



DESIGNING  
SOCIAL INNOVATION ACTIONS



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Map of locations of Social Innovation Actions

## INTRODUCTION



**SIMRA (Social Innovation in Marginalised Rural Areas)** is a four-year project (2016-2020) funded by the European Union's Horizon 2020 programme. It aims to advance understanding of social innovation and innovative governance in agriculture, forestry and rural development, and how it can be boosted, in marginalised rural areas across Europe and around the Mediterranean, including non-EU countries.

### WHAT IS SOCIAL INNOVATION?

For the SIMRA consortium, social innovation refers to “the reconfiguring of social practices, in response to societal challenges, which seeks to enhance outcomes on societal well-being and necessarily includes the engagement of civil society actors”. Social innovation aims to introduce new solutions to challenges faced by rural areas, especially those considered as marginalised.

### WHAT IS A MARGINALISED RURAL AREA?

Within SIMRA, rural areas considered marginalised include:

- of their physical constraints (e.g. mountainous, arid)
- of their limited access to infrastructure (limited access to road transport networks, electricity and/or to telecommunications, including the Internet)
- of their marginalised populations (i.e. societal marginality) being:
  - people with (very) low incomes
  - high proportion of people at risk of poverty or social exclusion
  - high levels of infant mortality
  - high proportion of early leavers from education and training



## WHY A BROCHURE OF GOOD EXAMPLES?

This brochure aims at showcasing the diversity of social innovations in marginalised rural areas of Europe and the Mediterranean regions beyond Europe. In particular, these examples illustrate the Social Innovation Actions of the SIMRA project.

The examples selected meet the following criteria:

- i) Evidence of reconfiguration of social practices in response to societal challenges;
- ii) Active involvement of civil society or grassroots organisations;
- iii) Novelty or reconfiguration taking place in new geographical settings or in relation to previously disengaged social groups;
- iv) Improvement of societal wellbeing through social, environmental or economic aims.

## SOCIAL INNOVATION ACTIONS

Initiating social innovation actions is a complex social process, which requires conceptualisation, testing and implementation of actions, both user-centred and context-specific. This process is co-constructed with all social innovation actors involved: researchers, evaluators, and the local actors. In the farming and forestry sectors, social innovation is a potential gateway for innovative solutions, fostering sustainable resource management and alleviating local socio-environmental constraints.

Social Innovation Actions constitute a new approach for hands-on practice and implementation of research. However, there is limited knowledge of the processes behind their implementation and of the researcher's role in guiding local actors from the establishment of an idea to its maturity.

This fifth collection of examples of social innovation\* published by the SIMRA project describes the Innovation Actions implemented within the project.

**\*Find the other collections of examples on SIMRA's website:**

**[www.simra-h2020.eu](http://www.simra-h2020.eu)**

# A NEW WAY OF COLLABORATING BETWEEN RESEARCH AND PRACTICE: SOCIAL INNOVATION ACTIONS



## WHAT IS THE AIM?

Social Innovation Actions aim at creating collaborative learning and networking opportunities at different or multiple scales, with continuous interactions amongst researchers, ‘knowledge brokers’ and stakeholders to foster and mainstream social innovation.

The process should enable rural stakeholders to test and exploit their potential for social innovation, with the aim of realizing impacts in the territory and the market, in businesses, investments opportunities and in building capacity within local governments. Similar types of actions include Living Labs and Action Research.

## WHO ARE THE STAKEHOLDERS INVOLVED?

Two main groups of actors are involved in the Innovation Action process:

- **Innovation Action Implementers** are SIMRA project partners who are expected to accompany the process (i.e. animating meetings, providing support with the communication, facilitating financial help), guide its design by providing a basic methodology, observe the implementation of the activities, introduce the lessons learned from the SIMRA project, and assess the Social Innovation.
- **Local Actors** are local stakeholders in the Innovation Action’s implementation area. Local Action Groups, Non-Governmental Organisations, local authorities,

networks, entrepreneurs, farmers, landowners, etc. can participate. They are expected to conduct the social innovation related activities.

## WHAT IS THE METHODOLOGY?

The Innovation Action process is in four stages:

1. **Design phase** (i.e. conception and formulation): which is aimed at defining the scope of action of the Innovation Actions and the objectives the stakeholders want to pursue. A feasibility study is carried out during this phase, in consultation with the local actors.
2. **Implementation phase**: which carries out the social innovation activities planned, including dissemination of the activities, processes and outcomes to the wider public.
3. **Consolidation phase**: during which the initiative is crystallised.
4. **Evaluation phase**: in which the achievement of the targets (performance) is evaluated in relation to the objectives identified during the design phase.

Depending on the context and specific actions, Innovation Actions will include the organization of periodic networking events to encourage interested actors to present, learn about, discuss and initiate innovative cross-sectorial actions for rural development.

## WHAT HAVE WE LEARNED?

Several elements have emerged as crucial for Social Innovation initiatives to thrive. The most significant of these are:

- Equipping local actors with leadership and networking skills
- The promotion and management of relationships and building trust (social capital)
- Complementing local know-how with mentoring and specific training
- Access to finance (including funders willing to take risks) and smart business model design
- Tailored policies allowing cross-sectorial initiatives.

👉 For more information: See our [Report on Lessons Learned from Social Innovation Actions in Marginalised Rural Areas \(D7.3\)](#) or follow the **QR codes** in this brochure to see our videos for each Innovation Action!



# IMPLEMENTING A LAND BANKING INITIATIVE FOR WILDFIRE PREVENTION

## TERUEL, SPAIN



The Innovation Action in Gúdar-Javalambre (Teruel) is focused on the development of a land banking initiative. This initiative aims at reversing the abandonment of agricultural and forestry parcels with a specific emphasis on wildfire prevention and revival of traditional varieties. The establishment of this Innovation Action will help improve the social and landscape resilience to wildfire risk and sustain the rural economy through the production of local agricultural products.

### WHAT TRIGGERED THIS INITIATIVE?

Approximatively 116 fires took place in Teruel province in 2017 with an overall 77.1ha of burnt area. Land abandonment is one of the main causes of these fires. Due to the lack of jobs and rural vitality, young people are leaving the area which impedes generational renewal in the agriculture sector and introduces a gap in the transfer of knowledge and a loss of traditional handicraft techniques. A proper development of the handicraft sector could help in sustaining the tourism sector, boosting internal demand for traditional products and increasing local entrepreneurship.

## **WHO ARE THE STAKEHOLDERS INVOLVED?**

The Innovation Action was implemented by the European Forestry Institute (EFI) Mediterranean Facility, based in Barcelona, Spain, which is a SIMRA partner. EFI benefits from the collaboration of Mijares Vivo (a local environmental NGO), the Irrigation Community, the Olba Council, the Gúdar-Javalambre County, and the AGUJAMA Local Action Group. The involvement of the local authorities is critical as 87% of the Gúdar-Javalambre county is covered by forest, out of which 54% is owned by the local authorities.

EFI's role is of coaching, facilitation of the feasibility analysis and support of the initial implementation, whereas local actors lead the initiative.

## **WHAT WERE THE MAIN CHALLENGES AND SOLUTIONS?**

This land banking initiative met four different types of challenge:

- Weak leadership. This challenge was met by regular meetings between EFI and the local stakeholders, as well as follow-ups by EFI after each meeting.
- Low interest from farmers. Dissemination events targeting the general public were organised to make the benefits of this initiative widely known.
- Limited availability of the local actors. EFI actively sought political support for the involvement of local stakeholders and to act as an incentive.
- Low profitability of the farmland. Local stakeholders and EFI put in extra efforts to explore niche markets such as organic agriculture or local value chains to compensate for the low profitability of the land.

## **WHAT ARE THE EXPECTED IMPACTS AND BENEFITS FOR THE STAKEHOLDERS INVOLVED AND THE LOCAL COMMUNITY?**

The successful implementation of this initiative would benefit the local society in many ways: Increasing the environmental resilience of the landscape towards wildfires, putting into the market currently unused land parcels and therefore combating agricultural abandonment, creating new social networks especially between farmers and landowners, and villagers and newcomers.

# COACHING SOCIALLY DISADVANTAGED WOMEN IN DEVELOPING SUCCESSFUL BUSINESS INITIATIVES

## LANCASTER & CUMBRIA, UK



The Innovation Action in Lancashire and Cumbria supports a not for profit organisation, [The Growing Club](https://thegrowingclub.co.uk/) (<https://thegrowingclub.co.uk/>). The Growing Club provides an alternative model for business training and coaching of women entrepreneurs living in urban and rural areas of Lancashire and Cumbria. They come from a range of socially disadvantaged backgrounds due to circumstances such as being stuck in low paid work, living on benefits, struggling with a disability or primary care responsibilities, recovering from domestic violence, leaving prison or being refugees.



### WHAT TRIGGERED THIS INITIATIVE?

In the UK, women entrepreneurs continue to face discrimination when it comes to a number of issues, mainly struggles for achieving financial support, joining the 'old boys networks', facing the glass ceiling, and continuing to carry the position of primary caregiver for children and elderly family members. This discrimination leads to even more marginalisation when women come from disadvantaged social backgrounds, have a disability or come from an ethnic minority. They struggle with building local networks and maximising business support services because they run their businesses 'differently' around their personal circumstances.

The aim of the Growing Club is to provide business-training and marketing tools to sustain the development of small entrepreneurship initiatives that the women can use

both for returning actively into the local economy and for reducing their dependence on government subsidies.

The Growing Club set up three back-to-back courses for the women:

- The Sowing Club was the first stage of the process, which provides funds and pre-start up courses for women from socially disadvantaged backgrounds.
- The next stage, Roots and Shoots, is a **start-up** course for those ready to start a small business. It is funded for 12 months with a purpose to take women through a systematic programme of starting and growing a solid sustainable business, as well as **build** peer support and build confidence.
- Next is the Bloom and Grow programme, designed with coaching and support structures to help significantly grow the small business and accelerate its success.

### WHO WERE THE STAKEHOLDERS INVOLVED?

The Innovation Action is being implemented and supported by Lancaster University in the UK. Lancaster University benefits from the collaboration of Jane Binnion, the social entrepreneur who founded the Growing Club, as well as local NGOs and the local councils of Lancaster and Cumbria. The support of Lancaster University includes communication activities to promote the work that the Growing Club does to (re)integrate these women living in rural Lancashire into their communities, as well as logistical support in the organisation of workshops. It also provides a platform for working with policy makers and networking with other local entrepreneurs through Lancaster University's Entrepreneurs in Residence Programme.

### WHAT WERE THE MAIN CHALLENGES AND SOLUTIONS?

- The work is economically viable and a highly cost-effective way of creating local economic growth. But the nature of the Innovation Action is largely dependent on grants, and whilst women and social deprivation is funded currently by local councils and the private sector, we cannot know the longer-term effects of austerity upon availability of funds particularly after Brexit.
- More support is needed to keep the women in the network, particularly those who live in rural areas and struggle with transportation to nearby cities.

The establishment of this Innovation Action will help empower women by alleviating them from poverty and become independent from governmental subsidies, thus improving the local economy and ensuring the social integration of vulnerable women and their families into society.

# SUPPORTING THE SOCIO-ENTREPRENEURIAL IDEAS OF LOCAL YOUNG PEOPLE

## VALBELLUNA, ITALY



The social Innovation Action in Italy aims to support the sustainable socio-entrepreneurial potential of local young people in Valbelluna (Province of Belluno). The Innovation Action aims to create new local networks, develop the entrepreneurial ideas of local young people (through a rural hackathon), and financially support the start-up and initial training of one selected social innovation initiative.

### WHAT TRIGGERED THIS INITIATIVE?

The decreasing availability of employment opportunities for young people has dramatic negative impacts on mountain territories, first and foremost on outmigration. These trends lead to the increasing impoverishment of the cultural, social and economic features of these territories. Addressing the challenge of unemployment and outmigration requires policies and integrated approaches, including a new cultural dimension and support for youth-led innovative ideas in the cultural, social and environmental sectors, as well as an enabling environment for emerging start-ups.

Therefore, the Innovation Action was implemented in three steps:

1. Stage one: Three participatory network meetings, one learning exchange, four field study visits and one communication strategy organised.
2. Stage two: 30-hour non-stop Rural Hackathon with final pitch and selection of the winning team.

3. Stage three: Soft coaching of selected start-up to develop the business idea.

## **WHO WERE THE STAKEHOLDERS INVOLVED?**

The social innovation was proposed by the Local Action Group Dolomiti e Prealpi, the University of Padova and ETIFOR – the spin-off of the University of Padua that provides international consulting services to help organisations grasp the full value of the products and services provided by nature. The LAG guided the design of the Innovation Action by helping to identify objectives and stakeholders, and to organise local field study visits. Etifor and the University of Padova designed the methodology and implemented the different events.

As a local development agent, the Local Action Group Prealpi e Dolomiti was interested in supporting new networks and a more concerted action in support of youth-led initiatives. Activities such as sustainable organic agriculture or short value chains, community tourism and social inclusion provide the ground for developing territorial and multi-sectoral opportunities more focused on human capabilities and relationships.

## **WHAT ARE THE EXPECTED IMPACTS AND BENEFITS FOR THE STAKEHOLDERS INVOLVED AND THE LOCAL COMMUNITY?**

This Innovation Action is expected to deliver new informal networks in the region and new ideas to be included in the LAG's project basket. For example, the hackathon's winning project "Terre d'incontro" proposes an innovative approach to combat the disuse and abandonment of private land parcels in mountain areas and connected four locally active associations and cooperatives.

## **RECOMMENDATIONS**

- For future business competitions, open the call for proposals widely and avoid severe selection criteria in order to have a higher number of teams participating.
- Choose business-oriented cases and focus the support on how to make it more socially oriented only after the selection process.
- Reserve a follow-up phase for the non-selected ideas.
- Seek well-established entrepreneurs as mentors, to bring their experiences (including financial aspects) and their charisma to the process.

# BOSCOALUT: FOREST FOR WELL-BEING AND LONG-TERM LIFE SKILLS

## SOLSONA, SPAIN



The Innovation Action in the Solsonès county (Lleida, Spain) aims at building the foundation for a pilot project about forests, social networks and human health. At the core of the project is a collaborative effort with the local community with the objective of joining forces so that the population can benefit from spending time and doing activities in the forest. The Innovation Action has partnered with the local school “Arrels” to expand the impact in the community across generations. The students have designed artwork, poetry, and built infrastructure like tents and pathways through the forest for other users.

### WHAT TRIGGERED THIS INITIATIVE?

The inspiration for this action came from the United Kingdom, where the idea of integrating people with health problems or mental illnesses into outdoor programmes to increase their well-being is already well-established. Socio-economic changes in rural Catalonia have brought about changes in lifestyles, becoming increasingly urban and losing ancestral knowledge of their surrounding environment.

The Innovation Action aims to transfer the concept from the UK into Catalonia’s rural context. It was started by the local implementer contacting key local stakeholders (local hospital, trekking association, school...) in order to bring the children into the

forests and co-design with them a path for the hospital patients. Other potential partners in the area included the agricultural vocational training facilities.

### **WHO ARE THE STAKEHOLDERS INVOLVED?**

The idea of the pilot project emerged from one individual, a social science researcher living in the area, who selected a site for the pilot and conducted the networking with the local hospital and school in the area. FORECO, the SIMRA partner involved in the Innovation Action, had an external role, and provided staff support for external assistance and seed money (e.g. dissemination, training)

### **WHAT WERE THE MAIN CHALLENGES AND SOLUTIONS?**

During the short period during which the innovation action has been running, there has been considerable interest expressed by the community. However, it is still highly dependent on a limited number of people (original social innovator, schoolteacher, general practitioner). Even though the pilot generated a positive reaction, the amount of time and effort that actors besides the innovator invested in the pilot was very limited, given the lack of clear opportunities for creating win-win situations that could propel the project forward.

However, enabling contextual conditions suggest there is future for the project. In particular, the owner of the forest reported that the activities have enabled people to use his forest, as long as there was no one making economic profit, and no permanent infrastructure was built.

### **WHAT ARE THE EXPECTED IMPACTS AND BENEFITS FOR THE STAKEHOLDERS INVOLVED AND THE LOCAL COMMUNITY?**

If the Innovation Action is implemented successfully, the expected impacts are a bigger and stronger local network due to increased social capital and increased well-being amongst schoolchildren and hospital patients.

# “GET OUT THERE TO GET IN HERE”: INTEGRATING IMMIGRANTS IN RURAL AREAS

## GUDBRANSDALEN, NORWAY



Credits: Siri Solheim-Kristiansen/Røde Kors

The Gudbrandsdalen Innovation Action focuses on integrating immigrants, mainly refugees or work migrants, in this mountainous area by social nudging mechanisms of motivating immigrants to join locals in hiking which will enable the establishment of social networks, learning and teaching the customs and culture of rural areas environments.

The Innovation Action aims at:

- Building a social network that may lead to new and close relations, facilitate the integration, and help the migrants connect to the local labour market.
- Handing on a tradition of cherishing and exploiting outdoor activity in a sustainable way to newly established immigrants.
- Challenging established ways of trekking in rural areas by learning from other traditions and ways of being in nature.
- Improving the general health of the migrants through physical and social activity.

### WHAT TRIGGERED THIS INITIATIVE?

The idea of the project emerged from a single individual, from a migrant background herself, who got to know the Norwegian outdoors through her participation in the Norwegian Trekking Association. Based on her experience of an improved quality of life, a feeling of inclusion and better health due to the outdoor activities, she

implemented a programme within the Norwegian Trekking Association to improve migrant inclusion.

The Innovation Action is trying to transfer this initiative to the Gudbrandsdalen area as a way of tackling the current trends of depopulation, ageing, unemployment, high number of refugees and the proportion of inhabitants depending on welfare services and benefits challenging the sustainability of the region.

### **WHO ARE THE RELEVANT STAKEHOLDERS INVOLVED?**

The Norwegian Trekking Association (DNT) is Norway's largest outdoor life organization, with more than 300,000 members in 57 local member organisations across the country. DNT is driven by civil society volunteer engagement. The financial support for this Innovation Action was provided by DNT central office to DNT Gudbrandsdalen. DNT Gudbrandsdalen and Vågå public refugee services collaborated to define the scope of the initiative and organise the first outings. SIMRA provided some external expertise and facilitation throughout the process via its Norwegian partner, the Inland Norway University of Applied Sciences.

### **WHAT WERE THE MAIN CHALLENGES AND SOLUTIONS?**

To adapt to the local conditions of Gudbrandsdalen, the Innovation Action focused on newly settled refugees and initiated some cooperation with the public agency which supports refugees. The public-private cooperation proved to be one of the challenges to be tackled.

The implementers regret not having taken more time to build the network in the area, to recruit more local enthusiasts, whether volunteers or refugees, and to develop trust amongst the various stakeholders. This is the next step to be taken to move forward with the initiative.

### **WHAT ARE THE EXPECTED IMPACTS AND BENEFITS FOR THE STAKEHOLDERS INVOLVED AND THE LOCAL COMMUNITY?**

This initiative expects to improve the demographic sustainability of the rural area, via the integration of immigration fluxes into the rural society (i.e. engaging refugees as volunteers and creating networks for the refugees involved). These new dynamics will create new momentum to an evolving and diversifying outdoor activity culture.

# ECONOMIC EMPOWERMENT OF WOMEN

## BEKAA REGION, LEBANON



Credits: SEEDS-Int

This initiative aims at transforming traditional homemade food recipes into standardized and scientifically monitored food products, supporting local women in Deir el Ahmar village in the development of profitable businesses, while also creating successful partnerships with community members. By increasing the self-confidence of women, this Innovation Action will contribute to improving the sustainability of their well-being and livelihoods.

### WHAT TRIGGERED THIS INITIATIVE?

The area can be considered marginal due to population ageing, outmigration, youth unemployment, influx of Syrian refugees, limited access to services (public transport), and harsh dry climate conditions during winter and summer. Historically, the main economic activities in the area are agriculture and food transformation, as well as handicrafts, but climate change, water scarcity, and limited marketing opportunities have affected the agriculture production of the village and its future sustainability. Thus, it became necessary for women to start contributing to income generation.

### WHO ARE THE STAKEHOLDERS INVOLVED?

The women cooperative brings together 12 women who are specialised in food preparation and presentation. They also share their expertise and experience through training sessions for other cooperatives. A marketing expert was recruited to support

the cooperative in improving its competitiveness and in identifying adequate marketing channels.

SEEDS-Int is the SIMRA partner following this Innovation Action and carrying out activities to support the cooperative such as: training on the effective management of a cooperative; development and implementation of a Marketing Action Plan; participation in promotion events and preparation of a study of the potential of the installation of solar panels to reduce production costs.

### **WHAT WERE THE MAIN CHALLENGES?**

- Social limitations of women in business development and a lack of confidence.
- Limited marketing and promotional activities of products due to lack of knowhow and competition, and the inability to cover the expenses of professional marketing actions.
- Trade barriers created high costs for exporting and importing from Lebanon. The Syrian war led to the closure of routes towards the Gulf States. The competition is already very strong in the existing internal market.
- High production costs due to the use of generators. More funds are needed to install solar panels and produce their own renewable energy.

### **WHAT ARE THE EXPECTED IMPACTS AND BENEFITS FOR THE STAKEHOLDERS INVOLVED AND THE LOCAL COMMUNITY?**

Due to the optimisation of the marketing strategy, the cooperative expects to increase its commercial transactions across Lebanon and outside the country and introduce new products with more added value. The partnership established for the commerce platform [www.lshoprural.com](http://www.lshoprural.com) will eventually present the women amongst other producers to the external world, increasing its sales and boosting its business. These outcomes will directly benefit the women working in the cooperative and the local producers in the village and surrounding areas.

Community support for the women and the acknowledgement of their leadership has increased, which will support them in their endeavours to approach new markets and build new partnerships in the near future.

# TOWARDS A SHARED VISION OF MULTIFUNCTIONAL AGROFORESTS

GUADELOUPE, FRANCE



The social Innovation Action ‘Towards a shared vision of multifunctional agroforests’ aims at enabling forest owners to develop a vision of their future and to enhance human and social capital. It was carried out in Guadeloupe (French Caribbean), in coordination with the VALAB Operational Group to foster synergies and develop complementarities.

## WHAT TRIGGERED THIS INITIATIVE?

In Guadeloupe, vanilla monoculture is no longer economically viable due to negative cash flows, low resilience and high production costs. Since 2011, the SYAPROVAG (Agricultural Union of Vanilla Producers of Guadeloupe) has been leading preparatory actions to understand the conditions under which forest production can be diversified in a sustainable way for the benefit of the forest ecosystem. In 2017, the VALAB project was born, standing for “Integrated ecosystemic value-enhancement of the Guadeloupean forest agrobiodiversity”. Its main objective is to assess the conditions required for the sustainable diversification of forest farms.

## WHO ARE THE STAKEHOLDERS INVOLVED?

The project associates the SYAPROVAG and its partners (INRA, National Parc of Guadeloupe, GDA EcoBio, College of Higher Education in Agriculture, Chamber of Agriculture), i.e. the VALAB Operational Group, with the SIMRA coordinator, the

James Hutton Institute. SIMRA has had a coaching role towards the local actors and a facilitation role during the local workshops organised in Guadeloupe, which were held to develop a shared vision among forest farmers.

### **WHAT WERE THE MAIN CHALLENGES AND SOLUTIONS?**

The VALAB project was based on a co-construction approach and the involvement of local stakeholders. The approach was completely bottom-up which implies a new governance model and a rearrangement of existing relationships. Although this shift in governance means more dialogue and negotiations, i.e. the investment of more time, it also leads to an improved sharing of responsibilities and better engagement of project partners.

### **WHAT ARE THE EXPECTED IMPACTS AND BENEFITS FOR THE STAKEHOLDERS INVOLVED AND THE LOCAL COMMUNITY?**

The process led to a Manifesto that defines the functions of the private forest ecosystems as a common good. The Manifesto highlights two pillars: quality production, and protection of the forest's ecological integrity. Thanks to experimentation of new agroforestry models, expected impacts are improved livelihoods of the farmers, new governance arrangements, improved health and well-being of local people and an increased quality of the environment.

## FOR MORE INFORMATION

### Participatory videos

Guided by professional facilitators, each Innovation Action recorded its lessons learned in a short film, presenting: (i) what worked well, (ii) what did not work well, and (iii) recommendations to others implementing similar initiatives. The participatory videos for each SIMRA Innovative Action are available on SIMRA's YouTube channel.



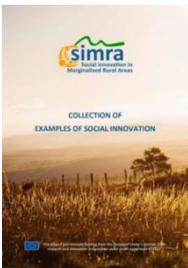
### Report on Lessons Learned from Innovation Actions in Marginalised Rural Areas

Górriz-Mifsud, E., Melnykovich, M., Marini Govigli, V., Alkhaled, S., Arnesen, T., Barlagne, C., Bjerk, M., Burlando, C., Jack, S., Rodríguez Fernández-Blanco, C., Prokofieva, I., Sfeir, P., Nijnik, M., Slee, B., and Miller, D. 2019. Report on Lessons Learned from Innovation Actions in Marginalised Rural Areas. D7.3. Social Innovation in Marginalised Rural Areas (SIMRA), pp. 50.



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