalent value in terms of support and advice for local innovation initiatives.
- The discussion highlighted that the criteria to access business support (e.g. size of business, scope/ nature of business activity) is prohibitive for the innovators. A discussion ensued about the type of change required to support the innovators. Alternative and additional business development supports were outlined by AKIS stakeholders and innovators (e.g. available mentoring for market research).

Annex 3. Living Lab Sweden: Workshop on food supply capacity in Jönköping

Background to the event

The Swedish Living Lab is based in Jönköping County, one focus area within the regional food strategy is increased food supply capacity. This focuses on the county's food supply and securing it in the event of a crisis, through an increased degree of self-sufficiency, reduced dependence on inputs and strengthened preparedness.

As the participants in the Living lab are engaged in food production as farmers, the question of self-sufficiency and food supply capacity are linked to the discussions among both the participants seeking to develop their businesses innovatively, as well as stakeholders.

Details of the event

In cooperation with regional stakeholders (the Region, the County Administrative Board, food producers and processors, municipalities, other public sector actors, academia and civil society like the Federation of Swedish Farmers) the Living Lab will offer a workshop focused on discussing how the region's food supply can be secured in the event of a crisis, through an increased degree of self-sufficiency, reduced dependence on inputs and strengthened preparedness, with a focus on farmers as food producers.

The workshop will include discussions on issues of:

- Who produces food?
- What food is produced and processed within the region?
- Business structures within the municipality and surrounding areas?
- What is missing to meet the needs?
- What would need to be developed?

Discussions will also centre on identifying existing distribution chains, and how food distribution needs to function in the event of disruptions and crises.

Key outcomes/ actions

- Dialogue and learning between regional stakeholders and farmers (including some of the Living Lab participants).
- Increased awareness of how to secure the region's food supply in the event of a crisis.
- Increased understanding of what is missing to meet needs in relation to food

production and distribution, especially in the event of crises.

Co-lead reflection on learning value

- The Living Lab participants have discussed the contexts for their production of food as farmers and small-scale food producers in terms of preparedness in the event of crises.
- They are well-aware that their farms and businesses are a key asset for securing local, regional and national food supply.
- They are also aware of the challenges in relation to being a farmer, for example in terms of policy support; consumer demand and willingness to pay for high-quality products; weather conditions; climate change; and access to inputs in the event of crisis (e.g. feed, electricity, fuel and water).
- They are keen to highlight and discuss the conditions for (women) farmers and contribute to an increased food supply capacity.
- This event will link them with stakeholders and present an opportunity for them to raise and discuss their concerns for crisis preparedness and sustainable development.

Annex 4.a Living Lab Spain: National meeting - "Women from cooperatives committed to innovation in the agri-food cooperative sector"

Background to event

The meeting of women from cooperatives in the agri-food sector, at the national level, organised by AMCAE, became the space par excellence for women from the rural environment and from different sectors operating in rural locations. Year after year, it is an essential reference to address issues relevant to women and results in social improvements for all groups and strata of society, mainly for rural areas.

Details of the event

The main objective focused on generating meeting spaces in which women in the sector have been able to share experiences, concerns and challenges that are common in the management of their farms and in participation within cooperatives, highlighting the presence and involvement in all the activities carried out within the cooperative companies to which they belong.

This interrelationship between women, from different autonomous communities, has resulted in their personal and professional enrichment, being the origin for exporting women led business models and good practices.

- The approach to social innovation stood out - publicising new channels, programs or collaborative sites of value in each of the territories. Within AMCAE it was considered necessary to continue betting on the shared ownership of agricultural and livestock farms. Different initiatives led by women and told in person have been contemplated.
- Another important objective in this framework has been to address the problem of drought.
- The recognition and value of women in rural areas, awarded by public bodies such as the Ministry of Agriculture, Fisheries and Food, as well as by the Governing Bodies of Autonomous Communities, has made it possible to publicise other business projects aimed at society, thus fulfilling the main objective of making visible actions led by women that also promote entrepreneurship in the rural environment and that have

been motivating to promote other women.

Key outcomes/ actions

- The development of the theme that has been addressed in the program has impact and generates change in the women and in rural economic activity.
- Raising awareness about the optimisation of water resources and how to involve and hold responsible the relevant stakeholders has generated a direct impact and women farmers and livestock breeders play a decisive role in this awareness raising. The speakers have been influenced as active agents to produce changes and references for rural women participants.
- The initiatives presented have also allowed us to have an impact beyond our borders, while through the GRASS CEILING Project, we have publicised the Spanish cooperative model and we have shared with women from other European countries active policies in terms of equality, such as the LTC and other statutory legal frameworks, and award-winning initiatives carried out by women from the rural and cooperative environment.
- This national meeting has been disseminated by cooperatives through different social networks, to our federations and territorial unions, through the weekly newsletter prepared by the Communication Department of Agri-food Cooperatives of Spain. The publication of the conference has been disseminated through press releases, news and interviews. Both AMCAE and AMCAE-Andalusia, have contributed to publicising this type of meeting. The women to whom it is addressed are the protagonists who continue building spaces of equal opportunities in relevant cooperatives.

Co-lead reflection on learning value

- The surveys provided to the people attending this meeting, as well as the opinions or comments received, both from the speakers, guests, and private and public institutions, have once again shown us that we design programmes that are of interest and involve the Administration (Ministry of Agriculture, Fisheries and Food and the Ministry of Agriculture of the Autonomous Community) to enhance awareness of the reality of women in rural areas and in the agri-food sector.
- In developing new regulations, these stakeholders can take account of the needs of the target group of these regulatory frameworks.

Annex 4.b Living Lab Spain: Conference: Shared Ownership Law, promoting women's leadership in the agri-food sector

Background to event

Within the programme of actions "Women of Cooperatives committed to social innovation", framed in the subsidy granted by the Ministry of Agriculture, Fisheries and Food for the execution of actions of special interest to women in rural areas, the Law on Shared Ownership of Agricultural Holdings occupies an important place and, for this reason, it was considered necessary to hold a conference that would promote its knowledge and its evolution since it began its journey.

The virtual meeting made it possible to address the current situation of Shared Ownership and, especially, in the Aragonese territory and how it contributes to advancing equal opportunities between women and men in the agri-food sector.

Shared ownership is a legal framework for agricultural holdings that can be adopted by couples who share the work and management of the holding. This framework allows for the administration, representation, and responsibility of the holding to be shared equally by both owners, promoting equality between them, and creating equal opportunities and rights for both men and women who co-own the holding. As of June 2024, 1. 337 agricultural holdings have adopted this framework, gradually increasing the number of shared ownerships.

Although there have been various obstacles along the way, which have hindered its success, such as the lack of awareness and publicity within the agri-food sector, as well as bureaucratic and administrative difficulties, Cooperativas Agro-alimentarias de España, as an entity that defends and represents the interests of Spanish agri-food cooperatives, and co-leader of the GRASS CEILING project, has contributed to spreading the benefits of Shared Ownership among its members through various informative sessions. They have also collected feedback from beneficiaries on the perceived weaknesses of this measure, with the intention of presenting them to the Ministry of Agriculture, Fisheries, and Food to advance its development. The main objective has been to highlight and make visible the work that women farmers and livestock breeders have been carrying out in the family holding, which until now has been unrecognised.

Details of the event

Deepening the knowledge of the Law on Shared Ownership of Agricultural Holdings and making visible the role of women farmers and livestock breeders is the main objective of this event. This legal figure is presented as a new opportunity to enhance women's leadership in the agri-food sector. The event included a presentation by the Department of Agriculture of the Government of Aragon - a practical and very didactic exhibition that provided information and an opportunity for discussion and asking questions.

The environment of the conference made it easier to meet other objectives, including showcasing testimonies of women linked to the Aragonese agri-food cooperative sector, of different generations and profiles and the important work carried out by agri-food cooperatives in terms of generational renewal and the incorporation of women into governance and decision-making positions within the Aragonese agri-food cooperative.

Two examples of women covered by this legal figure were shown, giving rise to an exchange of experiences and contributions, putting on the table the difficulties they have experienced first-hand, and how shared ownership has influenced the new business models in which they become holders of rights and obligations.

Key outcomes/ actions

- Disseminating and publicising regulations for the benefit of balanced and equitable rural development, in which women farmers and livestock breeders are made visible and recognized, while carrying out a professional job just like that of their partner, has a direct impact on the sustainable development of the territories and on the personal and professional growth of women themselves.
- Merche Hornas and Marta Llorente (speakers) highlighted that their work and qualifications have always been valued and recognized within the farm, but for them will not necessarily provide greater value. While recognised by their spouses as key in the management of the farm, this is not usually the case for many women who carry out work in the shadow of the farm owner. These women are often considered as family help and lack recognition.
- Once the question-and-answer session was opened, there were some participants who showed special interest in knowing the requirements and the bureaucratic procedure to register in Shared Ownership. This required putting them in contact with their corresponding Autonomous Communities and motivated some attendees to take steps.
- The broadcast of the audiovisual bite (these are short educational segments of multimedia content that combine audio and video, aimed at raising awareness of a particular reality or highlighting best practices) in which the testimonies of women from the territory of Aragon, linked to cooperativism, also had an important and direct impact on the women, as they were able to reflect and see what cooperativism contributes to the rural environment which is the backbone of the territory and generates wealth. Link to video: Merche, Sara, Claudia and equality in the Agri-food Cooperatives of Aragon - YouTube

- The outcomes of this virtual conference have been disseminated through various media and social networks, including Facebook, WhatsApp and email campaigns aimed at reaching the majority of the rural population, and especially women. In compliance with guidelines prepared by the Ministry of Agriculture, the conference was publicised through AMCAE's social networks, AMCAE's Facebook with audiovisual presentations and papers made available to those who requested them.

Co-lead reflection on learning value

- The surveys highlighted the assessment of attendees who have been part of the programme.
- As speakers they have felt satisfied that their testimonies and contributions have contributed to the discussion and have been considered, so that the Administration can note difficulties and obstacles encountered by women when carrying out the procedures for the creation of a Shared Ownership.

Annex 5.a Living Lab Netherlands: Storytelling Workshop

Background to the event

The storytelling workshop was arranged because the women struggled to condense their stories clearly enough to use as an effective marketing tool. Participants will be taught how to use Bikablo (a method of drawing) to tell their stories. This event will be an addition to regular Living Lab meetings.

Details of the event

The trainer is Maaike Borsboom, a visual dialogue maker. The workshop is 2.5 hours long and will be held in Nijmegen on October 2nd, 2024. Six of the eight living lab participants will participate, and a co-lead and project assistant will also attend. The women will learn how to visualise their story and break it down into simple drawings to represent the elements they deem essential to focus on.

Key outcomes/ actions

- A complete set of drawings for the living lab women to present their story.
- An understanding of the concept of communicating with visual material.
- Clarity of which parts of their story are most relevant to communicate with their audience.

Co-lead reflection on learning value

- The living lab women have struggled to identify their stories as being important enough to share and, in particular, to pick out key points that will enable their audience to relate to or be interested in their product.
- This workshop will help to empower the participants to believe in themselves and their innovation projects.
- The women have been asking for marketing skills and this workshop responds to those requests.

Annex 5.b Living Lab Netherlands: Family Systems Coach

Background to event

Family relations have been a recurring theme throughout the Living Labs to date. Women refer to family members impacting their plans and decisions in ways which are not always supportive. Moreover, they take account of expected family members' reactions. This is true for the many women working in the context of a family farm but was also recognised by women who collaborate with their partner. A family systems coach was invited to the LL meeting in November 2023 to address ways to overcome these barriers.

Details of the event

Time was allocated during the living lab for the coach (Anne Marie Boerhof) to introduce herself and her work. She specialised in working with family enterprises, particularly in the agricultural sector. Many elements of her work resonated with the group and offered new insights to the participants. The participants openly shared their personal experiences and difficulties within their own family system and how they dealt with them.

Key outcomes/ actions

- The group recognised many elements of the family systems described by the coach and this offered new insights to the participants.
- The participants openly shared their personal experiences and difficulties within their own family system.
- One participant received extra attention on how to deal with a particularly stressful situation in her life, which was a huge barrier to her progress.
- The women shared how they have dealt with difficulties amongst themselves, sharing possible solutions and, ultimately, support.

Co-lead reflection on learning value

- The atmosphere within the living lab was one of support and empathy for one another.
- It was an intense session, but the outcome was positive.
- The women learn new skills to deal with their own personal situations. It was beneficial that they had been able to access this type of advice and training within the living lab context, making it more accessible.

Annex 6.a Living Lab Italy: GRASS CEILING Italian Learning labs 2024

Background to event

During the first year of LL activity and with the ongoing mentoring meetings, a number of cross-learning needs emerged for the individual innovation projects and for the group project. These include business models, digital marketing fundamentals and territorial animation. The event will take place in the Autumn/Winter 2024, date to be defined.

Details of the event

The Learning Labs 2024 will consist of a series of three workshops detailed below.

1. A session focused on business model analysis and development.
2. A session on the digital marketing fundamentals to enable innovators to gain an understanding of the topics and to identify the digital marketing tools that best suit their needs.
3. Territorial animation to promote community empowerment through active participation, knowledge sharing and collective action.

Key outcomes/ actions

Following this series of workshops participants will:

- Be able to define the nine key elements of a business model and understand their interaction.
- Define marketing objectives, identify target audience and understand the main levers of digital marketing.
- Have an improved awareness of the social impact of their activities.

Co-lead reflection on learning value

The innovators will:

- Be trained to think strategically and creatively.
- Learn how to use digital tools and technologies to achieve their marketing goals and help empower their local communities.

Annex 6.b Living Lab Italy: **CIHEAM Bari - Innovation Week 2024**

Background to event

The Innovation Week, organised by CIHEAM Bari, is an event focusing on the main innovation challenges in the agri-food sector. During the Innovation Week, there will be discussion panels, B2B meetings, presentations by experts, and workshops.

Details of the event

The event each year is oriented towards a key theme reflecting the latest trends in innovation for the agri-food sector in the Mediterranean area. It aims to stimulate discussions, transfer knowledge, inspire participants and connect young people, companies, incubators, research centres, experts, policy makers and start-ups.

The event is characterised by the following activities:

- Panels on open innovation approaches, local food policies and the vitality of rural areas.
- B2B and matching events between companies and startups for the development of joint projects.
- Networking activities between innovation actors in the Mediterranean and African areas to share challenges and opportunities.
- Workshops and seminars for business support organisations, companies and experts
- Inspirational performance and keynote.
- Meeting and conferences between International Organizations and Networks.

The event will take place in October/November 2024, date to be defined.

Key outcomes / actions

Innovation Week 2024 will provide:

- Networking opportunities for potential partners.
- Opportunity to participate in B2B meetings aimed at project development, sharing common problems and challenges.
- Opportunity to participate in seminars and workshops to enhance entrepreneurial skills.
- Inspiration by keynotes and other participants.

Co-lead reflection on learning value

- Participating in the discussion panels, B2B meetings and speeches will be for women innovators not only a source of inspiration.
- It also provides time and space to engage with professionals, companies and realities that can support women in their individual and group innovation journey.

Annex 7. Living Lab Norway: Rural innovation mentorship

Background to event

Bjørn Erik Vangen, chef and business coach, was recruited at the beginning of the GRASS CEILING project as one of the 12 stakeholders with the relevant knowledge and experience for the project. When Trondheim and the region of Trøndelag were awarded European Region of Gastronomy (ERG) in 2022, the counties and regions within Trøndelag appointed coordinators for the duration of one year.

The Fosen Peninsula region (4 counties altogether) appointed Mr Vangen for 3 years, allowing him to support and help develop the region's rural innovators in local food production. The Fosen region has now extended Mr Vangen's appointment for another 3 years, seeing that follow-up of the region's innovators leads to growth in the business sector as well as sustaining the Fosen Peninsula as an attractive food region. He was interviewed for the early data collection of the project, and was subsequently invited to speak at the April 2024 Living Lab.

Details of the event

LE Title	Workshop delivered by	Time/ Date	Location
Rural innovation mentorship	Bjørn Erik Vangen, Fosenregionen	April 3, 2024	Online

Key outcomes/ actions

- The Fosen Peninsula region stands as an example to follow for other regions within Trøndelag and Norway.
- Other ERG counties within the region that only appointed 1-year contracted coordinators are finding that what the momentum gained during the one year is lost, and do not have the follow-up capacity of new and established rural innovators in their region.
- Understanding the importance of a mentor; somebody they can brainstorm with, seek advice from and someone who can hold them accountable in the development of their business is very valuable for the innovators.
- The Living Lab participants are now talking about their mentors, and the ones that do not have one in place have reflected on ways they can find one.
- Several LL participants shared suggestions for where to find a mentor.

Co-lead reflection on learning value

- There is value in listening to somebody who works with rural (women) entrepreneurs to understand about the situation from another perspective.
- It feels validating to the rural women innovators to hear about how other women innovators in a different region handle their challenges and how they get help.
- The fact that this business mentor is employed by the county office(s) helped the rural women understand that their activities matter as a whole.
- The women realise they should be able to get support from public offices rather than paying for expensive mentors themselves.

Annex 8. Living Lab Lithuania: Marketing and Promotion Workshop

Background to event

The knowledge requirements of the Living Lab participants (women innovators) were discussed at the second Living Lab meeting in November 2023. Several of the participants shared their different experiences in running product or service promotions through different PR channels such as Facebook or Instagram. These experiences appeared fragmented and inconsistent, which led to questions for the women, and highlighted a need for professional/expert training.

Details of the event

During the third Living Lab meeting, time was set aside for an expert, Jolanta Kamaitienė, to introduce herself to the lab participants and deliver a workshop covering key marketing elements and promotional channels. This was followed by a Q&A session.

All LL participants, academic and practitioner co-leads were in attendance. The session lasted approximately 1.5 hours. It was conducted in a hybrid format, with LL participants meeting in person in Josvainiai, while the expert joined remotely.

LE Title	Training focus	Time/ Date	Location
Marketing and Promotion workshop	▪ Chaired by Dr Vida Dabkienė (LL co-lead) ▪ Expert: Jolanta Kamaitienė, Senior Project Manager at Lrytas, one of Lithuania's largest news portals https://www.lrytas.lt	Jan 29, 2024	Hybrid LL participants met in person (Josvainiai, Ariogalos st. 4, Josva house). An expert joined online via ZOOM.

Key outcomes/ actions

All attendees gained an understanding of:

- Advertising elements such as creativity, media channel planning, target audience.
- Performance evaluation (monitoring), and integration of different advertising channels.
- The reach of advertising through different channels in Lithuania.
- How different advertising channels work, what is essential to know.
- Types of advertising that can be applied to a small business, or when the advertising

budget is low.

Reflection on learning value

- The Q&A session enabled women to pinpoint the specific mistakes they make in promotions, identify areas where they fall short, and explore how they could integrate various advertising channels.
- The training played a pivotal role in enhancing women's understanding of business processes and bolstered their entrepreneurial capabilities.
- After the training, women applied the knowledge they had gained in practice. For instance, one woman shared a newly crafted advertisement for the farm, showcasing the farm's logo and contact details on the farm's vehicle.

Annex 9. Living Lab Scotland: Content Marketing Training Talk

Background to event

All the Lab participants use social media as a marketing tool. Discussions in the first two in-person Labs and during 1:1 meetings highlighted a need for, and direct requests for expert advice on how best to use social media to market existing and future businesses.

Details of the event

- As part of the on-line December 8th 2023 Living Lab, Emma Gibb from Tuminds, gave a 30 minute Content Marketing Training presentation, followed by a short Q&A session. (Emma was suggested by Donna Smith, chief executive of practitioner partner Scottish Crofting Federation).
- Emma put forward a strategy for deciding how to market a business – looking at goals; audience; platform; content and measurement of outcome.
- She gave a clear set of tips for consistency across all platforms, including:
  - using the same profile image
  - encouraging interaction
  - consistency
  - producing engaging eye-catching visuals and short form video
  - brand awareness, storytelling and shared content
- Avoidance of automating from one platform to another.
- She broke down the advice into the 3 most popular platforms for participants: Instagram, Facebook and TikTok.
- Emma finished with five takeaways from the presentation and a short Q&A session.

Key outcomes/ actions

- A clear presentation with plenty of valuable information on reaching and engaging with a target audience on social media.
- Participants were given a checklist of best practice for the different platforms.
- Going forward, participants were able to follow-up with Tuminds via a call or look at their range of workshops: https://tuminds.com/workshops/. Tuminds also have a newsletter with hints, tips, and latest developments that the women can access.

Reflection on learning value

- The workshop led to lively discussion amongst participants and shared knowledge about their own social media use e.g. comparison of best phone grip equipment.

- The women were given a toolkit of actionable changes they could make to improve marketing and their social media profiles across several platforms.
- A key point from the presentation was thinking about a target audience – pain points and challenges, which tied in nicely with work on empathy/persona mapping and POV statements. Participants and co-leads felt it was a topic we could return to.