GRASS CEILING

D6.7

Update to Communication, Dissemination and Exploitation Plan (CDEP) II

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

Deliverable D6.7

Title: Update to Communication, Dissemination and Exploitation Plan (CDEP) (II)

Due date: December 31 2025

Submission date: December 19 2025

Approved by Leader of Work Package: Alun Jones (CIHEAM Zaragoza)

Type: Report

Author List: Clara Guelbenzu (CIHEAM Zaragoza)
Diego Lozano (CIHEAM Zaragoza)
Santiago Algora (CIHEAM Zaragoza)
Raquel Álvarez (CIHEAM Zaragoza)
Alun Jones (CIHEAM Zaragoza)

Dissemination Level

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

Executive Summary

This document presents the updated Communication, Dissemination and Exploitation Plan (CDEP) of the GRASS CEILING project, submitted as Deliverable 6.7 and constituting the scheduled update of Deliverables 6.6 and 6.1. The update reflects the final stage of project implementation and provides an evidence-based overview of communication, dissemination and exploitation activities carried out up to November 2025, ensuring full alignment with the project's progress, validated results and Horizon Europe requirements.

The updated CDEP demonstrates how GRASS CEILING has strengthened the visibility, uptake, exploitation and long-term sustainability of its Key Exploitable Results, with particular emphasis on clear exploitation pathways for core outputs such as the Online Training Academy (MOOC), policy toolkits, digital resources and Living Lab methodologies. Communication and dissemination actions are strategically aligned with clearly defined stakeholder groups at local, regional, national and European levels, leveraging the Living Labs as territorially embedded multipliers to maximise impact.

The document also evidences a high level of internal coordination, adaptive management and responsiveness to feedback. Objectives and strategic framing have been refined to reflect activities implemented through the course of the project, while monitoring mechanisms have been strengthened through an improved Key Performance Indicators framework comparing planned targets with achieved results, demonstrating that most dissemination and communication objectives have been met or exceeded.

Finally, the updated CDEP introduces a dedicated focus on continuity and legacy, outlining concrete measures to ensure the sustained accessibility, promotion and exploitation of key project outputs beyond December 2025.

Overall, this updated CDEP consolidates all communication, dissemination and exploitation efforts implemented under Work Package 6, led by IAMZ-CIHEAM with contributions from SETU, NuaFund, COPA-COGECA, AEIDL, WEP, EBB and the Living Lab leaders. It serves both as a comprehensive record of implemented actions and as a strategic, forward-looking instrument supporting the long-term impact and exploitation of GRASS CEILING's results.

Updates since previous version

Paragraph (Page number)	Update
Throughout the entire document	**Verb tense updates**: The document has been updated to use the past tense for completed actions. **Link updates**: The document has been updated to include necessary links to online resources (i.e., website, social media channels, MOOC). **Figures, tables and annexes:** There has been corrections of the figure and table number, as well as the references to the annexes in different parts of the document.
Abstract (p. 5)	This version is the scheduled update of the previous Deliverable 6.6 (and 6.1) as foreseen under Deliverable 6.7.
Introduction (p. 8)	**Alignment with Project reality**: The document has been revised to reflect the final state of the project.
Aims and Objectives (pp. 9-13)	**When to disseminate:** The epigraph has been updated to truly reflect what has been done during the project.
Target audience (pp. 16-17)	**Final actions**: We updated the 3.2.3, 3.2.4, 3.2.5 and 3.2.6 epigraphs to truly reflect the actions that were carried out during the project.
Dissemination activities and channels (pp. 19-23)	The content of this section was updated and we added new data. **New data included**: Online Academy (4.4): explanation about the marketing strategy for the mapping of key audiences. More information in section "MOOC dissemination strategy" (pp. 37). LL Showcase Events and GRASS CEILING Awards (4.8, 4.9): List of new communication materials produced for the final conference.
Communication tools (pp. 24-30)	**Website improvements.** **Availability of Deliverables.** **Brochures** (5.4): Update of the information about the brochures, fact sheets and leaflets of the project. **Social media improvements:** YouTube channel (5.6 Videos). **Additional links:** Links with examples were added to the different epigraphs of this section.
MOOC dissemination strategy (p. 38)	**New section.** Key points to maximize engagement and reach (marketing strategy).
Continuity and legacy impacts (p. 42)	**New section.** Comments on the maintenance of communication tools after the end of the project in December 2025.
Annex 2 (pp. 45-46)	**Updates on the website structure.**
Table 1. Calendar of actions (p. 32)	**Updated communications calendar**: The planned communications activities calendar has been updated.
Table 2 and Figures 5&6. Key Performance Indicators (KPIs) sample targets (pp. 33-35)	**Updated monitoring results:** Monitoring results updated with information available (final date in this document: 15th December 2025). We added illustrative graphs about the evolution of KPIs through the project.

Contents

Executive Summary **3**

Updates since previous version **4**

1. **Introduction** **7**

2. **Aims and Objectives** **8**

2.1. Description 8

2.2. GRASS CEILING Communication and Dissemination Principles and Key Messages 9

3. **Target Audience** **13**

3.1. Audience Engagement 13

3.2. Approaches to addressing specific target groups 13

3.2.1. National and EU policy makers 13

3.2.2. Relevant training bodies 14

3.2.3. Rural and farm women innovators 15

3.2.4. Scientists 15

3.2.5. Institutions, networks and projects 15

3.2.6. General public 16

4. **Dissemination activities and channels** **17**

4.1. Between GRASS CEILING partners 17

4.2. Media and news articles 18

4.3. On-line Training Academy (MOOC) 18

4.4. Peer reviewed and published articles in scientific/academic journals 18

4.5. Conferences, seminars, events and other similar activities 19

4.6. Identification, prioritization and alignment of key opportunities and events 20

4.7. The European Policy Forum for women-led innovation in farming and rural areas 20

4.8. Living Lab Showcase Events 21

4.9. Awareness campaign and GRASS CEILING Awards 22

5. **Communication tools** **24**

5.1. Website 24

5.2. Social Media 25

5.3. Logo 27

5.4. Brochure 27
5.4.1. Leaflet and Promotional Material Update 27
5.5. Roll-up banner 28
5.6. Videos 28
5.7. Publications 29
5.8. GRASS CEILING Toolkit 31

6. **Rolling programme of key communication & dissemination activities 32**

7. **Evaluation of the CDEP 33**
7.1. Monitoring of Communication Tools 33
7.2. Monitoring of Impact 36
7.3. Management of Intellectual Property Rights 36

8. **MOOC dissemination strategy 38**
8.1. Why a staggered approach 38
8.2. Objectives 39
8.3. Target audience 39
8.4. Dissemination activities 40

9. **Continuity and legacy impacts 42**

10. Regular update and review of the Communication, Dissemination & Exploitation Plan 43

Annex 1. Template for Communications reporting and monitoring 44

Annex 2. Website Guidance 45

Annex 3. Social Media Guidance 47
1. Introduction and objectives 47
2. Target audience 48
3. Contents 49
4. Social Media platforms 50
5. Social Media code of conduct 51

01 Introduction

The Communication, Dissemination and Exploitation Plan (CDEP) set out the aims and objectives of the communication actions undertaken by the GRASS CEILING Consortium partners throughout the project, as well as how these actions have been implemented. It is a live document updated through the project's lifetime to ensure its contemporary relevance and the appropriate implementation and effectiveness of the planned actions. Since its first draft, this document has been reviewed and updated twice 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 ensured 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

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 have been a priority throughout 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 the impact of its actions.

The objectives of WP6 are as follows:

1. Create more effective and inclusive knowledge and innovation systems.
2. Improve understanding, awareness, and recognition of women's role in the future of the farming sector, rural economies and communities and related innovation.
3. Combat and transform gender norms and stereotypes, fostering broad social equalities and advancing SDG5 on gender equality.
4. Enhance capacity of rural women to innovate for change.

2.1. 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 worldwide.
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 and proofing toolbox, including templates and indicators, available to all policy makers and stakeholders for future benchmarking.

2.2. GRASS CEILING Communication and Dissemination Principles and Key Messages

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 complied 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 was English. To facilitate maximum local reach and visibility of the Living Labs and their women innovators, each Living Lab was provided with the possibility to establish a local language version of their Living Lab webpage.
- **Media mix**: Communication and dissemination in GRASS CEILING was carried out using multiple methods with a combination of 'traditional' (leaflets, conferences and seminars, specialist press) and web-based channels (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 were written in simple language that is easy to read and understand. Where relevant, communication materials (e.g., project brochure) were translated into several languages to improve the effectiveness of communication.
- **Comprehensiveness, inclusiveness and accessibility**: GRASS CEILING partners ensured and promoted 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 were targeted.
- **Practicability**: Plans were 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 CDEP were consistent with other project strategies and

plans, including those of partner organisations and stakeholders. Plans were 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 were paying 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.

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, 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 to 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, , 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 has continuously sought 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 has been 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. Furthermore, specific support tools for women innovators have been designed, including an Online Innovation Academy, from which to offer training for women-led innovation in farming and rural areas, available and exploitable beyond the

life of the project.

When to disseminate

The CDEP considers different phases for communications and dissemination actions:

Initial phase. During the first year of the project, most of the GRASS CEILING activities were preparatory and focused on collecting information and identifying key targets, as well as holding initial consultations with stakeholders. The Kick-off Meeting was used as a starting point to inform a broad audience about the start of GRASS CEILING. Thereafter, during the first year of the project, there were numerous opportunities to promote GRASS CEILING through participation in different events. During this phase, communication tools (web, media, etc.) were developed and promotional material (e.g., project leaflet, etc.) was 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 began to gradually disseminate its outcomes as and when they were approved by the Commission. This phase of the project is associated with the release of deliverables, reports, and publications. Indeed, all deliverables produced are collected on the project website, distinguishing between those that have been reviewed by the Commission and those that are currently under review. This allows the content of these results to be advanced but makes it clear that said content may be modified by contributions from the European Commission.

Capitalising phase. During the last year of the project, GRASS CEILING aimed to get the most out of its results ensuring that generated knowledge reached the project's target audience and stakeholder groups. Above all, dissemination activities have focused on publicizing the work carried out, presenting the analysis performed, and disseminating the entrepreneurial activity of the women entrepreneurs participating in the project. In this regard, there has been a balance between general and specific communication, and a series of events 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 has enabled 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 have been able to learn from each other across the consortium and show barriers and drivers of change in different socio-political and cultural environments. In this sense, the second Showcase event held in Vilnius (Lithuania) in November 2024 was very enlightening and useful for both consortium members and Living Lab participants. The last of these events was held in month 36 at the European Economic and Social Committee in Brussels (4 December 2025). 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 events coincided with the annual meeting of the GRASS CEILING consortium.
- **MOOC – Online academy for women-led innovations**; The MOOC is a key dissemination and legacy tool for the project, delivering the core skills and learnings to wider and mass target audiences beyond the Living Labs and the project in EU and Associated countries (maintained by CIHEAM Zaragoza after the project). The material is available to relevant training institutes in the member states for incorporation in their tools and resources to ensure access for

women innovators across Europe.

- Upon project completion, a final conference was 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 06 and was updated by CIHEAM Zaragoza.

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 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 03**).

The website (https://www.grassceiling.eu/) has been 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 maintaining 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 has been 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 aimed 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. This participatory consultation complements the contributions by institutions, universities, interest/representative groups and private sector entities which were already part of the project.

GRASS CEILING also took 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 were able to collaborate with GRASS CEILING was done and the templated used to track this action 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 were 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 were also invited to participate in the project Meetings and Workshops to inform the project about their perspectives, which then could be taken on board in the further development of the research and the dissemination of results. The list of stakeholders that collaborated with GRASS CEILING 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.

3.2. Approaches to addressing specific target groups

GRASS CEILING had a multi-pronged dissemination approach targeting different target groups. Six overreaching target groups were 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 has extensive experience in liaising with policymakers at both national and EU level and in effectively framing policy messages to ensure they reach relevant policy committees, as well as both policy and decision-makers. This expertise was demonstrated through direct engagement with European institutional bodies, including contributions to policy discussions and evidence provided to key European Parliament committees such as the Committee on Women's Rights and Gender Equality (FEMM) and the Committee on Agriculture and Rural Development (AGRI).

Policymakers in the nine case study countries committed to active participation in the Living Labs, and key policy-influencing organisations were also consortium partners, including AEIDL, EEB, WEF and Copa-Cogeca. This strong institutional embedding positioned GRASS CEILING to effectively contribute to policy debates and decision-making processes at both national and EU level. Project activities and policy engagement were closely aligned with major EU policy frameworks, including the European 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.

A multi-actor approach was applied throughout the project, with policymakers actively involved both as Living Lab participants and as consortium partners. GRASS CEILING generated targeted support content to assist policymakers in the formulation of inclusive and gender-responsive policies that recognise, support and promote women-led innovation as a driver of agricultural transition and the future of rural areas.

A key element of this work was the creation of the European Policy Forum for Women-led Innovation in Farming and Rural Areas, designed to maximise policy ownership and practical usefulness. The Forum produced a comprehensive policy toolbox, including a gender-proofing template to assess policy inclusiveness, a template and training webinar for gender benchmarking of farm and rural policies, and a structured overview of data needs on women innovators to be gathered through the Rural Observatory. This toolbox could also take the form of a Rural Women Innovation Compass: a multi-dimensional set of indicators and trends intended to inform policy design, monitoring and evaluation.

To strengthen the capacity of national and European policymakers to assess and design gender-inclusive policies, GRASS CEILING delivered a foresight study on the impact of women innovators in 2040, tools for future gender-proofing and policy benchmarking, a Compass with data and indicators to identify and monitor the involvement of women innovators, as well as policy updates (3), policy briefs (2), synthesis reports (5), and both mid-term and final policy reports as public deliverables.

Further details on the exploitation and sustainability of the European Policy Forum can be found in Deliverable 6.5.

3.2.2. Relevant training bodies

Through education and training, GRASS CEILING supported the development of new agricultural and rural knowledge and innovation support services and practical tools and enhanced capacity and skills for women. Thus, it was 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 provided them with the necessary tools and training so that they can widen the effect in a network.

Training bodies were 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.

3.2.3. Rural and farm women innovators

The 72 women innovators engaged in the project have developed concrete solutions while acting as visible role models, inspiring others to participate in socio-ecological innovation processes. In parallel, the project's digital tools and policy recommendations contribute to making policies and Agricultural Knowledge and Innovation Systems (AKIS) more inclusive, including in remote rural areas.

Throughout the project, a series of human-centred stories were produced, with the consent of the participants, highlighting the experiences of women involved in the Living Labs. Through blog posts, vlogs, photo essays, and collaborations with the media, these narratives showcase their pathways as socio-ecological innovators, the challenges they faced, and the enabling factors behind their achievements. It is estimated that this content will reach approximately 250,000 people via social media channels.

Beyond the Living Labs, the project also aimed to engage a broader audience of women and men in farming and rural communities, with the objective of improving access to inclusive innovation ecosystems. This was achieved through a diverse set of communication and capacity-building tools, including the online training academy, thematic toolkits, and dissemination activities linked to the Living Labs.

By combining participatory innovation spaces with accessible digital resources, the project supported women's empowerment across rural territories, encouraged the development of ideas into viable projects, and promoted networking and peer learning. At the same time, key actors within conventional innovation ecosystems are now better equipped to recognise and support women innovators, while policymakers have strengthened their capacity to design gender-inclusive policies and instruments adapted to diverse rural contexts.

3.2.4. Scientists

GRASS CEILING brought together scientists with many years of experience in research and science-society-policy collaborations that sought 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 involved younger researchers to ensure a new generation of experts.

GRASS CEILING allowed the interdisciplinary team to contribute further to relevant scientific debates through publications and scientific conferences (*see* Section 4.5). Target journals included 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.

3.2.5. Institutions, networks and projects

GRASS CEILING aimed to communicate the project's progress, results and outputs to a wide range of institutional stakeholders, so that policymakers and institutional stakeholders can be better informed when developing their policies. In addition, GRASS CEILING intended to communicate its results to other projects and networks, both at European and national level, in order to achieve synergies and active communication.

GRASS CEILING:

- Coordinate with other proposals funded under this topic, as well as under topics on the 'expertise and training centre on rural innovation' (HORIZON-CL6-2021-COMMUNITIES-01-02), 'smart solutions for smart rural communities' (HORIZON-CL6-2022- COMMUNITIES-02-01-two-stage). For example, SWIFT (Supporting women-led innovation in farming territories) HORIZON-CL6-2022-2024 or FLIARA (Female- Led Innovation in Agriculture and Rural Areas).
- Network with relevant projects and common agricultural policy networks to build synergies in the organisation of and participation in events, as well as engagement activities and dissemination and exploitation of results. For example, the EWA (Empowering Women in Agrifood) programme.
- Liaise with key stakeholders such as:
  - European Network for Rural Development (ENRD).
  - EU CAP NETWORK.
  - Rural Pact Support Office.
  - European Council for the Village and Small Town (ECOVAST).
  - Rural Observatory.
  - The Gender Alliance for Innovation in Agriculture (GAIA), which is an EU spin-off of the gender task force of SmartAgriHubs (a finalised H2020 project on the digitalisation of agriculture).

3.2.6. General public

The initiative targeted the 'general public', associations, rural communities, and other stakeholders through local press coverage and by promoting the work of its Living Labs. This approach raised 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 produced both a Fact Sheet and a Brochure summarizing project results to the general public. In addition, moving human stories have been shared 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 the described target audience groups. They are intended to facilitate two-way interactions with stakeholders, incorporating their views to inform the research as it progresses and provide feedback findings as they emerge. The groups targeted by the GRASS CEILING communication activities are those identified as the core target audience in Section 03. 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 were 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 was paid to identifying the appropriate balance between academic and non-academic dissemination channels.

4.1. Between GRASS CEILING partners

Knowledge sharing between partners was an essential part of networking and implementing GRASS CEILING. Interactive communication and collaboration between project partners were enabled by IT tools, such as an online document repository for sharing and storing documents online, online meeting platforms, and the project website.

Files and documents were shared between partners via SharePoint, a password protected platform. The site contains a directory structure, explanations of publication procedures, and information about upcoming GRASS CEILING meetings. This resource allows for simultaneous and interactive information sharing among 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 themselves. For WP6, a shared communication and dissemination monitoring Excel file was created (*see* **Annex 1**) so that all partners (and Living Labs) can include all the activities they participate in or publications. The excel contains 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., and activities they participate in, such as congresses, conferences, etc., with dates and a summary. In addition, any interview or activity related to GRASS CEILING on papers, journals or blogs was included. The project's communication team periodically invited partners to update the information regarding published and disseminated content related to the project.

Exchanges between GRASS CEILING partners were ensured by the project meetings and the General

Consortium Meeting, regular virtual meetings with the Executive Board, and by task force meetings between work package partners. These meetings were 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 was developed. CIHEAM Zaragoza created a (non-exhaustive) contact list of EU and International specialised media and asked for input and support from consortium members in completing it. GRASS CEILING partners were strongly encouraged to communicate regularly with their local and national media on the advances in the project, particularly when they were directly involved in the deliverable. Each consortium member was 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 1**. This information is included in the communication table for reporting purposes.

4.3. On-line Training Academy (MOOC)

GRASS CEILING developed a freely accessible online training academy on women-led innovation in agriculture and rural areas (link). This academy provides a series of useful tools and content for those who want to learn about the reality of female rural entrepreneurship in Europe. Both the tools and the content are the result of the work carried out throughout the project. The online academy is complemented by an open Massie Open Online Course (MOOC). It consists of five modules that bring together the knowledge generated in the project, offering basic training content to effectively share best practices and successful models in female innovation, while also incorporating ideas from the Living Labs (more information available on Deliverable 6.3).

The materials were ready by the end of the project, at month 36. Therefore, the toolkit and MOOC are key dissemination and legacy tools for the project. They were designed to bring essential skills and knowledge to a wider, more massive audience, extending beyond the Living Labs and the project's direct impact in the EU and partner countries. Following research which GRASS CEILING's coordinator led in Scotland, over 1,000 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 (*see* **MOOC dissemination strategy** section for more information).

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.

4.4. 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 allowed the interdisciplinary team to contribute further to relevant scientific debates through publications and scientific conferences. At least three scientific articles were planned for publication over the lifetime of the project. This objective was achieved by Month 36, with additional articles in the final stages of preparation and scheduled for publication in early 2026 (articles published by 15 December 2025 were added to the ***Results*** section on the project website: link).

In addition, the research cohort regularly organised 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.

Open science is a key means to achieve GRASS CEILING objectives. Thus, the co-created knowledge produced in the Living Labs was shared amongst Lab participants, and between the Labs and at a European level through the Annual Showcase Events (*see* **Section 4.8**). Women participants produced training tools for GRASS CEILING's Online Training Academy to participants beyond the project. Knowledge was also co-created with the multi-actors, including policy makers. This science was 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.

4.5. Conferences, seminars, events and other similar activities

Besides participating in project meetings and internal workshops, all consortium members were strongly encouraged to engage actively in a wide range of external dissemination and engagement activities, including conferences, workshops, seminars, colloquia, policy briefings, public lectures, presentations, high-level events and networking meetings. These activities played a key role in maximising the communication and outreach impact of the project.

Throughout its lifetime, GRASS CEILING ensured that the knowledge generated reached a broad and diverse range of audiences and stakeholder groups, including academic communities, policymakers, practitioners, civil society organisations and international networks. In addition to regular participation in sector-related events and EU-funded project initiatives (such as FLIARA events), the consortium contributed to several high-profile and strategic fora. These included, among others, the delivery of the M. E. John Memorial Lecture at Penn State University, as well as the provision of expert evidence and contributions to European institutional bodies, including the European Parliament's FEMM Committee and the Committee on Agriculture and Rural Development (AGRI).

A comprehensive overview of all events in which GRASS CEILING members participated is provided in the technical report. To support consistent and effective dissemination across these activities, CIHEAM Zaragoza prepared a standard set of communication materials (including a brochure, PowerPoint templates, posters and other visual assets) and offered guidance and support to consortium members in adapting these materials where appropriate.

For each event, consortium members were requested to submit concise information (such as title, location, number of participants and type of audience addressed), enabling systematic communication of these activities through the project website and social media channels. Whenever possible, related communication outputs were translated into national languages in order to further

extend the project's reach at local and regional levels.

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

Based on the Rolling Programme in Section 06, 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 worked together to promote the GRASS CEILING project and raise wide awareness of the project.

Based on the WP deliverables and the Rolling Programme and as described in the first version of this document (Deliverable 6.1), the first preliminary list of key communications moments and opportunities was 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

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

The online European Policy Forum played 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, facilitated the knowledge transfer, awareness-raising, and exploitation through co-creation activities, such as a series of international multi-actor workshops/webinars.

The activities for the Forum were 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 and platform to exchange across multi-actor stakeholders (Deliverable 5.1).

A policy toolbox was created, and it included 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 (link). The EU has committed to rural proofing as part of the Rural Observatory and by developing this gender proofing template, GRASS CEILING helped to mainstream gender equality into mainstream policy. The toolbox also includes a template and training webinar for gender benchmarking farm and 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 also produced 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 provided 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 was 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 are available online and no intellectual property rights were created. To enhance the visibility of the European Policy Forum and increase its dissemination, a specific tab was created on the project website (link). This tab, separate 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 was constantly updated until the end of the project (M36), with the collaborative participation of CIHEAM Zaragoza and the partners in charge of the task, AEIDL and Copa-Cogeca.

As a clear demonstration of the Forum's active engagement and high-level participation, several key stakeholders attended the online and in person policy forum sessions, serving as panellists and contributors to discussions (detailed information here). Their involvement illustrates the Forum's ability to convene influential actors and foster meaningful collaboration across policy, research, and societal domains.

4.8. Living Labs (LL) Showcase Events

GRASS CEILING aimed to promote networking and transnational learning and has organised three Showcase Events for all Living Labs. By inviting representatives from other EU projects, policymakers and AKIS actors, the aim was to raise awareness among mainstream actors in the domain of rural and agricultural economy and policy. The events also promoted social learning between Living Labs and women across the European Union. Transnational exchange contributed to comparative learning about the diverse needs of women by inventorying and comparing the experiences of innovative women in and within EU regions in order to learn from best practices in the most progressive socio-political regimes.

As an example, the final conference (Final Showcase Event) was organised on 4 December 2025 at the European and Economic Social Committee in Brussels to summarise, discuss and share project achievements amongst experts, stakeholder representatives, policy makers and invited participants (landing page, piece of news). The main objective was 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.

The communication activities carried out for these events included:

- Development of a dedicated social media post campaign for the conferences, including visual materials summarising the event agenda and showcasing the work of women innovators from the participating Living Labs.
- Preparation and dissemination of email communications addressed to project partners and relevant external stakeholders to inform them about the final conference.

- Design and production of nine new roll-ups highlighting the women innovators participating in each Showcase Event.
- Coordination of the printing of the innovators' Pecha-Kucha presentations, which were offered to them as a gift together with their corresponding roll-up featuring their work (in the Final Showcase Event).
- Use and display of previously developed roll-ups and posters that had been produced for and used in earlier project events.
- Specific for the Final Showcase Event:
  - Production of a project summary video presenting the main achievements of the project.
  - Design of a leaflet summarising the main project outcomes.

4.9. Awareness campaign and GRASS CEILING Awards

A campaign awareness strategy to foster women-led innovation formed part of GRASS CEILING dissemination and communication. The campaign focused 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 was 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 were 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 culminated in the final year of the project and supported dissemination of the major policy outcomes, recommendations, and actions from the project.

As part of its broader awareness-raising and dissemination strategy, the GRASS CEILING project implemented two targeted awards aimed at recognising and promoting the diverse contributions required to build a more equitable and prosperous future for rural areas. These awards were conceived to amplify the voices of actors driving change, including women leading socio-ecological innovation on the ground as well as key allies whose actions contribute to fostering inclusive environments. The *Rural Women Innovators (RUWI) Award*, coordinated by AEIDL, celebrates and empowers women who are advancing positive socio-ecological change in farming and rural communities, with the objective of increasing the visibility and uptake of women-led innovations that promote sustainability, inclusion, and well-being. Complementarily, the *Parental Leave Champions (PARCA) Award*, coordinated by Copa-Cogeca, recognises men, organisations, and initiatives actively promoting parental leave in rural areas, thereby advancing gender equality through the promotion of shared caregiving responsibilities and supportive workplace cultures (link).

In addition, GRASS CEILING partnered with Copa-Cogeca in the implementation of its innovation award for women farmers. These initiatives were supported by dedicated dissemination campaigns, including targeted communication actions to promote the calls for applications and subsequent campaigns to showcase and give visibility to the award winners.

GRASS CEILING was 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 after the end of the project.

05 Communication tools

5.1. Website

GRASS CEILING launched its website at the beginning of the project in Month 3 (**Figure 1**). 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 (link).

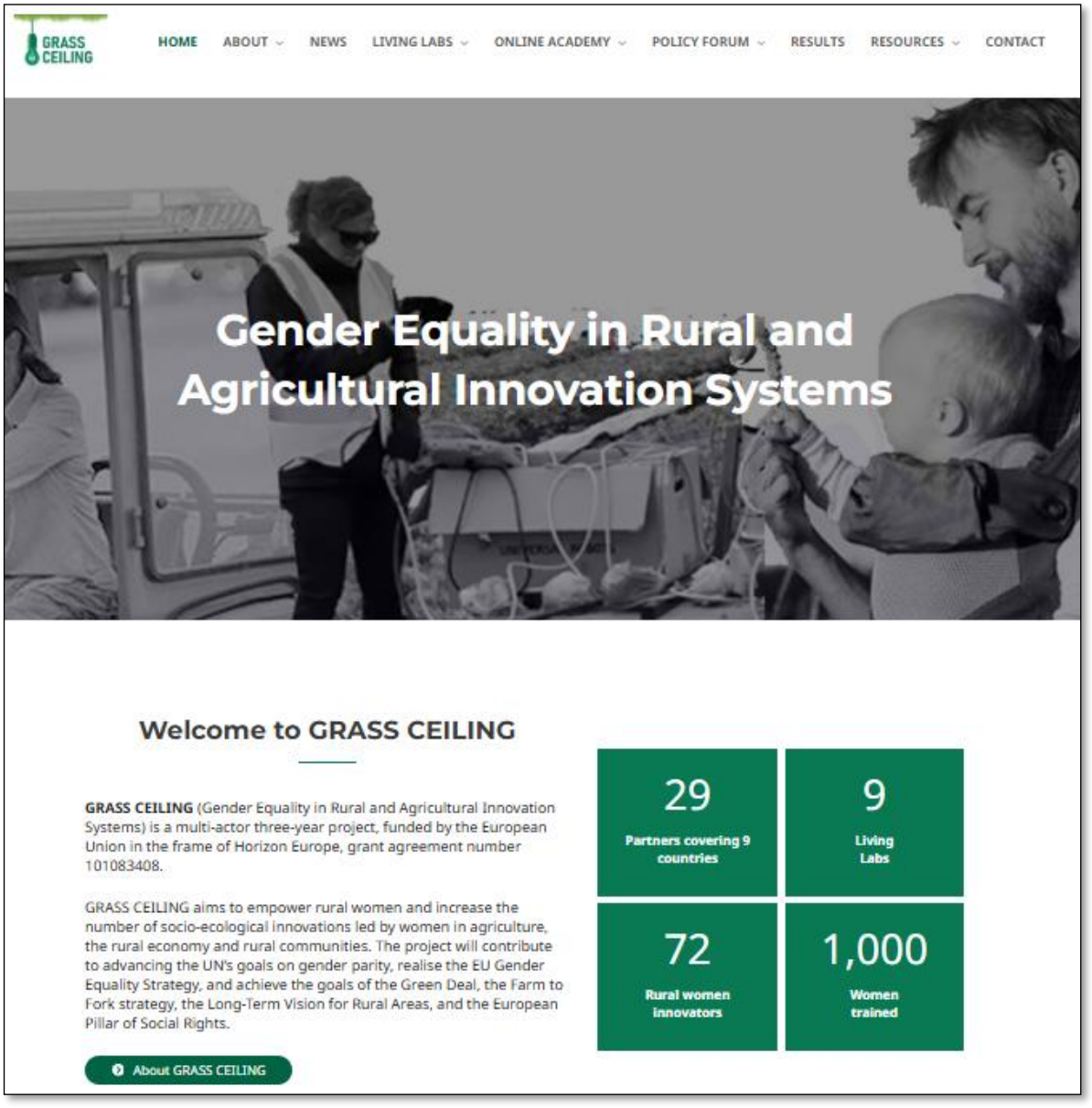

Figure 1. GRASS CEILING website

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 has a particular section for policy briefs and policy abstracts. Specific pages were created for each Living Lab so that they could 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 feed into the EU CAP Network website for broad dissemination to practitioners. End-user material was 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 was under continuous update. CIHEAM Zaragoza hosts the website and was responsible for its external and internal structure and operation. The website provides downloadable results and will be maintained for up to 5 years following the completion of GRASS CEILING.

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 2** for details on the website guidance).

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 X (Twitter) followers (for example, EEB, 35K; Copa-Cogeca, 17.3K, Legacoop, 4K; Macra na Feirme (Irish young farmers) 10K; WU, 40.5K).

Social media accounts of the project:

- **X (Twitter) account** - https://x.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 aimed 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 presence of GRASS CEILING on various social media ensures that a wider range of target groups can be reached. The use of X (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.

Given their public exposure, messages communicated by individual partners on behalf of GRASS CEILING, i.e., the GRASS CEILING project, followed common rules to ensure consistency, relevance and integrity of the announcements published online. The GRASS CEILING communication team developed detailed rules for all partners to use these social media accounts (*see* **Annex 3**).

Contributions from all partners were sought to populate the social media platforms. For the other tools available on the website, i.e., news, calendar, blog, CIHEAM Zaragoza played 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 was organised 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 was developed to provide a uniform visual impression of the project. It was used on project publications and publicity for the project (**Figure 2)**.

Figure 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. In addition, a final brochure and a new leaflet were produced in M36 to summarise the project results

The Fact Sheet and project brochures are available online in electronic and interactive versions with active links to social media/website (*links*: fact sheet, brochures). The printed leaflets were intended for distribution at events and workshops.

5.4.1. Leaflet and Promotional Material Update

After offering each Living Lab the opportunity to have a leaflet to disseminate the work they've done, only three groups opted for one: **Croatia, Sweden,** and **Scotland**.

For Croatia and Sweden, CIHEAM Zaragoza handled the **design, layout, and printing** of their leaflets. In Scotland's case, only the **design and layout** were completed.

Detailed information available on the ***Brochures*** section on GRASS CEILING website (link).

The Lithuanian team, however, chose to substitute leaflets for promotional materials like **T-shirts and hoodies**, adapting their existing budget to suit their needs.

5.5. Roll-up banner

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

5.6. Videos

In the context of project dissemination and communication, video is an increasingly valuable medium for presenting results and achievements in an accessible and engaging way. For initiatives such as GRASS CEILING, the use of video can effectively convey complex information, highlight key outcomes, and enhance the project's visibility among diverse target audiences, including policymakers, researchers, practitioners, and the general public. Moreover, videos contribute to strengthening outreach efforts and ensuring the long-term impact and legacy of the project beyond its duration.

Therefore, the project produced several videos 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. These videos were designed in different formats and shared on different platforms (e.g., YouTube channel, Instagram, Facebook, etc.) to be able to reach different target audiences.

GRASS CEILING produced a number of practice videos during the lifespan of the project, based mainly on activities related to key deliverables and the Living Labs activities. The more videos and stories are shared, the more people are aware of what GRASS CEILING did and what the different partners were contributing to the project.

CIHEAM Zaragoza contracted a video producer who has visited 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 from M19, as well as the second and third Showcase Events.

List of relevant videos:

- **Promotional videos**: Introduction to the project (link), International Day of Rural Women 2023 (link), Second Showcase Event (link), Project Outcomes (link), Final Consortium Meeting (*published after 15 December 2025*), Final Showcase Event (*to be published after 15 December 2025*).
- **Video Journeys**: The story of 54 women entrepreneurs from the different Living Labs (link).
- **European Policy Forum**: 10 videos recorded during Policy Forum sessions included in two YouTube Playlists and the Policy Toolkit (link1, link2).
- **Online Academy**: 24 videos for the different modules of the MOOC (online academy, link).

5.7. Publications

Various publication templates were 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. Specifically, there was a template for reports and one for PowerPoint presentations (**Figures 3** and **4**, respectively).

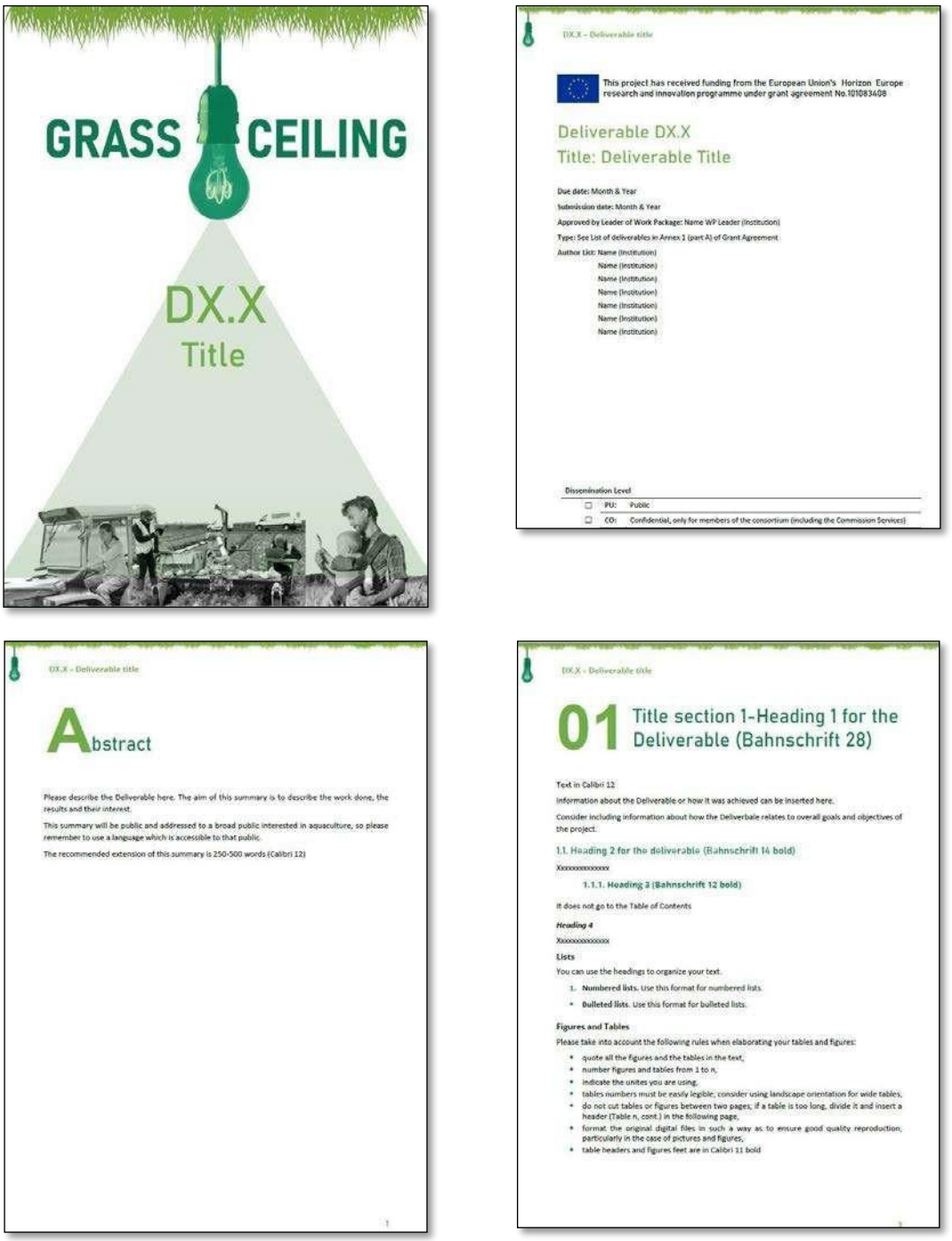

Figure 3. Overview of the report template

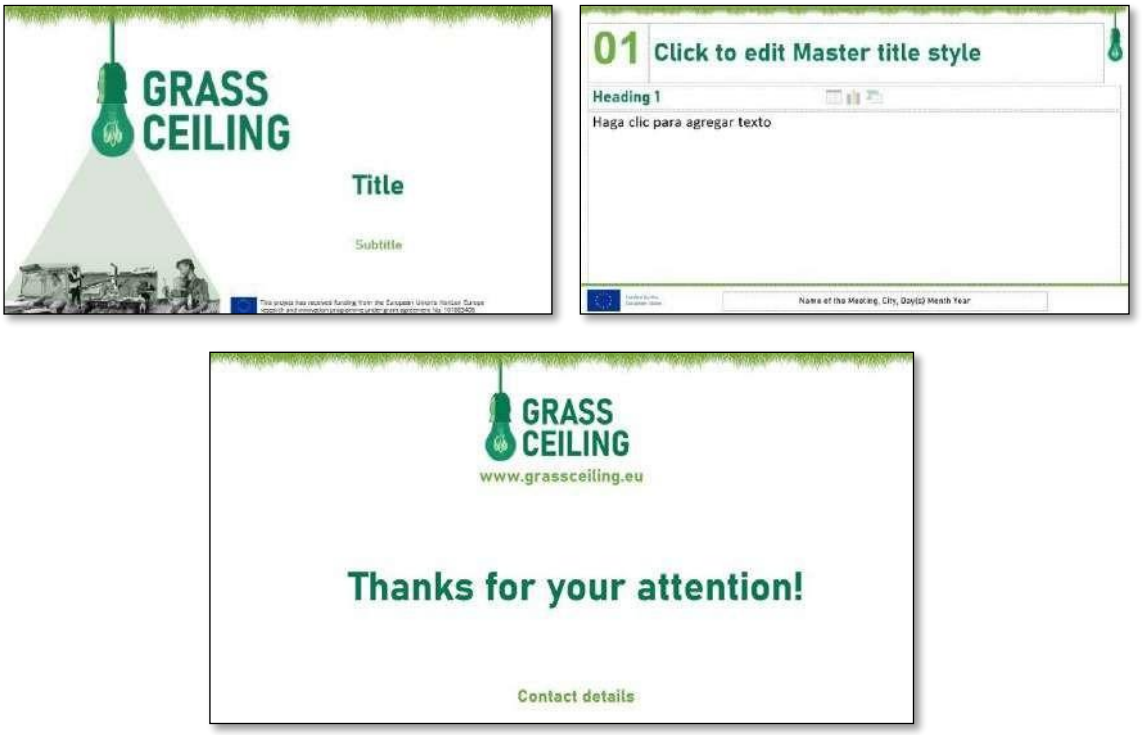

Figure 4. Overview of the PowerPoint template

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 are available on-line on the project website and on the social media (link).

b) **Publications for non-academic audiences** to 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 (examples).

c) **Other types of publications** were produced, although they were not necessarily published in GRASS CEILING templates: Throughout the project, the main scientific results of GRASS CEILING were disseminated through articles in suitable peer-reviewed scientific journals. Research papers and data will be disseminated through Open Access journals (examples).

The GRASS CEILING team adhered 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 received a final copy of the document (typically in *.pdf) from the author once it was published. If relevant, the publications were made available online on the GRASS CEILING website.

The coordinator informed WP6 leader before the publication of key scientific outputs to ensure that their contents are publicised via all the available channels. This included making project colleagues aware and providing them with advanced drafts (when possible), as well as enabling recording in the Dissemination Plan updates scientific articles were prepared in all relevant WPs and published in peer-reviewed journals through open access publishing.

GRASS CEILING implemented 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.

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 toolbox and Training Academy (MOOC), effectively sharing best practices and successful models in women´s innovation – incorporating insights from the Living Labs (link).

The training to lead a women's socioecological innovation lab was also included. The toolbox and MOOC are key dissemination and legacy tools for the project, delivering the core skills and learnings to wider and mass target audiences beyond the Living Labs and the project in EU and associated countries. The material will be offered to relevant training institutes in each 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 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-crating policy recommendations and tools
March 2025	8 March: International Women's Day
April 2025	3rd online meeting Forum for co-crating policy recommendations and tools
October 2025	3rd showcase event (Save the date) 15 October: International Day of Rural Women MOOC – Training academy GRASS CEILING (RUWI and PARCA) Awards (promotion campaign) Empowering women entrepreneurs in the MENA agro-food sector through social and technological innovation (21-22 October)
November 2025	Gender equality week: closing the gender talent gap (3-7 November) MOOC launch (promotion to be continued on December) Final Human Stories (publication of the last videos of woman innovators)
December 2025	GRASS CEILING Final Conferences (3rd Showcase event + last Consortium meeting) Collaboration with EWA programme (including the participation of Carolina Silva on our last Consortium meeting) GRASS CEILING Awards winners Policy Forum: continuation (group on Rural Pact Community Platform) and toolkit (launch) Practice Abstracts batch 2 – Dissemination Final Brochure (Deliverable 6.4) – Dissemination Final videos: project outcomes, Final Consortium Meeting and Final Showcase Event

07 Evaluation of the CDEP

The extent to which GRASS CEILING reached its objectives in terms of communication, dissemination and exploitation was verified through the monitoring of a set of indicators defined in accordance with the SMART methodology (Specific, Measurable, Achievable, Realistic, Time bound). Assessment of these indicators took place at key phases of the project (e.g., annual updates for meetings of the General Assembly, prior to final reporting) to enable interim assessments by team partners as to whether GRASS CEILING fulfils its communication, dissemination and impact objectives.

7.1. Monitoring of Communication Tools

Monitoring communication tools and systematically assessing their effectiveness throughout the project has provided robust evidence to identify trends, adapt approaches and continuously refine communication efforts. To this end, quantitative Key Performance Indicators (KPIs) were defined and regularly monitored to measure the performance and impact of the GRASS CEILING communication channels, including the project website, social media platforms and communication materials. These indicators enabled a structured comparison between initially expected results and intermediate and final achievements, as presented in **Table 2** and **Figures 5** and **6**.

The monitoring process also supported an adaptive management approach, closely linked to the progressive updates of the CDEP. During the first year of implementation, some communication targets were not fully achieved, highlighting the need for a strategic revision of objectives, tools and resource allocation. This analysis directly informed the first update of the CDEP (Deliverable 6.6), which introduced clearer priorities, more realistic indicators and improved coordination across partners.

In the second year of the project, more ambitious targets were established, reflecting the consolidation of project results and communication capacities. These objectives were successfully met with regard to the number of website publications and visits, the volume of posts and followers on X, and the production of audiovisual content and subscriber growth on YouTube. While performance on Facebook, Instagram and LinkedIn remained slightly below target in terms of publication frequency, the monitoring exercise provided valuable insights that informed a further refinement of objectives and actions.

Building on this evidence, the targets for the third year were recalibrated to remain ambitious while fully achievable. In the final phase of the project, the availability of mature results and the strong engagement of Living Lab participants and consortium partners enabled a significant intensification of communication activities across all channels. As a result, all communication objectives were met and, in most cases, substantially exceeded. This improvement is particularly evident in the number of website publications, with more than twice the planned number of news items produced, and in the performance of the YouTube channel, which benefited significantly from the production and dissemination of the 54 Human Stories. These outputs generated a marked increase in both content volume and audience engagement, as illustrated in **Figures 5** and **6** and summarised in **Table 2**.

Overall, the systematic monitoring of communication tools, combined with iterative updates of the CDEP, proved instrumental in enhancing the effectiveness, reach and impact of GRASS CEILING's communication activities. The final results demonstrate the consortium's capacity to learn from earlier implementation phases, to respond proactively to performance data, and to deliver communication outcomes that meet and exceed the project's objectives in line with Horizon Europe expectations.

Table 2. Key Performance Indicators (KPIs) – Target vs Achieved.

Status column indicates whether the objective was *met* (achieved KPI = target KPI ±10%) or *exceeded* (achieved KPI > target KPI +10%). Means to monitor and evaluate: Google statistics to monitor who is visiting the website and duration of their visits, Metricool and social media statistics. No. of publications on Facebook and Instagram includes posts, reels and stories. *Last update on 15 December 2025.*

Platform	KPIs	Year 1		Year 2		Year 3		Status (Year 3)
		Target	**Achieved**	Target	**Achieved**	Target	**Achieved**	**(Met / Exceeded)**
Website	Publications	10	**15**	26	**77**	100	**215**	Exceeded (+115%)
	Total visitors	1,200	**1,254**	4,000	**7,430**	10,000	**19,640**	Exceeded (+96%)
	New visitors	1,000	**1,068**	3,000	**6,176**	4,500	**6,019**	Exceeded (+34%)
X (Twitter)	Tweets	150	**177**	300	**385**	400	**784**	Exceeded (+96%)
	Followers	100	**327**	300	**448**	500	**496**	Met (-0,8%)
Facebook	Publications	75	**47**	300	**151**	300	**430**	Exceeded (+43%)
	Followers	100	**152**	300	**293**	350	**454**	Exceeded (+30%)
	Reactions	125	**109**	300	**3,075**	300	**7,323**	Exceeded (+2341%)
LinkedIn	Publications	75	**16**	300	**68**	300	**270**	Met (-10%)
	Followers	100	**299**	300	**519**	600	**991**	Exceeded (+65%)
	Reactions	200	**239**	300	**469**	500	**1,271**	Exceeded (+154%)
Instagram	Publications	75	**29**	300	**107**	300	**382**	Exceeded (+27%)
	Followers	100	**128**	175	**216**	350	**382**	Met (+9%)
YouTube	Videos	5	**1**	10	**10**	20	**75**	Exceeded (+275%)
	Subscriptors	10	**0**	20	**25**	30	**74**	Exceeded (+147%)
	Views	-	**0**	-	**430**	1,000	**6,776**	Exceeded (+578)
Number of communication tools produced. Tools available on the project's website (Resources)	1 graphical chart, 1 logo, 1 general poster + 9 posters for the 1st showcase event, 2 project brochure (descriptor + final), 1 online meeting background (and photocall), 1 leaflet (translated to 3 languages besides English), 2 project roll-ups + 9 roll-ups per showcase event, 1 leaflet to promote the MOOC, 1 leaflet for the final showcase, 54 Human Stories, 21 videos about the project (conferences, project outcomes, policy forum, etc.)							

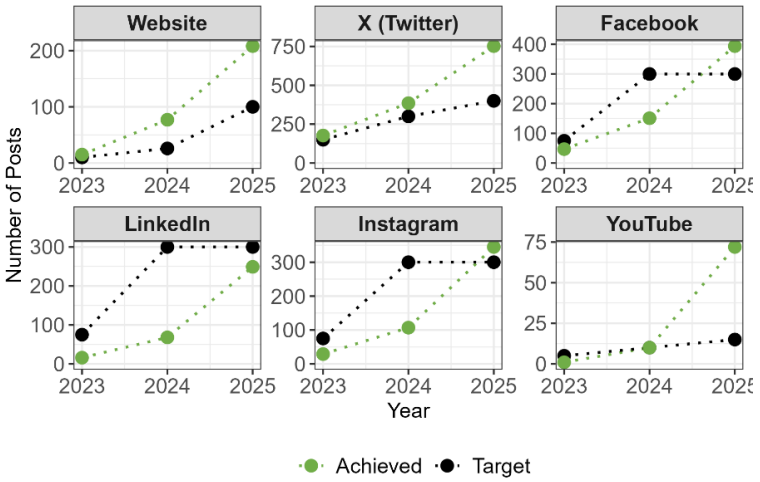

Figure 4. Evolution of the number of published posts on our different communication channels.

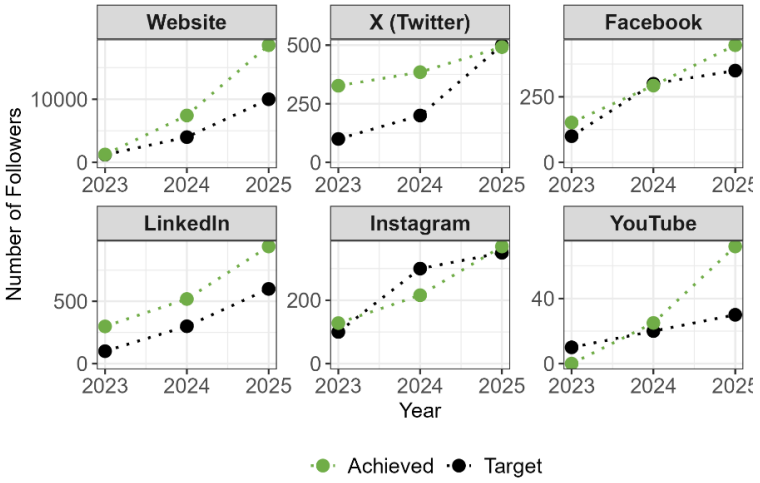

Figure 5. Evolution of the number of followers/visitors on our different communication channels.

7.2. Monitoring of Impact

GRASS CEILING was 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 03)		
Number of articles published in scientific journals	1	2	3

7.3. 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 MOOC dissemination strategy

The GRASS CEILING MOOC (Deliverable 6.3), hosted on Moodle, is a free online course designed to equip participants with knowledge to advance gender equality and leadership in agricultural and rural development sectors. By combining theoretical frameworks, practical examples, and real-world case studies, the MOOC equip learners with the knowledge, tools and inspiration to support, promote and scale women-led socio-ecological innovation.

Structured into five modules, the course covers women's current and future roles in rural economies, gender norms influencing innovation, strategies to foster women's entrepreneurship and leadership, and practical tools to enhance inclusive innovation systems. Each module includes clearly defined learning objectives, lectures and case studies, self-assessment quizzes, and "Learn More", resources, allowing learners to engage actively and apply knowledge in their contexts.

The MOOC targets a diverse audience, including rural women and men, cooperative members, policymakers, educators, researchers, NGOs and other stakeholders in agriculture and rural development. By offering flexible, modular learning, the GRASS CEILING MOOC provides participants with strategies and long-term resources to advance gender equality, foster innovation and build resilient rural communities.

The dissemination strategy aims to maximize engagement and reach, leveraging a staggered module release to attract at least 3,000 learners by the end of March 2026 while promoting participation through social media, partner networks, academic institutions and sectoral events. Over the longer term, with the GRASS CEILING website remaining accessible for the five coming years, we expect to reach a total of 10,000 learners.

8.1 Why a staggered approach

The GRASS CEILING MOOC was released using a staggered approach to maintain momentum and visibility throughout the final months of the project, rather than concentrating all promotion at launch. Releasing modules sequentially allows early content to be promoted while later modules are still in development, keeping learners engaged over time.

This approach also provides opportunities for project members, partners and networks to amplify communications, generating interest and attracting new participants in successive phases. By pacing the release, the strategy encourages learners to return to the platform, deepening engagement and fostering a learning community.

8.2 Objectives

The dissemination plan aims to ensure that the MOOC reaches its intended audience and achieves engagement by raising awareness, motivating participation and facilitating access, even before the full course is available. Specifically, the strategy is guided by four key objectives:

a) **Increase visibility** among women in agriculture, rural leaders, students, CSOs, and public authorities involved in rural development.

b) **Encourage enrolment** by highlighting the modular structure of the course, flexible learning paths, and practical tools that learners can apply in their communities of professional work. Each module serves as a standalone opportunity to attract participants.

c) **Mobilize multipliers and networks** such as project partners, universities, rural associations, and professional bodies. By activating these stakeholders and amplifiers, the strategy leverages existing connections to extend reach, promote uptake and create a supportive learning ecosystem.

d) **Position the MOOC as a long-term resource** for learning, networking, and capacity building in gender equality and rural leadership.

8.3 Target audience

The dissemination strategy differentiates between primary learners, who are the direct beneficiaries of the MOOC, and secondary stakeholders, who act as amplifiers to extend reach through their networks. This dual approach ensures that promotion is both targeted and scalable, allowing the MOOC to engage diverse audiences while leveraging trusted intermediaries to drive enrolment (**Table 4**).

Primary learners (direct beneficiaries)	Secondary stakeholders (amplifiers)
Women working in agriculture, cooperatives and rural enterprises	GRASS CEILING project consortium members and partners
Early-career rural leaders and community organizers	Universities and training institutions with rural development programmes
Students (master's and PhD) studying agriculture, gender studies or rural development	EU-level platforms and networks in rural innovation and gender equality
NGOs and CSOs promoting gender equality in agriculture	Rural advisory services, mentoring schemes and women's farmer associations
Technical bodies of local and regional public authorities	Networks within the GRASS CEILING project: workshop participants, Living Lab participants
Rural entrepreneurs and cooperative members	

Table 4. Target audience of the MOOC dissemination campaign

8.4 Dissemination activities

The dissemination of the GRASS CEILING MOOC will be driven by a combination of digital promotion, network mobilization, academic engagement and presence at sectoral events. The strategy emphasizes a learner-centred approach, ensuring that promotion not only informs potential participants but also engages them in meaningful ways.

a. Social media outreach

Social media will serve as the primary channel for raising awareness and fostering engagement. Rather than a one-off launch, the strategy employs a continuous, thematic approach, with content tailored to the specific interests of women in agriculture, rural leaders and students in related disciplines. An 8-week social media campaign across LinkedIn, Instagram, X (Twitter) and Facebook will highlight learning outcomes and module content, while showcasing testimonials and quotes from module experts to inspire and motivate learners.

Posts will be timed to align with module releases (see Annex 1). Social media content will also leverage sectoral groups and communities to ensure that messages reach audiences already engaged in agriculture, gender equality and rural development. Contributions from project members on existing groups and communities across Europe are expected.

b. Webinars

A dedicated webinar played a central role in boosting the MOOC dissemination strategy. This webinar engaged the nine GRASS CEILING Living Labs leaders, providing an in-depth introduction to the MOOC. Participants received a detailed walkthrough of the platform and its modules, while also being equipped to promote the course through national and local events. This participatory session not only ensured that Living Labs leaders can promote the course within their networks, but also fostered a sense of ownership among them, recognizing their contributions to the development of the course (Deliverable 6.2).

c. Leveraging GRASS CEILING networks

The MOOC also benefited from the amplification power of the existing GRASS CEILING consortium and partner networks. Partners, including project members, trainers and policy forum participants, were engaged as multipliers, sharing MOOC information within their own professional and community networks.

This was supported by presentations at Living Labs and partner meetings, which introduced the platform, demonstrated how to navigate the modules and highlight the course's practical relevance. Project members were encouraged to share MOOC details in national events, newsletters and mailing lists.

To support this effort, CIHEAM Zaragoza provided a core presentation and promotional materials that project members could use or adapt for dissemination at these events, ensuring consistency and high-quality messaging across all outreach activities.

d. Academic and institutional engagement

To reach students, early-career professionals, and researchers, the MOOC was promoted through academic institutions and professional networks. These collaborations were designed not only to raise awareness but also to integrate the MOOC into existing learning pathways, positioning it as a complementary resource for formal and informal education.

Several concrete dissemination actions have been already identified. Specific actions include sharing the course with other CIHEAM Institutes (Bari, Montpellier, Chania) and though CIHEAM Zaragoza academic mailing lists and newsletters to reach alumni, researchers, and professionals engaged in Mediterranean agriculture and rural development. The MOOC will also be disseminated through research centres and thematic EU networks, including INRAE, EU CAP Network, and Horizon Europe projects on rural innovation. At the international and regional level, the course will be shared with organizations such as FAO and the Union for the Mediterranean (UfM). Online knowledge hubs such as Agrinatura, Rural Hub Europe and the EU CAP Network platform will also be mobilized to maximize reach.

e. Promotion in in-person events

Beyond digital channels and formal partnerships, the MOOC was showcased at sectoral events, fairs and workshops. By presenting the course through flyers, the dissemination strategy leverages in-person and hybrid opportunities to engage participants directly.

For example, physical flyers were distributed at the International Symposium on New Models of Agri-food Development Cooperation in a Changing Geopolitical Context, organized by CIHEAM Zaragoza on 12-12 November 2025. On 27 November 2025, LCSS presented the GRASS CEILING project and the MOOC to a broader academic and practitioner audience at the 12th scientific-practical conference “Strengthening the Competitiveness of Rural Areas: Diversity, Resilience, Smartness” at Vytautas Magnus University Agriculture Academy.

In addition, detailed information about the MOOC were shared during the final consortium meeting in Brussels, organized by Copa-Cogeca on 3 December 2025, and flyers were distributed during the GRASS CEILING Final Showcase Event at the European Economic and Social Committee in Brussels on 4 December 2025, where the MOOC was promoted among project stakeholders.

f. Paid campaigns

The strategy complements organic outreach with targeted digital advertising. Paid campaigns on META were used to expand reach to audiences beyond the immediate consortium and partner network.

09 Continuity and legacy impacts

To ensure the long-term impact, visibility, and sustainability of the GRASS CEILING results beyond the project's lifetime, the consortium has put in place a set of concrete measures aimed at embedding the project's knowledge, networks, and policy influence within established European frameworks and communities of practice.

The project website, managed by CIHEAM Zaragoza, will be maintained for at least five years after the completion of the project. It will continue to host all key resources, publications, and outputs, ensuring permanent open access for stakeholders, policymakers, practitioners, and the wider public. In parallel, the GRASS CEILING Online Academy, including the MOOC, will remain active beyond the project duration, supporting the long-term dissemination of the project's findings. To reinforce its visibility, a targeted paid communication campaign will be implemented in Month 36, followed by the upload of the MOOC to an internationally recognised open repository (Keystone), thereby ensuring broad and sustained global accessibility. In addition, the MOOC and other Key Exploitable Results (KERs), such as the policy toolkit, will be showcased on the project website and on relevant European platforms, including the Horizon Results Platform.

Beyond digital sustainability, GRASS CEILING places strong emphasis on the continuity of its policy dialogue and stakeholder engagement. The European Policy Forum for women-led innovation in agriculture and rural areas, established under the project, will continue its activities beyond the project's end within the Rural Pact Community Group on Women in Rural Areas. This transition ensures that the Forum remains an active space for exchange, advocacy, and policy reflection, enabling GRASS CEILING recommendations to inform ongoing and future European rural policy processes.

The consortium has also strengthened strategic alliances to secure longer-term uptake of project outcomes. In particular, collaboration with the Empowering Women in Agrifood (EWA) initiative has been consolidated during the final phase of the project. Carolina Modena, Senior Programme Manager at EIT Food for EWA, participated in the Final Consortium Meeting, confirming EWA's commitment to promoting the GRASS CEILING MOOC among its beneficiaries and to maintaining links with GRASS CEILING stakeholders interested in further collaboration.

Finally, the legacy of GRASS CEILING will be sustained through continued participation in external events, policy fora, and media engagement. The consortium remains committed to contributing to conferences, public debates, and interviews beyond the project's lifetime. Notably, on the date of submission of this deliverable, the Spanish Living Lab team was contacted to participate in an interview scheduled for publication in 2026, in connection with the International Year of Rural Women declared by FAO. This forthcoming contribution illustrates the project's enduring relevance and its capacity to continue shaping narratives, policies, and practices around gender equality and innovation in rural and agricultural contexts.

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

The CDEP was 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 allowed for steering and adjusting the dissemination activities and materials in order to achieve the expected dissemination objectives.

The rolling calendar of key communications opportunities - see section 06, was 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 https://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:

Home

- Welcome page to present the project;
- Overview of the Living Labs, including links to pages with contextual information for each of the nine countries where a Living Lab operates;
- A carousel featuring the latest news updates.

About

- *About landing page:* Overview of the project with an introduction by of Dr Sally Shortall, the project coordinator, summarising the project and its main objectives (video and text);
- *Project Goals*: Description of the main objectives of the project;
- *Work Packages*: Description of each Work Package included in the Grant Agreement of the project;
- *Consortium*: Overview of the 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 so that partners can redirect stakeholders to the website for their own contact details;
- *Key projects and institutions*: List 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.

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.

Living Labs

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

Online Academy

- This website contains a link to access the MOOC and different contents generated during the lifespan of the project;
- *Catalogue*: Repository than contains a list of tools, video journeys and written articles of several women entrepreneurs from the different Living Labs.
- *Training activities*: Access to the MOOC and list of webinars.
- *Resources*: Two batches of Practice Abstracts with recommendations from each Living Lab, list of publications and access to the videos on our YouTube Channel.

Policy Forum

- Description of the policy forum and its objectives;
- *About European Policy Forum*: More detailed overview of the policy forum and link to register;
- *Activities and events*: This section contains relevant information of all the activities organized by GRASS CEILING, including workshops, showcase events and other additional activities (e.g., the GRASS CEILING Awards). 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.
- *Policy toolkit*:
- *Related news*: Page dedicated to include the relevant news related to the Policy Forum;
- *Contacts*: Mails of the task leaders in charge of the Policy Forum.

Results

- List of the results of the project and links to their corresponding landing page on the website.

Resources

- Brochures
- Fact sheet
- Posters
- Roll Ups
- Visual Identity
- Deliverables

Contact

- Contact mail and links to GRASS CEILING social media platforms.

GRASS CEILING SharePoint (exclusive for partners)

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 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 were developed to communicate on the outputs and results of the project as they become ready.

Specific social media monitoring tools were used to monitor key trending words relevant to the project, such as rural women, rural innovation, farming and rural communities, etc., and active engagement was 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 was 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 was monitored in order to gauge local resident sentiment in relation to the role of gender in agriculture and rural communities, etc.

GRASS CEILING made 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: "This project has received funding from the European Union's Horizon Europe Research and Innovation Action under grant agreement No 101083408", or "This project receives funding from the Horizon Europe Research and Innovation Action".

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://x.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: @GRASS CEILING project

Link: https://www.linkedin.com/company/grass-ceiling-project/

Avatar: GRASS CEILING logo

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

Web: https://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: https://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: https://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 raquel.alvarez@iamz.ciheam.org.