GRASS CEILING

D6.6

Update to Communication, Dissemination and Exploitation Plan (CDEP)

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Updates

Paragraph (Page number)	Update
Throughout the entire document	**Verb tense updates**: The document has been updated to use the past tense for completed actions and the future tense for planned activities.
Abstract (p.3)	This version is the scheduled update of the previous Deliverable 6.1 as foreseen under Deliverable 6. 6.
Introduction (p.6)	**Alignment with Project reality**: The document has been revised to reflect the current state of the project.
Aims and Objectives (p.7, 8, 9, 10, 12)	**Improvement of the objectives**: The precise objectives of the project's dissemination and communication plan have been more clearly defined. **Improvement of the framing of impact and outputs**: The explanation of how we will facilitate the dissemination of the results has been expanded and enhanced.
Target audience (p. 14, 15, 16, 17)	**Definition of target groups:** A more concrete definition of certain target groups has been provided to ensure a more targeted strategy. **A strategy for Communication and Dissemination at the local and regional level has been outlined.** **Further information on the European Policy Forum (EPF) exploitation plan and the specific target audiences identified.**
Dissemination activities and channels (p.18, 19, 20)	**Communication and dissemination monitoring excel document:** Modification regarding the improvement of the information monitoring process is included. **New data included**: For example, information on the International Year of Women in Agriculture (2026) and how the project's Communication Plan will incorporate this. On line Academy: explanation about the marketing strategy for the mapping of key audiences.
Communication tools (p.25, 26, 28)	**Additional actions to increase social media footprint.**

Paragraph (Page number)	Update
	Webinar inclusion: The webinar organized by CIHEAM Zaragoza in M18 to strengthen the communication skills of participants in the Living Labs through social media has been included. **Website improvements** **Availability of Deliverables** **Social media improvements:** YouTube channel **Audiovisual team**: Since M19, an audiovisual and photojournalism team has begun its work, coordinating the production of audiovisual materials to tell the human stories of Living Lab participants.
Table 1. Calendar of actions (p.32)	**Updated communications calendar**: The planned communications activities calendar has been updated.
Table 2. Key Performance Indicators (KPIs) sample targets (p.34)	**Updated monitoring estimates**: Estimated monitoring of website access and social media tracking has been updated.

Abstract

This document provides a strategy for communicating, disseminating, and exploiting the results of the GRASS CEILING project. This version is the scheduled update of the previous Deliverable 6.1 as foreseen under Deliverable 6. 6.

It includes an overview of the objectives, target audience and planned activities to support the successful communication of the project results and outcomes. It will be updated regularly and be used as a tool to report on progress in communication and dissemination. In addition, this document also includes elements for communication around the Living Labs as well as communication activities related to all the key deliverables and milestones. It is inclusive and reaches out to a wide range of target audiences.

The GRASS CEILING communication and disseminating activities are led by IAMZ-CIHEAM (Work Package 6 leader), along with support from COPA-COGECA (Deputy Work Package 6 leader), AEIDL, WEP, EBB and Living Lab leads as well as the wider consortium.

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01 Introduction

The Communication, Dissemination and Exploitation Plan (CDEP) sets out the aims and objectives of the communication actions that will be undertaken during the course of the project by the GRASS CEILING Consortium partners, and the way these actions will be implemented. It is a live document and will be updated throughout the project lifetime to ensure contemporary relevance and appropriate implementation and effectiveness of the actions planned. It is a living document that, since its first draft, has been reviewed and updated once to ensure that it is adapted to the day-to-day reality and to effectively implement the planned actions.

This document aims to set out the background, approach, design and means of communication to ensure that research and awareness activities carried out as part of GRASS CEILING are effectively shared. The Communication, Dissemination and Exploitation Plan ensures compliance with the European Commission's requirements with regard to communication and dissemination.

GRASS Ceiling Horizon Europe project (2023-2026) has an ambitious strategy for Communication, Dissemination and Exploitation to ensure the information created is communicated as widely and effectively as possible with active participation of stakeholders and other actors embedded in the concept, approach and design of the project's research and knowledge and training transfer activities. The rationale for this has been to ensure that many of the actors who would also ultimately be an audience for the research findings are involved actively throughout the project, particularly through inclusion of networks and international organisations with a network of actors across Europe, as project partners.

Facilitating networking and knowledge-sharing is an important task for all partners and at all stages of the GRASS CEILING project. Work Package 6 of GRASS CEILING is dedicated to communication and dissemination and incorporates elements relying on the active engagement of stakeholders into the activities of the different work packages. Together with the co-development of the project's outputs, networking and knowledge exchange enhance the quality, relevance and feasibility of the tools, analyses, approaches, and policy recommendations developed during the project. This facilitates their uptake by stakeholders in GRASS CEILING, helping ensure that they have a better understanding of the specifics of women led socio-ecological innovations in farming and rural communities.

02 Aims and Objectives

2.1. Introduction

GRASS CEILING partners recognise and understand the distinction between dissemination (i.e. to make results public) and communication objectives (i.e. to promote the action and its results). However, the two activities and their objectives are inevitably interlinked and often complement each other. For that reason, this document treats both dissemination and communication together, except where it is important to make the distinction between the two concepts. Communication and dissemination will be a priority throughout the course of the GRASS CEILING project.

The GRASS CEILING Dissemination, Communication and Exploitation Plan, and its related activities, guides the plans and activities of Work Package (WP) 6 of GRASS CEILING which focuses on dissemination, communication, and exploitation. This update aims to refresh the project's communication strategy in order to build in new developments and opportunities and enhance impact of its actions.

The objectives of WP6 are as follows:

Primary objectives:

1. Enhance project visibility and impact:

- Increase public awareness of the project's goals and achievements
- Promote the project's findings and recommendations to policymakers, practitioners, and the general public
- Foster collaborations and partnerships with relevant stakeholders

2. Empower rural women and promote gender equality:

- Amplify the voices of rural women and their innovative practices
- Challenge gender stereotypes and norms in the agricultural sector
- Advocate for policies and practices that support gender equality and women's empowerment

Specific objectives:

1. Effective knowledge dissemination:

- Develop and implement a comprehensive dissemination strategy, including the use of various channels (e.g., conferences, workshops, publications, social media, online platforms, national/regional/EU events…)
- Organise targeted dissemination events to engage with specific audiences (e.g., policymakers, researchers, farmers, and civil society organizations)

- Produce high-quality knowledge products (e.g., reports, policy briefs, case studies and videos) to share the project's findings.

2. Strategic communication:
   - Develop a strong brand identity for the project
   - Create engaging and informative communication materials (e.g., press releases, newsletters, and social media content)
   - Monitor and evaluate the effectiveness of communication activities
3. Capacity building:
   - Provide training and capacity-building opportunities for project partners and stakeholders
   - Support the development of communication and dissemination skills among project team members.

By creating more effective and inclusive knowledge and innovation systems, we will significantly improve understanding, awareness, and recognition of women's crucial role in shaping the future of the farming sector, rural economies, and communities. By combating and transforming gender norms and stereotypes, we will foster broader social equalities and advance SDG5 on gender equality. Ultimately, enhancing the capacity of rural women to innovate for change empowers them to drive sustainable development and contribute to a more equitable future.

By focusing on these objectives, the GRASS CEILING Dissemination and Communication Plan can effectively contribute to the project's overall goal of empowering rural women and promoting gender equality in agriculture.

2.2. Description

Dissemination and exploitation of results and awareness raising form a central part of GRASS CEILING, with active participation of stakeholders, engagement with other related national, EU-wide, or global initiatives and coordination with other relevant proposals funded under this call and future CAP and EIP-AGRI networks to build synergies in the dissemination and exploitation of results. The Living Labs hold a special place in the project's dissemination plan, documenting individual human stories of the women innovators, acting as role models in international and national dissemination activities and the living lab experience. These life experiences remain a central element of the communication strategy. The project also aims to establish partnerships with specialized media outlets to serve as dissemination channels, leveraging the newsworthiness of the project's content. The very nature of the Living Labs structure promotes and facilitates the involvement of key local and national stakeholders in the performance of the Lab activities with many additional national networks and synergies linked to these communities. In addition, the GRASS CEILING partners are all involved in European and international networks, resulting in a wide network of relevant actors across Europe.

GRASS CEILING intends to make stakeholders and target audiences not only aware of the project results and its key outcomes but to encourage their participation as beneficiaries to the publicly available knowledge, insights from case studies, best practices, learning initiatives or online academy and toolbox.

GRASS CEILING is designed to maximise impact and exploitation of project outputs by:

1. Training 72 rural and farm women in socio-ecological innovation in diverse regions of Europe
2. Offering open access Online training available in Europe and world-wide
3. Increasing awareness of gender dynamics between women and men, and promoting men's role in sharing caring roles among policymakers, key actors in the mainstream innovation eco-system, and the general public
4. Benchmarking relevant rural and farming European and national policies against the EU Gender Equality Strategy
5. Gender policy recommendations & proofing toolbox, including templates & indicators, available to all policy makers and stakeholders for future benchmarking

To maximize the project's impact and outcomes, WP6 will continuously identify and track key audiences, delivering timely messages in clear, concise language tailored to each sector. Collaborative efforts between consortium members, particularly with the lead teams of each country's Living Labs, are essential for selecting the most compelling stories and impactful messages that encapsulate the project's ethos and drive progress towards its objectives. A diverse range of dissemination channels, including the project website, social media platforms, and local/regional events, will be utilized to promote results. Collaborating with partners from participating entities, organizations, and networks will broaden the project's reach and introduce it to new audiences. Additionally, leveraging digital tools and online platforms through webinars, online forums, and interactive content will enable us to engage with new audiences.

2.3. GRASS CEILING Communication and Dissemination Principles

The GRASS CEILING Dissemination, Communication and Exploitation Plan adheres to the following principles:

- Open Access and Ethics: In accordance with the Grant Agreement, GRASS CEILING partners will comply with the Open Access obligations applicable to scientific publications, taking into account intellectual property rights and ethical considerations;
- Local languages: The project's main language will be English. In order to facilitate maximum local reach and visibility of the Living Labs and their women innovators, each Living Lab will be provided with the possibility to establish a local language version of their Living Lab webpage;
- Media mix: Communication and dissemination in GRASS CEILING is carried out using multiple methods with a combination of 'traditional' (leaflets, conferences and seminars, specialist press) and web-based channels (use of blogs, social media, project updates/news, and results via the website);
- Tailoring to target groups: Methods used to communicate outputs and findings are tailored to the target audiences and end users. Project materials and publications will be written in simple language that is easy to read and understand. Where relevant, communication materials (e.g. project brochure) may be translated into several languages to improve the effectiveness of communication;

- Comprehensiveness, inclusiveness, and accessibility: GRASS CEILING partners shall ensure and promote the dissemination and promotion of the results to a wide range of target audience groups at local, regional, national, and European levels. The results should be easily accessible and transmitted through local, regional, national, and European networks and should benefit from the communication tools of these networks (e.g. e-news, newsletters). Public and private sector networks will be well targeted;
- Practicability: Plans have to be designed to ensure successful implementation of its findings and creating impact, whilst allowing for flexibility which enables GRASS CEILING to be adaptive and resilient. The objectives of the DCEP will be consistent with other project strategies and plans, including those of partner organisations and stakeholders. Plans will be designed to be feasible in relation to targets, implementation, and resources, with clear and enforceable definitions of responsibilities of those involved;
- In developing this plan, we are playing special attention to the use of gender-neutral or gender-inclusive language following guidelines set out by the EU;
- Continuity and legacy impacts: To achieve longer term impact of GRASS CEILING findings and recommendations, the partner in charge of the website, CIHEAM Zaragoza, commits to maintaining the project website live for at least 5 years after the end of the project, including all resources and project outputs.

2.4. Key Messages:

The project continuously generates information on rural and farm women socio-ecological innovators across rural Europe, the drivers and barriers of socio-ecological innovations experienced by women in a breadth of rural settings, and how to improve policies going forward to better support rural and farm women to be socio-ecological innovators and contribute to the environmental, social, and economic viability of rural areas.

This section of the CDEP briefly describes the type of information and messages that are being produced along GRASS CEILING´s life span. All results derived from GRASS CEILING are freely accessible, reusable, repurposable, and redistributable.

General information about the project. GRASS CEILING regularly updates and disseminates information about the project objectives and structure, its progress (meetings and participation in events) and outcomes to all possible stakeholders and general audience with useful and friendly procedures.

Research findings. GRASS CEILING produces news, reports, articles and information about the findings, results, and tools derived from the project (policy toolbox, European Policy Forum, Rural Women Innovation Compass, etc.) and its different Work Packages (WPs). Partners are encouraged participate in meetings outside the project, to present GRASS CEILING and its results.

Knowledge transfer. Knowledge generated from the project must be transferred to a broad audience through the organization of various events (e.g. workshops, final conference), training activities (webinars, online training academy, etc.), and other means (e.g. policy briefs, policy recommendations, reports, guidelines, blog, policy toolbox, European policy forum, a rural women innovation compass, etc.). It is crucial to place a special emphasis on aspects related to rural innovations over the project's life cycle and the experiences of rural women innovators across living labs, for example.

Recommendations. The GRASS CEILING project will seek an EU-wide multiplier effect of best

practices by learning from comparative case studies in different EU countries, with different gender norms and expectations. A European Policy Forum for women-led socio-ecological innovations in farming and rural communities will be established to co-produce recommendations on how to render policies more gender inclusive and responsive to better support and include the significant socio-ecological innovations of women. For this purpose, GRASS CEILING will also produce a Rural women Innovation Compass that provides indicators on multiple dimension that support the development of inclusive policies and the monitoring thereof. GRASS CEILING will design gender proofing and benchmarking templates and webinars which will remain available for relevant policies outside the scope of this call. In addition, specific support tools for women innovators will be designed, including an Online Innovation Academy, providing training for women-led innovation in farming and rural areas, available and exploitable beyond the life of the project.

2.5. When to disseminate

The DCEP considers different phases for communications and dissemination actions:

Initial phase. During the first year of the project, most of GRASS CEILING activities have been preparatory and focused on collecting information and identifying key targets and first consultations with stakeholders. The Kick-off Meeting was used as a starting moment to inform about the start of GRASS CEILING to a broad audience. Thereafter, during the first year of the project, there were numerous opportunities to promote GRASS CEILING through the participation in different events.

During this phase, communication tools (web, media, etc.) were developed and promotional material (e.g. project leaflet, etc.) designed, as well as the first blog posts published.

Intermediate phase. As findings and research results are now steadily being generated from the different WPs, GRASS CEILING will now begin to gradually disseminate its outcomes as and when they are approved by the Commission. This phase of the project is associated with the release of deliverables, reports, and publications.

Capitalising phase. During the last year of the project, GRASS CEILING will aim to get the most out of its results ensuring that generated knowledge reaches the project's target audience and stakeholder groups. There will be a balance between general and specific communication, and a series of events will be organised:

- Workshops for co-creating policy recommendations and tools; to ensure exploitation of findings for policy makers, the European Policy Forum for women-led innovation in farming and rural areas will facilitate the knowledge transfer, awareness-raising, and exploitation through co- creation activities, such as a series of international multi-actor workshops/webinars.
- Living Lab showcase events; building on the first Annual Showcase event, in subsequent events the Living Labs will be able to learning from each other across the consortium and show barriers and drivers of change in different socio-political and cultural environments. The coordinators of other relevant projects funded under this call are closely associated to these events, as well as the other successful projects on this same topic (e.g. FLIARA and SWIFT). The Showcase event generally coincides with the annual meeting of the GRASS CEILING consortium.
- MOOC – Online academy for women-led innovations; The MOOC will be a key dissemination and legacy tool for the project, delivering the core skills and learnings to wider and mass target audiences beyond the LLs and the project in EU and Associated countries (maintained

by CIHEAM Zaragoza after the project). The material will be offered to relevant training institutes in the member states for incorporation in their own tools and resources to ease access for women innovators across Europe.

- A final conference will be organised to summarise and discuss project achievements amongst researchers, stakeholder representatives (national and international), policy makers and invited participants.

A Rolling Programme of key Communication and Dissemination activities is available in Section 6 and is updated regularly by CIHEAM Zaragoza.

2.6. Continuity

As communication is a key component of all project stages – and the involvement of stakeholders is a central aspect of GRASS CEILING – a number of different feedback mechanisms have been scheduled throughout the project's lifetime to facilitate an interactive dialogue with all main stakeholders, and to ensure that our messages resonate with the relevant target audiences.

Moreover, arrangements have been made to ensure the continuity of the availability/accessibility of GRASS CEILING outcomes to both partners and the general public.

Internally between partners – interactive communication and collaboration between the 24 project partners is enabled by the use of a common document sharing and storage system. Externally to public/private stakeholders, including to the European Commission – GRASS CEILING is active on social media with a presence on Facebook, Twitter, Instagram, YouTube, and LinkedIn to ensure continuous information sharing and interactive feedback to and from external stakeholders. These social media profiles are regularly updated by CIHEAM Zaragoza, based on all partners' contributions. This allows for a continuous and interesting flow of information for the project's audience. Social media presence helps to amplify the messages that the GRASS CEILING project aims to communicate and can help reach a broader and more diverse audience (see Section 3).

The website (www.grassceiling.eu) is operational from month 3 of the project, and will be managed beyond project completion. To achieve longer term impact of GRASS CEILING findings and recommendations, CIHEAM Zaragoza commits to maintain the project website for at least 5 years after the end of the project, including its resources and project outputs. As for the social media tools, the website will be used as a reference to all external stakeholders to access information about the project, including information about future events and publications. A particular emphasis will be placed on ensuring that the messages of GRASS CEILING are highlighted to relevant services of the European Commission.

03 Target Audience

3.1. Audience Engagement

GRASS CEILING aim to make stakeholders and target audiences not only aware of the project results and its key outcomes but encourages their participation as beneficiaries to the publicly available knowledge, best practices, insights from case studies and Living Labs, online training academy and toolbox and other awareness initiatives foreseen in WP6.

GRASS CEILING seeks an active participation and contribution of the most relevant stakeholder groups in different tasks to ensure that their views and recommendations are used in the development of the project, in the analysis of findings and in the elaboration and discussion of recommendations. This participatory consultation complements the contributions by institutions, universities, interest/representative groups, and private sector entities which are already part of the project.

GRASS CEILING also takes into account stakeholders' views to plan relevant dissemination strategies in order to ensure that the outputs for dissemination are relevant to their needs and that are effectively shared with a large audience and in farm and rural areas.

A mapping and identification of key stakeholders relevant to the project that can collaborate with GRASS CEILING has been done and is presented in Annex 1. The identified stakeholders are structured into different typology groups with the aim of specifying the consultative, dissemination and communication activities in which they can be a target in the different WPs and Tasks. Besides the more specific activities, all stakeholders are regularly contacted with the aim of keeping them informed about progress and to facilitate contacts between partners and stakeholders. Identified members of the stakeholders' typology groups can also be invited to participate in the project Meetings and Workshops to inform the project about their perspectives, which then can be taken on board in the further development of the research and the dissemination of results.

The list of stakeholders that can collaborate with GRASS CEILING has increased throughout the project lifespan through contacts made by consortium partners during the project tasks implementation, as well as during participation in events, conferences, and meetings. Furthermore, CIHEAM Zaragoza will create a contact list of European and International specialized journals, websites, blogs, etc., and will request the help of all consortium members to complete it.

3.2. Approaches to addressing specific target groups

GRASS CEILING has a multi-pronged dissemination approach targeting different target groups. Six overreaching target groups have been identified for the project, with the aim that the content is tailored to specifically adapt to the target audience in question.

3.2.1. National and EU policy makers

The GRASS CEILING team have exceptional experience of liaising with policy makers at national and EU level and know how to pitch policy messages to ensure they reach the relevant policy committees and both policy and decision-makers. Policy makers in the 9 case study countries have already committed to participating in the Living Labs and key policy influencing groups are consortium members: AEIDL, EEB, WEF and Copa-Cogeca. This places GRASS CEILING in a strong position to influence policies and decision making. In particular, we will focus on the EU Green Deal, the Farm to Fork Strategy, The Long-Term Vision for Rural Areas, the European Pillar of Social Rights and The Gender Equality Strategy. Multi-actors and policy makers are actively involved throughout GRASS CEILING as living lab participants and as consortium partners.

GRASS CEILING will co-develop tools to support policymakers in the formulation of policies that are inclusive and responsive to women and use and promote their innovation to further the agricultural transition and ensure the future of rural areas. A European Policy Forum for Women led Innovation in Farming and Rural Areas (EPF) has been created to maximise ownership and usefulness. As part of the EPF exploitation plan, a mapping of key EU policy stakeholders has been undertaken in order to reach a wide audience of policy makers at both EU and national level. Key audiences identified in the EPF Exploitation Plan included:

- European institutions (EC, EP, EESC, CoR, etc)
- Public authority/policy-maker (local, regional, national)
- Researcher
- Advisor/Innovation broker/intermediary
- Socio-ecological leaders and innovators
- Farmers, fisherwomen, producer & producers associations
- Business and rural entrepreneurs
- EU-funded projects (Horizon Europe, LIFE, Interreg, etc.)
- Civil Society Organisation (local, regional, national, European)
- NGO (local, regional, national, European)

The Policy Forum will produce a policy toolbox which will include: a gender proofing template to check the inclusiveness and responsiveness of policies in supporting women-led innovation; a template and training webinar for gender benchmarking farm & rural policy; a list of data needed on women innovators that can be gathered by the Rural Observatory. It could take the form of a Rural Women Innovation Compass, a multi-dimensional set of indicators and trends conceived to inform policy design, monitoring, and evaluation. It will provide policy makers with information and direction on how to boost women-led innovations in agriculture and rural areas.

To increase the ability of national and European policymakers to assess and design gender inclusive policies we will produce: a foresight of women innovators impact in 2040, templates to ensure future gender proofing and robust benchmarking of policies, a Compass with data and indicators to identify and monitor the involvement of women innovators, as well as policy updates (3), as part of public deliverables, policy briefs (2), synthesis reports (5), mid-term and final report.

Furthermore, we are developing a local and regional dissemination and visibility strategy focusing

on the immediate environment of the women participating in the Living Labs so that their activities can echo across local communities. Therefore, a local and regional communication and dissemination plan will be developed with each of the Living Lab lead teams (and national project partners). This strategy will prioritize the visibility of events, meetings, and participation in institutional and private sector activities at both local and regional levels. To this end, we will identify specific communications opportunities with each Living Lab in order to promote the project and its outcomes. We will use a data collection template to bring together the content obtained from each Living Lab, ensuring consistency in the disseminated content from each country.

All information gathered will be disseminated, initially via the project website and social media platforms. To enhance reach, this content will be published in both English and the local language, ensuring accessibility for the local population and entities in the areas of the local Living Lab.

3.2.2. Relevant training bodies

Through education and training, GRASS CEILING is supporting the development of new agricultural and rural knowledge and innovation support services and practical tools and enhanced capacity and skills for women. Thus, it is essential to address training and educational stakeholders such as academies, schools, or associations to stress the importance of education as a catalyser of change. GRASS CEILING will provide them with the necessary tools and training so that they can widen the effect in a network.

Training bodies will be reached through the different communications tools of the project, such as the website, social media channels, leaflet, fact sheets etc. as well as specialised press, conferences, specific awareness initiatives, EU and International networks, and EU and national networks.

Moreover, the project's network of academic partners can ensure that information about the project reaches university, scientific, and educational networks across the European Union, which can be accessed through the project's dissemination tools.

3.2.3. Rural and farm women innovators

The 72 (young) women innovators provide solutions & act as role models for others to engage; the digital tools and recommendations render policies and (A)KIS more inclusive to women also in (remote) rural areas. Human stories about the women innovators participating in the living labs (with their consent) will be produced. Here, women will discuss their socio-ecological innovator pathways, obstacles encountered, and drivers to success. These will be published through blog posts, vlogs, and a photo reportage, and through media partnerships. Using social media, it is anticipated from similar initiatives that these outputs will reach over one million women (for instance ‘Farmer’ has over 6 million hashtag views and ‘women’ 167,000), including young women.

3.2.4. Women and men in farming and rural areas

When the Grass Ceiling project refers to "women and men in farming and rural areas," it refers to a broad and heterogeneous group of people who live and work in rural areas, and who play a fundamental role in the sustainable development of rural areas.

Women and men in farming and rural areas is a global group which is possible to break down into more specific subgroups and consider their characteristics and roles:

Primary target groups:

- Rural women and men: This are the broadest and most general term, encompassing all individuals who live and work in rural areas, whether in agriculture, livestock farming, or other rural-related sectors.
- Farmers: Those directly involved in agricultural production, both on a small and large scale, such as members of COPA-COGECA and their national affiliates.
- Livestock farmers: Those who raise livestock, such as cattle, sheep, goats, pigs, or poultry.
- Agricultural workers: including seasonal workers, farmhands, and other labourers employed in agricultural activities, such as EFFAT and their national affiliates.
- Rural entrepreneurs: individuals who start new businesses or projects in rural areas, such as agro-industries, rural tourism.
- Members of agricultural cooperatives: people associated with cooperatives working together to improve production and marketing.
- Rural youth: young men and women living in rural areas who may be interested in continuing in agricultural activities or seeking new opportunities in the sector, such as CEJA and their national affiliates and the European Rural Youth Summit.

Rural and farming communities are equipped with solutions that increase access to innovative ecosystems. Women and men in these areas will be reached through the different communications tools of the project, such as the online training academy with toolbox and the training on how to lead women innovators. LLs will empower women in the future, including in remote areas to engage in socio-ecological innovations, develop ideas into projects and implement them successfully and realise change; they also promote networking among women; key actors in the mainstream innovation eco-system will have learned to recognise women innovators, have to tools to support them effectively; policymakers have learned to develop gender inclusive policies and instruments that fit diverse rural context.

3.2.5. Scientists and AKIS (Agricultural Knowledge and Innovation Services)

GRASS CEILING brings together scientists with many years of experience in research and science-society-policy collaborations that seek to empower and support women in agriculture and rural areas throughout a great variety of contexts in Europe, bringing in knowledge from different disciplines. Many have been leaders in relevant debates, but we also consciously involve younger researchers to ensure a new generation of experts.

The scientists involved in the project are experts in rural development, entrepreneurship, gender, economics and business, and sociology. They form a multidisciplinary team of academics who provide advisory support to the project's technical teams. Most of them are affiliated with universities and academic institutions that are project partners, which facilitates the project's dissemination.

GRASS CEILING will allow the interdisciplinary team to contribute further to relevant scientific debates through publications and scientific conferences. 3 scientific articles will be published over the life of the project. Target journals include Sociologia Ruralis, Journal of Rural Studies, Gender, Place and Culture, Agriculture and Human Values and Journal of Innovation Economics & Management. The research cohort has a very strong publication record, regularly publishing in the named journals and with over 1,000 publications between them. In addition, they regularly organise sessions on the theme of gender at European rural sociology conferences, geography conferences and economics conferences that each have over 300 participants, and at the International Rural Sociology Association, which has over 1,000 participants.

In addition, key AKIS (Agricultural Knowledge and Innovation Services) stakeholders will be targeted, as well as EUFRAS (European Forum for Agricultural and Rural Advisory Services) and its members, as well as SCAR-AKIS member organisations across Europe.

3.2.6. Institutions, networks, and projects

GRASS CEILING is actively engaging with institutional stakeholders, such as the European Network for Rural Development (ENRD), EU CAP NETWORK, Rural Pact Support Office, and the Rural Observatory, to share project progress, products, and results, thereby facilitating wider dissemination. The Gender Alliance for Innovation in Agriculture (GAIA), for example, is an EU initiative that emerged from the gender working group of SmartAgriHubs, a completed H2020 project focused on gender mainstreaming in agriculture.

Furthermore, the project is collaborating with other EU-funded initiatives, including those under the themes of 'centre of expertise and training on rural innovation' (HORIZON-CL6-2021-COMMUNITIES-01-02) and 'smart solutions for smart rural communities' (HORIZON-CL6-2022-COMMUNITIES-02-02-01-two-stage). Notable examples include the SWIFT project (Supporting women-led innovation in farming territories) and the FLIARA project (Female-Led Innovation in Agriculture and Rural Areas).

As part of the mapping for the MOOC target audiences, we will also target LEADER programmes (gender focal points), other EU funded initiatives and CAP Operational groups covering gender-related themes or other related issues, particularly in areas near to the Living Labs.

To maximize synergies, the project is actively networking with these and other initiatives, as well as with Common Agricultural Policy networks. This collaborative approach is evident in the joint organization and participation in events, such as the Synergy Days in Barcelona in 2024.

3.2.7. General public

The initiative targets the general public, associations, rural communities, and other stakeholders through local press coverage and by promoting the work of its Living Labs. This approach is raising public understanding, awareness, and recognition of the future role of women, while also challenging and transforming existing gender norms and stereotypes. Consequently, it contributes to achieving Sustainable Development Goal 5 on gender equality. To expand its reach, GRASS CEILING has produced both a Fact Sheet and a Brochure summarizing project results to the general

public. Additionally, the initiative will continue to share compelling human stories through its website and social media channels.

04 Dissemination activities and channels

The practical communication activities and channels presented in this section aim to ensure the effective communication and dissemination of results to all target audience groups. They are intended to facilitate two-way interactions with stakeholders, incorporating their views to inform the research as it progresses and feedback findings as they emerge. The groups targeted by the GRASS CEILING communication activities are those identified as the core target audience in Section 3. Each of the main audience groups is targeted by multiple communication/dissemination methods to maximise the impact of the communication and dissemination activities.

GRASS CEILING modes of dissemination and channels of communication have been designed and applied to ensure that the processes, procedures, and outputs developed throughout the project have a long-lasting impact and new strategies and good practices are effectively implemented at local, regional, national and European levels.

Special attention is paid to identifying the appropriate balance between academic and non-academic dissemination channels.

4.1. Between GRASS CEILING partners

Knowledge exchange between partners is an essential part of the GRASS CEILING networking and delivery. Interactive communication and collaboration between the 24 project partners is enabled by the use of IT tools, including an online document sharing and storage site and communications for online meetings, and the project website. Files and documents are shared between partners on the password protected platform. The sharing site contains a directory structure, explanations about publication procedures and information about upcoming GRASS CEILING meetings. This resource will enable Information to be shared simultaneously and in an interactive fashion amongst all partners. Subgroups of partners have also been set up across the Work Packages (WP) to facilitate more detailed discussions between the WP Leaders, and within WPs.

A shared communication and dissemination monitoring excel file has been created (see Annex 2) so that all partners can include all the activities they participate in or publications. We will write to partners at least once a month to ensure that all keep the table up-to-date. We will also hold regular meetings with LLs and partners to ensure that the excel table is completed and that dissemination opportunities are communicated in advance. These meetings will be part of the wider activity we have undertaken to complete a simple two-page dissemination plan with each of the LLs to outline their specific target audiences and to identify specific dissemination activities. The spreadsheet contains the following key sections: 1) Publications: ideas and plans for scientific publications, as well as the ones published in the framework of the project, publications with focus on women-led innovations, related scientific papers, articles, publications at conferences, book chapters etc.; 2) activities they participate in such as congresses, conferences, etc. with dates and a brief summary; 3) any interview

or activity related to GRASS CEILING on papers, journals or blogs is also included.

Through regular meetings with LLs and partners, the WP6 leader will discuss communication and dissemination activities.

Exchanges between GRASS CEILING partners are ensured by the project meetings and the General Assembly, regular virtual meetings with the Executive Board, and by task force meetings between work package partners. These meetings are intended to steer the project and provide occasions for partners to exchange and share knowledge and findings.

4.2. Media and news articles

A Database of specialised media on rural and farm women and innovation will be developed. CIHEAM Zaragoza is creating a contact list of EU and International specialised media and will ask for input and support from consortium members in completing it. GRASS CEILING partners will also be strongly encouraged to communicate regularly with their local and national media on the advances in the project, particularly when they are directly involved in the deliverable.

Each consortium member is also asked regularly to report back on the measures they have taken to communicate with relevant national and local media, particularly on general type press releases on the progress of the project and on any specific deliverable in which they are involved. To facilitate this task a template is included in Annex 2. This information is included in the communication table for reporting purposes.

4.3. LL Showcase events

GRASS CEILING will enable transnational networking and learning by organising three Showcase Events for all living labs. By inviting representatives from other EU projects, policymakers and AKIS actors -system we raise awareness among mainstream actors in the domain of rural and agricultural economy and policy. The events will also support social learning between the LLs and women across EU borders. Transnational exchange will also inform comparative learning of the variety of women's needs by inventorying and comparing the experiences of women innovators across and within EU regions to learn from best practice in more progressive socio- political regimes.

4.4.On-line Training Academy

GRASS CEILING will develop an open access On-line Training Academy in Women-led innovation in farming and rural areas. This will be based on knowledge created in the project and will have a series of core training modules and a MOOC, effectively sharing best practices and successful models in women´s innovation – incorporating insights from the living labs. The toolbox and MOOC will be key dissemination and legacy tools for the project, delivering the core skills and learnings to wider and mass target audiences beyond the LLs and the project in EU and Associated countries (managed by CIHEAM Zaragoza after the project). Following research which GRASS CEILING's coordinator led in Scotland, over 1000 women accessed training. It is anticipated that at least 1,000 women per 9 case study countries will access the online training, plus women beyond the participating countries. It is conservatively estimated that over 5,000 will access online training. A targeted marketing strategy is under development which will include a mapping of key audiences and will identify actions to

promote awareness on the course.

The benchmarking and gender-proofing tools developed by GRASS CEILING will be helpful for policymakers to design inclusive and responsive policies; they will benefit women by ensuring policies support and encourage their innovations.

4.5. Peer reviewed and published articles in scientific/academic journals

GRASS CEILING brings together scientists with many years of experience in research and science-society-policy collaborations that seek to empower and support women in agriculture and rural areas throughout a great variety of contexts in Europe, bringing in knowledge from different disciplines. Many have been leaders in relevant debates, but we also consciously involve younger researchers to ensure a new generation of experts.

GRASS CEILING will allow the interdisciplinary team to contribute further to relevant scientific debates through publications and scientific conferences. 3 scientific articles will be published over the life of the project. Target journals include Sociologia Ruralis, Journal of Rural Studies, Gender, Place and Culture, Agriculture and Human Values and Journal of Innovation Economics & Management. The research cohort has a very strong publication record, regularly publishing in the named journals and with over 1,000 publications between them. In addition, they regularly organise sessions on the theme of gender at European rural sociology conferences, geography conferences and economics conferences that each have over 300 participants, and at the International Rural Sociology Association, which has over 1,000 participants. Scientific participants have edited books from sessions organised on rural and farming women and a GRASS CEILING edited volume with scientific chapters from the participating member state countries will be produced, with a contract agreed with a publisher during the life of the project.

GRASS CEILING is a participatory action research project and involves practitioners, stakeholders and academics working together to achieve change throughout the entire project. Women end users are active in the living labs, and work with scientists and stakeholders to co-create knowledge. Open science is a key means to achieve GRASS CEILING objectives. The co-created knowledge produced in the living labs will be shared amongst lab participants, and between the labs and at a European level through the Annual Showcase Events. Women participants will produce training tools for GRASS Ceiling's Online Training Academy to participants beyond the project. Knowledge is also co-created with the multi-actors, including policy makers. This science will be made available through co-created policy tools in an online European Policy Forum for Women Led Innovation in Farming and Rural Areas to ensure the inclusion of women in policies.

For scientific publications all partners will apply the Horizon Europe Open Access Policy and deposit scientific peer reviewed publications (machine-readable electronic copy of the published version) in an institutional repository. Where this is not available to partners, an alternative repository will be identified so that all scientific publications are included in the European research e-infrastructure of OpenAIRE. GRASS CEILING will encourage open access publishing.

4.6. Conferences, seminars, events and other similar activities

Besides participating in the project meetings and workshops, all consortium members are strongly encouraged to participate in conferences, workshops, seminars, colloquia, briefings, presentations,

events, networking meetings etc.; all have a key communication value in promoting the project. GRASS CEILING will have to get the most of its results ensuring that generated knowledge is reaching the broadest audience and stakeholder groups. CIHEAM Zaragoza has prepared a standard set of communication materials (brochure, PowerPoint, poster, etc.) in order to facilitate this and provides support to consortium members in adapting these materials when possible.

In addition, all such conferences and events are added into the rolling communications calendar in Section 8. For each event, consortium members are asked to provide very brief information, such as title, place, number of participants, type of audience targeted etc. in order to communicate about all the events in the website.

4.7. Identification, prioritization and alignment of key opportunities and events

Based on the Rolling Programme in Section 6, the main deliverables of the project and taking into account other European and International developments in the field, a short list of key communications moments and opportunities was identified for the first year of the project and subsequent months when possible, where all consortium members work together to promote the GRASS CEILING project and raise wide awareness of the project. Based on the WP deliverables and the Rolling Programme, the first preliminary list of key communications moments and opportunities have been the following:

- Kick-off meeting – Completed January 2023
- Participation **in various events and conferences during 2023-2025**
- State of Play – Press release on project developments throughout 2024
- Several focused web articles (posts/editorials) during M21, M24 and M26 on some of the key forthcoming outputs of the project (to be promoted as exclusive content to leading specialized journals and newsletters in the field)
- Deliverables – press release on completion

4.8.The European Policy Forum for women-led innovation in farming and rural areas

The online European Policy Forum plays a key role in pushing for change during and after the lifetime of the project. To ensure exploitation of findings for policy makers, the European Policy Forum for women-led innovation in farming and rural areas, coordinated by AEIDL and COPA-COGECA, will facilitate the knowledge transfer, awareness-raising, and exploitation through co-creation activities, such as a series of international multi-actor workshops/webinars.

The activities proposed for the Forum are designed to:

- Facilitate knowledge exchange and contribute to key GRASS Ceiling research activities by bringing a pan-European perspective from stakeholder across the continent;
- collaboratively discuss, design and validate recommendations and tools on how to boost women-lead innovation at European and national level;
- identify the main focus and interest of the members of the Forum and mobilise stakeholders to be part of the Forum.

- share good practices & platform to exchange across multi-actor stakeholders.

A policy toolbox will be created, and it will include a foresight of women innovators impact in 2040, a gender proofing template to check the inclusiveness and responsiveness of policies in supporting women-led innovation. The EU has committed to rural proofing as part of the Rural Observatory and by developing this gender proofing template, GRASS CEILING helps to mainstream gender equality into mainstream policy.

The toolbox will also include a template and training webinar for gender benchmarking farm & rural policy. This will be available for use after the life of the project and as a commitment to gender equality becomes more embedded, gender benchmarking will become more widespread.

GRASS CEILING will also produce a list of data needed on women innovators that can be gathered by the Rural Observatory, including a Rural Women Innovation Compass, a multi-dimensional set of indicators and trends conceived to inform policy design, monitoring and evaluation. It will provide policy makers with information and direction on how to boost women-led innovations in agriculture and rural areas.

The European Policy Forum for women-led innovation in agriculture and rural areas will be created as a European-wide Science-Society-Policy interface. An exploitation strategy has been designed by the key European Stakeholder Organisations of the project (AEIDL, EEB, Copa-Cogeca, WEP) to ensure its continuation beyond the life of the project. All materials developed will be available online and no intellectual property rights will be created.

In order to facilitate the visibility of the European Policy Forum and increase its dissemination, a specific tab has been created on the project website. This tab, independently from the rest of the project information, includes general information on the EPF, detailed information on related activities and events, and will link related project news to the EPF.

The content of this tab will be updated from M18 onwards, with the collaborative participation of CIHEAM Zaragoza and the partners in charge of the task, AEIDL and COPA-COGECA.

4.9. Final Conference

A final conference will be organised to summarise, discuss and share project achievements amongst experts, stakeholder representatives, policy makers and invited participants. The main objective will be to discuss the main achievements of the project, the work conducted in the Living Labs and present the co-created tools and recommendations for policy and knowledge and innovation systems that boost women's role in the sustainable development of agriculture and rural areas.

4.10. Awareness campaign

A campaign awareness strategy to foster women-led innovation will form part of GRASS CEILING dissemination and communication. This will focus on three key international dates, 8 March: International Women's Day, 15 October: International Day of Rural Women and the last week of October: European Gender Equality week.

In addition, the United Nations decision to declare 2026 as the International Year of the Farmer Woman will be kept in mind throughout the project, in order to disseminate related events and news and to inform about this commemoration in the project events.

A series of campaign materials will be developed to be used online, through social media activities and distributed at high- level stakeholder events. Here the foresight of women innovators' impact in 2040 will also be used. The campaign will culminate in the final year of the project and will support dissemination of the major policy outcomes, recommendations, and actions from the project. Part of this awareness strategy will include two targeted awards. GRASS CEILING will partner with COPA-COGECA on their innovation award for women farmers. A second award for organisations who have played key roles on activities to create positive environments and specific actions to encourage women-led innovation in rural areas, including facilitating or taking up parental leave for men.

GRASS CEILING is committed to maximising awareness on the importance of promoting the development of rural socio-ecological innovation amongst women in neighbouring and associated countries. The innovation training, and the training to lead socio-ecological innovation labs, will be available on the GRASS CEILING website free of charge to widen the global reach.

05 Communication tools

5.1. Website

GRASS CEILING has launched its website at the beginning of the project in Month 3. The website is part of the project's open science approach and is a location for downloading deliverables by eligible parties. It also aims to be a repository of relevant information for wider communication and dissemination (press releases, project brochure, conference presentations and publications).

The GRASS CEILING website is the main channel for dissemination of project reports and outcomes. The website includes a range of information and tools designed to achieve the aims of the communication, dissemination and impact strategy.

Fig 1. GRASS CEILING website

The project website is the principal external source of information about GRASS CEILING. It contains different kinds of information covering: the scope and objectives of GRASS CEILING, its organisation, the partnership and explanations about the living labs, as well as a multimedia section. The website is a key communication tool for disseminating the results of the GRASS CEILING project, so it will host publications, publicly available deliverables, good practices documents, presentations, reports, and policy briefings. The website will have a particular section for policy briefs and policy abstracts. Specific pages will be created for each Living Lab so that they may communicate on activities in local language to local, regional and national audiences where appropriate. The website also provides information about other organisations and projects that may be of interest to GRASS CEILING partners, grouped under the “Key Projects and Institutions” and communicated through the “blog”. Each country will maintain its own Living Lab webpage on the site in its local language. All the outputs and resources from this project will feed into the EU CAP Network website for broad dissemination to practitioners. End-user material will be produced in the form of a number of summaries for practitioners in the EU CAP Network common format ("practice abstracts"). A total number of 20 practice abstracts is foreseen for the project, split over two deliverables in months 18 and 36, each containing 10 abstracts.

The website is under continuous update. Deliverable 6.10 is currently being revised to align with the evolving needs of the website and to take into account the project review in terms of providing more contextual and detailed information, clarity to certain sections and more up to date information on the activities in the project. The goal is to make the website accessible to end users, capture the project's core message, and, most importantly, provide a balanced representation of all Living Labs and the diverse realities of the nine consortium member countries. Many changes will require technical modifications in order to improve user-friendliness and to incorporate new features.

CIHEAM Zaragoza hosts the website and is responsible for its external and internal structure and operation. The website will provide downloadable results and will be maintained for up to 5 years following the completion of GRASS CEILING. CIHEAM Zaragoza maintains its own servers and this will enable the institution to manage the project website's content and hosting throughout the subsequent 5 years after the project ends. In the final days of the project, we will produce a summary article resuming the projects outputs, deliverables and achievements, marking the end of the project and outlining some of our forward-looking recommendations for further work in this area.

Given the importance for GRASS CEILING of active engagement and participation by a wide range of stakeholders to maximise its impacts, the website will facilitate effective and efficient exchanges of information, and support the dissemination and communication of activities of GRASS CEILING especially with external parties, including other research consortia, stakeholders and other relevant networks (see Annex 3 for details on the website guidance).

The website also hosts deliverables submitted for review by the European Commission. The latest update to these deliverables was on June, 16th 2024. Once approved, deliverables will be clearly distinguished from those currently ‘under review and pending approval’.

5.2. Social Media

To further enhance the interactive nature of the project and to extend the outreach of the project’s activities and findings, social media is being used to communicate about upcoming events of GRASS

CEILING, project outcomes, and relevant key messages. Some partners have extensive followers and we anticipate we will have access to over a 100 thousand twitter followers (for example, EEB, 35K; Copa-Cogeca, 17.3K, Legacoop, 4K; Macra na Feirme (Irish young farmers) 10K; WU, 40.5K). As part of the actions to improve dissemination on the project, in addition to meetings with the LLs, we will organize dissemination meetings with key partners such as COPA-COGECA, AEIDL and EEB to outline specific support in providing echo to our social media dissemination. Also now that the project is beginning to publish Deliverables and that a large number of videos will be produced, we anticipate that there will be a wider resource of material available to feed out social media channels and drive the numbers.

Social media activities presently in use:

- **Twitter account** - https://twitter.com/GRASSCeiling_eu
- **Facebook account** - https://www.facebook.com/GRASSCeiling/
- **LinkedIn account** - https://www.linkedin.com/company/grass-ceiling-project/
- **Instagram account** - https://www.instagram.com/grassceiling_eu/
- **YouTube channel** - https://www.youtube.com/@GRASSCeiling

By setting up social media accounts for GRASS CEILING, the team aims to:

- Engage with a wide range of different stakeholders
- Create a community of experts working on sociology, social rights, gender issues, rural affairs, women empowerment, rural women, farming women, innovation in rural areas, women innovators, regional development associations, EU, national and regional policy makers, etc.
- Communicate and disseminate project results
- Generate discussions and debates amongst users, and feedback ideas and knowledge into the project
- Improve the impact of the results of the project.

The presence of GRASS CEILING on various social media ensures that a wider range of target groups can be reached. The use of Twitter and Facebook in particular enables the rapid dissemination of key messages from events and conferences– or even live – to relevant communities of interest which are on social media, who in turn can react and shape debate, ask questions and provide feedback as appropriate.

References to the GRASS CEILING X (Twitter) feed, Facebook and LinkedIn accounts, as well as to the website, are made in the template of all communication materials to encourage partners and audiences to be active on social media during events, if permitted and practical.

The project has a dedicated YouTube channel for promoting audiovisual content. This will be significantly expanded from November 2024 with the launch of 'Human Stories' videos. The audiovisual production will be further boosted by the Second Showcase event and annual consortium meeting in Lithuania. A recording schedule has been set for January-June 2025, featuring women in the Living Labs and academic teams. Completed videos will be promptly shared on YouTube, the project website, social media and with project partners.

Given their public exposure, messages communicated by individual partners on behalf of GRASS CEILING, i.e. the GRASS CEILING project, must follow common rules to ensure consistency, relevance

and integrity of the announcements published online. The GRASS CEILING communication team has developed detailed rules for all partners to use these social media accounts. These are presented in Annex 4.

Contributions from all partners will be sought to populate the social media platforms. For the other tools available on the website, i.e. news, calendar, blog, it is anticipated that CIHEAM Zaragoza will play an active role in requesting and promoting partners' contributions and in placing them online. This reflects the comprehensive overview they have of the communication activities and timetable.

In order to strengthen the capacities of the women participating in the project's Living Labs, an orientation webinar on the use and management of social media has been organized in M18, open to both the academic teams and the participating women's groups.

The webinar was held online and was given by a member of the CIHEAM Zaragoza Communication team and three high profile case examples of women innovators active in social media. The speaker provided techniques and methods for improving a brand's presence and reputation on social media. The webinar was aimed at women participating in the Living Labs, as well as consortium members. This activity gave special prominence to women from the Living Labs who already have experience in social media management and were able to share it with their project colleagues.

5.3. Logo

A GRASS CEILING logo has been developed to provide a uniform visual impression of the project. It is to be used on all project publications and publicity for the project. Two versions of the logo are illustrated below, in colour without background and in white.

Fig 2. GRASS CEILING logo

5.4. Brochure

A Fact Sheet produced in M03 and a project brochure produced in M09 summarise project goals, activities, project partners and expected impacts, the later illustrating key examples of women innovators from the Living Labs.

The Fact Sheet and project brochure are available online in electronic and interactive versions (with active links to social media/website). The printed leaflets are intended for distribution at events and workshops.

5.5. Roll-up banner

Roll-up banners have been produced, including the project logo and strapline. The roll-up banners are intended to be used during workshops, events and at the Final Conference, and in support of events where GRASS CEILING is presented in any way (e.g. oral presentation, poster, etc.).

5.6. Videos

Video is a powerful communication tool to drive stronger engagement and will be produced to showcase the project's outcomes, best practices or living lab activities as well as to educate about the objectives and core messages of GRASS CEILING. Videos will be designed in different formats and will be shared on different platforms (e.g. YouTube, Instagram, Facebook, etc.) to be able to reach different target audiences. GRASS CEILING will produce a number of practice videos during the lifespan of the project, based mainly on activities related to key deliverables and the living labs activities. CIHEAM Zaragoza will draft a guideline to assist consortium partners and living labs in producing videos. The more videos and stories are shared, the more people are aware of what GRASS CEILING is doing and what the different partners are contributing to the project. In addition, CIHEAM Zaragoza has contracted a video producer who will start in M19 on organizing a schedule of visits to each Living Lab to produce a series of video blogs (including photos and web blogs) to document the human stories of women innovators and role models.

5.7. Publications

Various publication templates have been developed for partners for consistency when communicating for and about GRASS CEILING. The templates follow the same graphical and colour scheme as the project brochure and website. There is a template for reports and one for PowerPoint presentations. Figures 2 and 3 give an overview of the reports and PowerPoint templates.

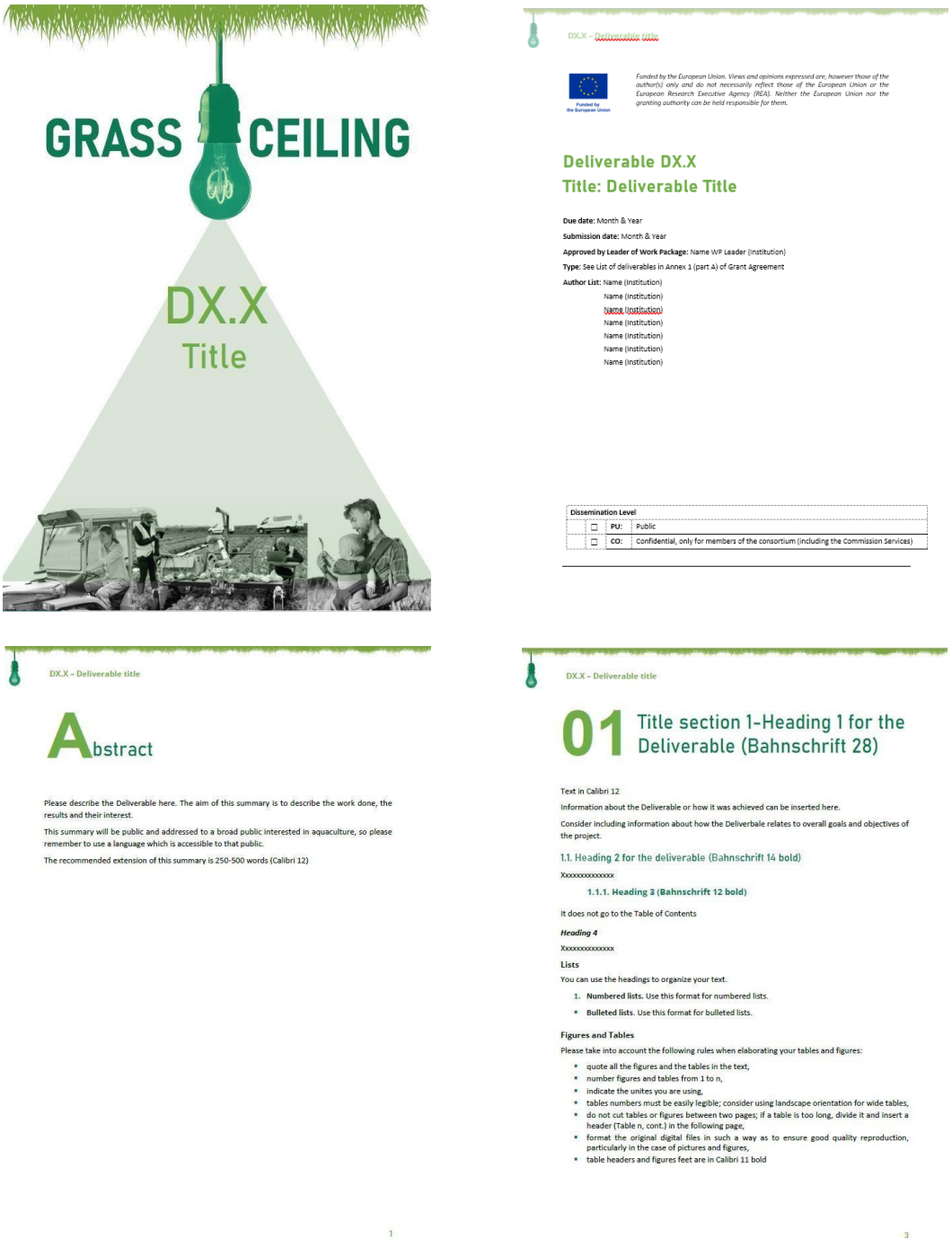

Fig 3. Overview of the report template

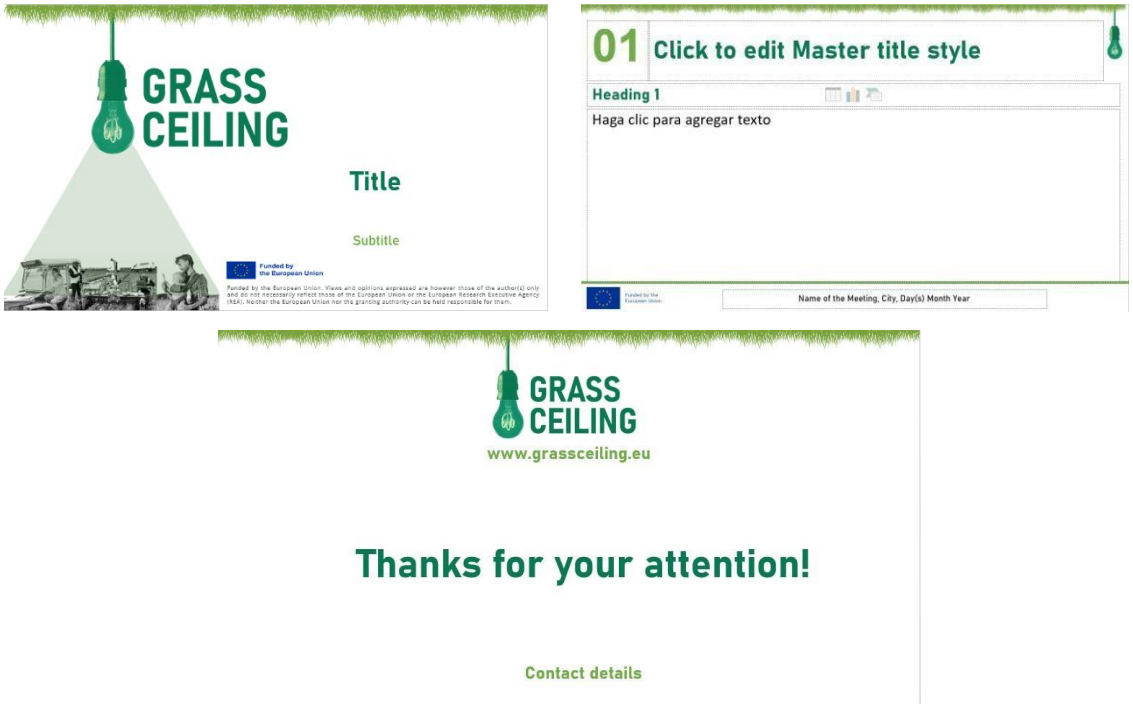

Fig 4. Overview of the PowerPoint template

The following publications are planned for publication during the GRASS CEILING project:

a) Work Package reports, in the form of deliverables which present the results, discussion papers, and final reports linked to particular Work Packages. These outputs will be made available on-line on the project website and on the social media.

b) Publications for non-academic audiences are planned which will summarise the main insights and recommendations of GRASS CEILING, presented in formats that are easily accessible to policy makers and practitioners for whom the results of GRASS CEILING are intended.

c) The following other types of publications are also expected, although not necessarily published in GRASS CEILING templates: Throughout the project, the main scientific results of GRASS CEILING will be widely disseminated through articles in suitable peer-reviewed scientific journals. Research papers and data will be disseminated through Open Access journals.

The GRASS CEILING team will adhere to the rules concerning dissemination as per the Grant Agreement. These require the coordinator (SETU) to be informed and approve the intended publications, oral presentations and posters of any partner before release outside the consortium. The coordinator will receive a final copy of the document (typically in *.pdf) from the author once it is published. If relevant, it will then be made available on-line on the GRASS CEILING website.

The coordinator should inform WP6 leader before the publication of key scientific outputs to ensure that their contents are publicized via all the available channels. This includes making project colleagues aware, and providing them with advanced drafts, as well as enabling recording in the Dissemination Plan updates scientific articles will be prepared in all relevant WPs and published in

peer-reviewed journals through open access publishing. GRASS CEILING will implement the Open Access policy, providing timely access to scientific results, either by choosing open access journals, targeting open access for key articles, or by placing manuscript versions of peer-reviewed publications on a project publication repository at the web-portal, adhering to the rules of the responsible publishing houses. A publication plan will be drawn up, agreed upon, and integrated within the Communication, Dissemination and Exploitation Plan. It will set out a broader context and goals in terms of the publication strategy (e.g. journals to be targeted).

5.8. GRASS CEILING Toolkit

In addition to locally identified and specific small-scale training/knowledge transfer activities identified by and delivered in each Living Lab, an online Training Academy will deliver an online toolbox (consisting of a series of core training modules) and a MOOC, effectively sharing best practices and successful models in women´s innovation – incorporating insights from the living labs. The training to lead a women's socioecological innovation lab will also be included. The toolbox and MOOC will be key dissemination and legacy tools for the project, delivering the core skills and learnings to wider and mass target audiences beyond the LLs and the project in EU and Associated countries. The material will be offered to relevant training institutes in the Member country.

06 Rolling programme of key communication & dissemination activities

A timeline for the communication and dissemination activities has been developed which will be updated with information from all partners as the project progresses. It will be maintained by the leader of WP6 on communication (CIHEAM Zaragoza).

The GRASS CEILING timeline and structure is outlined in Table 3 together with the corresponding deadlines for the delivery of its main communication and dissemination actions. It provides a comprehensive and practical implementation plan of the communication activities, as described in the sections above, for the lifetime of the project and its legacy post-project to achieve the objectives of GRASS CEILING Communication, Dissemination and Impact strategy.

The effective implementation of communication activities set out below will contribute to achieving the intended outcomes, i.e. raising awareness about the themes addressed by GRASS CEILING and the successful uptake of the project's recommendations at its policy and practical levels.

In addition to the entries in Table 1, ongoing actions will include posting news items on the website calendar before upcoming GRASS CEILING events, tweeting during events and updating the website news page about project progress and events.

Table 1. Calendar of forthcoming communications opportunities

Month	Event or activity
October 2024	15 October: International Day of Rural Women Last week: European Gender Equality Week
November 2024	3rd Consortium meeting 2nd showcase event
December 2024	Second online meeting Forum for co-creating policy recommendations and tools
March 2025	8 March: International Women's Day
April 2025	Third online meeting Forum for co-creating policy recommendations and tools

September 2025	3rd showcase event
October 2025	15 October: International Day of Rural Women MOOC – Training academy Last week of October: European Gender Equality Week
December 2025	GRASS CEILING Final Conference

07 Evaluation of the Dissemination, Communication and Exploitation Plan

7.1. Introduction

The extent to which GRASS CEILING reaches its objectives in terms of communication, dissemination and exploitation will be verified through the monitoring of a set of indicators. These indicators are defined in accordance with the SMART methodology (Specific – Measurable – Achievable – Realistic – Time bound).

Assessment of these indicators will take place at key phases of the project (e.g. prior to interim and final reporting), annual updates for meetings of the General Assembly) to enable interim assessments by team partners as to whether GRASS CEILING fulfils its communication, dissemination and impact objectives. Adjustments to the strategy will be proposed if considered necessary.

7.2. Monitoring of Communication Tools

Monitoring communication tools and assessing their effectiveness on a regular basis provides a wealth of data to identify trends and refocus activities if necessary. To assess the impact of communication tools efforts it is necessary to collect data on several indicators and monitor and analyse them using specific tools (see Table 2). Indicators can be quantitative (number of clicks, likes, shares, tags, video views, new followers, profile visits, engagement rates, use of hashtags, etc.) or qualitative (types of comments and their tone, number of people reached, types of followers, new collaborations, appreciation for research, increased knowledge among specialists and the general public, etc.). Indicators are also important in order to compare the impact initially expected with the intermediate and final results.

Table 2. Key Performance Indicators (KPIs) - Estimated

Platform	KPIs	Year 1	Year 2	Year 3	Means to monitor and evaluate
Website	Number of items published	15	26	35	Google statistics to monitor who Is visiting the website and duration of their visits
	Number of total visitors	1.254	4.000	5.000	
	Number of new visitors	1.068	3.000	4.500	
Twitter	Number of tweets	177	300	300	Metricool and Twitter statistics
	Number of followers	327	300	450	

Facebook	Number of posts	47	80	100	Metricool and Facebook statistics
	Number of followers	152	200	300	
	Total likes	109	250	300	
LinkedIN	Number of posts	16	25	35	Metricool and LinkedIn statistics
	Number of followers	299	300	400	
	Likes	239	400	500	
Instagram	Number of posts	29	45	60	Metricool and Instagram statistics
	Number of followers	128	175	200	
YouTube	Number of videos	1	5	20	Metricool and YouTube statistics
	Number of subscriptions	0	8	20	
	Number of views	0	10	100	
Nº of produced communication tools		1 graphical chart, 1 logo, 1 poster, 1 project brochure		1 online meeting background	Tools available on the project's website

7.3. Monitoring of Impact

GRASS CEILING is designed to maximise impact and exploitation of project outputs. To this end the project will ensure the appropriate implementation and effectiveness of the foreseen actions by monitoring key indicators such as deliverables, milestones, events organized, participation in events, audiences & stakeholders as well as number of articles published in scientific journals.

Table 3. Project deliverables

Indicator	Year 1	Year 2	Year 3
Deliverables	9	17	29
Milestones	6	13	13
GRASS CEILING events	1	3	5
Participation in events	5	12	20
List audiences & stakeholders	X groups (see section 3)		
Number of articles published in scientific journals	1	2	3

7.4. Management of Intellectual Property Rights

GRASS CEILING is committed to managing intellectual property rights effectively and will ensure that they are respected as defined in the Grant Agreement and in the Consortium Agreement and following the Commission recommendations on the management of intellectual property in knowledge transfer activities and Code of Practice for universities and other public research organisations (C(2008)1329).

To achieve it, the following key principles should be applied:

1. Wherever possible, public scientific output should be built around deliverables within the GRASS CEILING project.
2. In order to be eligible for open access publication through the GRASS CEILING project grant, the author(s) need to motivate a strong link between the scientific output and the project.
3. For scientific output, the following disclaimer might be used: "This article is based on research done in the context of the GRASS CEILING project that has received funding from the European Union's Horizon Europe Research and Innovation Programme under grant agreement No 101083408. The authors of the article are solely responsible for the information, denominations and opinions contained in it, which do not necessarily express the point of view of all the project partners and do not commit them."
4. Wherever possible, collaboration between WPs should be encouraged to produce more joined up and connected project outputs.
5. All relevant WP members should always be considered as potential authors, but lead authors should have the right to select authors whom they feel will maximise the quality of the publication, excepting principle 6 below which suggests…
6. There should be an explicit strategy to bring on and develop young scientists and adhere to gender balance in authorship.
7. When an idea, concept or finding has been developed by an individual or a group, the origin of that idea/concept/finding should be appropriately acknowledged in all publications whether or not that individual is part of the authorship of the paper. Furthermore, as stated in Article 8.4.3 of the Consortium Agreement, no party can include the research outputs of another consortium member in dissemination activities without prior written approval – unless these research outputs are already publicly available.
8. Final versions of publications should be sent to SETU and CIHEAM Zaragoza for recording purposes and also to be published on the GRASS CEILING webpage.
9. Under extenuating circumstances, the project leadership will seek to shorten turnaround times to meet specific needs and recognise the need to amend guidelines where there are compelling reasons for so doing.

08 Regular update and review of the Communication, Dissemination & Exploitation Plan

The CDEP will be treated as a living document, being closely monitored and evaluated twice during the project lifetime by the WP6 leader (with the support of the project coordinator) on the basis of the information provided by partners in the individual dissemination reports and the feedback from the labs and partners. This will allow for steering and adjusting the dissemination activities and materials in order to achieve the expected dissemination objectives.

The rolling calendar of key communications opportunities, in section 6, will be reviewed regularly (every 3 months) and also discussed on the agenda of the Steering Committee and General Assembly.

A1 Annex 1. Template for Communications reporting and monitoring

GRASS CEILING	Communication and dissemination Monitoring Excel

Partners /LL	Name of the activity / material	Role	Start date dd/mm/yyyy	End date dd/mm/yyyy	City	Country	Organizer	GRASS CEILING members involved	Brief description of the activity/material	Link	Blog Article	Number of attendees/persons reached (estimation)	Indicate number!! Scientific Community	Indicate number!! Business and industry (companies, etc.)	Indicate number!! Policy makers and funding agencies	Indicate number!! Civil Society (CSO, NGO, activists, influencers etc.)	Indicate number!! General public - specified	Indicate number!! Media

A2 Annex 2. Website Guidance

This section provides guidelines for how to use and manage the website http://www.grassceiling.eu/. It aims to ensure that relevant partners contribute to developing the website in a consistent manner that fulfils GRASS CEILING's objectives and that the messages communicated are in line with the project's objectives.

Website administration

CIHEAM Zaragoza has access to the details of the GRASS CEILING website administration and is in charge of ensuring the project site security and consistency of design.

Uploading information and material

The GRASS CEILING website is a major channel of communication and dissemination on the findings, intermediate and final results, as well as project recommendations. A number of ways are used to populate or feed into sections of the website with information and material updates. These are summarised below.

News feed / Blog

- Announce upcoming workshops, meetings and other events well in advance;
- Report about recent events or meetings, providing a summary to be published on the website, and preferably with photographs from events;
- Highlighting GRASS CEILING's publications and deliverables that are available to the public;
- Highlighting when/if GRASS CEILING is mentioned in news items or other media.

Meetings & Activities

- It has three subsections: Annual Meetings, workshops and training. This section contains relevant information of all the activities organized by GRASS CEILING. The objective is to complete as much information as possible (objectives, agenda, participants, etc.) to publicize the project and its activities to the target audience.

Results & resources

- Brochure
- Visual identity
- Key deliverables
- EU CAP Network policy abstracts
- Conferences and workshops: GRASS CEILING presentations and articles from meetings and events
- Meetings & Activities
- Webinars

Living Labs

- Each Living Lab will have its own website containing relevant LL information, objectives, stakeholders, LL news and other relevant sections.

Multimedia

- Relevant photos of GRASS CEILING meetings and the participation of partners in other events. Also, about living labs activities and progress.
- Videos: when case video material is produced, it should be uploaded to this section subject to the ethical requirements being met as per the Grant Agreement and Project Management Plan.

Key projects & institutions

- This list should be populated with links to external websites (international, national and local organisations, other projects and networks) which are of relevance for the project and which may be of interest to GRASS CEILING stakeholders.

GRASS CEILING partners contact details

GRASS CEILING website is also a means of communicating with project partners. To this end, links to the 24 partner organisations are available on a dedicated page the website so that partners can redirect stakeholders to the website for their own contact details.

GRASS CEILING sharepoint

The website contains a SharePoint that acts as a tool and platform for internal communication, sharing of documents, drafts etc. and for depositing of final deliverables and can be accessed by all GRASS CEILING partners.

A3 Annex 3. Social Media Guidance

1. Introduction and objectives

In accordance with Task 6.1 of the project, CIHEAM Zaragoza has designed an active social media engagement strategy to communicate with stakeholder communities at both European and national level. As part of the strategy specific infographics, news and opinion items and materials will be developed to communicate on the outputs and results of the project as they become ready. Specific social media monitoring tools will be used to monitor key trending words relevant to the project, such as rural women, rural innovation, farming and rural communities, etc. and active engagement will be sought in all social media platforms in relation to content relevant to the project as well as in social media activities related to the role of women in agriculture, rural development and socio-ecological transition.

An active social media community around the living labs will be established to support consultation and engagement with the respective local communities on tool and activities. Social media traffic related to women-led innovation around the localities of the nine living labs will be monitored in order to gauge local resident sentiment in relation to the role of gender in agriculture and rural communities, etc.

GRASS CEILING will make use of social media to raise awareness on the challenges of women in rural areas and their role to support regional development in all European regions, communicate and engage with stakeholders but also to receive inputs and feedback on key proposals, tools, living labs and activities, and last but not least to disseminate information on workshops, conferences, tools, initiatives, knowledge, activities and results of the project.

In order for GRASS CEILING social media plan to be successful it is of paramount importance to engage project partners and partners' staff from the very beginning. The more people that engage, the greater the impact. As a partner you can help by:

- ✓ Identifying the relevant contact person (community manager) in your institution, so that we can coordinate efforts.
- ✓ Providing a list of social media accounts on the different platforms (official institutional accounts, researcher's, staff's, etc.).
- ✓ Contributing relevant contents and ideas:
  - Contents (following GRASS CEILING identity guidelines and including logo):
    - Photos (including credits)
    - Images (static or interactive)
    - Brief videos (presentations, interviews, descriptions…)
    - GIF or animations
    - Infographics

- Ideas:
  - Questions for online polls or quizzes
  - Information or results about your WP work that can be shared
  - Release of papers and scientific publications
  - Outcomes of events (minutes, reports, links to presentations and interviews, etc.).
  - Information on the project being featured at a conference or event
  - Information on the presentation of the project at a conference or other event
  - Press releases about the project
  - Links to recently-published articles related to the topics of project

✓ Sharing Project's contents and act as multipliers of information (mentioning the Project's account and hashtag: #GRASSCEILING #HorizonEurope).

✓ Including links to GRASS CEILING social media accounts in online (websites) and offline materials (leaflets, flyers, publications, newsletters, etc.).

Remember that all materials must display the EU emblem

and contents shared on social media should include the following text: "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.".

2. Target audience

GRASS CEILING target audience is made up of stakeholders from the following key sectors:, policy-makers, regional and local development agents, farmers' associations (rural), women's associations, cooperatives, educational bodies, environmental associations, rural community groups and residents.

These are the main target groups:

- National and EU policy makers
- Relevant training bodies
- Rural and farm women innovators
- Women and men in farming and rural areas
- Scientists
- Institutions, networks and projects
- General public (associations, rural and farming communities, journalists, etc.)

First off, we need to know where on social media our target audience is, and get to know their interests, the information they are looking for, or the challenges they are facing. This will help us build engaging content and customized messages. As part of this process monitoring of key trending words relevant to the project is essential.

Second, we need to build a social media community by encouraging interaction, creating conversations and engaging participation. In order to grow the community, it is important to follow similar accounts, discuss topics they are interested in, tag or mention their accounts in the discussion, or reply to their comments, share their posts, ask questions or launch quizzes. Connecting with other projects under the same call is advisable since they often share goals and are

aimed at similar audiences.

3. Contents

As any other EU project, GRASS CEILING offers a wealth of contents that can be shared on social media: information about the project's results and final products, publications, events, or conferences, breaking news, as well as the project's impacts and its contribution to society.

Contents should be:

- Relevant and of interest to the target audience
- Varied to generate interest in the project's activities, publications and related actions among a very wide range of users and followers.
- Personal, because even if these are project's account the tone has to be informal, written and adapted to these platforms.
- Short, clear and catchy.
- Accurate, to avoid sharing unreliable information
- Multilingual to reach local stakeholders in the partners' country.
- Correct, to avoid typos and grammar mistakes.
- Visual to be more effective as it conveys a lot of information in an appealing, easily digestible way, including pictures, videos, GIFs, infographics, or links or polls to enliven the text.
- Tagged to appropriate handles, to ensure the content reaches the widest audience possible.
- Participatory since the essence of social networks is to share knowledge and information.
- Swift to provide real-time coverage of the project's activities.
- Up to date, and for that news feeds and trending hashtags will be checked.
- Consistent with the project's identity guidelines and include the logo and reference to EU funding.

Contents could be related to:

- Role women can play in agriculture and rural communities
- Gender norms and dynamics
- Women-led innovations
- EU gender equality strategy
- Collection of good practices
- GRASS CEILING Toolbox
- Open to engagement and involvement of wider networks
- Project tools, good practices and tools – as above
- Barriers to women-led innovations
- Knowledge and innovation systems to boost women's role in sustainable development of rural areas

4. Social Media platforms

Each social media platform has its specifics and it is important, when possible, to adapt contents to the different platforms. A focused message can be created and use as a baseline. It is also important to keep an eye on popular trends on each platform and -if aligned with the project- use it to drive

engagement. On all platforms it is essential to:

- Make and share great content
- Write well and edit better
- Include visuals
- Ask good questions
- Interlink all social profiles
- Follow and tag key stakeholders
- Quote and share
- Use hashtags properly
- Participate in initiatives (#FF, #TBT)
- Monitor & respond to mentions or keywords
- Host a Twitter chat
- Live-stream an event
- Include SM handles in email signature
- Embed Twitter feed on website
- Use social media handles on website
- Embed SM sharing tools on blog posts

Twitter

Handle name: @grassceiling_eu

Link: https://twitter.com/ grassceiling_eu

Avatar: GRASS CEILING logo

Profile text: Gender equality in rural and agricultural innovation systems. Project funded by @HorizonEU #women #empowerment #innovation

Web: http://www. grassceiling.eu/

Cover photo: Picture of farming activity in Black and white.

Facebook

Handle name: @grassceiling

Link: https://www.facebook.com/grassceiling/

Avatar: GRASS CEILING logo

About: Gender equality in rural and agricultural innovation systems. Project funded by @HorizonEU #women #empowerment #innovation

Web: http://www. grassceiling.eu/

LinkedIn

Handle name: @ grassceilingproject

Link: https://www.linkedin.com/company/grassceilingproject/

Avatar: GRASS CEILING logo

About: Gender equality in rural and agricultural innovation systems. Project funded by @HorizonEU #women #empowerment #innovation

Web: http://www.grassceiling.eu/

Cover photo: Grass ceiling.

Instagram

Handle name: @grassceiling_eu

Link: https://www.instagram.com/grassceiling_eu/

Avatar: GRASS CEILING logo

About: Gender equality in rural and agricultural innovation systems. Project funded by @HorizonEU #women #empowerment #innovation

Web: http://www.grassceiling.eu/

YouTube

Handle name: @grassceiling

Link: https://www.youtube.com/@grassceiling

Avatar: GRASS CEILING logo

About: Gender equality in rural and agricultural innovation systems. Project funded by @HorizonEU #women #empowerment #innovation

Web: http://www.grassceiling.eu/

Cover photo: Picture of farming activity in Black and white.

5. Social media code of conduct

When using social media, like with any other means of communication, special attention should be paid to the content shared. It is up to each consortium to determine which information to keep private and which to publish, where and to what extent. This code of conduct aims to provide best practice for GRASS CEILING consortium members and partners' staff who participate in any social media activity (based on Best Practice Guide by the Communications Council).

When posting on social media, always remember to be:

Wise: Despite the existence of privacy options, many items published in social media are publicly accessible and it can be difficult to guarantee that sites are fully private. As such always start with the assumption that anything you say can be read by anyone, anywhere, at any time and remember that the Internet has a long memory. Always exercise good judgement when posting and be aware that inappropriate conduct can negatively affect your organisation, yourself and the project.

Transparent: If you are commenting in a personal capacity about the project, you should be open and transparent about who you work for, who you represent or who you may be speaking on behalf of. Be upfront that the views being expressed are personal. The views expressed by fans and followers on the project's accounts are their own and may not represent the views of GRASS CEILING, its partners or affiliates.

Accurate: Posts should be accurate and fact-checked and capable of substantiation. If you do make a mistake, ensure you correct it promptly. It is important to reference the earlier comment because even if the erroneous comment has been deleted, someone may have saved it as an image or other format to use as evidence. Always ensure that any criticism is backed up with solid evidence.

Professional: Always act in a professional and constructive manner and use sound judgement before posting. Always be polite and respectful of individuals' opinions. Show proper consideration for other people's privacy.

Fair and respectful: Never post malicious, misleading or unfair content about the project, your organisation, colleagues, competitors or other stakeholders. Do not post content that is obscene, defamatory, threatening or discriminatory to an individual, brand or entity. Do not post comments that you would not say directly to another person and consider how other people might react before you post. If you respond to published comments that you may consider unfair always be accurate and professional. Remember to be authentic, constructive and respectful.

Smart: Respect other people's intellectual property including trade-marked names and slogans and copyrighted material. It is best practice to assume that all content online is protected by copyright. Make sure you have permission to post copyright items, properly attribute the work to the copyright owner where required, and never use someone else's work as if it were your own. If you are unsure as to who might own an item of content, it's better to err on the side of caution and not post the content.

Aware of confidentiality: Only reference information that is publicly available. Do not disclose any information that is confidential or proprietary to the project, its partners or any third party that has confidentially disclosed information to you.

Careful: Do not use the project's logos, trademarks or materials on your website/blog or in a post unless it has been cleared for public use or been otherwise approved by the relevant partner.

Assistance: If you require any advice or assistance in relation to this social media code of conduct send your query to santiago.algora@iamz.ciheam.org