



InnovAgroWoMed



Training to empower: designing a new skills set for women-led social innovation in agri-food

Results from the ENI-CBCMED project 'Social Innovation in the Agri-food sector for Women Empowerment in the Mediterranean Sea basin' (InnovAgroWoMed) – WP3: Development of the Training Model



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TOR VERGATA
UNIVERSITÀ DEGLI STUDI DI ROMA



c e s i e
the world is only one creature



jovesòlides
JOVENES PACIA
A LA SOSTENIBILIDAT
Y EL DESARROLLO



CAWTAR
Center of Arab Women for
Training and Research



الجمعية الفلسطينية لصاحبات الأعمال
asala
PALESTINIAN BUSINESSWOMEN'S ASSOCIATION



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Thematic objective: A.3 Promotion of social inclusion and the fight against poverty

Priority: A.3.1 Professionalization of young people (NEETS) and women

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Introduction

The project "Social Innovation in the Agri-food sector for Women Empowerment in the Mediterranean Sea basin" aims to promote social inclusion and the fight against poverty in four different local contexts: Sicily (Italy), Palestine, Valencia (Spain), and Beja and Médenine (Tunisia). These regions have been identified as suitable for the implementation of the Rural Social Innovation (RSI) model, that serves as the backbone of innovative trainings on the agri-food sector, exclusively addressed to women.

More precisely, the aim of the project is to achieve two main targets, represented by the launch of start-ups (one start-up in Italy and Spain, six start-ups in Palestine and Tunisia) and the improvement of employability conditions for young women (NEETS) in the Mediterranean area.

The final output is the development of a training model that will be attended by 35 participants for each region, at the end the aim is to find a job at least for 80% of the total amount of women engaged.

The aim of this document is to homogeneously present the research activities and the development of the new training models carried out by all research units. To do so, the report is organized as follows:

The first chapter illustrates the research framework and methodologies employed, and describes the research guidelines defined by the coordinating unit, University of Rome Tor Vergata.

Then, four country specific chapters (2-5) report the activities carried out in each region: the first one presents the work performed by CESIE team (Sicily-Italy), the second one by ASALA team (Palestine), the third one by JOVESÓLIDES team (Valencia-Spain) and the last one by CAWTAR team (Tunisia). The first section of each partners' chapter provides an overview of the team and the local context where the project will be implemented, then the aim is to resume relevant information achieved through the desk research, related to the local context features and the existing training programs concerning the agri-food in the specific region. Then, a section dedicated to the field research presents a list of the stakeholders engaged, underlying what is their expected contribution to the project, in a direct or indirect way, also in terms of post-training employability; in the same section the value chains and products selected by each unit are explained. Section 3 of each chapter is dedicated to the local training needs, seen as skills and competences required by the job market and the entrepreneurial context, identifying a gap that will be filled through the provision of the training course. The last section introduces the training model realized on the basis of local training needs retraced, divided in cross-cutting and sectorial topics. The training course will be as unified as possible, even if each unit decides how to differentiate training contents, especially through the definition of two different profiles identified as agent for creation and agent for transition.

Chapter 6 concludes, providing an overview of the training curricula developed by each partner.

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1. Designing a new skills set for women-led rural social innovation: a theoretical framework and research approach

Andrea Bonomi Savignon, Nathalie Colasanti, Chiara Fantauzzi (University of Rome Tor Vergata)

1.1 Theoretical framework: key drivers and barriers for rural social innovation

Traditionally, the concept of 'innovation' has referred to economic and/or technological progress developed by firms and research centres, taking the form of a "new or significantly improved product (good or service), or process, a new marketing method, or a new organisational method in business practices, workplace organisations or external relations" (OECD and Eurostat, 2005). Since the '70s, however, the notion of innovation has progressively expanded to include other actors, processes and values, as well as a more comprehensive, participatory approach. This is when the idea of social innovation emerged to describe initiatives coming from civil society (Chiffoleau and Loconto, 2018). At the same time, the "social" element of innovation came to describe socially-oriented improvements in technological and economic innovations.

Consequently, social movements adopted the idea of social innovation to carry out experiments aimed at improving quality and conditions of life in different areas of the world: this has been clearly observable in the agricultural sector with the emergence of solidarity economies, fair trade, organic farming and alternative food networks (Seyfang and Smith, 2007). In the end, social innovation has come to describe "a raised awareness of new societal challenges and the necessity of citizen participation in the elaboration of new solutions to social problems" (Chiffoleau and Loconto, 2018), and it must be "designed by and for society" (European Commission, 2013).

Social innovation is seen as a process and as a product at the same time (Baker and Mehmood, 2015); others (Polman et al., 2017) separate the process (i.e. the interactions between different stakeholders) from the product (i.e. the reconfiguration of social practices) and its impact or outcome (i.e. the consequence of reconfiguration on societal wellbeing).

Social innovation in the agriculture and food sector is a relatively new field, and has mostly been studied for what concerns community supported agriculture; urban contexts, on the other hand, are less explored (Chiffoleau and Loconto, 2018). Existing contributions can be clustered into seven different themes: 1) label, trademark and certification schemes; 2) short food supply chains and local food systems; 3) urban agriculture; 4) food security; 5) reduction of food waste; 6) awareness and education; 7) movements and networks (Orste et al.). Practical cases of social innovation in agriculture have regarded the following aspects:

- Processes of resilience and adaptation in production of food;

- Inclusive participation and new roles for stakeholders;
- Community-led organizations and bottom-up initiatives;
- Different interpretations and usages of technologies;
- New kinds of agri-food partnerships;
- Citizen science initiatives (Peters et al., 2018).

Social innovation can be a promising tool in the transition toward sustainable food systems (Orste et al.), and it is often described as “an essential part of agricultural and rural innovation”, being referred to when speaking of rural development (and not often when considering agriculture as a singular activity, where innovation is usually meant as technological advancement) (Bock, 2012). In fact, rural development represents an area where the need for social change is considered of great importance (thus, social innovation can represent a driver of success – Papageorgiou, 2011), and society needs to be engaged in developing new solutions (Bock, 2012) to unmet social needs (Lowe et al., 2010); in this sense, social innovation is linked to the innovation of socio-economic systems.

Civil society engagement is particularly important, and social mechanisms are relevant in the co-production of rural innovation: they are necessary not only in the knowledge transfer phase (from innovators to farmers), but also in the development phase, where innovation occurs through collective learning and mutual exchanges of knowledge (Bock, 2012). Learning becomes a social, shared process that circulates knowledge and allows to create something new (Oreszczyn et al., 2010; Stuver et al., 2004); in this sense, cross-sector collaboration is fundamental.

Civil society is defined as “the area outside the family, the market and the State” (World Economic Forum, 2013), and it indicates “all forms of social action carried out by individuals or groups who are neither connected to, nor managed by, the State”¹. Therefore, civic engagement “refers to the ways in which citizens participate in the life of a community in order to improve conditions for others or to help shape the community’s future” (Adler and Goggin, 2005).

Relevant variables for local context analysis:

- What is the **social context** (e.g. income levels, gender inequalities, education levels, skill sets etc.)?
- How is local **culture** shaped in terms of civic engagement and collective action?

In addition to social mechanisms (i.e. innovation being co-produced by several stakeholders), the social innovation element in agri-food systems encompasses socially-oriented objectives to transform rural society (Bock, 2012), for examples for what concerns its boundaries, its values and its relationships with urban society.

Societal needs addressed by social innovations in the agri-food sector mainly regard environmental problems (i.e. responsiveness to sustainability concerns), economic and physical barriers (i.e. responsiveness to market failures and unmet social needs, such as income levels and access to distribution points), technical problems (such as having

¹ https://eur-lex.europa.eu/summary/glossary/civil_society_organisation.html

appropriate tools to prepare food), knowledge gaps and the instability of food systems (Orste et al.).

Sustainability, or sustainable development, is defined as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (United Nations General Assembly, 1987). It requires the combination of three aspects: social (people), environmental (planet) and economic (profits).

Relevant variables for local context analysis:

- Is **sustainability** a relevant issue? If so, what are the main initiatives in this direction?

For what concerns actors involved, they range from consumers to producers, regulators, researchers and public administrations; their interactions are usually collaborative. As previously mentioned, engaging different actors is important because social innovations are mostly processes that require the reconfiguration of social practices (Orste et al.).

Production of goods and services can be analysed by using the value chain.

Supply chain describes the system of organisations involved in transforming raw materials and resources into a final product (good or service), in order to supply it to the consumer. Each organisation involved in the supply chain has its own value chain (Porter, 1985), which describes how value is created within the organisation. A standard value chain is composed of two types of activities: primary activities (inbound logistics, production, outbound logistics, marketing and sales, services) and support activities (human resources management, firm infrastructure, technology, procurement).

Public administration indicates all operations aimed at implementing public policy; at the same time, it also includes the institutions, structures and people who design public policies. It is possible to analyse public administration at national level and at local (i.e. regional or municipal) level.

Public policy refers to “what governments do as they transact with civil society, the economy, and states within a global state system” (Katznelson, 2001); it is “a set of decisions by governments and other political actors to influence, change, or frame a problem or issue that has been recognized as in the political realm by policy makers and/or the wider public” (Hassel, 2015).

Relevant variables for local context analysis:

- Who are the relevant **actors** in the agricultural and rural sector?
- How is the **local supply chain** organised?

- How is **local public administration** organised?
- What are the main **social objectives** pursued by public policies?

Participation is a central aspect and it appears to be influenced by the size of the region where the social innovation process is initiated: the smaller the region, the higher the potential to trigger participative processes (Neumeier, 2017). The reason is that potential actors within a small region tend to have a “higher socio-emotional bonding to the region itself, resulting in a stronger commitment” (Neumeier, 2017). At the same time, it may be difficult to promote social innovation in areas with no history or culture of collective action (Dargan and Shucksmith, 2008).

Another relevant aspect is cooperation between different actors: Behrens et al. (2002, cited in Neumeier, 2017) and Butkeviciene (2009) identify three possible directions for stimulating the development of social innovations in rural areas. The first indicates a traditional top-down approach, stimulated by external actors; the second corresponds to a bottom-up approach, promoted by local stakeholders; the third is a mix of the previous, with “external actors facilitating a local institutional capacity to mobilize internal resources and develop social innovation and participation processes” (Neumeier, 2017), in what is called a “down-up approach”. According to Butkeviciene (2009), the second and third approaches are more successful than the first: when local actors are able to initiate socially innovative processes, or when they can be enabled to do so by an established framework, resulting processes are more promising than those managed solely by external actors. Howaldt and Schwarz find that “in every case, the cooperation (quality) of heterogeneous actors and the existence of intermediary arrangements regarding the organization of processes of collective learning, knowledge transfer, the exchange of explicit and implicit knowledge at regional and/or local level seem critical for success” (2010).

Cooperation between heterogeneous actors, and across sectors (public, private and civil society/Third sector), is an extremely relevant variable for social innovation to succeed. The attitude of public institutions (i.e. public administration) can promote cooperation, but it also may hinder it. For example, the existence of calls for innovative projects and the willingness of public institutions to fund them with financial resources can enhance cooperative practices. On the other hand, the existence of a strong top-down culture, or the presence of very complex bureaucratic systems, may prevent grassroots initiatives from emerging.

Relevant variables for local context analysis:

- What is the **attitude of public institutions** toward cooperation?
- What are the main **barriers** to cooperation and social innovation?

The most relevant factors for successful participation are the following: commitment of participating actors, abilities of participating actors (e.g. their willingness to innovate as well as their specific know-how), organizational structure (which ensures communication and coordination), quality of the functional concept being pursued (especially for what concerns targets and objectives to be reached), the presence of a cooperative climate

among participating actors, and access to financial resources (both internal and external to the innovating network) (Neumeier, 2017). Moreover, participation seems to be positively linked with the education level of involved actors (Peter and Pollermann, 2010).

The main difficulties linked to social innovation in agricultural and rural development are caused by financial constraints and by the obstacles to scaling initiatives to larger contexts. Reducing barriers to social innovation is a central aspect, mainly for what concerns risk-averse organizational structures of local administrations, fragmented capacities and skills, insufficient funding and lack of communication and trust among stakeholders (Dro and Therace, 2011; Neumeier, 2017).

For what concerns the diffusion of social innovation, networks are extremely important, and multi-stakeholder coalitions are needed to promote innovation in different economic and social environments (Bucolo et al. 2015). Social innovation can also result in the creation of social enterprises for the pursuit of economic and social objectives (Chiffolleau and Loconto, 2018).

In the field of public administration, networks are complex structures or relationships: complexity may either refer to the fact that they involved many actors with different agendas, or to the fact that they may be created as “responses to fundamental uncertainty, designed to account for a lack of information or resources” (Wachhaus, 2009). They are different than hierarchies and represent “a new way of organising collective action” (Wachhaus, 2009). Moreover, they “proceed from a position of interdependence” among different actors, and they “facilitate interaction among participants for the exchange of information and resources so that, collectively, a common goal may be pursued” (Wachhaus, 2009).

Relevant variables for local context analysis:

- What are the existing **networks**, how are they organized, how do they work, who are the main actors included?
- **Technology:** how advanced is it and what skills do people have?

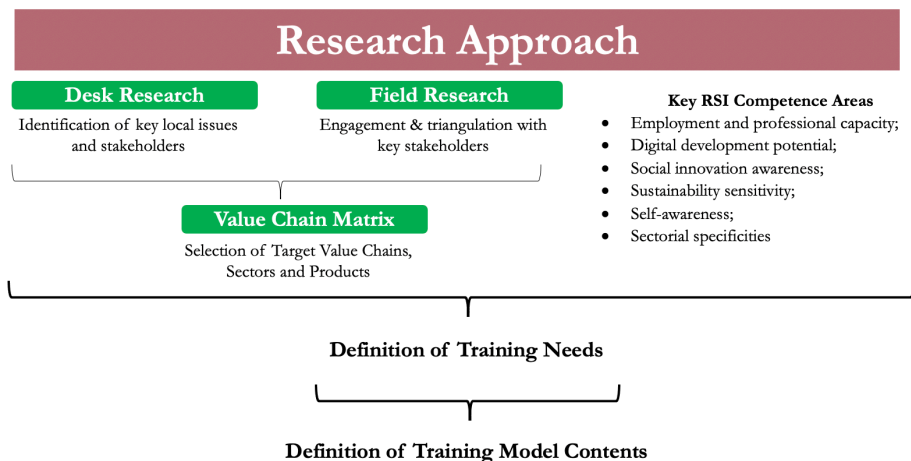
Dimensions described so far are crucial to the Rural Social Innovation model, which is strongly focused on the Mediterranean area (Giordano and Ardivisio, 2018). This framework is based on the idea of putting the product at the center of the innovation process, enhancing it by using traditional skills and competencies. Agriculture becomes “a means of sharing with the community [...], a fundamental channel for the transmission of culture and tradition” (Giordano and Ardivisio, 2018). The agricultural product is used to create and strengthen ties within the local community (based on the idea of disintermediation and direct relationships between producers and consumers), and the economic value is redistributed between local actors. Digital technologies and skills are a central element in the rural social innovation paradigm, as they allow combining a local perspective with a globally-oriented mindset.

1.2 Research approach and framework for a new training model

Dimensions described in the previous paragraph have been investigated in the 4 local contexts using a triangulation approach. First, using secondary data via desk research; secondly, triangulating the findings with interviews, case studies and focus groups directly with key local stakeholders. This allowed to identify and validate the most relevant value chains in terms of agri-food products and sectors on which the new curricula will be focused.

More precisely, this selection has been performed by using a set of guidelines jointly produced by the German Federal Ministry for Economic Cooperation and Development (BMZ), the German Agency for International Cooperation (GIZ) and the International Labor Organization (ILO), responding to the needs of practitioners engaged in similar research activities. The Matrix template developed has been adjusted to fit the specific contexts investigated, and subsequently used as a tool to assess and compare the different value chains individuated by each research team (see Annex I).

Figure 1: Research approach employed



At this point, the key step has been related to crossing the local training needs with key competence areas as defined by the rural social innovation model.

On the basis of Orste *et al.* and Peters *et al.* (see page 8), six dimensions have been singled out: five of them are cross-cutting, and only one is sector-specific, since the intention is to attract and train beneficiaries who are potentially interested in working in other sectors or who could have experience in other sectors.

They are:

- 1) Entrepreneurial/Managerial Empowerment: Entrepreneurship can be defined as a collection of formalized teachings that informs, trains, and educates anyone interested in participating in socioeconomic development through a project to promote entrepreneurship awareness, business creation, or small business development (UNESCO/ILO, 2006). It has been selected with the aim to identify and support the business potential of the region and contribute to its further development, fostering economic and management culture in the agri-food system.

- 2) Digital Empowerment: Digital literacy consists of equipping people with ICT concepts, methods and skills to enable them to use and exploit ICTs. The related concept of information literacy consists of providing people with concepts and training in order to process data and transform them into information, knowledge and decisions. It includes methods to search and evaluate information, elements of information culture and its ethical aspects, as well as methodological and ethical aspects for communication in the digital world (ITU, 2010). In this sense, this area aims to understand and improve the level of digitalization that characterizes the local contexts, providing basic digital skills, become even more crucial during pandemic.

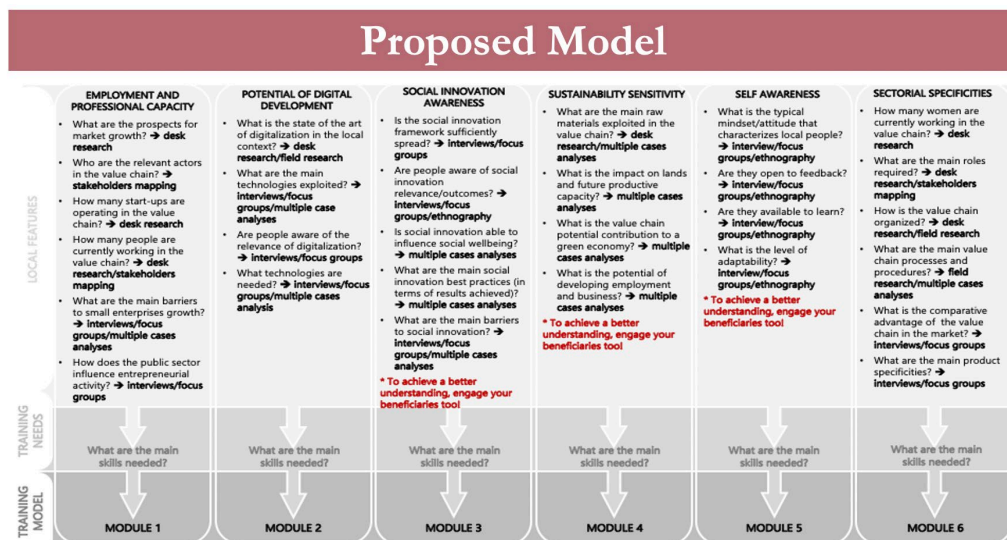
- 3) Social Innovation Awareness: According to the Stanford Graduate School of Business, social innovation is the process of developing and deploying effective solutions to challenging and often systemic social and environmental issues in support of social progress. Consequently, solutions often require the active collaboration of constituents across government, business, and the nonprofit world. So, such module has been introduced with the aim is to understand the level of awareness for what concerns social innovation in the local context and to underline its potential in the agricultural world.

- 4) Sustainability Sensitivity: According to UNESCO (2016), people, in every part of the world, must plan for, cope with, and find solutions to issues that threaten the sustainability of our planet. Involving the three spheres of environment, society and economy, education for sustainable development (ESD) can assist people to understand and address the global issues that affect the sustainability of communities and nations. Through this dimension, the aim is to foster local sensitivity to sustainable dimensions, allowing participants to manage the circular economy approach in the food process, preserving the natural resources.

- 5) Community Empowerment: According to the Technical Education and Skills Development Authority (TESDA), this kind of training helps to address the specific needs of a local community. So, this area has been introduced to retrace and foster people's self-awareness in the local context, especially for what concerns women's condition and labor rights.

- 6) Sector Specific Training: this area is vertically focused on the value chain(s) selected in the local context.

Figure 2: Proposed training model dimensions



The decision to focus on such dimensions has also been validated through the analysis of several existing training programs and projects in the field of rural social innovation.

A content analysis of 14 programs and projects was performed with the aim to describe their structure and make interferences among topics covered. Then, only 9 programs and projects have been identified on the basis of the following criteria:

- We exclusively focused on post-graduate training and coaching programs;
- The most initiatives selected are addressed to young people;
- These projects are aimed to foster and improve employability opportunities at local level.

The intention was to trace best practices by analyzing instruments adopted and results achieved.

Even if research units were free to change and identify different dimensions, in order to better meet their local training needs, the next chapters display a good level of homogeneity in the structure of training models proposed at the local level.

Figure 3: Adapted model for the 'Agent for creation' (entrepreneurial) profile

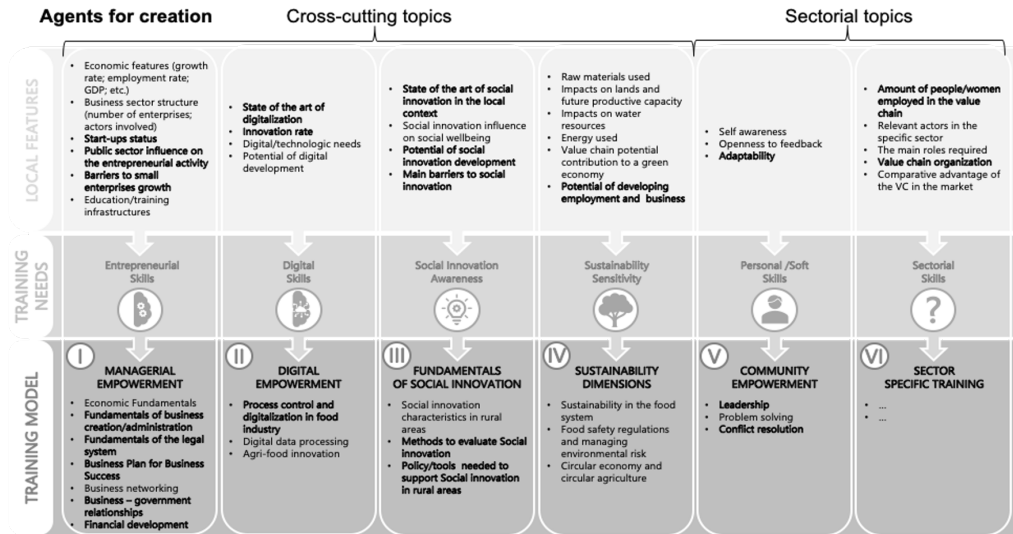
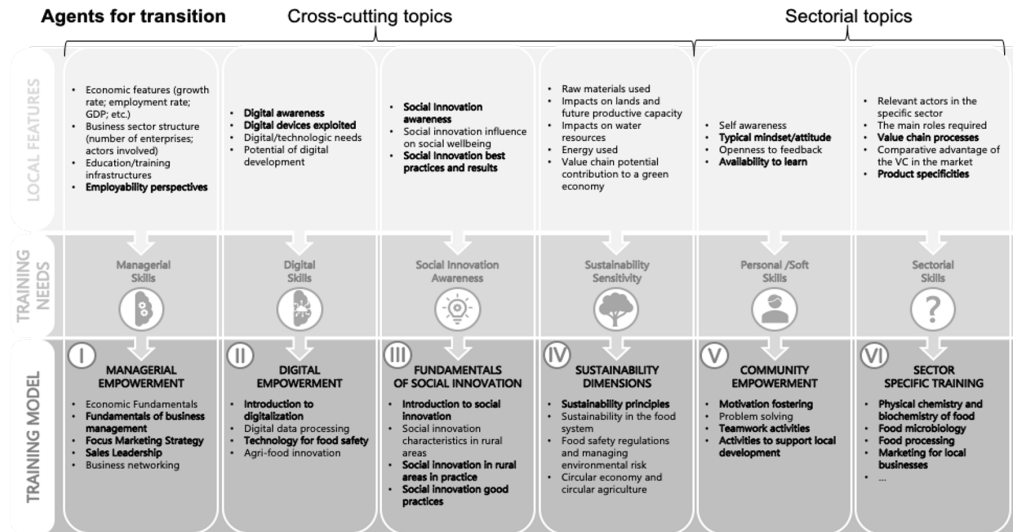


Figure 4: Adapted model for the 'Agent for transition' (employability) profile



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Annex I – The Value Chain Matrix

Development of training model for InnovAgroWoMed Project												
Selection matrix of value chains												
KEY SELECTED AND ADDITIONAL CRITERIA *	Questions from the guides	Weight of the criterion in the total%	Value chain 1			Value chain 2			Value chain 3			
I	Employment and professional integration capacity, Employability of job seekers	35,0%	Note	Weighted total score	Rationale for rating	Note	Weighted total score	Rationale for rating	Note	Weighted total score	Rationale for rating	
1	Market demand outlook (local and / or export)	What are the prospects for market growth?	6,0%		0	0		0	0		0	0
		Is there unmet (seasonal) demand? Are traders / customers ready to consume more products / services?	5,0%		0	0		0	0		0	0
		Is it possible to substitute local productions for imports?	4,0%		0	0		0	0		0	0
2	Opportunities for job creation	How many people (men / women) are currently working (employees or self-employed) in the value chain (the sector)? (estimate)	10,0%		0	0		0	0		0	0
		Is the training infrastructure (including professional one) and apprenticeship in the region in line with the job opportunities offered by the value chain?	10,0%		0	0		0	0		0	0
		Can the potential and / or proven job positions in the sector correspond to job seekers (registered or unregistered) with a low level of education (school dropout)?	7,0%		0	0		0	0		0	0
		What are the prospects for growth and the possibilities for job creation?	8,0%		0	0		0	0		0	0
3	Comparative advantage of production. Level of competitiveness (compared to competing producers)	What are the unit production costs against the benchmark? Can the product be offered to the buyer / consumer at attractive prices?	5,0%		0	0		0	0		0	0
		What are the other (dis) comparative advantages of the product / VC in the markets, national and export? For example, product differentiation, innovation, product quality, standards / labeling, image, proximity to markets, etc.	5,0%		0	0		0	0		0	0
4	Social Innovation potential	Is the VC characterized by the presence of shared roles and integration between actors of the chain, consistently with the social innovation approach?	15,0%		0	0		0	0		0	0
		Could circular economy logics be retraced in the VC?	5,0%		0	0		0	0		0	0
		Is the value created in the VC able to generate shared outcomes for our target group (women NEET) in terms of, for instance, improvement of community outcomes (i. e. social engagement & participation), access to agrifood products and other resources, access to job networks, etc.	20,0%		0	0		0	0		0	0
TOTAL EMPLOYMENT				0		0		0		0		

KEY SELECTED AND ADDITIONAL CRITERIA *	Questions from the guides	Weight of the criterion in the total%	Value chain 1			Value chain 2			Value chain 3		
II Perrenity & Durability		15,0%	Note	Weighted total score	Rationale for rating	Note	Weighted total score	Rationale for rating	Note	Weighted total score	Rationale for rating
5 Impact of value chain functions on the environment	Does the VC have an impact on lands and on the future productive capacities of these lands? If so, what is this impact? What are the (natural) raw materials used in the VC?	10%		0	0		0	0		0	0
	What impact does the VC have on water resources (consumption, pollution, quantity / quality)? What type of energy is used and how much?	5%		0	0		0	0		0	0
		10,0%		0	0		0	0		0	0
		10%		0	0		0	0		0	0
6 Impact of the environment on the functions of the value chain	How vulnerable is the VC (or particular parts of the VC) to climate change or a degraded environment? To what extent is the VC able to overcome the negative effects of climate change? (risks for the VC and sensitivity of the VC)	5,0%		0	0		0	0		0	0
	Are VC actors able to adapt? (their adaptability determines the severity of the risk)	5%		0	0		0	0		0	0
		10,0%		0	0		0	0		0	0
7 Ecological opportunities	What is the potential of the VC for products and / or services contributing to a green economy?	15,0%		0	0		0	0		0	0
8 Duration of the intervention	What are the prospects for the sustainability of the intervention in terms of employment and business development?	30,0%		0	0		0	0		0	0
TOTAL SUSTAINABILITY				0			0			0	

KEY SELECTED AND ADDITIONAL CRITERIA *	Questions from the guides	Weight of the criterion in the total%	Value chain 1			Value chain 2			Value chain 3		
III Inclusion and sensitivity to vulnerability		25,0%	Note	Weighted total score	Rationale for rating	Note	Weighted total score	Rationale for rating	Note	Weighted total score	Rationale for rating
9 Prospects for the integration of women	Do women's groups have a (possible) function in the VC? If so, specify the groups and functions / roles. Is the number of women active / employed in the VC relatively high? What groups are they from?	5%		0	0		0	0		0	0
	Do women's groups exercise control over equipment, goods and sales revenue? What are the obstacles preventing women from accessing productive resources?	10,0%		0	0		0	0		0	0
		10,0%		0	0		0	0		0	0
		10%		0	0		0	0		0	0
10 Prospects for the integration of young people	Do young groups have a (possible) function in the VC? If so, specify the groups and functions / roles. Is the number of young people active / employed in the VC relatively high? What groups are they from?	5%		0	0		0	0		0	0
	Do youth groups exercise control over equipment, goods and sales revenue? What are the obstacles preventing young people from accessing productive resources?	10%		0	0		0	0		0	0
		10%		0	0		0	0		0	0
	What are the obstacles preventing the youngest (<25 years) from accessing productive resources?	10%		0	0		0	0		0	0
		10%		0	0		0	0		0	0
11 Working conditions	What are the health and safety risks for contractors and VC workers (at different stages / in different functions)? Are undecent working conditions or forced labor present in the VC? If so, at what level and in which activities?	5%		0	0		0	0		0	0
		5%		0	0		0	0		0	0
12 Impact of the value chain on surrounding communities	Is there a risk that the VC will cause or be subject to social conflicts or social tensions? If so, explain how and why.	10%		0	0		0	0		0	0
TOTAL INCLUSION				0			0			0	

KEY SELECTED AND ADDITIONAL CRITERIA *		Questions from the guides	Weight of the criterion in the total%	Value chain 1			Value chain 2			Value chain 3		
IV	INSTITUTIONAL and Economic Dynamics		25,0%	Note	Weighted total score	Rationale for rating	Note	Weighted total score	Rationale for rating	Note	Weighted total score	Rationale for rating
13	Promotion policies and regulation of the sector exist and are in force	Are (promotional) policies and regulations for the sector in place and are they implemented / enforced?	5,0%		0	0		0	0		0	0
		Are the public authorities providing tangible support or can we hope for such support? If so, describe and provide evidence of this support.	5,0%		0	0		0	0		0	0
		What are the main social outcomes pursued by public policies?	10,0%		0	0		0	0		0	0
14	Shape of local culture in terms of civic engagement and collective action	Are there donors/investors available to collaborate in the VC, for instance being involved in fundraising activities?	5,0%		0	0		0	0		0	0
		To what extent is the non profit/third sector present and actionable in the VC?	10,0%		0	0		0	0		0	0
		Are chain actors open to discussion and cooperation? Why?	10,0%		0	0		0	0		0	0
		Are private-public-nonprofit networks in place, or can they be activated? If so, describe the role they play.	15,0%		0	0		0	0		0	0
		Are there interaction places (physical or virtual) for players engaged in social innovation processes? (start up incubators, open platforms, etc)	10,0%		0	0		0	0		0	0
		Do VC players share a common culture/common values in terms of civic engagement and collective action (with a focus on women's inclusion)?	10,0%		0	0		0	0		0	0
15	Necessity and justification of public investments	What cannot be solved by the market / private sector? Why is public investment necessary? What difference will these public investments make?	5,0%		0	0		0	0		0	0
16	Feasibility of the intervention	Are the organizational capacities of the actors sufficient to carry out the tasks to come?	10,0%		0	0		0	0		0	0
		Are there sufficient business support services to improve quality at different stages of the VC, and are they affordable?	5,0%		0	0		0	0		0	0
TOTAL ECOSYSTEM					0			0			0	
TOTAL (maximum score = XX points)					0			0			0	

2. Training needs and new skills sets in Sicily, Italy

Letizia Portera, Caterina Impastato, Manfredi Trapolino (CESIE)

Introduction

CESIE is a European Centre of Studies and Initiatives established in 2001 in Palermo, Italy, with the view to promote cultural, social, educational and economic development addressing diverse social needs and challenges. Meaningfully connecting research and action through the use of innovative learning approaches based on both informal and non-formal education methods, CESIE greatly promotes the active participation of people, civil society and institutions while always valuing diversity and participation at the local and international levels, including the Euro-Mediterranean region where cross-border cooperation is key to bridge the existing gap in social and economic development. This is particularly true in the agri-food sector, an industry which is intrinsically linked to the cultural identity of the area, showing a substantial level of untapped potential in terms of innovation and growth.

In Sicily, where the agri-food sector is characterized by relatively high levels of growth and very low levels of women participation, the implementation of the training phase will start in 2021 and will target a total of 35 women. While the two identified job profiles are structured based on the unaddressed needs, essential qualifications and required professional profiles in the regional job market, and articulate along both employment (agents for transition) and entrepreneurial (agents for creation) paths, the establishment of contacts and cooperation agreements with potential employers and stakeholders supporting the set-up of new agri-food businesses gives operational concreteness to the learning offer, in the attempt to alleviate existing socio-economic and cultural constraints.

2.1 Desk Research

With regard to its socio-economic development, it is worth premising that while the impact of the global crisis generated by the Covid-19 pandemic is yet unknown, the consulted reports and statistics indicate that Sicily is still suffering the consequences of the 2008 global financial crisis and lags behind the vast majority of EU and Italian regions.

2.1.1 Local context

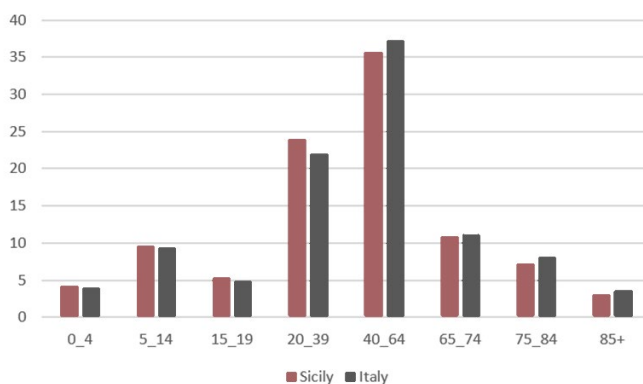
This section presents a general overview of Sicily's socio-economic situation. The information presented is extracted from the most recent official European and national statistical reports and summaries, which use data of Eurostat and ISTAT covering the years 2018 and 2019. For most of the issues investigated, specific data on Sicily region are available, in some cases instead, the statistics refer to the group of the Southern regions or to the two major islands, Sicily and Sardinia.

Population Distribution

Sicily is the largest island in the Mediterranean Sea and also the largest region in Italy, with an extension of 25.714 square kilometers. (Eurostat, 2019). It is an autonomous region and Palermo, its capital, is the largest town of the island with its 658.403 inhabitants (ISTAT, 2019).

According to ISTAT, in January 2019 in Sicily there were 4.999.891 registered inhabitants, equal to 8.3% of the Italian population. Looking at the data by age, there is a slight prevalence of young people compared to the national average, in particular those aged between 20 - 39 (24% against 22% percent nationwide) for which the highest incidence can be found in the municipality of Acate (province of Ragusa). Considering younger age classes (from 0 to 4 years, from 5 to 14 years and from 15 to 19 years) the distance from the national figure is less marked. Among the provincial capitals, there is the lowest incidence of young people in Enna (a city located in the central part of Sicily), with the greatest difference compared to the regional average, especially in relation to children up to 9 years old. On the other hand, the incidence of people aged 75 and over is lower than the national figure (10.3% against 11.7% in the country).

Figure 1 - Percentage of resident population by age group, 1st of January 2019. Sicily and Italy.



Source:

data for the territory, Sicily Region.

ISTAT, Statistical

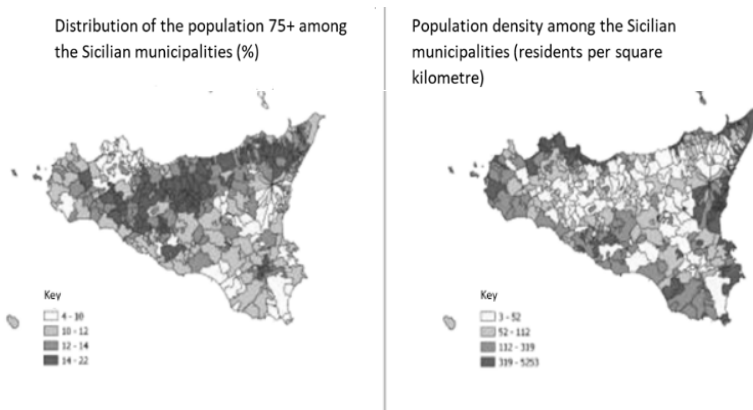
Figure 2 - Resident population by age group and province, 1st of January 2019

Territory	Total	AGE CLASSES								Totale
		0-4	5-14	15-19	20-39	40-64	65-74	75-84	85+	
Trapani	430.492	3,9	9,0	5,4	23,5	35,4	11,2	8,1	3,4	100,0
Palermo	1.252.588	4,4	10,0	5,4	24,1	35,5	10,8	6,9	3,0	100,0
Messina	626.876	3,8	8,7	4,8	22,8	36,8	11,6	7,9	3,7	100,0
Agrigento	434.870	3,9	9,4	5,6	23,8	35,3	10,9	7,7	3,4	100,0
Caltanissetta	262.458	4,0	9,7	5,7	24,4	35,2	10,6	7,3	3,1	100,0
Enna	164.788	3,6	8,9	5,5	23,7	35,4	11,3	8,1	3,6	100,0
Catania	1.107.702	4,6	10,1	5,4	24,7	35,6	10,4	6,6	2,8	100,0
Ragusa	320.893	4,4	9,8	5,3	25,1	35,1	10,1	7,1	3,0	100,0
Siracusa	399.224	4,1	9,4	5,1	23,7	36,3	11,3	7,3	2,8	100,0
Sicilia	4.999.891	4,2	9,6	5,3	24,0	35,7	10,9	7,2	3,1	100,0
Italia	60.359.546	3,9	9,3	4,8	22,0	37,2	11,1	8,1	3,6	100,0

Source: ISTAT, Statistical data for the territory, Sicily Region

Nonetheless, the population aged 75+ is on average much higher in some municipalities, mainly located in the central-northern area, such as Blufi (22.1%), Bompietro (21.3%) and Sclafani Bagni (20.5%). A marked weight of this age class characterizes the population living in the municipalities of the north-eastern side, and in particular in the mountain ones: these include Basicò and Limina (20.5%). Moving to the provincial capitals, for half of them the figure is in line with the regional average, the other half exceeds it, reaching the maximum value in Enna (11.8%) which is aligned with the national average. Among the Sicilian capitals, in the municipality of Palermo there is the lowest incidence of people over 75 (9.5%). The population density (Figure 3) is higher in the metropolitan areas of Palermo and Catania.

Figure 3 - Sicilian municipalities: incidence of the population 75+ and population density (2019)



Source: ISTAT, Statistical data for the territory, Sicily Region

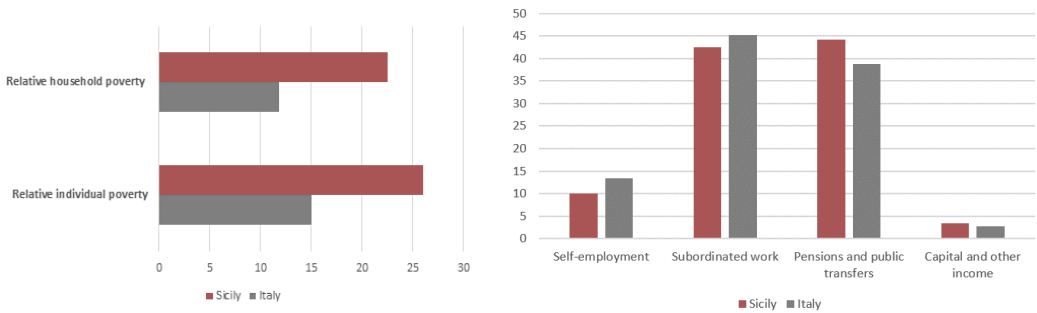
Economic context and Income levels

In terms of economic development, Sicily is positioned at the bottom of the national and European statistics. In 2017, while the GDP per capita in Purchasing Power Standards (PPS) was on average € 17.700, among the second lowest in the country, corresponding to 61% of the Italian GDP PPS per capita (€ 28.900), the regional GDP per capita was 59% of the average GDP in the whole European Union (€ 30.000). Looking at the trend, over the period 2008-2017, this particular indicator registered a negative growth rate of -0.34% (Eurostat, 2019).

A closer look at the regional economic system performance (gross added value) reveals that **the Island was the first Italian region by number of agricultural businesses born in 2019** (Movimprese, 2019).

With reference to the households' economic conditions, in 2018 the relative poverty indicators were significantly higher than the national ones, signaling a lack of equity in the distribution of expenses (and therefore of income). While the incidence of relative household poverty almost doubled the national average (22.5% against 11.8% in Italy), the incidence of individual relative poverty was much higher than the country as a whole (24% and 15%, respectively) (ISTAT, 2019).

Figure 4-5 - Relative poverty rates/ Households by main source of income. 1st of January 2019. Sicily and Italy



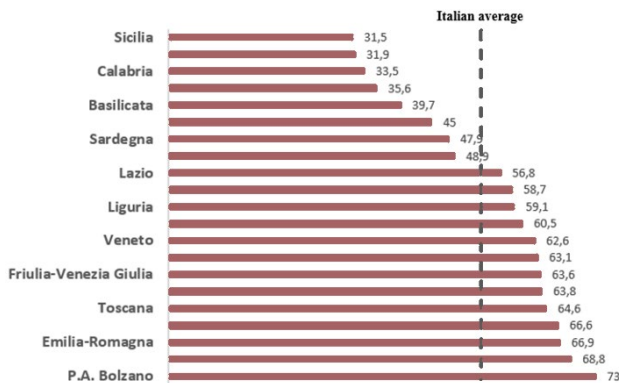
Source: ISTAT, Statistical data for the territory, Sicily Region

Role and condition of women in society

At the national level, gender equality it is still far from being reached, especially in the labor market. Italy is, in fact, in the second last place in Europe in terms of female employment rate whereas the Mezzogiorno is increasingly far from the EU average. Strong gender disparities affecting the labor market as a whole and which are reflected not only on the employment situation, but also on career opportunities and salary levels, is always lower than those of men. A situation that is felt more strongly and dramatically in the Southern regions, where the division of labor within families is strongly dichotomous, resulting in structurally low female participation in the job market.

Sicily, together with Basilicata, Puglia, Calabria, Campania occupies the last positions in terms of female participation in the labor force, presenting employment rates that are around 30-35%, with over 30 points less than the European average (Figure 6). The main factors contributing to this disadvantage are: lack of job demand, already penalizing for men, low skills valorization, job segregation and increase of involuntary non-standard work.

Figure 6 - Percentage of women employed out of the total female population aged 20 to 64 in the Italian regions (2018)



Source: ISTAT data, elaboration of agi - Openpolis

To further aggravate the situation, the expansion of a very serious work emergency that affects, in particular, the younger generations. In particular, the number of employed individuals aged between 15 and 34 years is reduced by over 769 thousand units (-26.4 %), together with those of the middle classes, while people with 50 years and over (+70.7%) are definitely growing. This condition is the result of the constant increase in part-time work (+22.8%), to the detriment of full-time work, the protagonist of a decrease of -1.3%. It is not a free choice to resort to non-standard employment contracts, but a consequence of scarcity of full-time job offers. As for the women, those employed with involuntary part time increased by 939 thousand units in the decade, equal to + 97.2%.

The Italian welfare state is weak and labor policies is unable to support women. This activates a dangerous vicious circle linked to the impossibility of reconciling the times of working and family life, weighs heavily on the low participation in the female labor market. On the one hand, the scarcity of work, low wages and the general condition of economic emergency, negatively affect the average household income, less and less adequate for the request for private services for children; on the other, these factors also have a profound effect on certain social behaviors, such as, for example, the reduction in the fertility rate of Italian women.

In addition, data collected show that in the South only a third of the Municipalities offer nursery schools, covering just 5.4% of children under the age of 3, compared to 17% of the central-northern regions.

Looking specifically at the female condition in the agri-food sector, it emerges that in Italy there are **over 600.000 women at the helm of an agri-food company, representing 29% of the total supply chain**. The sector is in third place among those with the highest concentration of women (18%) of total labor force, after trade and services. However, there are still significant barriers to their professional affirmation in the sector, such as the difficulty of accessing credit and reconciling work and family, the lack of proximity services in rural areas, the unpreparedness of the market for innovation, the weak connection with the research world, and the lack of accessible and adequate training courses (SWG, 2019).

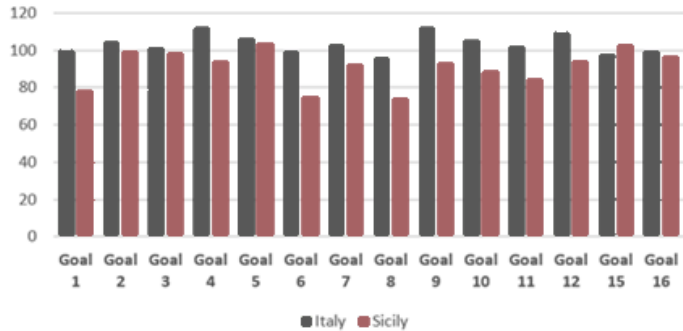
Sustainability dimension

The **Italian Alliance for Sustainable Development** (ASviS) has recently published a report tracking annual progress of each Italian Region towards a sustainable path. Available data have been combined to carry out an analysis of improvements made by Sicily between the period 2011 – 2017. Overall, Sicily scores below the Italian average on sustainability although a significant improvement over the last decade can be observed for most of the Goals selected as shown in Figure 7. The remarkable efforts made to tackle the many root causes of discrimination that still curtail women's rights in private and public spheres led to significant achievements on Goal 5 (gender equality), mainly because of higher quotas of women elected to the Regional Council, an increasing feminization rate of the employment and a larger number of women obtaining a degree between 2011 and 2017. According to the ASviS' report, Sicily shows a consistent advancement also on Goal 12 (responsible consumption and production). The significant positive variation compared to 2011 is not directly imputable to agricultural modernization and new industrialization processes, but rather to the reduction of food waste and production losses, together with a more efficient municipal waste management at the regional level.

When it comes to Goal 2 (zero hunger), which is strictly related to the implementation of sustainable practices under a multi-stakeholder approach throughout the agricultural value

chain, an ever-increasing positive trend can be observed except for a slight decrease in 2017. Furthermore, moderate improvements have been made on Goals 4 (quality education) mainly because of the higher percentage of graduates among the age group 30 – 34, as well as on Goals 9 (industry, innovation and infrastructure) and 10 (reduced inequalities), but still falling well below the national average. The reasons for this discrepancy are, on the one hand, the lower added value of the manufacturing sector compared to the total economy and the lower number of researchers per 10,000 inhabitants and, on the other hand, the higher level of disposable income inequality and the higher risk of poverty.

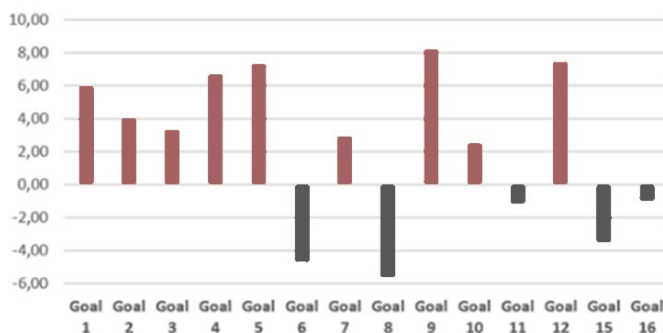
Figure 7 - Comparison of SDGs improvements in Italy and Sicily (2017)



Source: own elaboration based on ASviS data

Despite the widespread progress described demonstrates that sustainability considerations are at the core of regional decision-making processes almost in every sector, there is still room for improvement in specific areas, such as the one covered by Goal 8 (decent work and economic growth), that shows the most negative variation compared to 2011. This is mainly attributable to echoes of the financial crisis leading to higher unemployment rate and the increase in the share of involuntary part-time workers. Focusing more on the environmental dimension of sustainability, it has to be noted a negative trend for what concerns Goal 6 (water & sanitation) since almost 36% of households complain about irregularities in water supply, but most importantly Goal 15 (life on land). At this respect, cause of concern is the increase of both land fragmentation and land coverage practices across the Region, which are complementarily used to measure progress on this Goal, growing by 3% and 0.2% compared to 2011, respectively. The former is a phenomenon occurring when a household operates a number of owned or rented non-contiguous plots at the same time. This practice represents, therefore, a major threat to efficient production systems since continuous subdivision of farms leads to small-sized land holdings may be hard to economically operate, as well as environmental conservation efforts given that farming practices that do not allow the land to periodically lie fallow are among the main causes of landslides. The latter measures the loss of key environmental resources due to the occupation/conversion of agricultural areas caused by industrialization and urbanization processes.

Figure 8 - Variation of selected composite indicators in Sicily between the period 2011 - 2017

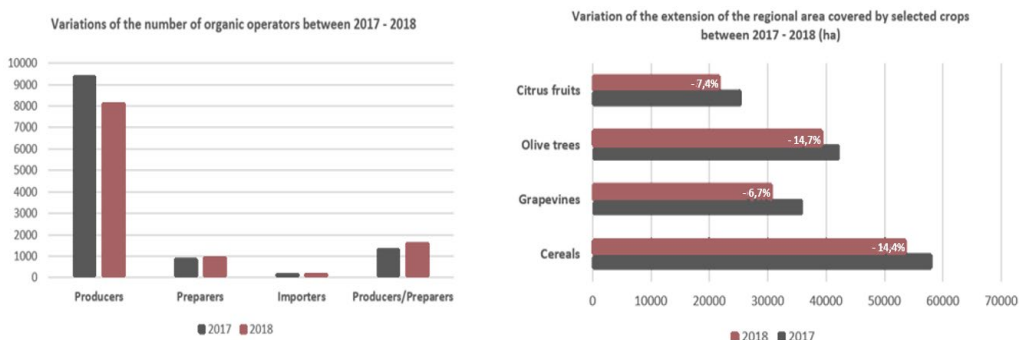


Source: own elaboration based on ASviS data

The increasing attention paid by citizens on sustainable consumption and production patterns both at the regional and national levels is one of the key reasons for Italy being on the right track to ignite a shift towards a more sustainable society: according to a recent study published by Ipsos in 2019, 9 out of 10 Italians are in favor of a public intervention penalizing non-recyclable products.

Broadening the focus to the concept of corporate social responsibility, the study conducted by Ipsos (2020) reveals there is greater public engagement on sustainable practices and behaviors: more than 71% of the Italian population, in fact, are aware of the different dimensions of sustainability while 74% argue that companies must consider the consequences of their business on society and the environment.

Figure 9 - Variation of n. of organic operators and extension of area covered by selected crops in Sicily between the period 2011 - 2017



Source: own elaboration based on data from the National Organic Farming Information System (Sinab)

2.2 Field Research

2.2.1 Stakeholder mapping

The Sicilian agri-food system is made of many actors belonging to different categories and operating among various supply chains. An effort was made in order to represent most of the groups that are relevant to the purposes of the project.

The categories of stakeholders involved are:

1. Public authorities at regional level
2. Local Action Groups (LAGs) (public/private partnerships)
3. Research entities and institutions
4. Trade unions, workers and/or professionals association
5. Firms and cooperatives of the agri-food sector

The field research was based on the qualitative data collection method of the in-depth interviews and progressed in two main phases. The first phase consisted of conducting three interviews with key regional stakeholders from the agri-food sector representative of three categories: public administration, research sector and association of women farmers.

These preliminary in-depth interviews were carried out with the aim to collect information on the most important supply chains of the region, about women participation in the agri-food sector, collecting information about their training needs and start outlining the most requested job profiles.

The information collected was used to carry out a preselection of regional supply chains which were subsequently processed using the GIZ matrix (see the paragraph "Value Chain selection process: the BMZ/GIZ Matrix" below). The result of this analysis led to the choice of two supply chains that were at the center of the discussion in the second round of interviews. The first interviews and the results of the desk research were also used to reflect about the training needs of women in the agri-food sector and with respect to the two sectors identified.

In addition to this, two professional profiles were identified, one for subordinate work and one for the entrepreneurial profile, and started to structure the contents of the training.

In the second phase of the field researcher, which was conducted after having selected two value chains and the two job profiles, it was addressed to a second and broader group of stakeholders, this time the categories of stakeholders included also to firms and cooperatives, GALs, chamber of commerce and consultancy firm.

Stakeholders involved (see Annex I for more information about the stakeholders):

- Regional Department of Agriculture, Rural Development and Mediterranean Fisheries

One of the most relevant actors of the public sector in the agri-food system, with its three departments and numerous services, the Regional Department of Agriculture is responsible for the management of the Rural Development Program of Sicily, indicating the lines of

intervention for the development of the rural territories, according to the objectives of the policies of the EU and the needs of the regional context.

Expected contribution to the project: potential facilitation of direct contact with key regional stakeholders; project endorsement.

-Italian Farmers Confederation (CIA) and Donne in Campo

The CIA is one of the largest trade organizations in Europe that works for the improvement and enhancement of the primary sector and for the protection of the conditions of its employees. It is in Sicily with a regional headquarter and numerous provincial offices. Donne in Campo, headed by CIA, is an Italian Association of women entrepreneurs and women working in the agriculture sector. It has a regional office in Sicily.

Expected contribution to the project: potential engagement of participants to the training program/ traineeship hosting organizations.

-CORERAS - Consorzio Regionale per la Ricerca Applicata e la Sperimentazione

This Consortium, within the framework of the guidelines determined by the Regional Council for Agriculture and Forests, pursues the development and modernization of the agri-food, agro-industrial and agro-environmental systems of Sicily, through activities of applied research and experimentation in favor of the different phases of the supply chains and systems.

Expected contribution to the project: potential involvement as trainers; engagement of participants to the training program/traineeship hosting organizations.

Thanks to the data provided by Coreras it emerged as the most important supply chains from an economic and employment point of view are for the current year:

- Fruit and vegetables: Turnover (700 million per year), Area (58,000 hectares, or 17% national figure), Production (11 million quintals), Number of farms (14130, since the horticultural company is the one that requires the most manpower and, therefore, employs the largest number of people.
- Winery: Turnover (600 million of which 102 export), Area (17% national data), Number of farms (52000 of which 46500 wine grapes), Production (4.3 hectoliters).

Between October and November, the research team conducted the second round of in-depth interviews. This time the focus of the interviews was the validation of the choice of the professional profiles identified (entrepreneur and agri-food processing operator) and the skills needed to succeed in these areas in the regional job market.

Local Action Groups

In Sicily there are 23 LAGs, public/private partnerships representative of the various socio-economic realities of the territory and, in particular, of the sectors affected by the local development strategy envisaged and illustrated in specific Local Development Plans (PSL). Each of the LAGs has a partnership made up of private members (representatives of the

economic and social context such as businesses, associations, simple citizens) and public partners (municipalities, schools and universities, other territorial entities).

-ELORO

Expected contribution to the project: facilitating direct contact with participants and potential trainers/hosting enterprises; project endorsement.

-KALAT

Expected contribution to the project: facilitating direct contact with participants and potential trainers/hosting enterprises; project endorsement.

PID - Punto Impresa Digitale Camera di Commercio Palermo ed Enna

PIDs are services located at the Chambers of Commerce dedicated to the dissemination of the culture and practice of digital diffusion in the MPMEs (Micro Small Medium Enterprises) of all economic sectors.

Expected contribution to the project: discussed about the possible activation of a protocol of collaboration with them for the training program.

Le Donne del vino

Donne del vino is a national association, founded in 1988, which promotes the knowledge, culture of wine and the role of Italian women in entrepreneurship. The regional delegate for Sicily is also manager of the Sicilian winegrowing cooperative Cantine Settesoli.

Expected contribution to the project: facilitating direct contact with potential trainers/hosting enterprises.

Valdibella

Valdibella is a cooperative of organic farmers. The project envisages the cultivation of the land and human relations in respect of natural and social balances. They work alongside the Salesian Ithaca community that takes care of young disadvantaged people promoting their integration into the job's world.

Expected contribution to the project: potential hosting cooperative/training provider.

Food forest

Food forest is a novel sustainable and social agriculture project. It settles in land confiscated from the mafia where a multifunctional cultivation is planted, on the commercial side, the purpose of the food forest is to invest in the direct relationship between producer and consumer.

Expected contribution to the project: potential hosting cooperative/training provider.

Pasta Bia

Pasta Bia is an artisan pasta factory that produces pasta with only Sicilian grains, respecting sustainability and innovation criteria.

Expected contribution to the project: potential hosting cooperative/training provider.

Lo Scirocco srl

Lo Scirocco srl is an outsourced executive sales management specialized in the agricultural field which operates in Sicily and abroad.

Expected contribution to the project: facilitating direct contact with potential trainers/hosting enterprises.

In order to facilitate the identification of the training needs for the two different professional profiles identified and then the structuring of the training model, the information collected has been organized in six specific areas of interest:

Managerial empowerment

a) Entrepreneurial profile (agent for creation)

In the regional agri-food sector, the majority of active businesses take the form of small & medium enterprises (SMEs) and cooperatives, typically combining ownership as well as managerial and financial control in one person. Throughout the interview process, it has been widely recognized the need for a future entrepreneur to not only get acquainted with basic concepts of economics, law, and management studies, but also to work on their metacognitive skills and be able to autonomously access credit, which stands out as a key element to deal with both a contracted local economic and financial environment and a patriarchal social structure.

b) Employment path (Agents for transition): agri-food processing operator

From the stakeholders' interviews, and in particular from those addressed to the managers of farms, wineries and agricultural cooperatives (Valdibella, Food Forest, Settesoli), it emerged that one of the training needs for the employees involved in the product processing, and linked to the sphere of management, is knowing the work of other departments or teams of the enterprise, including administration, sales, production, storehouse, as these phases also affect the transformation phase.

Digital empowerment

a) Entrepreneurial profile (agent for creation)

Digital communication and digital marketing proved to be essential in the time of Covid-19 and will continue to be so in the future. As reported by Scirocco s.r.l., for an agri-food entrepreneur, essential competence is the digital competence not only basic, but also preparatory to the access and positioning of any company in the field of e-commerce.

b) Employment path (Agents for transition): agri-food processing operator

More than the acquisition of generic information and skills data literacy, this module aims to fill a gap in practical skills.

Social and Technological Innovation

a) Entrepreneurial profile (agent for creation)

Companies in the agri-food sector today are called to rethink their model by focusing on innovation, community well-being and sustainable development. Some of the stakeholders interviewed (especially the Valdibella and Settesoli agricultural cooperatives) highlighted how this work also leads to community development. This is why the module aims to introduce training participants to different types of innovation related to the agricultural world.

b) Employment path (Agents for transition): agri-food processing operator

The peculiarity of the Sicilian agri-food sector is represented by the fact that finding a balance between innovation and tradition is key to thrive locally while opening up to new markets. At this respect, Pasta Bia stressed the importance for a processing operator to acquire specific skills to be able to work with new machineries that perfectly replicate traditional ways of processing fruits and vegetables while achieving high quality standards more efficiently.

Sustainability

a) Entrepreneurial profile (agent for creation)

A future entrepreneur in the agri-food sector should be prepared to deal the multifaceted EU policy framework, which strongly supports sustainable, circular and innovative value chains. This translates into the need to gain knowledge and hands-on experience of organic production and alternative business models inspired by the principles of seasonality and circular economy, focusing not only on optimization, but also on organizational transformation and systems building.

b) Employment path (Agents for transition): agri-food processing operator

The theme of sustainability and the circular economy in agri-food is a recurring theme when talking about the future of the Sicilian agri-food economy. It is presented as an essential element of success that young entrepreneurs should look to.

Personal/Soft skills

a) Entrepreneurial profile (agent for creation)

The training needs identified refer to the ability to know how to communicate the company to the public in a second language, and in this sense English language is considered fundamental, but also the ability to know how to tell the company what it does, how it does it and especially because, in an engaging and empathetic way.

b) Employment path (Agents for transition): agri-food processing operator

Soft skills in working life are as important as technical and professional skills acquired with experience.

Sector specific skills

b) Employment path (Agents for transition): agri-food processing operator

That of the agri-food processing operator is a professional profile included in the Catalogue of qualifications of the Sicily Region², updated according to the professional and training needs of the regional production context.

2.2.2 Value chain selection process

Following the desk and preliminary field research phases, a holistic approach integrating economic, social, environmental and institutional criteria has been adopted for the selection of the value chains. To perform the selection, the team made use of a set of guidelines jointly produced by the German Federal Ministry for Economic Cooperation and Development (BMZ), the German Agency for International Cooperation (GIZ) and the International Labor Organization (ILO), responding to the needs of practitioners engaged in similar research activities. The Matrix template developed has been adjusted to fit the specific context of the Sicilian agri-food sector, and subsequently used as a tool to assess and compare the short-listed value chains, namely wine, fruit & vegetable, cereals and processed fish products. The comparison and prioritization of the value chains has been done by assigning different weights to each criterion, giving a score between 1 and 5, and ranking them by their final scores, based on stakeholders' opinions, available facts and statistics, expectations and assumptions. It is important to specify that, despite the scoring and weighting of the evaluation criteria, the process has been mostly based on qualitative information, mainly due to the existing gap in the quantitative analysis.

Selected value chains

Wine

The wine sector is the second most representative sectors of the Sicilian agri-food system in terms of overall turnover (€ 600 million, of which € 102 million in export). It is a driving force for the local economy both for its competitive capabilities on international markets and for the important socio-economic and employment role it plays. The number of active farms as well as the volume of production are, in fact, among the highest at the national level, counting 52000 units and producing 4.3 hectoliters per year.

For what concerns women roles and conditions within the sector, they have acquired more and more visibility over the last decade, occupying important roles in companies, much more than in other chains. In the wine sector, female self-entrepreneurship is already a reality and, according to the relevant stakeholders interviewed, will grow significantly over time. Moreover, unlike the vast majority of the other value chains, there are different companies and associations promoting equality and fairness in wages and behavior.

The Sicilian wine sector also confirms a high-quality level of production, with 23 recognized DOC, 1 DOP (Cerasuolo di Vittoria) and 7 IGT. To ensure a thorough certification process, there are 2 protection consortia carrying out some activities related to the certification of production on behalf of their members by maintaining relations with the indicated third party control body and taking care of projects related to the promotion of the protected product. In this context, private companies are making a major push for more sustainable production practices.

² Catalogue of qualifications of the Sicily Region, professional profile of the agri-food processing operator: Region
<https://reporiodellequalificazioni.siciliafse1420.it/OPERATORE+DELLA+TRASFORMAZIONE+AGROALIMENTARE/aWRwcm9maWxvPTE1>

Fruit and Vegetables

Sicily is a major producer and exporter of fresh fruits and vegetable to the rest of Italy and Europe. Thanks to the favorable climate, as well as the presence of volcanic soils, it is in fact possible to obtain excellent and highly competitive quality productions that have earned numerous Pgi and Pdo certifications, with an offer calendar made very wide by the possibility of carrying out crops both in the open field and in a protected environment.

The value chain plays a key role in the regional economy, with a turnover of € 700 million per year, a production of 11 million quintals and a huge number of active farms equal to 14130 units. The peculiar structure of these companies, which usually employ a minimum of 4-5 individuals, combined with the need to integrate female workers in the processing phase because of the accuracy in the treatment of processed products they guarantee, suggest there are good employment opportunities for women.

Sustainability is certainly the leitmotif of the entire value chain, which is increasingly taking the “organic path” as a way to innovate and give consumers the opportunity to taste good products that are respectful of nature and man. This implies great attention to cultivation and harvesting techniques, choosing authenticity above everything else, and a short supply chain model which is not depersonalized by thousands of intermediate steps.

The extreme pulverization of land ownership, together with the widespread fragmentation of the players in the supply chain, however, produces a sector profitability that is not adequate for the entrepreneurial efforts and the sector's potential. The creation of short supply chains for local markets and the aggregation of horizontal and / or vertical supply chains for domestic and foreign markets could certainly contribute to increasing the added value of the sector, and is already producing interesting results thanks to the Productive districts, instrument of territorial and sectoral governance aimed at boosting competitiveness of regional companies.

Conclusions

Results from the application of the Matrix template suggest to select the **Wine** and **Fruit & Vegetable** value chains for the structuring of the training that is based on two main job profiles – entrepreneur and food-processing operator. Their very high turnover, combined with the different scores assigned along the four dimensions of the Matrix, indicate they are the most attractive value chains in terms of potential sustainable growth as well as opportunities for the employability and specialization of women in the next years.

2.3 Local training needs

On the basis of the results gained from the desk and field research phases, and taking into consideration the different profiles of potential participants, the content and structure of the training modules have been designed in order to address the following needs:

Profile 1: Agent for creation – entrepreneur

Training needs	Relevant module	Main outcome
Acquisition of essential entrepreneurial skills in order to successfully start and run a solid agri-business able to flourish and overcome difficulties specific to the local	Managerial Empowerment	Ability to recognize, evaluate and prioritize opportunities as well as the subsequent capacity to act on those opportunities

<p>context while strategically positioning on the market to cross regional and national borders</p> <p>Capacity to access to credit and other financial opportunities to ensure the sustainability and investment in the business as well as developing new partnership and collaboration</p>		
<p>Acquisition of digital communication and digital marketing skills, which proved to be essential in the time of Covid-19 and will continue to be so in the future.</p> <p>Capacity to narrate the story of the product(s) developing a convincing brand awareness also through the use of digital media and narrative techniques, as storytelling</p>	<p>Digital empowerment</p>	<p>Developed information and data literacy skills.</p> <p>Acquired marketing and communication skills also to support customer loyalty management.</p>
<p>Becoming acquainted about the diversification in the agricultural sector (e.g. activities relating to health care, social integration, community-supported agriculture and environmental and food education) in order to enlarge the opportunities and also the sustainability of the business.</p>	<p>Social & Technological Innovation</p>	<p>Knowledge of different types of innovation related to the agricultural world.</p> <p>Valued the profile of social entrepreneurs and the establishment of business not only oriented to profit but also at relations with the community, at the return that the investment has on the territory and the people involved in the process</p>
<p>To gain knowledge and hands-on experience of organic production and alternative business models inspired by the principles of seasonality and circular economy, focusing not only on optimization, but also on organizational transformation and systems building in line with EU recent policy framework, thus addressing the unsustainability of a large part of the current agri-food production.</p> <p>Acquisition of knowledge about certification process and traceability</p>	<p>Sustainability</p>	<p>Promoted concepts and knowledge related to the different dimensions of sustainability within the agri-food sector with a specific focus on certification and traceability</p>
<p>Strengthening soft skills such as the ability of working with others (e.g. work together and co-operate with others to develop ideas and turn them into action, network or solve conflicts and face up to competition positively when</p>	<p>Soft skills</p>	<p>Increased awareness and skills about the importance of interdisciplinary competences to start and manage a business</p>

<p>necessary, the ability to mobilizing others (e.g. inspire and engage relevant stakeholders, demonstrate effective communication, persuasion, negotiation and leadership).</p> <p>English skills of crucial importance considering the addressed business sector and its international dimension</p>		
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Profile 2: Agent for transition – agri-food processing operator

Training needs	Relevant module	Main outcome
<p>To become acquainted about the overall work functioning of an agri-food enterprise according to the different size, thus knowing how the different functions are distributed and cooperate.</p>	<p>Managerial Empowerment</p>	<p>Developed knowledge about functioning, roles and cooperation mechanisms within a small, medium-size or large enterprise, accordingly</p>
<p>Lack of basic computer skills that can range from the compilation of documents (such as electronic orders, reading of bar codes, etc.) till the use of specific software</p>	<p>Digital empowerment</p>	<p>Acquired basic needed digital skills needed for the addressed job profile according to local context</p>
<p>To become acquainted about social and technological innovation process and tools ongoing in the specific job segment addressed</p>	<p>Social & Technological Innovation</p>	<p>Increased understanding about the importance and relevance of promoting innovation in the sector</p>
<p>Sustainability is one of the major goals to be addressed in the agri-food sector. It is fundamental even for operators to be aware how to use resources, tools and manage process in order to ensure it.</p>	<p>Sustainability</p>	<p>Acquired knowledge of sustainability of production processes and sustainable use of primary resources as far as the work of processing operators is concerned</p>
<p>Soft skills in working life are as important as technical and professional skills acquired with experience. Among these the essential skills, there is the ability to communicate effectively, the ability to work in a group, language skills (English).</p>	<p>Soft skills</p>	<p>Increased key soft skills to work in a business</p>

2.4 Training model

The training model described in this section has been structured by bringing together the results of the various phases of the research conducted in Sicily: the desk research, the two phases of field research that led to interviewing qualified local actors in the agri-food sector and the analysis of the supply chains through the BMZ/GIZ matrix.

The training model presented below is the final version recommended for the Sicilian region within the framework of the InnovAgroWoMed project of the program funded by ENI CBC MED.

The project will achieve two main results in the Sicilian region:

- The launch of one start-up (a prize of 15.000€ will be assigned to the most promising idea);
- The improvement of employability conditions for young women (NEETS). The project aims to find a job of least 80% of the total amount of participants (28 out of a maximum of 35 participants to training activities for the regional context).

In Sicily have been identified two different professional profiles to be developed and for which a unique training course is proposed. Despite this, the training program presents some differentiation of content and structure in order to better respond to the training needs of the participants according to the two professional profiles.

The two learning paths are:

- the entrepreneurial path (Agent for creation), which will train agri-food entrepreneurs;
- the employment path (Agents for transition), which will train agri-food processing operators.

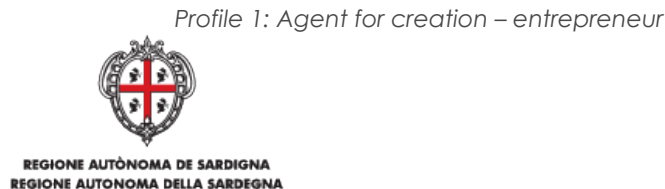
The main difference in terms of content consists in giving more weight to the module dedicated to the Managerial empowerment for the Agent for Creation profile as this area of expertise is considered the focal point of entrepreneurial training. The Agent for Transition profile addresses the same module following a partially different approach, more in line with the needs of this profile.

Differentiation is also proposed with respect to the structure of the training course and the relationship between the part of training delivered in the classroom and that delivered in the field. A fundamental need that emerged from the research is that the Agent for Transition profile needs to spend more time developing Sectorial skills and in practicing in the company, engaging in transformation processes and in the use of specific machinery.

The training program will be composed of:

- a total of 640 training hours;
- 14 coaching days;
- 1 Summer camp in Sicily (full-time for all).

Training hours (total days of training and hours per day) will be specified later on the basis of local features and preferences.



InnovAgroWoMed

Modules	Units	Activities/Methods
<p>Managerial empowerment</p>	<p>UNIT 1: Discover</p> <ul style="list-style-type: none"> The concept of agri-business; forms of business organization/enterprise (pros and cons of individual enterprise - partnership – cooperatives) From a “wish” to a business idea: a step-by-step process (e.g. market survey, novelty of the idea) Manage and taking the risk, focus on metacognitive skills necessary to deal with the outside world (bureaucracy, foreign markets, politics) <p>UNIT 2: Define</p> <ul style="list-style-type: none"> Economic fundamentals (basic principles and notions of macroeconomy and microeconomy) Management skills (business planning & organization, strategy, marketing and communication, accounting, regulatory reference) Fundamentals of the legal system (Codex alimentarius - Common Agricultural Policy (CAP) - Food safety and quality - Hygiene package - National policy framework) <p>UNIT 3: Develop</p> <ul style="list-style-type: none"> Fundamentals of commercial management and sales systems (the different channels) Access to credit & funding opportunities (knowledge of the relevant programs and sources of information both at the European and national levels); incentives & subsidies Importance of networking (GAL, agri-food Districts, consortia to respond to qualitative and quantitative requests) <p>UNIT 4: Deliver</p>	<ul style="list-style-type: none"> Analysis of success stories and seminars with success entrepreneurs Mentoring Simulation of a business plan

	<ul style="list-style-type: none"> Accounting, administrative and legal obligations for the set-up of a cooperative and an e-commerce Relations with suppliers (cost control, contract management, time for completion, etc.) Strategic promotion company products and services in the market and towards customers with the commitment of technologies and marketing solutions consistent with the chosen strategy 	<ul style="list-style-type: none"> Project design workshops, simulation how to apply, etc.
Digital empowerment	<p>UNIT 1: Information and data literacy</p> <ul style="list-style-type: none"> Browsing, searching and filtering data, information and digital content Storing, managing, and organizing digital data, information and content Microsoft Excel as a tool to plan, forecast and monitor activities/performance <p>UNIT 2: Digital communication & content creation</p> <ul style="list-style-type: none"> Offline/online presentation software (PowerPoint, Prezi, etc.) Brand awareness Storytelling techniques Use of social networks E-commerce 	<ul style="list-style-type: none"> Simulation of business presentation
Social & Technological Innovation	<p>UNIT 1: Introduction to innovation</p> <ul style="list-style-type: none"> Types of innovations (e.g. process versus product innovation and social innovation, incremental versus disruptive innovation) R&I: Links and synergies between the private sector and the research world <p>UNIT 2: Social innovation</p> <ul style="list-style-type: none"> Social innovation and social enterprise notion, the profile of a social entrepreneur and the basic models and structures of social enterprises in the agri-food sector Innovative practices and community empowerment: cultural and territorial dimensions Use policy and tools to apply social innovation in rural areas. How to access funding opportunities to support social enterprises in agriculture Identification of community assets <p>UNIT 3: Technological innovation</p> <ul style="list-style-type: none"> Examples and impact of the use of digital technologies (focus on e-commerce) and modern cultivation techniques (e.g. sensors, irrigation, IoT, etc.). Blockchain technology in agri-food systems and possible applications/opportunities. 	<ul style="list-style-type: none"> Case studies of successful social enterprises (for example social cooperatives Settesoli or Valdibella and Food Forest) Field experience through the internship Exercise on how to write a proposal

<p>Sustainability</p>	<p>UNIT 1: Introduction to sustainability</p> <ul style="list-style-type: none"> • Agenda 2030 and Sustainable Development Goals (SDGs) • EU Green Deal & Farm to Fork Strategy • The three pillars of sustainability: economy, society, environment <p>UNIT 2: A sustainable agri-food system</p> <ul style="list-style-type: none"> • Circular economy: concept and possible applications throughout the supply chain (theory and concrete examples of initiatives) • Organic production: methods and requirements • Seasonality and its contribution to health and environmental sustainability <p>UNIT 3: Certification & Traceability</p> <ul style="list-style-type: none"> • The "world" of certifications: Quality labels; Traceability and international standards (focus on UNI EN ISO 22005: 2008) 	
<p>Personal/Soft skills</p>	<p>UNIT 1: Basic English</p> <ul style="list-style-type: none"> • Speaking about myself • Introducing my business • Understanding product & service description <p>UNIT 2: Interpersonal skills</p> <ul style="list-style-type: none"> • Effective communication, persuasion, negotiation and leadership • The concept of emotional intelligence • Teamwork and coordination: how to establish a healthy and productive working environment • Complex problem solving and face up to competition positively when necessary • Networking (how to engage with potential partners/suppliers/PPPs/Public Administration) 	<ul style="list-style-type: none"> ○ Public speaking exercises and simulations ○ E.g. building a case study in which the various profiles are represented, perhaps with video interviews with managers, production managers, oenologists, sommeliers, winegrowers (for example Settesoli cooperative)
<p>Sector specific training</p>	<p>To be defined in a later stage</p>	

Profile 2: Agent for transition – agri-food processing operator

Modules	Units	Activities/Methods
Managerial empowerment	<p>UNIT#:</p> <ul style="list-style-type: none"> • Know the overall picture of the needs of the company (based on the organizational structure and sector, know the entire production line) • Know the phases and figures involved in the company (for example the production planning phase which can also include the cultivation and procurement of raw materials, the management of suppliers, the purchase of packaging containers, administrative part and the operational phase, that of research and development with the development of recipes and product innovation, the figures of the HACCP and quality control manager) • Know the different types of machines and how they the main equipment and machinery for the processing and storage of food products work 	<ul style="list-style-type: none"> ○ Mainly through the internship in the company, the introduction to the different activities and the professionals who work there
Digital empowerment	<p>UNIT#:</p> <ul style="list-style-type: none"> • Basics of informatics (es. electronic orders management ...) • Basic digital skills linked to the product production/packaging (barcodes to be inserted etc. - main software in use in the company) 	<ul style="list-style-type: none"> ○ Practical exercises
Social & Technological Innovation	<p>UNIT#:</p> <ul style="list-style-type: none"> • Social and technological innovation in relation to the specific characteristics of the enterprises hosting the internships 	<ul style="list-style-type: none"> ○ Field visits that can also allow participants and enterprises to know each other and to facilitate the match between intern and company
Sustainability	<p>UNIT#:</p> <ul style="list-style-type: none"> • Seasonality of products, packaging, more efficient use of technical means and resources (also to improve economic performance) including water and energy, production techniques with low 	

	environmental impact (e.g. organic agriculture, sustainable use phytosanitary products)	
Personal/Soft skills	UNIT#: <ul style="list-style-type: none"> • Communication • Teamwork • Basic English 	<ul style="list-style-type: none"> o Non-formal methods of education
Sector specific training	To be defined in a later stage	

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Annex I – Stakeholders' list

NAME	TYPE	WEBSITE	INTEREST IN THE PROJECT	CONTRIBUTION TO THE PROJECT	ACTIONS TO INVOLVE IT
Regional Department of Agriculture	PUBLIC BODY	-	Institutional mission	Facilitating direct contact with key regional stakeholders; Project endorsement	Free sponsorship of the project; recognition/accreditation of the training course/Awareness campaign
GAL Madonie	Public-private Partnership (PPP)	https://www.madoniegal.it/	Promotion of local rural development	Supporting the development of the training model; Engagement of participants	Training and coaching phase Job matching and job creation
CORERAS	ASSOCIATION	http://www.coreras.it/	Structural and organisational modernisation of agri-food and agro-industrial systems in Sicily	Support in the development of the training model; Engagement of potential participants and hosting organisations for the internship activities	Training and coaching phase Job matching and job creation
Camera di Commercio (Punto Impresa Digitale)	PUBLIC BODY	https://www.pcaen.camcom.gov.it/it/content/punto-di-impresa-digitale	Spread of digital culture in all economic sectors. Supporting companies in digital transformation 4.0	Stakeholder engagement; Training needs identification	Training course: seminar on digital skills
GAL Eloro	Public-private Partnership (PPP)	http://www.gal.eloro.org/?lang=en	Promoting local development through integrated approaches, thus supporting the creation of employment opportunities in the Sicilian territory of Eloro	Facilitating direct contact with participants and potential trainers/hosting enterprises; Project endorsement/supporting the development of the training model	Training and coaching phase Job matching and job creation promoting of the project

Le Donne del Vino	ASSOCIATION	https://www.le.donnedelvino.com/	Increasing the culture of wine and responsible consumption Promoting the role of women in the society and in the job market promoting partnership and cooperation at regional, national and international level	Facilitating direct contact with potential trainers/hosting enterprises	Training and coaching phase Job matching and job creation promoting of the project
Cantine Settesoli S.C.A.	SME	https://cantine.settesoli.it/	Increasing the culture of wine and responsible consumption Promoting the role of women in the society and in the job market promoting partnership and cooperation at regional, national and international level	Facilitating direct contact with potential trainers/hosting enterprises	Training and coaching phase Job matching and job creation promoting of the project
CIA-Agricoltori Italiani	ASSOCIATION	https://www.donneincampo.it/	Italian association of women entrepreneurs	Engagement of participants; promotion of the project	Training and coaching phase Job matching and job creation promoting of the project
Gal Elimos	Public-private Partnership (PPP)	https://www.galelimos.it/	Promotion of local rural development		
Gal Metropoli est	Public-private Partnership (PPP)	http://www.galmetropolist.com/	Promotion of local rural development		
Gal Kalat	Public-private Partnership (PPP)	http://www.gal.kalat.it/	Promotion of local rural development		
Gal Rocca di Cerere	Public-private Partnership (PPP)	http://www.roc.cadicerere.eu/	Promotion of local rural development	Facilitating direct contact with participants and potential trainers/hosting enterprises; Project endorsement.	Training and coaching phase Job matching and job creation promoting of the project
Cooperativa rinascita	SME	http://www.rinascitavalledolmo.it/	Sustainable and social agriculture		
Comitato Imprenditoria Femminile	ASSOCIATION		Women entrepreneurship		
Legacoop Sicilia	PUBLIC BODY	https://www.legacoopsicilia.it/	Promotion of the cooperation culture		

Cooperativa Noe	PUBLIC BODY	https://www.coopnoe.it/	Sustainable and social agriculture	Potential trainers/hosting enterprises	Training and coaching phase Job matching and job creation promoting of the project
Food Forest	ASSOCIATION	http://www.vita.it/it/story/2020/12/03/a-partinico-in-sicilia-la-food-forest-nel-fondo-confiscato-alla-mafia/374/	Sustainable and social agriculture	Facilitating direct contact with participants and potential trainers/hosting enterprises; Project endorsement.	Training and coaching phase Job matching and job creation promoting of the project
Centro Ricerche Sociali ed economiche per il Meridione	NGO	https://www.cresm.it/	Integrated and sustainable development initiatives and social inclusion in Sicily and the Mediterranean		
Valdibella Cooperativa Agricola	SME	https://www.valdibella.com/	Food processing, social and sustainable agriculture	Facilitating direct contact with potential trainers/hosting enterprises	Training and coaching phase Job matching and job creation promoting of the project
Pasta Bia	SME	http://www.siciliabiomediteraneo.com/aziende/pasta/506-pastificio-bia	Food processing, sustainability	Facilitating direct contact with potential trainers/hosting enterprises	Training and coaching phase Job matching and job creation promoting of the project
Lo Scirocco srl	SME	https://www.loscirocco.it/servizi.html	Business innovation	Facilitating direct contact with potential trainers/hosting enterprises	Training and coaching phase Job matching and job creation promoting of the project
Confagricoltura	ASSOCIATION	https://www.confagricoltura.it/ita/dove-siamo/sicilia/fe-derazione-regionale-agricoltori-della-sicilia	Promotion of the rural enterprise		
Coldiretti	ASSOCIATION	https://www.coldiretti.it/	Association of rural farmers		
Distretto delle filiere e dei territori di Sicilia in rete	Public-private Partnership (PPP)		Promotion of local rural development		

Tropical fruit enterprise	SME	https://alvearechedicesi.it/fit-IT/producers/30645	Innovation in agriculture		
Agriculture enterprise	SME				
Agronomist	SME		Consultancy		
Libera Terra	ASSOCIATION	https://www.libera terra.it/it/	Agriculture, food processing, social and sustainable development		
Istituto della Vite e del Vino	PUBLIC BODY	http://www.irv-os.it/	Promotion of regional wine excellences		

3. Training needs and new skills sets in Palestine

Merna Ziadeh, Abdalaziz Al-Salehi, Hikmat Abughosh (The Palestinian Businesswomen's Association – ASALA)

Introduction

The Palestinian Businesswomen's Association - ASALA's mission is and has always been to provide services that help women in poverty to change their lives, their social position, and their future by enabling and encouraging their successful participation in sustainable economic activities. In pursuing this goal, ASALA's staff and supporters commit to the values of transparency, democracy, social equity, professionalism and coherence. Aligned with the project's goals, to promote social inclusion and innovation within the agro-food sector, Asala collaborated with Partners (CAWTAR, Jovesolides Espana, CESIE and Universita di Roma Vergata), to implement its mission of empowering numerous rural women in food processing, food production, boost women's labor participation, entrepreneurship and creating a sense of awareness to the role they attribute to in their local communities. The potential of the agri-food sector, an industry closely assimilated with the Palestinian cultural identity and heritage, and showing an untapped portion of the market, that is able to induce change and prosperity within the Palestinian economy. Based on the field and desk research studies conducted, it is evident that the potential of this segment of the Palestinian market is immense, in terms of innovation and growth. Such an opportunity for market growth can be directly attributed to the dynamics of the Palestinian market, which is it being a consumer market rather than a producing one. Asala will be responsible for the implementation and scaling up of a sustainable value module in agri-food, Rural Social Innovation (RSI). RSI redefines the boundaries between organizations and the community, addressing broader societal challenges by seeking economic, social and environmental sustainability; balancing tradition and innovation; and explicitly seeking community development at the local level. This entails tailored research, training and placement activities that will establish the core of the project, 35 women per country (140 in total) will be trained with marketable skills to improve their capacity according to the RSI model. 80% of the 140 women will find a job after the end of the training (28 per country) as the output of subsequent job matching and job creation activities.

3.1 Desk Research

3.1.1 Local context

In its latest assessments, the Palestinian Central Bureau of Statistics (PCBS) revealed that the number of Palestinians in the West Bank and Gaza Strip amounted to 5.1 million Palestinians. The population in the West Bank reached around 3.05 million, while the population in Gaza

Strip for the same year was estimated at 2.05 million.³ The Palestinian society is still characterized as a young society, as the percentage of individuals in the age group (0-14 years) amounted to 38% of the total population in the West Bank and Gaza Strip as of mid-2020.⁴ This means that despite the great burden on the shoulders of Palestinians to maintain safety and security, and provide the different basic needs of their children, there is human capital available to invest in and empower to produce in different vital sectors, including agriculture and food production.

The poverty line for the reference household* in Palestine reached 2,470 NIS (around \$671) in 2017, while the acute poverty line for the same reference household reached 1,974 NIS (around \$536). The poverty rate amongst individuals in Palestine in the same year, based on the monthly consumption patterns, reached 29% (14% in the West Bank and 53% in Gaza Strip). It was also revealed that 17% of individuals in Palestine suffer from acute poverty according to monthly consumption patterns (6% in the West Bank and 34% in Gaza Strip).⁵

The average expenditure of Palestinian individuals amounted to around 170 JD (Almost \$240), 220.1 JD (Almost \$310) in the West Bank compared to 91.2 JD (Almost \$128.6) in Gaza Strip, and the average monthly expenditure of the household amounted to 935 JD (Almost \$1,318.7).⁶ Around 31% of the expenditure is on food, while official data revealed that the expenditure on transportation and telecommunication increased from 14.7% to 18.5% in 2017. The expenditure on paid cash transfers also increased from 3.5% to 7.6%, and the expenditure on smoking (tobacco and cigarettes) increased from 4.6% to 5.4% of the average monthly expenditure. Expenditure on education also increased from 3.0% to 4.1%.⁷

Published reports indicate that there might be an addition 100 thousand poor households in Palestine,⁸ according to the Palestinian Ministry of Social Development, which was also noted by PCBS by indicating that the poverty rates will increase amongst larger households.

Around 877,100 employees work in the local market (public sector, private sector, international organizations, UNRWA and NGOs) in 2019. Of those, the number of wageworkers in the private sector reached 390,700; 275,700 in the West Bank and 115,000 in Gaza Strip; 318,100 of whom are males and 72,600 are females.⁹

There are around 3,688 NGOs in Palestine (some of which are inactive),¹⁰ and despite the continued work of these organizations and the activities they implement, they still face great challenges relating to scarce funding for all civil society organizations, as well as the Israeli government's procedures aiming at terminating the activities of civil society organizations and NGOs that expose the occupation through their many activities, mapping and the developmental activities implemented on the grounds.

³ Palestinian Central Bureau of Statistics (PCBS). "PCBS Presents the Conditions of Population in Palestine on the World Population Day". July 11th, 2020, see the following link: <https://bit.ly/2E5ZdLE>

⁴ Ibid.

⁵ Ibid.

⁶ Palestinian Central Bureau of Statistics (PCBS). "Living Standards in Palestine 2017". Published on 15 April 2018. See the following link: <https://bit.ly/2Y2TspI>

⁷ Ibid.

⁸ ALIqtisadi Newspaper Website. "As a Result of COVID-19... 100 Thousand New Poor Families in Palestine". Published on 19 April 2020. See the following link: <https://bit.ly/30KLXDX>

⁹ Palestinian Central Bureau of Statistics (PCBS). "PCBS Presents the Labor Reality in Palestine in 2019 on the International Labor Day". Published on 1 May 2020. See the following link: <https://bit.ly/2PvBFR5>

¹⁰ Palestinian Central Bureau of Statistics. "General Census of Population, Housing and Establishments 2017." Ramallah: Palestine, June 2018, p.52.

It should be noted that the number of workers in informal labor (business owners or self-employed with no tax records or accounting records) reached 320 thousand workers, 288 thousand of whom are males and 32 thousand females. The percentage of workers in this sector amounts to 32% of the total waged workers in Palestine for an average daily wage of 85 NIS. The percentage of workers in informal labor in Palestine (workers in informal sectors and waged workers who do not receive any rights in the labor market, such as retirement/end of service payment, paid annual leave, or paid sick leave) has reached around 57% of total workers in Palestine, 61% of whom are males and 38% females; 59% in the West Bank and 51% in Gaza Strip.¹¹

For further details in terms of unemployment, PCBS developed a study and published its results in the second half of 2019, in which it noted that the unemployment rate amongst graduates reached 50% by the end of 2018 compared to 31% overall unemployment rate in the West Bank and Gaza Strip.¹²

In Gaza Strip, and despite the "Israeli retreat" in 2005 through which the settlements there were returned to Palestinian sovereignty, the occupation government still prevents farmers from accessing their lands in the area known as "The Buffer Zone", which is along the eastern borders of Gaza Strip with the occupation state with a depth ranging between 150m to 1km.¹³ The area of agricultural land in the buffer zone, which is not utilized due to lack of access or are used for low feasibility crops due to the risks relating to accessing the land, is estimated at 62 km² at least, which is around 40% of land used for agriculture in Gaza Strip.¹⁴

Moreover, agricultural – food production inputs in the West Bank and Gaza Strip are controlled by the occupation government to this date. Palestinians mainly rely on water extracted from underground sources, which constitutes 77% of the total water available.

Previously, the National Policies Agenda mentions that the occupation continues to extract 80% of Palestinian water sources in the West Bank. Therefore, Palestinians have a chronic shortage in water, as the individual's share of water does not exceed 79 liters per day, which is much lower than the minimum standard as adopted by the World Health Organization of 100 liters per individual per day.¹⁵

Concerning water for agricultural purposes, the amount does not exceed 150 million m³ annually (60 million m³ in the West Bank and 90 million m³ in Gaza Strip), which comprises 45% of the total water consumption. This is directly reflected on the limited development prospects in irrigated agriculture, which can play an important economic, social and political role in rebuilding the Palestinian economy¹⁶. Water constitutes 14% of production inputs in the agricultural production process in terms of cost¹⁷; however, water is the least

¹¹ *Ibid.*

¹² Palestinian Central Bureau of Statistics (PCBS). "PCBS Holds a National Workshop on the Gap Between Education and the Labor Market". Published on 14 July 2019. See the following link: <https://bit.ly/2CyRko6>

¹³ *Ibid*, same page.

¹⁴ *Ibid*, same page.

¹⁵ Palestinian Prime Minister's Office. "The National Policies Agenda 2017-2022". Ramallah: Palestine. December 2016, P. 4

¹⁶ Palestinian Ministry of Agriculture. "The Agricultural Sector Strategy: Resilience and Sustainable Development 2017-2022", p. 12

¹⁷ Applied Research Institute-Areej. "Palestinian Agricultural Production and Marketing: Reality and Challenges". Executive summary, March 2015, p. 25

available out of all production inputs, even if it is the least costly. Water is the main element to revive the agricultural process, and it should be noted that irrigated agriculture is focused in Gaza Strip, as it occupies 68.9% of the total planted area in Gaza Strip. In the West Bank, however, irrigated agriculture does not exceed 7.4% of the total planted area in the West Bank¹⁸.

Agriculture in Palestine is divided according to irrigation sources. There are irrigated crops but not sufficiently advanced, as they require special techniques.

During his campaign in the end of 2019, Netanyahu announced his intent to annex the Jordan Valley and C areas to be included officially as in the borders of "Israel". In 2020, the occupation government again announced its intent to annex the Jordan Valley and C areas, as such; it is officially announcing these territories as part of the occupation state. These lands have been occupied since 1967, and they became under Israeli administrative and security control after Oslo Accords. In doing so, Israel is usurping 60% of the West Bank. This step would terminate any possibility for Palestinians to control their food production capacity, particularly since the Jordan Valley is considered a natural greenhouse with enormous agricultural production capacity. It also transforms Palestinians into consumers of food sources completely from the occupation state, and transforms Palestinians from producers to cheap labor at agricultural settlements to be established in the Jordan Valley¹³.

Role and condition of women in society

The number of women working in the private sector amounted to 109 thousand women (68%), and around one thousand women work in Israel and Israeli settlements (6%). Around 59% (72 thousand) of working women in the private sector are waged workers who are mostly employed in education activities (40%) and the health sector (15%). The percentage of female business owners reached only 4%, and their activities were focused on education (33%). The percentage of self-employed females reached 17%, and their activities were focused on trade, restaurants and hotels at a percentage of 27%.

It is important to note that females enroll in educational institutions, but the unemployment rate amongst young graduates amounted to 52% if diploma holders or higher, at 68% amongst females compared to 35% amongst males. It should also be noted that according to the Ministry of Education and Ministry of Higher Education and Scientific Research data and statistics for the school year 2018/2019, the total enrolment rate of males in the secondary stage amounts to 71% compared to 91% amongst females. The percentage of females enrolled in higher education institutions in Palestine reaches 60% of total students.

About women's participation in the labor force, they maintained the same rate between the years 2015 and 2019, although there is an evident gap in the percentage of participation between women and men in the labor market. The percentage of women participating in the labor force comprised 18% of total women of a working age in 2019, which is the same percentage as in 2015. The percentage of men's participation in the labor force reached 70% in 2019, which is the same percentage as in 2015. Moreover, there is a

¹⁸ Applied Research Institute-Areej. "Palestinian Agricultural Production and Marketing: Reality and Challenges". Executive summary, March 2015, p

¹³- Aljazeera net website. "Jordan Valley: the Latest Annexation Plans ... get to know the stages of the Israeli occupation expansion with maps". Published on 6 July 2020.

gap in the average daily wage between women and men, as the average daily wage amongst women is 98 NIS (around \$28) compared to 102 NIS (around \$29) amongst men.

It should be noted that women in Palestine still face difficult social challenges, as there are many challenges relating to social customs and norms that prevent women from actively participating in labor or decision-making in the Palestinian society. This is also closely connected to the difficult economic and political conditions facing Palestinians, which leads to keeping economic and political priorities highest priorities for change.

Indicators show that the main issues than include actual challenges facing women in empowering their socioeconomic status are directly related to women's opportunities to obtain funding, cash and property. Women still face problems in marketing and accessing markets due to the lack of skills and lack of official registration for their enterprises through the competent authorities. This is the result of residing in remote areas as well as the high transportation costs and registration fees for women running micro enterprises, particularly those who own food production enterprises.

3.2 Field Research

3.2.1 Stakeholder mapping

Asala research team has conducted twelve interviews and the field interviews is still ongoing (Ongoing process during the implementation of the research project). It was mentioned in the Desk Review that it is not easy to say that Palestinians have networks that serve the agro-food production sector because the producing Palestinian market is very small, unregulated, not connected geographically and faces challenges from the occupation government that controls production resources and inputs. Therefore, we cannot say that the manufacturing process in the West Bank and Gaza Strip has resulted in a pattern that generates relevant networks.

There is a number of Palestinian unions; however, they do not possess enough power to work on the ground due to the general political and economic situation that limits them from working effectively.

The interviews came out with very important results:

- Palestinians have almost about 900 cooperative societies between the West Bank and the Gaza Strip (or a little less), in the West Bank, about 770-790 (the number is inaccurate because there are still cooperatives in the procedures and registration stage), the largest sector is the Union of Agricultural Cooperatives in terms of numbers.
- The market is hungry for women's products; over the past years, we can say that it witnessed remarkable improvement and development, in the quality of these products and their environment, because of various factors such as support for institutions and government support in these products. Unfortunately, the problem facing these products so far is the quality of these products. There is no permanence in the level of quality, and

therefore these associations and women's industries need some guidance, awareness, capacity building, guidance, etc.¹⁴

- The most crucial thing in trainings is good manufacturing. Many women were trained and found out that home production for a variety of products is based on inherited methods of production.
- Regarding production, one must consider the choices of the raw materials, some courses or trainings indulge directly in food processing without taking the raw material into consideration, for example, the orientation towards teaching them how to make jam and drying without giving them knowledge about the raw materials that should be used.
- Production is crucial, any producer with a yield surplus and is unable to market it, as well as creating opportunities for women to participate and be part of the entire production process. What remains more important though is that women gain the essential skills of production, and this is where the role of associations, civil society institutions, unions, women centers and agricultural associations lays, to train women how to present a respectable, cheap, good and healthy product to the Palestinian consumer, in addition to reach what is known as fair pricing among unions. Fair pricing is a fair pricing for producers, women who input time, effort or production material on their productions, with a profit margin, even a small one, and it being a suitable price for those with limited income to purchase²¹.
- Based on statistics conducted by the Ministry of Agriculture, Palestine contains almost 9 million olive trees, located in the West Bank and Gaza, distributed amongst 70-100 thousand families. The olive sector is considered a very important and vital sector; yet one with many problems and difficulties²².
- We have two types of milk resources; the first type is cattle or cows which it is mostly raised intensively bred, meaning mostly there are no small holdings in regards of cattle or cow farms, most "small holdings" consists of 5-6 cows, their production is mostly sold or marketed in the local market on the scale of the village itself, and these are very few. In the northern areas of the West Bank, most of the milk production is turned into cheese product, 99%, if it is turned into cheese in the north. In the southern area of the West Bank, there is a variety of goat products; goat milk is used to produce clarified ghee & butter. People in the south do not venture into producing cheese, they rather produce "Jameed" which consists of hard dry Laban; because it lasts longer. If it is not sold this week, it will be sold the next one. Jameed is priced 45-60 NIS on average depending on its region.

By the end of 2019, Asala has implemented a financial needs assessment for 1000 women beneficiaries residing in the target areas (Nablus, Ramallah, Jenin, Tulkarem, Salfit, Bethlehem and Hebron) with new or existing businesses, particularly MSMEs.¹⁵ The assessment results were:

- 66% of the women entrepreneurs do not keep any records or accounting ledgers for their businesses, projects.

¹⁴ From An interview with Akram Al-Taher – General Director of the Palestinian Centre for Economic and Social Development.

²¹ From An interview with Abbas Mulhem – Executive Director of the Palestinian Farmers Union.

²² From An interview with Moyyad Bsharat – Director of programs and projects for agricultural work committees.

¹⁵ Palestinian BusinessWomen's Association. "Financial needs assessment for 1000 women beneficiaries residing in the target areas (Nablus, Ramallah, Jenin, Tulkarem, Salfit, Bethlehem and Hebron)". Global Consulting Group (GCG), 2019.

- 95.6% Do not submit tax returns supported by the documents and the necessary information contained in the records and accounting ledgers for their projects.
- 50.7% of women suffer from a decrease in the level of financial and administrative capabilities and skills for their projects.
- 74.3% of women find it difficult to access local and foreign markets, business development service providers and production input providers.
- 82% have not received any kind of supportive services, or advice from business development service providers, in the field of developing their projects or in the field of converting their entrepreneurial ideas into existing projects.
- 52.5% have pioneering ideas to create new projects in the future.
- 60.5% expressed the existence of obstacles and challenges that may affect their ability to establish and develop their projects.
- 27% believe that opportunities are highly available for them to start or develop their economic projects.
- 90.2% of the respondents are fully responsible for doing the traditional housework.
- 85.5% Of the women need services and consultations in raising the professional competencies of workers, improving and developing new products, improving production levels, reaching new markets, developing skills in preparing a business plan for the project, calculating costs, pricing and selling, preparing financial statements and financial awareness.
- 42% do not have the knowledge nor are familiar with the financial services and products available in Palestine.
- 79.7% did not participate in any financial literacy trainings or seminars.
- 45.2% do not have knowledge nor are familiar with financial awareness issues.
- 45% emphasize the shared responsibility of men and women, to carry out traditional household chores.
- 50% emphasize the shared responsibility of men and women, to carry out the project business.
- 53.7% acknowledge the woman's ability to dispose of the assets of the project, whether by selling, renting or determining how to use it after consulting with others; but she is the decision maker in the end.
- 74.3% believe it is easy for women, to gain physical access, and the feasibility of reaching domestic and foreign markets, business development service providers, finance service providers, and production input providers.
- 83.5% Acknowledge women's ability to establish, lead and develop their enterprise.

3.2.2 Value chain selection process

Selected value chains

Food processing

The advantage of this production chain is that it completes the agricultural production cycle with different crops, especially tomatoes and vegetables after they are dried and pickled, which means that the local surplus production becomes an opportunity for the market to expand, and thus this is reflected on smallholder farmers to encourage them to grow larger quantities.

However, the orientation must be in the production process by choosing the natural fruits and vegetables that are municipal and untreated with chemicals, because this is directly reflected in the quality, and the focus must be on choosing the fruit and vegetables correctly.

The problem is that most of the products in the market on the market depend on chemically treated crops, which is the main reason for weak soil and a decline in natural production in the expense of hybrid products and seeds. The orientation should be in reorienting the products to be 100% natural, and the municipal seeds should be the basis of the productive plant or fruit tree. We must pay attention to a very important point, that many women working in the agricultural sector work in the settlements, this is very unfortunate, due to circumstances beyond their control. The of work through this line of production is to focus on this methodology of production (Based on Environmental agriculture products). We have some areas that are capable of producing energy from the wind such as Hebron, which is very successful, depending on the area. There are experts today in the West Bank and Gaza strip that are capable of supervising the implementation of that if we decide to go forward with it. The Energy Authority can direct you to do so. The Environmental Quality Authority can provide guidance on this. Today, there are major companies that opened in occupied Palestine capable of providing such services.

Most food processing, whether at home or in cooperatives, is women production. Nevertheless, whoever owns the sources of production inputs is either males or stores (Mainly most of the women do not own production tools such as agricultural lands). As it was mentioned in the literature review section, the sector of cooperatives for crop production and general agricultural services in the West Bank employs about 11,940 workers, of whom only 881 are women. In addition, it is very important to remember that the unemployment rate among females is 41.2%, with a gap in the daily wage in favor of males

Dairy products

As it was mentioned for processed food, the market is oversaturated from major business or factories, but the potential production can be focused on the products that are missing in the Market, such as: Italian cheese, sweet cheese, cream cheese... etc. Therefore, for excellence, it is necessary to search for a market that accommodates women's production of these products. Women are able to produce milk, labneh, cheese and local ghee, but manufacturing and marketing should take place on a smaller scale. There are specialists in training for such productions and such varieties. It is possible to teach such techniques to women, at the same time women can acquire the skill needed for ice-cream making. It is very important to mention that Palestinians consume imported yellow cheese from foreign markets and foreign producers, and it is in constant demand. There is as well a group of

women that produce various types of cheese such as cottage cheese and other types, most types of cheeses can be produced by cooperatives.

One of the biggest products dairy companies provide is flavored yogurt, or strawberry milk. In order to comprehend the Palestinian market regarding dairy products or milk, one must know that milk produced by companies is not 100% pure. 40% of milk is powder milk; which is imported from Israel outside of Palestine. This of course abides by the standards and specification required. 30-40% from production inputs are external.

Through field interviews, it was found that workers in this production chain suffer from weakness and lack of experience in the issue of packaging and packaging, innovation, product quality, standards / labeling, image, proximity to markets, etc. It was highly recommended to give trainings on these topics, because it makes the chances of marketing production locally and internationally very weak. Add to that, in order to increase the chances of selling the product, you must obtain the approval of the Quality and Metrology Department. Big producers (factories) are the ones who do well with regard to interest of product differentiation, innovation, product quality, standards / labeling, image, proximity to markets.

3.3 Local training needs

Through the desk and field research, which focused on interviews with qualified local actors we were able to determine the main training needs in Palestine. The choice of the value chains, on which the next phases of work will focus are agricultural food processing, and dairy derivatives production. The main aim of the training is to get participants acquainted with the entrepreneurial opportunities in the market, challenges they might face and how they can overcome them. There is a possibility to work on developing food products that are missing in the market, like dried vegetables, Sauce (Tomato sauce), some kinds of pickles. There is potential to produce and there is a prospect, but this requires high level training in marketing and reintroduction of dried goods within the basics of food processing.

We do have companies that produce Labneh; yet traditional Labneh has high demand and has a different market. The most important thing in the production of dairy and cheese is to keep the ingredients as they are, continuously, in order to preserve the taste of the product, so if we are accustomed to using certain types of salts, we must keep their use in the same quantity, the fermentation process has to be done in the same manner constantly; because if the taste or quality of the product changes that will affect its marketing and demand in its market. In addition, we must take into account that milk in the summer is better suited for making processed milk, while on the other hand milk in the winter is more suitable for making cheese, which is due to the components in the milk itself differing in summer to that in winter based on the feed livestock consumes. We must work on understanding what are the best conditions for production according to the season, in order to reduce the cost of production, so that the product is healthier and easier to market.

Training needs	Relevant module	Main outcome
<p><i>This training aims to understand the local context to be acquainted with the options available in the market, and what are the challenges that women will face in their projects.</i></p> <p><i>In addition to identifying the active bodies in society that affect the project and must be taken into account in their impact on the product.</i></p> <p><i>In addition, general knowledge about the congestion in the markets with different goods, so that we have a clear perception about specializing product to be more distinct, in addition to knowing the options available in the market to create their own market.</i></p> <p><i>In addition to learning about general government policies that may be useful in launching the project. This training aims to focus on defining financial goals and objectives, determine revenues and expenditures, budget preparation, Preparing a savings plan and debt management.</i></p>	<p>Managerial Empowerment (Business and Financial literacy)</p>	<p><i>Get participants acquainted with the entrepreneurial opportunities in the market, challenges they might face and how they can overcome them.</i></p>
<p><i>This training aims to increase women's capabilities and skills to use modern technologies in marketing, especially marketing through social media, with a focus on branding and the importance of design and advertising media through it. On the other hand, this training focuses on the importance of using technology in the packaging and processing of the product, in addition to using the correct way of labeling. In addition, the use of modern technologies in determining quantities and checking product quality and units of measurement and sterilization and food microbiology, food spoilage and rotting causes.</i></p>	<p>Digital empowerment</p>	<p><i>Increase and improve participants' capabilities and skills using social media; therefore, improving their ability to market their product through online platforms, which will enable them to increase their sales and expand their reach beyond their local market.</i></p>

<p><i>This training focuses on networking and lobbying in order to achieve social innovation to achieve the goals of the project. This training also focuses on lobbying and advocacy mechanisms to lead campaigns to change policies and social reality to allow social innovation to take place.</i></p>	<p>Social Innovation awareness</p>	<p><i>Get participants familiarized with networking (between participants or participants and other facilities), lobbying and advocacy. This will enable them to reach different markets and acquire production inputs through different sources.</i></p>
<p><i>The training aims to provide the trainees with the best ideals of packaging and labeling to keep the product in high quality and design the product logos and helping in prepare a full theme design (font name, colors name and theme for stationary, for example business card. In addition, the ways to store processed food products for a long time on the shelf.</i></p>	<p>Sustainability Dimensions (Quality, Packaging and labeling)</p>	<p><i>The main aim of the training is for participants to be able to maintain the production of high-quality products, high quality packaging, an attractive label and a logo, presenting their small business and product in the market.</i></p>
<p><i>This training will be focusing on Gender and Development as a theme. The topics within the main theme would be introduction of difference between gender and sex, create self-awareness for women, an introduction to gender roles, introduction to rights, social rights, Economic rights, Gender based violence, False & true beliefs. This training will intersect with other training directions, especially social innovation, in addition to some topics related to communication skills.</i></p>	<p>Community Empowerment</p>	<p><i>Introduce participants to the difference between gender and sex, while also creating self-awareness for participants regarding women's rights, the main theme of the training will be development of each individual to create a sense of empowerment.</i></p>
<p><i>Is the core training of the Value chain; the food processing training will focus on Primary food processing (the process of turning raw agricultural products into foods that can be consumed. In some cases, the food is ready to be consumed once primary processing is finished). In addition, it will focus on Secondary food processing (the process of using ingredients produced through</i></p>	<p>Food Processing – Production core</p>	<p><i>Introduce participants to food processing, how to turn raw agricultural products into foods that can be consumed and sold in various markets.</i></p>

<p>primary food processing to create ready-to-eat foods). Both, first and second food processing give products or serves the Tertiary food processing and its market. The training will mainly focus on dried vegetables production, tomato paste, pickling. The training will also focus on the Physical chemistry and biochemistry of food processing, processed food products microbiology, and rotting causes and good manufacturing practices and food safety Related quality plan, monitoring and quality control techniques, along with the marketing of the final product.</p>		
<p>This is the core training of the Value chain, the dairy milk products processing training will focus on processing Yellow Cheese, Italian cheese, "Labaneh", Yoghurts, sweet cheese (for sweets), Ice-cream & Solid Milk. The training will focus on the Physical chemistry and biochemistry of dairy products, Milk and dairy products microbiology, marketing of the final product.</p>	<p>Dairy products processing</p>	<p>Introduce participants to the methods of creating dairy products, the main focus will be on processing Yellow Cheese, Italian cheese, "Labaneh", Yoghurts, sweet cheese (for sweets), Ice-cream & Solid Milk. The training will focus on the Physical chemistry and biochemistry of dairy products, Milk, dairy products microbiology & marketing of the final product.</p>

3.4 Training model

After finalizing the desk review and most of the interviews, the training model appeared to be as the following table, which will be implemented in Ramallah governorate, targeting young women the ENI Program indicates (women up to 30 years old):

Modules	Units	Activities/Methods
<p>Financial Literacy (90 Hours)</p>	<p>UNIT 1: General goal - (Improve their financial management. Meet their daily Needs. Prepare for unexpected events they might face. Make better use of the opportunities presented to them.)</p> <ul style="list-style-type: none"> • Defining financial goals and objectives, what is a financial goal? What is the objective aligned with the S.M.A.R.T Strategy? Determine a financial goal. Preparing the funding schedule (financial plan). • Determine revenues and expenditures. Determine the expected sources of income. Determine the expected expenses. Distinguish between personal and project expenses. Decide on how much you save • Budget preparation. How do we prepare a budget? Compare revenues with expenses. Make the necessary adjustments. What is the budget and what are the steps to be followed in preparation? <p>UNIT 2: Savings</p> <ul style="list-style-type: none"> • What are savings? What is their purpose? Identify the reasons people have savings. Savings for emergencies and unexpected developments • Preparing a savings plan. Determine the purpose of savings. • Choose savings offers. Limit the available savings offers. Comparing savings offers (the account linked to it) & choosing the most appropriate savings offers. <p>UNIT 3: Debt management</p> <ul style="list-style-type: none"> • What is debt? Determine the reasons that lead people to borrow. Differentiating between the use of personal money and money derived from a loan (debt) • Eligibility to be leveraged. The cost of debt. Information that must be available before embarking on borrowing. A good loan versus a bad loan. 	<p>The main aim of the training is to get participants acquainted with the entrepreneurial opportunities in the market, challenges they might face and how they can overcome them.</p> <ul style="list-style-type: none"> ○ Trainer(s) specialized in Managerial literacy (PM trainer) ○ Training Hall ○ Supporting tools (projectors, pens, papers, etc.) ○ Training Material (Curriculum)

	<p>UNIT 3: Managing, Elements and creating Cooperatives</p> <ul style="list-style-type: none"> • What are Cooperatives? Definition and Elements • Benefits of a Cooperative to members, community and society. • Cooperatives & Social Innovation: The Financial Literacy training will help participants accomplish two objectives, objective 1, break social norms, that indirectly imply that the finances of the project & household, should be handled by a male figure in the family, objective 2, assert women's role as leaders in the community, and increase participants confidence that they are just as capable as males to manage the finances of the project. • Project Management & Finance: Project management training will focus on the importance of time management, goal setting as the training will enable participants to set personal and financial goals using the acronym "S.M.A.R.T" (standing for: Specific, Measurable, Attainable, Realistic and Time Bound) within timeframes and objectives. Trainees will be able to manage their time in a more productive way, as well as, manage the projects finances more effectively. They will gain the knowledge required to manage resources and project needs. Trainees will gain the skill of creating project timelines to measure and keep track of the project's progress and development. Project management training will provide young women with the skills needed in producing well documented project completion proofs. 	
<p>Developmental issues and women's rights from a gender perspective (36 Hours)</p>	<p>UNIT 1: Gender, a developmental concept par excellence</p> <ul style="list-style-type: none"> • Introduce the participants to the central axes on which development is based. Introduce the participants to the concept of gender. Determine the relationship between the concept of gender and development axes. • Introduce the participations to the foundations of development and its most important basis. Reaching an understanding to the concept of gender and its relationship to development. <p>UNIT 2: The difference between gender and sex</p> <ul style="list-style-type: none"> • Understanding the difference between sex and gender. Knowing that it is not possible to work on changing the biological differences between women and men; But there is much that can be done in order to bridge the existing gender gap in their social relationships. • Deepening the participants understanding of the real differences between gender and sex. Assimilate participants with what are the differences between sex and gender, which can establish a gender culture based on the principle of respecting 	<p>The main aim of the training is to get participants familiarized with networking (between participants or participants and other facilities), lobbying and advocacy. This will enable them to reach different markets and acquire production inputs through different sources.</p>

	<p>the human rights of both women and men, in addition to, bridging the gap in the unequal relations between them in society regardless of its different institutions.</p> <p>UNIT 3: Create self-awareness for women - Helping women think about their personal experiences and talk about them freely. Creating awareness among women at the individual level about the fact, that change begins with themselves. Work to show that the unbalanced relationships in society between women and men are a socially, historically and culturally constructed structure, therefore, that can be changed, based on storytelling and narration from other cultures and comparing them with the personal experiences that women go through in their lives.</p> <p>UNIT 4: Roles, needs and resources</p> <ul style="list-style-type: none"> • Definition of the concepts of gender roles. Introduce the participants to the role that societal culture plays in defining specific roles for both women and men according to the expectations imposed by community systems based on patriarchal thought. • Definition of the division of roles from a gender perspective. Deepening knowledge of the material value that women and men make. Deepening knowledge of the moral value attached to women on the tasks they perform. • Definition of practical and strategic needs. Introduce participants to the difference between practical and strategic needs. Introduce participants to the importance of working to meet practical and strategic needs. • Introduce the concept of sources, resources and controlling them. Introduce the types of sources and resources. Clarify the importance of access to and control of resources and their relationship to influencing decisions. <p>UNIT 5: Social Innovation Awareness & Women's rights from a gender perspective The Developmental issues and women's rights from a gender perspective training, will put in perspective women's role, communal and social awareness, challenges due to social norms, and how cooperatives pose a solution for their common economic problem as a whole, which will lead to participants realizing their rights, a decrease in the challenges and obstacles female face when launching their own project, a change in how their community, society and family views their roles, and establishing the principles of how cooperatives pose a solution to their socioeconomic problems & empower them.</p>	<ul style="list-style-type: none"> ○ Trainer(s) specialized in social innovation (Networking\lobbying) ○ Training Hall ○ Supporting tools (projectors, Successful models) ○ Training Material (Curriculum, Field visits and observations)
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<p>Digital Empowerment (108 Hours)</p>	<p>UNIT 1: Introduction to Digital Marketing - What is digital marketing? Importance of digital marketing. Difference between traditional and digital marketing. Discuss the recent trends and current scenario of the industry. How digital marketing has been a tool of success for companies? How to use digital marketing to increase sales. How to conduct a competitive analysis? Case studies on digital marketing strategies.</p> <p>UNIT 2: Website Planning and Creation - Businesses create a website to generate leads, increase their credibility among consumers and to deliver their marketing messages across.</p> <p>UNIT 3: Search Engine Optimization (SEO) - Search Engine Optimization or SEO is essentially altering your website, so it organically ranks first on a search engine's results page (SERP).</p> <p>UNIT 4: Search Engine Marketing - Search Engine Marketing or SEM involves the advertising of a business website by increasing its visibility on a search engine's result page (SERP) principally by paid efforts.</p> <p>UNIT 5: Social Media Marketing - Social Media Marketing (SMM) involves paid advertisements on social media platforms like Facebook, Instagram, YouTube and more to drive traffic to a business website. This module includes learning how to create effective social media strategies on platforms such as Facebook, Twitter, Instagram and more.</p> <p>UNIT 6: Content Strategy - Content Marketing is the comprehensive strategy to attract or retain a target audience by creating and sharing relevant and valuable content; eventually to impel a profitable action.</p> <p>UNIT 7: Web Analytics - Web Analytics is the study of analyzing a website visitor's behavior. In this module, we will teach you to track and analyze a website visitor's actions via Google Analytics.</p>	<p>The main aim of the training is to increase and improve participants' capabilities and skills using social media; therefore, improving their ability to market their product through online platforms, which will enable them to increase their sales and expand their reach beyond their local market.</p> <ul style="list-style-type: none"> ○ Trainer(s) specialized in digitalization of products. ○ Training Hall ○ Supporting tools (projectors, digitalized methods) ○ Training Material (Curriculum - Field visits)
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	<p>UNIT 8: Design Essentials - To become a successful digital marketer, you need to understand the importance of the role played by design.</p> <p>UNIT 9: Mobile Marketing - As the name suggests, mobile marketing is the act of promoting your business via mobile.</p> <p>UNIT 10: Digital Innovation - The Digital Empowerment trainings will mainly help participants to market their products, increase their customer base, understand market needs and capacity, which will help participants customize the production based on their customers desires, understand of the market they aim to be part of, have an increase in their networking, and gain the knowledge of how you can implement the digital empowerment training in launching a cooperative.</p>	
<p>Sustainability Dimensions (Quality, Packaging and Labeling) (135 Hours)</p>	<p>The training aims to provide the trainees with the best ideals of packaging and labeling to keep the product in high quality and design the product logos and helping in prepare a full theme design (font name, colors name and theme for stationary, for example business card. In addition, the ways to store processed food products for a long time on the shelf.</p> <p>Last Phase of training, Social Innovation Awareness - The Sustainability Dimensions (Quality, Packaging and labeling) trainings, will help participants improve the quality of their products, and present it in a more professional and desirable way to customers, leading to an increase in their sales; which will directly be reflected in how their community, society and family view women as part of the workforce. The training will empower women and grow their confidence levels in themselves and community's confidence in the working woman.</p> <p>In addition, the curriculum will include trainings sessions specialized in allocating funding.</p> <p>Within the Palestinian context, the focus of the fundraising training will be on increasing participants knowledge and skills of the methodology and mechanism of mobilizing collective funds, as well as acquiring the basic skills needed to compose short proposals, to acquire sponsorship or funding from the private sector & various national institutions, furthermore the access to finance opportunities as women entrepreneurs and women-led MSMEs are still facing challenges related to accessing financial services as well as covering their businesses and financial expenses. The reasons for this could be either that</p>	<p>The main aim of the training is for participants to be able to maintain the production of high-quality products, high quality packaging, an attractive label and a logo, presenting their small business and product in the market.</p> <ul style="list-style-type: none"> ○ Trainer(s) specialized in Quality, Packaging and Labeling ○ Training Hall ○ Supporting tools (projectors, lab tools for implementing) ○ Training Material (Curriculum, Field visits and observations)

	<p>women SMEs lack collaterals, poor credit history, lack of information and skills on how to acquire loans from microfinance institutions, and lack of supportive mechanism</p>	
<p>Food processing & Dairy derivatives production (270 Hours)</p>	<p>The training aims to provide the trainees with the best ideals of packaging and labeling to keep the product in high quality and design the product logos and helping in prepare a full theme design (font name, colors name and theme for stationary, for example business card. In addition, the ways to store processed food products for a long time on the shelf. The food processing as well, food-processing training will focus on Primary food processing (the process of turning raw agricultural products into foods that can be consumed. In some cases, the food is ready to be consumed once primary processing is finished). In addition, it will focus on Secondary food processing (the process of using ingredients produced through primary food processing to create ready-to-eat foods). Both, first and second food processing give products or serves the Tertiary food processing and its market. The training will mainly focus on dried vegetables production, tomato paste, pickling. The training will also focus on the Physical chemistry and biochemistry of food processing, processed food products microbiology, and rotting causes and good manufacturing practices and food safety</p> <p>Related quality plan, monitoring and quality control techniques, along with the marketing of the final product</p> <p>Last Phase of training – Social Innovation</p> <p>The Food Processing & Dairy Derivatives Production training, will help participants increase their range of production, learn new production techniques; which will present women with the basics to have wider options of production, and enable them to be more creative in their production. The training will increase women's confidence and make their voices heard within their family, society and community, as well as advocate women's role in the work force.</p>	<p>The aim of this training is to introduce participants to the methods of creating dairy products, the main focus will be on processing Yellow Cheese, Italian cheese, "Labneh", Yoghurts, sweet cheese (for sweets), Ice-cream & Solid Milk. The training will focus on the Physical chemistry and biochemistry of dairy products, Milk, dairy products microbiology & marketing of the final product. In addition to introduce participants to food processing, how to turn raw agricultural products into foods that can be consumed and sold in various markets.</p> <ul style="list-style-type: none"> ○ Trainer(s) specialized in Dairy products processing ○ Trainer(s) specialized in food processing ○ Training Hall ○ Supporting tools (measurement tools, Specialized ovens, Specialized drying tools) ○ Training Material (Curriculum, implementations)

<p>Social Innovation Awareness</p> <p>(Distributed among the other training modules)</p>	<p>UNIT 1: Completion of all trainings</p> <p>Our world is being impacted by issues such as climate change, rapid urbanization, scarcity of resources, technological transformation and increasing rates of inequality. These challenges are being seen at the global, national, and local levels. Companies, governments, and institutions are now facing the prospect of developing innovative solutions to these challenges and are seeking people with the relevant skills and attitudes to work in these challenging environments. It is our responsibility to empower people with the skills and understanding to create and implement innovative solutions in their lives, as well as within their communities as a cumulative. Developing social innovation skills can play an important role to help people navigate change and develop solutions for their communities. Through creating awareness with participants, the initial step of social innovation can be accomplished, once participants fathom that they are the agents of change within their communities, they will be able to establish business or cooperatives that provide working opportunities within the local communities, as well as economic prosperity. This will help the current generation to understand that as a collective, we are taking steps towards building a better tomorrow for the upcoming generations. The Social Awareness Innovation module will be integrated with the previous training modules, each training will accumulate a vital part in creating social awareness for participants and the community upon completions.</p> <ul style="list-style-type: none"> • The Financial Literacy training will help participants break social norms, that indirectly imply that the finances of the project should be handled by a male figure in the family, assert women's role as leaders of the project, and increase participants confidence that they are just as capable as males to manage the finances of the project. • The Developmental issues and women's rights from a gender perspective training, will put in perspective women's role and challenges they face for participants and the community they live in as a whole, leading to participants realizing their rights, a decrease in the challenges and obstacles female face when launching their own project, and a change in how their community, society and family views their roles. • The Digital Empowerment trainings will mainly help participants to market their products, increase their customer base, understand market needs and capacity, which will help participants customize the production of their products based on their customers desires, and realize the reality of the market they aim to be part of. 	<p>This training focuses on networking and lobbying in order to achieve social innovation to achieve the goals of the project. This training also focuses on lobbying and advocacy mechanisms to lead campaigns to change policies and social reality to allow for social innovation to take place.</p> <ul style="list-style-type: none"> ○ • Trainer(s) specialized in social innovation awareness (Networking\lobbying) ○ • Training Hall ○ • Supporting tools (projectors, Successful models) • Training Material (Curriculum, Field visits and observations)
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- **The Sustainability Dimensions** (Quality, Packaging and labeling) trainings, this training will help participants improve the quality of their products, and present it in a more professional and desirable way to customers, leading to an increase in their sales; which will directly be reflected in how their community, society and family view women as part of the workforce. The training will empower women and grow their confidence levels in themselves and community's confidence in the working woman.
- **The Food Processing & Dairy Derivatives Production training**, will help participants increase their range of production, learn new production techniques; which will present women with the basics to have wider options of production, and enable them to be more creative in their production. The training will increase women's confidence and make their voices heard within their family, society and community, as well as advocate women's role in the work force.

UNIT 2: Understanding to social responsibility and awareness

- This training focuses on networking and lobbying in order to achieve social innovation to achieve the goals of the project. This training also focuses on lobbying and advocacy mechanisms to lead campaigns to change policies and social reality to allow for social innovation to take place.

In phase 2 participants are introduced to social responsibility and awareness and its vital role in their community. The innovation journey is a process model distinguishing between the initiation, developmental and implementation / termination period of innovations; it looks at drivers and barriers, like innovation managers, investors, setbacks, adaptation, infrastructure.

Once participants complete their trainings, they are able to comprehend the importance of social awareness innovation, highlight the obstacles that manifest and their solutions, realize motivators and their rights within society.

UNIT 3: Creating Cooperatives within the local community

Cooperatives play a critical role in building community wealth for several key reasons: They often provide quality goods and services to areas that have been shunned by

	<p>traditional businesses because they are deemed less profitable markets. They typically invest in local communities.</p> <p>Cooperatives help gather local people and pool their resources to gain power to participate in and influence market forces and community development. They promote community control, local control of capital, local ownership, local hiring, business and community leadership development, and the development of trusting relationships.</p>	
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Annex I – Stakeholders' list

NAME	TYPE	WEBSITE	INTEREST IN THE PROJECT	CONTRIBUTION TO THE PROJECT	ACTIONS TO INVOLVE IT
Palestinian Food Industries Union (PFIU)	ASSOCIATION	http://pfiu.org/	Provide trainings "Quality control", Information source regarding market capacity	Assistance in examining the market absorptive capacity of the value chains, reveal whether there is an opportunity for women in production, provide training in food processing.	Direct contacts
Palestinian Farmers' Union (PFU)	ASSOCIATION	https://www.pafu.ps/	Information source, Access to Market facilitation	Highlight difficulties and challenges faced by small scale producers within the value chains. Highlight potential opportunities, highlight possible production inputs, highlight the absence of policies that should protect small scale producers at the level of food processing.	Direct contacts
Agricultural Cooperatives Union (PACU)	ASSOCIATION	http://pacu.org.ps/jmening/	Information source regarding production lines within cooperatives, provide trainings in quality, safety, standards and specifications of products.	Dynamics of production lines within cooperatives, market capabilities & capacity, Cooperative sector regulation, mechanism of registering cooperatives & networking	Direct contacts
Dalia Association	NGO	https://www.dalia.ps/	Market Facilitation & information source	Market mechanisms, product marketing process, clean energy capabilities within Palestine	Direct contacts
Cooperative Work Agency	PUBLIC BODY	http://www.cwa.pna.ps/	Information source, cooperative organization training	Agricultural food processing cooperatives, registration of cooperatives, cooperative development	Direct contacts
Economic and social Development Center of Palestine	NGO	https://www.esdc-pal.org/	Information source, trainings "cooperative development, quality, quantity, unified standards, packaging, hygiene and access to market"	Development of cooperative work and infrastructure, marketing support of rural Palestinian products, development of production capacities including quality, quantity, unified	Direct contacts

				standards, packaging, hygiene and access to market.	
New Farm Company	SME	http://newfarm.ps/	Access to market, packaging, labeling and filling "Paid service due to COVID-19"	Bring prosperity to rural Palestinian producers and deliver authentic convenient taste of nature to consumers.	Direct contacts
APHEDA consortium for the Australian Middle East NGO Cooperation Agreement Program – Phase Three (AMENCA 3) – Palestinian Farmers Connecting to Markets NGO Cooperation Agreement Program – Phase Three (AMENCA 3) – Palestinian Farmers Connecting to Markets	NGO	https://www.dfat.gov.au/about-us/publications/Pages/amenca-3-palestinian-farmers-connecting-to-market-mtr-and-mr	Consultation for training, information source	Information source and consultation regarding the cognition of the trainings and training material	Direct contacts
MA'AN Development Center	NGO	https://www.maan-ctr.org/	Information source, Market facilitation and capacity	Due to his experience in agricultural work and home food production, Salim Al-Karmi presented a set of ideas that must be focused on at work, especially with regard to marketing, as he indicated the need to focus on electronic marketing skills today. He also indicated the importance of focusing on the cheese sector, as there is a need in the market for several types and varieties of cheeses, including Italian cheese. He offered to arrange a visit to the PDC in Tubas to gain knowledge	Direct contacts

				particularly in this sector, dairy & cheese production, giving anyone a chance to gain excellent expertise. In addition to food production, it is possible to add extra experiences for women.	
Union of Agricultural Work Committees (UAWC)	NGO	https://www.uawc-pal.org/index.php?&amp;lang=en	Information source, market capacity and needs	Moayad Bisharat provided a detailed information on the value chain for each chain that we will work on during this project, as he elaborated on olives and olive oil, home food processing, dairy products and cheeses. He also expressed his constant readiness to provide any information about the sources of production and possible training, in addition to that he provided a set of advice about what exercises should be implemented.	Direct contacts
FADOC Palestine	NGO		Interest to help with the coalitions creation and Access to Market	Several contacts were made with Rami Massad, who showed a high interest in the project and is ready to provide advice in establishing cooperatives in later stages of the project and give advice about that and help in reaching the market.	Direct contacts
Palestine Standards Institution	PUBLIC BODY	http://www.psi.pna.ps/ar/	Information source, Official reference		Direct contacts
Palestinian Packaging Centre - PAL PACK	NGO	www.palpack.ps	Information source, Official reference		

4. Training needs and new skills sets in Valencian Region, Spain

Gemma Alaiz Crespo, Alba Luz Donaire, Boutaina Elhadri, Alicia Carpio Obrè (Jovesolides)

Introduction

Jovesólides is the Spanish partner of the InnovAgroWoMed project to create Social Innovation in the Agri-food sector for women's empowerment in the Mediterranean Sea basin, specifically in the Valencian region.

Regarding Jovesólides as an institution that specializes in developing social innovation in vulnerable people with less opportunities to support them by promoting social entrepreneurship through training, coaching and giving assistance, that's the main connection between the InnoVaAgroWomed project and our team.

After conducting our research methods, Jovesólides has chosen as a value chain the production and transformation of agro-ecological products. To implement our model training 35 young women from the Valencian Region will be trained in this sector in order to become or either entrepreneurs or becoming an employee in this sector. At the end of the project 80% of the beneficiaries will find a job to accomplish the core of this project that is the improvement of the working conditions in women of the Mediterranean basin, especially those who are unemployed and not engage in any kind of educational program.

4.1 Desk Research

4.1.1 Local context

In terms of territory and population, Spain is divided into 17 autonomous regions and two autonomous cities. The Valencian Community, hereinafter VC, represent 4.6% of the Spanish territory, with 23,254 Km² of the 505,990 km² total extension of the country. As for its population, the region¹⁶ is the fourth with the highest number behind Andalusia, Catalonia and the Community of Madrid, representing 10.8% of the 47,329,981 Spanish inhabitants. Its density is 220 people/km², much higher than Spain's average density of 93 people/km² (INE, 2020a).

Ageing population is a challenge in the Valencian province as in the European Union. The population, both the Valencian and the Spanish, is getting older due to the negative vegetative balance, that is, more people die than are born each year. In some way, it is explained by a low birth rate, which in the province of Valencia is 7.4 % and in the VC 7.5 %, very similar to the national rate of 7.6% (INE, 2019). Nevertheless, the average life expectancy in the Valencian province is 82.9 years somewhat lower than the Spanish (83.6

¹⁶This document refers to the Valencian Community.

years), with an average lifespan for women five years higher than that of men, reaching 85.5 years of life (INE, 2019).

Concerning the socio-economic context, the Valencian region has a privileged location that, together with the good living conditions, offers the conversion into a territory with a strong capacity to attract population and economic activity (RIS3-CV).

The region is in the middle of trade flows between the East and the Atlantic and its logistics alignment allows it to be defended as a key axis of logistics activity in the Mediterranean. In terms of exports, the region is the third at the national level considering the volume. Its sales are focused on the automobile industry, the agri-food industry, footwear, and ceramics. The agri-food sector provides the 4.9% added value of the regional total, a percentage below 5.6% of Spain and 5.2% of the employment, with a productivity that exceeds 3.2% the national average of the sector (IVIE, 2018).

The industrial tradition of VC has a greater weight both in employment and Gross Value Added compared to the rest of Spain. Ceramics, chemistry, metallurgy, and the automotive industry are the sectors with the greatest weight. On the other hand, footwear, textiles, tiles, toys, and furniture have a great specialization.

Regarding the Valencian companies, these stand out for their small size, which negatively affects their ability to obtain financing, to develop R & D & I projects in their processes and products. However, in the region, there is a strong entrepreneurial culture that is helping the emergence of new technology and global companies. The 60% of the companies working in the agri-food sector are micro-SMEs (less than 10 employees), most of them dedicated to the food sector (87%) (RIS3-CV).

From a macroeconomic point of view, GDP in the region was €103,228,580 million in 2019, representing the 4th economy in Spain. Regarding GDP per capita, which is a good indicator of the quality of life, in the region in 2019, it was 20,094 euros compared to 23,979 euros of GDP per capita in Spain (INE, 2019). The average income per person in the region is 10,611 euros compared to 11,680 euros for the Spanish average in 2019. The poverty risk rate is 23.7% somewhat higher in the region than the national rate, which is 20.7% according to the latest data from the Living Conditions Survey, 2019.

Unemployment in the region, according to the Active Population Survey in the last quarter of 2019, was 14.1% (11.7% men and 16.8% women) and with regard to the Valencia province it was 12.9% (11% men and 15.2% women), while the Spanish unemployment rate 13.8% (12.2% men and 15.6% women) (INE, 2020b).

The Spanish lockdown, due to COVID-19, has had important repercussions on the employment rates of the first quarter of 2020. All the Spanish autonomous communities had been seen to have reduced their employment rates during this period, but among the Valencian Community presented one of the greatest decreases with a quarterly variation rate of employment of -1.5%. As a consequence, the unemployment rate remains at 14.4% of the active population (13% men and 16.1% women) and 14% (12.8% men and 16.2% women) in the province of Valencia. These rates are explained due to the specialization of the Valencian economy in tourism and the business fabric in which even more SMEs and micro-businesses predominate. However, the weight of its agri-food sector can be a positive circumstance, since it is one of the sectors least affected by the crisis and has been protected by the measures adopted by the central government (INE, 2020b). The Valencian Community is the third region in the country with the highest agricultural unemployment, with 13,297 unemployed people who are concentrated in Alicante with 5,643 and Valencia with 5,990 (Agro News Comunitat valenciana, 2020).

Regarding the educational gender gap choices, the biggest differences between men and women when choosing their education field are found in the social sciences (70% of the total are women), and in engineering and architecture (75% of the total are men) (INE, 2019).

Role and condition of women in society

According to the data offered by the World Economic Forum, Spain is ranked 8th in the world regarding the Global Gender Gap Index 2020¹⁷, which has meant an improvement of 21 positions from 2006 to 2018. In the same way, the European Institute for Gender Equality, EIGE, in charge of measuring the Gender Equality Index¹⁸, ranks Spain ninth among the 28 countries of the European Union. Comparing the data from Spain with the previous index, 2015, in addition to advancing more than the EU average, the momentum obtained in the Power and Decision-making indicator followed by the Knowledge indicator stands out. On the other hand, Employment and Health are the least advanced, although this second heading already had a very high score (EIGE, 2019).

The Spanish Constitution proclaims in its article 14 the right to equality and non-discrimination based on sex. For its part, article 9.2 establishes the obligation of the public powers to promote the conditions so that the equality of the individual and of the groups in which it is integrated is real and effective.

Three important laws in the field of equality in Spain should be highlighted:

- Organic Law 1/2004, 28 December, of Comprehensive Protection Measures against Gender Violence. (BOE de 29/12/2004)¹⁹
- Organic Law 3/2007, 22 March, for the effective equality of women and men. (BOE de 23/03/2007)²⁰
- Organic Law 2/2010, 3 March , sexual and reproductive health and voluntary termination of pregnancy (BOE de 04/03/2010)²¹.

When promoting progress in this area, the main Spanish body is the Ministry of Equality, which through the Institute for Women and Equal Opportunities (IMIO). It is responsible for "promoting equality of both genders, facilitating conditions for the effective participation of women in political, cultural, economic and social life, as well as promoting active policies for the employment and self-employment of women and promoting and developing the transversal application of the principle of equal treatment and non-discrimination" (IMIO).

At regional level, the Vice Presidency and Council for Equality and Inclusive Policies is the Valencian government agency or council in charge of directing and executing policies related to social benefits and services, dependency, functional diversity, family, older people, minors, adoptions, youth, women, equality, immigration and social volunteering.

¹⁷ The report's Gender Gap Index ranks 153 countries according to calculated gender gap between women and men in four key areas: health, education, economy and politics to gauge the state of gender equality in a country.

¹⁸ The scores are based on the gaps between women and men and levels of achievement in six core domains: work, money, knowledge, time, power and health.

¹⁹ <https://www.boe.es/buscar/act.php?id=BOE-A-2004-21760>

²⁰ <https://www.boe.es/buscar/act.php?id=BOE-A-2007-6115>

²¹ <https://www.boe.es/buscar/act.php?id=BOE-A-2010-3514>

In relation to the women working conditions in the region, it is important to refer to unemployment rates and types of job performed by women:

The female unemployment rate in the region has fallen slowly in the last years, although it is still almost 5 points higher than men. In other words, 54.7% of unemployment in the region corresponds to women. The 41.4% of unemployed women would fall into the category of long-term unemployed (12 or more months unemployed). Of these, 30.3% have been more than two years in unemployment (78,500), which implies a lack of right to a contributory benefit (CC. OO, 2020).

The type of work performed by women in the region is characterised by its temporary nature and part-time:

- Durability: the high rate of female temporary employment is a challenge in the region as this is an indicator of precariousness.

- Working hours: the part-time working day in the region is clearly female, of the total of 816,500 paid women, 26.8% work part-time while among men, only 8.2% work in this modality. It also has a negative impact on the remuneration and subsequent rights of social protection of women in the region.

In relation with the job position, 64.3% of skilled jobs are held by men and 57.3% of unskilled jobs are held by women. The only professional level in which there is a comparison between both genders is that of technical personnel, where 51% are men and 49% are women, this situation demonstrates that the female Valencian workers still suffer a vertical segregation (CC.OO, 2020).

There are also disparities between the occupation of men and women by branch of economic activity, since in some of them women are underrepresented, such as construction (9.5%), agriculture, livestock and fishing (14.2%), industry (26.7%) (25.1% in the extractive industry, electric power, gas, water, waste management and 26.8% in manufacturing), transport and storage (20, 1%) and in the professions of the future related to ICTs, information and communications (29.7%). On the other hand, the presence of women is above the national average in activities such as household activities (84.4% women versus 15.2% men), health activities (71.9% women versus 28.1% men), real estate activities (66.7% women versus 28.1% men) among others. The greatest gender balance is found in professional, scientific, and technical activities, wholesale, and retail trade. These statistics offer a clear idea of the existence of horizontal segregation of Valencian women workers who occupy lower paid jobs and those with worse social recognition (CC. OO, 2020).

Additionally, the Active Population Survey shows important data on the limitations of women for their insertion in the labor and social world. The results of these studies explain that the main reasons for the inactive population to have stopped working in the Valencia region is; for men, be retired (60.5%), followed by dedication to studies (20%), on the other hand, women declare that the main reason for stopping work is the dedication to domestic activities (31.4%), followed of retirement (29.5%) and dedication to studies (16.6%) (INE, 2020b).

According to the 2019 Salary Structure Survey, the gender salary gap still exists, specifically, Valencian women stopped receiving 5,344 euros in relation to the salaries of their male counterparts. That is the equivalent of 22.4% of the salary gap because of various factors: activity sector, occupation, type of contract, type of working day, salary supplements, etc. The country average is 21.9%.

The results between both genders show that there is still a strong distribution of gender roles in the region and, therefore, the strong limitations suffered by women to enter the labour market under equal conditions.

However, nationality is another of the variables that affect the unemployment rate. Among the population of the Valencian Community, the unemployment of the foreign population is 30.4% for women and 16.1% for men. The difference between the unemployment rate of local women (14.2%) and foreign women (30.4%) also stands out and this gap between women is much bigger between locals and foreigners from outside the European Union compared the local women and foreign women from the European Union.

Local civic engagement, participation, and collective action

During the economic crisis (2008-2015) there was a great impact on the Valencian social economy, but since 2015 the Generalitat Valenciana²² has activated different policies to support the Valencian social economy. In this sense, it is worth highlighting the Biennial Plan to Support Cooperatives (2018-19) because their presence in the region, mainly in the agri-food sector, is the objective of this study.

The total employment of cooperatives corresponded to 4.1% of total employment in the Valencian Community. By provinces, Valencia stood out, with 1,367 cooperatives and 41,691 direct attached jobs. The most relevant cooperatives are agri-food, associated work, consumers and users, and credit (GVA&CIRIEC 2018). Concerning the VC is the Spanish region in which cooperatives have greater weight within the social economy.

Regarding the third sector, Spain in recent years has grown in many non-profit organizations destined to occupy spaces that have been progressively abandoned by the private sector and the public sector. The non-market subsector (the third sector) grouped 31,504 associations and foundations with a total of 91,174 workers and 813,000 volunteers and these entities, mainly, have been constituted under the legal form, with its own legal personality, registered in a public registry.

The Third Sector Platform of the Valencian Community was created in 2015 to promote the social rights and interests of citizens, mainly of people in situations of poverty or risk of exclusion. The platform is made up of five organizations representing the social sphere in the region: the EAPN CV Platform (European Network for the fight against poverty and Social Exclusion), the Spanish Red Cross in the Valencian Community, Cáritas in the Valencian Community, the CERMI in the Valencian Community, the Platform of the Voluntary Service of the Valencian Community and ONCE Valencian Community.

At the regional level, there are also several initiatives to promote women's equality in terms of their rights.

²² It is the generic name covering the different self-government institutions under which the Spanish autonomous community of Valencia is politically organized.

4.2 Field Research

4.2.1 Stakeholder mapping

Through phase 2 and of the research, it has carried out different Focus Groups and in- depth interviews aimed at determining the attitudes of the stakeholders, as well as their perceived barriers and enhancers of social innovation and cooperation. The target group were:

1. Public administration,
2. Civil organization,
3. Firms and cooperatives of the agri-food sector,
4. Trade unions, workers and / or professionals association
5. Educators (secondary education and VET teachers, professors, long-life learning trainers, educators in the non-formal capacity building program)

2 FGs were conducted with public administration and firms and cooperatives profiles; for the academia, trade unions and civil organizations, individual in-depth interviews were done as it was not possible to establish a common day and timeline to perform the FGs.

In phase 3, a model training draft was elaborated, based on the results of the desk research, mapping exercise, case studies, focus group and in-depth interviews analysis (Phase 1 and 2), with a focus on the women capacity building and training in the agri-food sector adapted to the Valencian province socio-cultural context, environment and possibilities.

The draft version of the model was presented to the experts invited to participate in an expert panel. The profiles invited to participate in this activity aimed at examining and evaluate the draft of the training module were:

1. Public administration.
2. Cooperatives of the agri-food sector, and trade unions, workers and/or professionals association.
3. Educators
4. Civil organization

Finally, a total of 6 experts participated in the expert panel, 4 of them women (see Annex 2), from:

- 1 public administration
- 1 professor
- 2 cooperatives
- 1 trade union
- 1 civil organization

The training model was updated and adapted to deliver its final version validated according to the contributions made by the experts.

In summary, the participants involved in PHASE 2 and PHASE 3 were chosen to enhance the analysis and the research conclusions. Likewise, in the composition of the groups, homogeneity was sought to ensure coherence of discourse and inclusive heterogeneity, which allows enriching the analysis, but avoiding excluding relationships.

Participants in the three research activities came from the following fields representing the quadruple helix of knowledge (academia, public administrations, civil organizations, and business):

- Public Administrations:

(i) Divalterra, a public company with the main objective of promoting, supporting and participating in economic, business and social activities that contribute to the socioeconomic development of the municipalities of the province of Valencia,

(ii) Las Naves, a public entity dependent on the Valencia City Council that promotes social and urban innovation with a clear commitment to people, putting them at the center of innovative action, and participants in the Municipal Food Council, which is a consultative and sectoral participation body of the Valencia City Council.

- Trade unions: C.C.O.O the agri-food federation of the union trade.

- Entities and agri-food sector cooperatives:

(i) FECOAV, the council of the equality area of the Federation of Food Cooperatives,

(ii) The quality and production technician of the Rural Cooperative Sant Vicent Ferrer de Benaguasil. V.,

(iii) the Center for Rural Studies and International Agriculture, CERAI, specialized in sustainable rural and fisheries development under the focus of food sovereignty, and

(iv) the Confederation of Cooperatives of the Valencian Community.

- Civil organizations:

(i) Sarai Fariñas, a contributor of the study "Rural Women of the Valencian Country 2016", and

(ii) a member of the New Rural Forum.

- Academia:

(i) Chair of Agri-Food Cooperatives funded by Agri-Food Cooperatives of Spain, and

(ii) Professor at the Higher Technical School of Agronomists and Natural Engineering of the Polytechnic University of Valencia.

All these profiles were designed to cover the needed knowledge in relation to the needs of the target audience to which the research is aimed, that is:

- women who need to promote their labor participation and their entrepreneurial spirit,

- in the agri-food sector and related industry,

- in the rural environment, and

- in the Valencia province.

For this reason, the focus of the research was not only directed to satisfy the knowledge about the workers through the participation of the union trade of the agri-food federation, but also about the companies that employ this target population such as FECOAV or the Confederation of Cooperatives of the Valencian Community, as well as, through experts on gender and the rural world such as Sarai Fariñas as a contributor of the study "Rural Women of the Valencian Country 2016" or the counselor for the equality area of the FECOAV. In addition, the profiles were complemented by

the participation of Divalterra, which provides an important point of view about socio-economic situation of the Valencian municipalities, and Las Naves, which integrates its knowledge of the Valencian City's innovation perspective. In addition, the Higher Technical School of Agronomists and the Cátedra de Cooperativas Agroalimentarias provided transversal knowledge from the academy.

Likewise, the field research participants covered the necessary knowledge to obtain optimal information related to the agri-food world in Valencia, considering it as a value chain to be developed within the project according to the results of desk research, and on the other hand, they also provided knowledge about new entrepreneurship models and the different capacities to join the rural world from a more innovative perspective, as the suggestions did by the representant of the New Rural Forum, among others, these being beneficial contributions to highlight organic food as one of the market niches on which to base the project training.

4.2.2 Value chain selection process

Selected value chains

Jovesólides identified 10 initial needs that could be tackled within the framework of the InnovAgroWoMed project, that were reflected in the third module of a First Training Model, which was after validated with some Experts participating in an Experts Panel. Also, after analyzing the whole process, Jovesólides' research team chose 6 of those initial needs, and evaluated them in a First Matrix. All this process is collected in the Synthesis Report.

As we kept going with the interviews, and following the first matrix results, we refined the value chains to finally choose the **Agroecological Products** as value chain, both raw products (cereals, fruits and vegetables) as well as transformed ones (wine, jam, juice etc).

After this whole research process, we made a Second Matrix where we analyzed the value chain selected after an internal report summarized in a specific Position Paper.

As highlighted above, the decision of choosing the agroecological products was based on the following data analysis:

Valencian organic farming is growing exponentially, generating a business of 518 million in 2019. The annual production report reflects an increase of 66 million compared to 2018, according to the Annual Report on Organic Production (Informe Anual de Producción Ecológica 2019) presented in Alicante in February 2020.

In the presentation of the document, the Minister of Agriculture, Mireia Mollà, indicated that growth extends to all indicators, so that "there is evidence of the correspondence between the bases promoted by the I Organic Production Plan and the proposals demanded by the sector".

The data underpin the commitment to organic production, both in the sector and the regional administration that next year will launch the II Organic Production Plan (that will cover the period from 2020 to 2025), to continue the rising trend and integrate consumers and merchants into the strategy as well.

The counselor has highlighted the positive data for 2019 and that she has reviewed the increase compared to 2016, the year in which the I Valencian Plan for Ecological Production was launched. Thus, operators³¹ have risen 38.7% in the 2016-2019 period, from 2,354 to

³¹ An operator is any person that produces, manufactures, stores or imports products from a third country or that sells those products, that has to be certified as an 'ecological operator' in the

3,265, certified producers have grown by 34.1% (from 1,852 to 2,482) and companies have doubled from 456 in 2016 at 701 currently. Even more, the number of operators went from 3,167 in 2018 to 3,585 in 2019.

As Mollà pointed out, the rise is important because it shows the commitment to a change in the production model that has a market and each year attracts more producers, distributors, marketers and consumers.

The statutes of the Federation of Agroalimentary Cooperatives from the Valencian Community expressly state that among its aims is the promotion of equal opportunities between men and women, promoting, in any case, their development, training and professional and business qualification. Participation in effective governance of women in decision-making bodies of agri-food cooperatives will be promoted. Likewise, from cooperativism, it will work on projects that include initiatives for the full integration of women in rural development policies and measures, under conditions of equality.

Finally, the current demand by society for the consumption of healthy, seasonal and local food, as well as the growing interest in knowing the origin, production systems and sustainability of food, has made public sectors interested in this sector, and makes this products ideals for the creation of sustainable employment, whose impact on climate change is more favorable than other types of value chains.

In the different parts of the research, and in the first matrix we find 10 possible value chains:

However, the score collected in the first GIZ matrix, and the relevance of the different aspects such as: sustainability, lack of infrastructure, the impact of Covid on the tourism sector or seasonality of the products were discarded, finally selecting the agroecological products, a decision supported by both the position paper and the second matrix, since it includes the possibility of producing and selling several of the selected products but from an innovative and sustainable perspective.

4.3 Local training needs

Taking into account the analysis and results obtained from the desk research, the focus groups and the panel of experts. As well as the existing programs analyzed in depth, we have detected the following training needs in the region to achieve employability and improve skills in general in the labor market, specifically in the organic farming sector.

Training needs	Relevant module	Main outcome
<i>Financial and business competences applied to the rural world. Administrative knowledge of bureaucratic processes. Search for funding, support agencies and strategic programs</i>	Business and Entrepreneurial skills	<i>Improve business skills to run your own business</i>

Valencian Community, before marketing a product as raw organic or raw organic in transformation.

<p><i>Digital skills for the job market</i></p> <p><i>Digital skills in agriculture</i></p>	<p>Digital competences applied to the agroecological sector</p>	<p><i>Improve digital competence for the labor market</i></p> <p><i>Be aware of the technological innovations in the world of organic farming and be able to put them into practice</i></p>
<p><i>Ability to create social innovation</i></p> <p><i>Knowledge of social innovation</i></p>	<p>Social innovation in the agroecological sector</p>	<p><i>Being able to use social innovation in the development of both the company and working for others</i></p>
<p><i>Knowledge of the possibilities of sustainability in the sector</i></p> <p><i>Training in the uses of sustainability</i></p>	<p>Sustainability and agroecological sector</p>	<p><i>Know the basic concepts of sustainability in the sector</i></p> <p><i>Learn to use sustainable practices in the agroecological sector</i></p> <p><i>See example of companies that use sustainable practices</i></p>
<p><i>Competition in promoting equality</i></p> <p><i>Social skills</i></p> <p><i>Self-knowledge</i></p>	<p>Equality and community empowerment</p>	<p><i>Know the situation of women in the sector</i></p> <p><i>Empower yourself with the possibilities that the sector can offer as women</i></p> <p><i>Improve knowledge regarding labor rights and job search</i></p> <p><i>Develop important skills such as conflict resolution, self-esteem, communication skills</i></p>
<p><i>Ecological plant production</i></p> <p><i>Ecological plant transformation</i></p> <p><i>Marketing of agro-ecological products.</i></p>	<p>Theoretical-practical training in the agroecological sector</p>	<p><i>Develop organic crops</i></p> <p><i>Certify agro ecological products</i></p> <p><i>Transform green products</i></p> <p><i>Learn to market products especially online</i></p>

So, topics such as empowerment of women in this sector are needed in Valencia province focusing the **training on leadership, communication, and business management skills**.

The diagnosis reveals the need to train both in **traditional business** activities in the rural world, such as those directly or indirectly related to agriculture, as well as in **other forms of**

entrepreneurship, as for example, companies based on the knowledge economy or culture.

As said above, there is a need to have **community services** available that free women from caregiving tasks and can advance their careers. If these tasks assigned to women can be outsourced, then they will be able to attend training programs, work overtime, receive paid overtime, assume leadership positions, among others.

4.4 Training model

- Total length: 640 hours;
- 14 coaching days;
- 1 Summer camp in Sicily (full-time for all);
- Duration: From May 21-January 22;
- Timetable: 4 days per week;
- Time: 8,30-14,30 hours (6 hours per day)

The following training model has been adapted to both profiles: agent for transition and agent for creation.

Profile of participants/Eligibility criteria *(tbc)*

- **Age:** 18-45 years old. (Young women not working or studying). We recommend to adapt this criteria, and open the access to the training also to older women when there is a case)
- **Educational level:** bachelor's degree at least. Participants in this path should have a good level of education. Exceptions can be made in case of proven experience related to the content of the training (examples: the participant is working for many years in the family business and would like to participate in the course to update her knowledge and to improve the management of the company, etc.)
- **Resident in the region of Valencia** (Comunidad Valenciana)
- **Interest and motivation**
- **Abstract** about the type of business they would like to establish (this could be useful to further detail/balance some parts of the training topics)
- **Preferential criteria:** considering that any agri-food industry needs land, we suggest considering the possibility to include as requisite for participation (or maybe as added value) the availability of land. However, it also an alternative if they don't have access to land, but there are other ways to have it as ceded public land, land rental, possible purchase, community projects (Like the one in Almedijar with the Canopia cooperative)

Modules	Units	Activities/Methods
<p>Fundamentals of social innovation (Hours: 40)</p>	<p>UNIT 1:</p> <ul style="list-style-type: none"> • Concept of social innovation. Social innovation in the agroecological world. Generation of ideas. <p>UNIT 2:</p> <ul style="list-style-type: none"> • Social innovation methodologies as a source of opportunities. <p>UNIT 3:</p> <ul style="list-style-type: none"> • Innovative practices. Case study and option of visits to entities in the Valencian Autonomous Community. 	<ul style="list-style-type: none"> ○ Face-to-face lectures
<p>Sustainability dimensions (Hours: 60)</p>	<p>UNIT 1:</p> <ul style="list-style-type: none"> • Terminological delimitation. Sustainability and agroecology. The carbon footprint. Pest control in organic farming. <p>UNIT 2:</p> <ul style="list-style-type: none"> • Elaboration, commercialization and enhancement of native products. Proximity sale. Efficient use of local natural resources. <p>UNIT 3:</p> <ul style="list-style-type: none"> • Sustainable practices. Case study and option of visits to sustainable entities in the Valencian Autonomous Community. 	<ul style="list-style-type: none"> ○ Blended

³² This training has taken into account the current: Order EDU / 376/2010, of January 20, which establishes the curriculum for the Middle Grade training cycle corresponding to the title of Technician in Agroecological Production. https://www.boe.es/diario_boe/txt.php?id=BOE-A-2009-18476

<p>Managerial empowerment (Hours: 200)</p>	<p>UNIT 1:</p> <ul style="list-style-type: none"> • Social Entrepreneurship and employment opportunities for women in rural areas. Micro-entrepreneurship. <p>UNIT 2:</p> <ul style="list-style-type: none"> • Business management, marketing and finance in the rural world. The design of the company and the feasibility study. Cost analysis. Commercial strategies. Analysis of the competition and study of the competitive advantage. Quality system. Business accounting. Business plan. Human resources management. <p>UNIT 3:</p> <ul style="list-style-type: none"> • Administrative steps necessary to start business activity. Main corporate forms with special attention to the legislation of agri-food cooperatives. Taxes. Grants. The cooperative as a form of support for entrepreneurship and others legal forms to start a business. <p>UNIT 4:</p> <p>Strategic regional, national, state, European and international lines in the sector. Available funding sources. Training in finance and accounting for entrepreneurs. Map of entrepreneur support agents (Local Development Agency, Network of European Centers of Innovative Companies, etc.).</p>	<ul style="list-style-type: none"> ○ Blended
<p>Digital empowerment (Hours: 30)</p>	<p>UNIT 1:</p> <ul style="list-style-type: none"> • Basic digital skills. Digital transformation for employment. Use of mobile applications in the sector. <p>UNIT 2:</p> <ul style="list-style-type: none"> • Agroecology 4.0. Introduction and basic aspects. Precision agriculture applied to crops. GPS system. Soil map. Precision agriculture in sowing. Crop maps. Precision agriculture in machinery. Subscriber prescriptions. Data management. File transfer. Farm management software. <p>UNIT 3:</p> <ul style="list-style-type: none"> • Digital practices in the agroecological sector. Case study and option of visits to entities. 	<ul style="list-style-type: none"> ○ Blended

<p>Community empowerment (Hours: 70)</p>	<p>UNIT 1:</p> <ul style="list-style-type: none"> Context and current situation of women in the agri-food sector. Prospects for organic production in the Valencian Community. From conventional agriculture to agroecology. <p>UNIT 2:</p> <ul style="list-style-type: none"> Labor rights and professional orientation. Training and advice on job search techniques through ICT. Factors of discrimination against women in the rural and agri-food world. Work-life balance as a woman. <p>UNIT 3:</p> <ul style="list-style-type: none"> Strengthening and autonomy of women and their position within the agri-food sector. Empowerment, self-esteem. Management skills. Negotiation. Communication strategies. Communication and participation tools. Teamwork and conflict resolution. 	<ul style="list-style-type: none"> o Blended
<p>Sector specific training (Hours: 240)</p>	<p>UNIT 1:</p> <ul style="list-style-type: none"> Agroecological Production. Fundamentals and conceptualization of agroecological products. Certification process in the Valencian Region. Implementation and management of organic crops. Case study and visits to the fruit and vegetable sector. <p>UNIT 2:</p> <ul style="list-style-type: none"> Transformation of agro-ecological products. Case study and visits to the fruit and vegetable sector. <p>UNIT 3:</p> <ul style="list-style-type: none"> Marketing of agro-ecological products. Local commerce and local products. E-commerce. Strategic customer design in the digital age. Customer Support. Introduction to the export market. 	<ul style="list-style-type: none"> o Blended

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Annex I – Stakeholders’ list

NAME	TYPE	WEBSITE	INTEREST IN THE PROJECT	CONTRIBUTION TO THE PROJECT	ACTIONS TO INVOLVE IT
Divalterra	PUBLIC SECTOR	https://www.divalterra.es/va/	Promote business activity, local development	Promote and disseminate the project	Direct contacts
Las Naves (innovation agency for the Valencia city)	PUBLIC SECTOR	https://www.lasnaves.com/somos/?lang=es	Agri-food sector	Dissemination, training	Direct contacts
Valencian Food Council	PUBLIC SECTOR	https://hortaipoblesvalencia.org/va/	Agri-food strategy of Valencia, ecofeminist perspective	Dissemination, training, information	Direct contacts
CCOO-PV Industria	WORKERS UNION	https://industria.ccoo.es/Pais_Valencia	Research, agri-food sector and training	Dissemination, training, information	Direct contacts
Study Rural Women of Valencia	CIVIL ORGANIZATION	https://cerai.org/	Agriculture innovation in justice	Dissemination, incidence, information, training	Direct contacts

New Rurality Forum.	CIVIL ORGANIZATION	https://novaruralitat.org/	Rural sector, incidence, employment	Dissemination, incidence, information	Direct contacts
FECOAV, agro-food cooperatives of the Valencian Community	PRIVATE SECTOR (FOOD COOPERATIVE)	http://www.cooperativesagroalimentariescv.com/	Agri-food cooperatives CV, equality	Dissemination, training, information	Direct contacts
Rural Sant Vicent Ferrer de Benaguasil Coop. V.	PRIVATE SECTOR	http://www.ruralfruit.es/cooperativa/	Cooperatives, agri-food sector	Dissemination, information, sessions module 3	Direct contacts
CERAI	PRIVATE SECTOR	https://cerai.org/	Food sovereignty, development cooperation, agroecology	Dissemination, information, TRAINING, source of information	Direct contacts
OFICOOP. Confederation of Cooperatives of the Valencian Community	PRIVATE SECTOR (COOPERATIVE)	http://oficoop.com/es/	Cooperativism in the region	Dissemination, information, network, training module 2 (set up cooperative)	Direct contacts

Professor at University of Valencian	PROFESSOR	http://www.agro-alimentarias.coop/inicio	Includes cooperative entities throughout the state	Dissemination, training, information, module 3	Direct contacts
Professor at the Polytechnic University of Valencia	PROFESSOR	http://www.etsiamn.upv.es/	Technical training in agriculture	Dissemination, incidence, information, training	Direct contacts

5. Training needs and new skills sets in Beja and Medenine, Tunisia

Hedi Bchir, Soukeina Bouraoui, Serena Romano, Fatma M'Selmi, Marouane Chikhaoui (CAWTAR)

Introduction

The Center of Arab Women for Training and Research (CAWTAR) participates in the Tunisian section of the Project on Social Innovation in the Agri-food sector for women's empowerment in the Mediterranean Sea basin (InnovAgroWoMed).

In Tunisia, the project will entail tailored research, training and placement activities for 35 women in the Beja and Medenine regions who will be trained with marketable skills to improve their capacity. The project is under the social inclusion priority.

CAWTAR's team of experts is composed of: Hedi Bchir, Project Coordinator; Soukeina Bouraoui, Research Director; Serena Romano, Team Leader for WP3; Fatma M'Selmi, Gender Expert; Marouane Chikhaoui, Industrial Expert.

5.1 Desk Research

This Chapter is the result of a desk research carried out during the months of June and July 2020. It provides an analysis of the local context and existing training models.

5.1.1 Local context

Tunisia, with an 11.7 million population in 2019, is an export-oriented country in the process of liberalizing and privatizing an economy based on agriculture, mining, manufacturing, petroleum products and tourism. After accelerating growth in 2018, which went from 1.9% in 2017 to 2.7% in 2018, Tunisia posted weak growth of 1% in 2019 under the effect of a marked slowdown in agricultural growth, a contraction in the manufacturing sector and a deceleration in that of services. The economy is projected to contract by 4% in 2020 in a scenario where COVID-19 spreads globally with disruptions to travel and trade, as well as social distancing behaviors, all which impact economic growth²³.

In 2019, Tunisia had a GDP of EU 35.16 billion where agriculture remains a key sector accounting for 10.4% of its GDP and employing 15% of the workforce. An improvement in production methods in the past years has allowed the sector to develop and modernise in particular in cultivating olive, fruit and palm trees, while enabling the country to reach a level of food sufficiency. In 2019, the growth rate in this sector was 9.5%. Organic farming is also booming, with Tunisia being one of the most productive countries in Africa. Olive oil accounts for the largest share in agricultural exports, followed by dates, olives and fresh fruits.

²³ World Bank, 2020 - Tunisia's Economic Update — April 2020

Industry represents 22.7% of the GDP and employs 32.8% the workforce. The country's industrial sectors are predominantly export-oriented. In 2019, the sector stagnated. Among the sectors in decline are the leather and shoe industry, paper, cardboard, plastic, wood, food and construction materials. However, chemistry and textiles and clothing sectors are on the rise. The local economy is largely oriented towards services, which account for 63.6% of the GDP, including the booming sectors of ICT (Information and Communication Technologies) and tourism. The service sector employs 52.2% of the country's workforce. Tourism, which suffered from terrorist attacks that hit the Tunisian soil, recovered considerably in 2018 with international arrivals rising to 8.3 million (18% year-on-year increase). The growth rate in services was 0.6%. Professional training and research are both rising sectors.

Tunisia had 735,043 companies in 2018, 86.7 % of them did not have employees, 7.7% employ 1 or 2 employees and 2.9% employ 3 to 5 employees. The large number of companies may be due to the Single-Person Limited Liability Company status, which provides that the private assets of the owner of the company cannot be seized in case of bankruptcy.

Table 1 – Company status in Tunisia

	2018	
	Nombre d'entreprises	Pourcentage
TOTALE	735 043	
Nombre d'entreprise dans le secteur Agriculture, Sylviculture et Pêche	4 634	0,6%
Nombre d'entreprise dans le secteur Industrie	84 283	11,5%
Nombre d'entreprise dans le secteur Industries extractives	1 514	0,2%
Nombre d'entreprise dans le secteur Industries alimentaires et de boissons	14 552	2,0%
Nombre d'entreprise dans le secteur Commerce, réparation d'automobiles et de motocycles	343 951	46,8%
Nombre d'entreprise dans le secteur Transports et Entreposage	103 025	14,0%

Source: Own elaboration

Due to the economic and political situation of the country, the Tunisian population continues to suffer from high unemployment especially among youth where the unemployment rate fell gradually in 2019 to reach 15% in the fourth quarter, against 15.5% a year earlier. It is much higher among women, young people, graduates of higher education and in the hinterlands. With the pandemic situation unemployment is expected to worsen, the rate would grow from 15% (reference scenario) to 21.6%, which corresponds to almost 274,500 new unemployed. Estimates show that women are more impacted than

men. This particularly concerns craftswomen and freelancers of small trades, the unemployed, other inactive people, the workers' farmers and women farmers²⁴.

Regional differences in economic development have also affected the social development of the country. Poverty levels have mainly fallen in coastal areas, whereas the hinterlands have largely failed to experience any growth in incomes. Regional disparities also manifest in the concentration of public services in coastal areas, including basic health care provision and education. Agriculture plays a central role in Tunisia's development and is crucial for inclusive growth. One fifth of all employed Tunisians work in this sector and, in the regions of the interior, this ratio becomes one in every two. Small and medium-sized family farms dominate Tunisian agriculture. More than half of all farms are smaller than five hectares, and around 90% of farms are less than 20 hectares. Many farmers are not very well off: a lack of productivity, insufficient agricultural training for smallholder farmers and a lack of access to markets all contribute to keeping revenues low.

The one-third of Tunisia's poor who live in rural areas derive their incomes primarily from agricultural activities²⁵. Due to the Covid-19 situation, the rate of monetary poverty should grow from 15.5% to 19.7% for women, and from 14.8% to 18.7% for men. This shock should not only risk destroying all progress made over the past ten years in the fight against poverty but risks also to accentuate the feminization of poverty.

On a national basis, two major social transfer programs were set up by Tunisia to help poor families, namely: the national aid program for needy families (PNAFN) and the reduced-cost health book program. The first program covered 260,000 families in 2019, compared to 132,000 in 2010, who benefit from direct monetary aid of 150 dinars per month with free care (110 dinars in 2010) and other subsidies. The second program, in which 585,000 families were enrolled in 2010, provides access to medical care in public health facilities. In return, they pay a fixed average and symbolic annual contribution.

The reduction of income inequalities constitutes a factor of social inclusion insofar as the valuation of low incomes, via the distribution of transfer income, and the provision of basic collective services, thanks to tax revenue, allows the disadvantaged social category to enjoy a decent standard of living and thus ensure a certain social justice.

Béja Governorate is one of the twenty-four governorates of Tunisia. It is in northern Tunisia and has a brief coastline relative to its size. It covers an area of 3,740 km² and had a population of 307,300 in 2018²⁶. Administratively, the governorate is divided into nine delegations (*mutamadiyat*), eight municipalities, eight rural councils, and 101 sectors (*imadas*). The governorate of Béja is among the first governorates in the agricultural production of the country. These factors make agriculture the region's primary economic activity. 91% of the land is thus dedicated to cereals (15% to 25% of national production); fruit (3% of national production); vegetables (3% of national production); Milk; red meat: 14,700 tons. The food industry dominates the industrial sector. There are 24 oil mills, two tomato processing units, the Béja sugar refinery, a yeast unit, a flour mill, a soft drink factory and a dairy plant.

²⁴ PNUD, 2020 – impact économique du Covid 19 en Tunisie – analyse en termes de vulnérabilité des ménages et des micros et très petites entreprises.

²⁵ GIZ 2016, Op.Cit.

²⁶ ODNO, 2019- Béja en chiffre 2018

The Medenine governorate encompasses the south-easternmost coastal strip and had a population of 510,549 in 2018²⁷. The governorate includes the country's largest island, Djerba, which has approximately a quarter of the governorate's total population and its own airport. The governorate is divided into nine delegations. The active population works in the following sectors: agriculture and fishing (19.4%), manufacturing industry (13.5%), public works and buildings (15.4%), services (33.4%) and administration and health (14.3%).

Agriculture, industry and tourism are the main activities of the governorate. The region has an agricultural potential based on arboriculture which occupies 82.5% of the total cultivable area (olive trees), animal husbandry and the cultivation of open fields. The main agricultural products are: milk, olive oil, arboriculture, market gardening, cereals, honey, wool, eggs. Ninety industrial companies, operating in the food industry, building materials as well as textiles and clothing, are located in the governorate, nine of which are fully exporting. The island of Djerba is a tourist center of international renown²⁸.

Beja and Medenine are two of the twenty-four governorates in which Tunisia is divided into. Each governorate is administered by a Governor, representing the authority of the State, appointed by the Head of the Government upon a proposal from the Minister of Local Affairs and the Environment.

Overview of the main public policies in employment, education, healthcare, social assistance, welfare

Tunisia has several institutional mechanisms in place to support and promote entrepreneurial development, including the provision of training and research, and facilitating partnerships between the private sector, investors and research institutions. Examples of these kinds of mechanisms include business centers, incubators and techno parks, which are under the supervision of the Ministry of Industry and Technology. A number of structures such as the Tunisian Center for Social Entrepreneurship are working to identify potential social entrepreneurs and connect them with local and international stakeholders.

As far as education is concerned, since its independence in 1956, Tunisia has devoted a considerable part of its budget to the education sector. In 2015, the country spent Euros 1,381 M at constant budget price, on pupil training (13.21%) and Euros 506M on student training (5%). Tunisia is among its neighboring countries that allocate the largest share of their budgetary resources to the education sector.

The last general population and housing census revealed that the illiteracy rate in Tunisia went from 23.3% in 2004 to 18.8% in 2014. This rate went from 53.5% to 32.2% in the non-municipal, and from 16.2% to 12.5% in the municipal areas, in the same period. Despite efforts to generalize access to education and literacy amongst the population, Tunisia had approximately 1,718,789 illiterates in 2014, among whom 620,249 are under the age of 50.

With a life expectancy at birth of over 75 years, the objective of eradicating illiteracy in Tunisia may not be achieved before 2040. The distribution of illiterates by sex shows that women are more affected (67% compared to 33% for men) both in rural (65.2%) and municipal (70.2%) areas. Furthermore, regional disparities characterize the distribution of the literacy rate. Indeed, this rate varies, for example, between 32.9% for Kairouan, 32.1% Jendouba, 20.3% Bizerte, 10.1% Ben Arous, and 10.1% Tunis.

²⁷ ODS, 2019 – Médenine en chiffre 2018

²⁸ Wikipedia and CIA Fact Book Tunisia.

The Central-West and North-West regions have the highest shares of out-of-school children, which are respectively 37% and 18%. Generally, out-of-school children and out-of-school children of school age live in rural areas. They were estimated in 2011 to be approximately 20,000. Accelerating the fight against illiteracy achieves the goals of social inclusion. Indeed, people who have a minimum of basic educational knowledge can access the labor market more easily than illiterate people. Also, they can take advantage of what society offers them. Not being able to read is more dramatic today than it has been in decades. Illiteracy is a serious factor of social exclusion.

Tertiary education has experienced strong growth since the Gross Enrollment Ratio (GER)²⁹ increased from 18.83% in 2000 to 35.2% in 2012, i.e. an increase of nearly 1.4 points per year over this period. Despite this increase, the higher education GER remains low in comparison with the primary and secondary GER.

The number of people, who could but are not, attending tertiary education remains too high. The causes are social, economic and due to the inadequacy of the support and guidance systems. Also, due to some forms of social exclusion endured in the secondary cycle, it is common that students from disadvantaged backgrounds or those with special needs (the disabled for example) do not have the necessary qualifications allowing them to access tertiary education. Even those who succeed in secondary education often hesitate to join university.

There are more than a dozen large public universities and around thirty higher institutes across the country. As Tunisia has a young population, as mentioned above, students in the third cycle have significantly grown in the past 20 years. Measures were taken to cope with this influx such as the opening of the virtual university in 2002. However, internet speeds remain slow and Tunisia as a developing country, must adapt its education system to the digital evolution. Tertiary education was reformed and the LMD system (license, master, doctorate) was established.

Tunisia's major challenge is to bridge the gap between Tunisia's higher education system and the country's socio-economic conditions.

The unemployment rate for college leavers is a topic that has garnered much attention. The more a university graduate has acquired diplomas, the less chance he or she has of finding a job corresponding to his/her profile. This problem particularly affects non-scientific sectors, as engineers usually find jobs.

The skills of Tunisian doctoral students are not valued, the government preferring to recruit foreign science graduates. Traditional university courses are also struggling to resist competition from technical courses in engineering schools. In addition, many university graduates in the humanities and social sciences that are unemployed prefer to wait for recruitment in the public sector, which is rare. And the difficulty lies in the mismatch between education or training and employment.

Role and condition of women in society

Tunisia ranks first among Arab countries and 119th in the world in terms of gender equality, according to the annual report on gender parity of the World Economic Forum (WEF): The gender gap (2018). It created an environment favorable to the protection and respect of women's rights, their emancipation and to equality of opportunity with men thanks to

²⁹ The GER is a translation of *taux de scolarisation brut* commonly used in Tunisia.

constitutional legislative and regulatory texts. These rights are enshrined in the personal status code adopted in 1956 and in Article 21 of the Constitution which stipulates that: Citizens are equal in rights and duties. They are equal before the law without any discrimination whatsoever. The 2014 constitution, adopted after the 2011 Revolution of Dignity that brought democracy to Tunisia, reinforced these principles in its new article 46 which stipulates that: the State undertakes to protect and strengthen the acquired rights of women and works to develop them. The State guarantees equal opportunities between men and women regarding access to all responsibilities and in all areas. The State works to achieve parity between women and men in elected assemblies. The state takes the necessary measures to eliminate violence against women.

Women enjoy the same economic rights as men except that they are still prohibited from working at night, apart from certain circumstances. Inheritance however remains a stumbling block in women's rights in Tunisia as it continues to be based on Islamic law, which stipulates that a surviving son is generally entitled to twice the share of a surviving daughter. This aspect is particularly detrimental to women in rural areas where they are often deprived of their entire inheritance rights, especially if they relate to land, by being coerced into relinquishing them.

Other discriminations affect only certain categories: whilst women have the right to two months of maternity leave on full pay in public sector, only 30 days of paid maternity leave are granted in the private sector³⁰.

But the most important challenges that Tunisia faces in terms of gender equality are social, economic and rooted in traditions. It remains a patriarchal society and gender-based discrimination persists in the public and private spheres. Although women enjoy similar levels of education to men, this is not reflected in the labor market: women constitute just a quarter of the workforce and face an unemployment rate that is twice that for men. In contrast to the legal framework, conservative social norms give clearly distinct roles to men and women, not only in their private lives, but also in the labor market; i.e. traditional gender relations persist along many dimensions³¹.

A 2017 study has shown that the male-female labor force gap is about 52%, of which 95 per cent could be attributed to a discrimination effect. This discrimination effect between men and women in the labor market force participation generates a per capita income loss of 20 per cent. When women have the same level of education, in particular a university degree, as their male colleagues, they are more likely to participate to the labor market. Those findings suggest that education is crucial for women in order to increase their participation rates. The results show that female labor force participation is higher in governorates with large male unemployment rates, indicating an additional-worker effect, and that women are more likely to participate in the labor force in governorates with larger agricultural sector. Finally, providing access to early childhood services increases the female labor force participation.

Rural women workers are potentially vulnerable. Given the absence of statistics and the informality of the work it is difficult to provide reliable data. Some of the essential issues of a

³⁰ The Economic Research Forum's (ERF) 24th Annual Conference, The New Normal in the Global Economy: Challenges and Prospects for MENA, Gender Discrimination in the Tunisian labor market: the youth crisis, Mohamed Amara, Wajih Khallouli, Faycel Zidi, University of Tunis and MYPRC, December 2017

³¹ Women's and Youth Empowerment in Rural Tunisia, an assessment using the Women's Empowerment in Agriculture Index (WEAI), ILO, May 2018

2017 study⁴², which has highlighted the plight of women in the agriculture sector in Tunisia, are described here, as women's working conditions in the agri-food sector are very similar to those in the agricultural sector.

Agriculture creates a set of jobs that are reserved to women, most certainly due to the devaluation of the tasks involved. In general, while men supervise, drive tractors or carry crates, harvesting is mainly carried out by women who endure grueling working conditions. Hands and feet in the earth, plastic bags in the boots to reduce humidity, worn-out gloves, facing cold in winter and heat in summer. But climatic conditions can determine their work: if the rain falls in abundance, they cannot work and thus they receive no income.

The study shows that out of 200 rural women interviewed in different governorates, nearly three quarters are not bound by any contract with their employers. In addition, these women do not always work for the same operator. They mostly work on a seasonal, monthly or weekly basis depending on the harvest, the farmer or the middleman. The daily salary is 10 dinars (4 euros). It can be the only household income or a supplement to the salary of the husband, who is often a worker.

Women suffer from multiple health problems linked to agricultural work: back, hands and feet pain, osteoarthritis, diabetes, stress and psoriasis from chemicals used in agriculture. They do not benefit from social security coverage due to the fact that their employer, who should pay for social security refuses to do so. The employers often claim that they cannot provide a coverage for workers that work on a seasonal basis. The consequence is that if women are sick or endure a work incident, they will not have access to public hospitals.

Social security charges can also be paid directly by the worker but women will generally dedicate their wages to more pressing subsistence needs. In addition, many of these women do not understand the functioning of the social security system, which is plagued by corruption, nepotism and opacity. They are often illiterate and do not have the ability to comply with the procedures to have access to social security benefits. Fortunately, a recent mobile phone application called AHMINI has simplified access to social security.

Women's travel and safety rules are generally governed by the words "it's better to avoid...". Thus, especially in remote regions, it is better for women to avoid in the evening, inter alia to travel alone, to go shopping or to pick up the children. The same rules apply for meetings in the late afternoon. These limitations increase the more one advances in the inner regions. This is mainly due to deterioration of security conditions especially after the revolution, with a high risk of poaching, theft, or sexual harassment.

Women do not need their husbands' or family permission to work. However cultural norms, whose intensity differs from region to region and from family to family, will bring some men to require that their wives do not work. The request is generally made before getting married³².

Local civic engagement, participation and collective action

Further to the change of regime in 2011, Legislative Decrees No. 87 and 88 of 2011 created: a very liberal founding criteria with a view to promoting political pluralism. By early 2018, political, economic, religious, social, cultural, and good governance organizations that numbered 21,400 co-existed in Tunisia. 80% of these civic associations are community-based

⁴² Les autres femmes : Marginalisation, violence et accès à la justice dans le gouvernorat de Jendouba, Stephanie Pouessel, International Alert, 2017.

³² Fatma Mselmi's observations.

organizations with widely divergent mandates and missions. Civil society has become one of the most important sites not just of electoral reform, policy making, economic reform, human rights protection, democratic innovation, but also of community outreach³³. According to IFEDA³⁴ this number had increased to 22, 000 associations in February 2019, distributed throughout the 24 governorates.

The government is considering a bill of law to amend the 2011 legislative decrees by making the rules for the incorporation of NGOs stricter to ensure that NGOs are not funded by foreign third parties that may favor terrorism. Civil society is very critical of the bill and the government still needs to find a subtle balance between the freedom of association and security issues.

A list of Non-Governmental Organizations (NGOs) is provided:

The NGOs were selected based on their social inclusion support and social entrepreneurship. Some NGOs were selected because the primary objective of their project is to support women.

- Bop Innovation Centre: This foundation finances projects up to Euros 46.000.
- LABESS NGO: Supports start-ups, SMEs and multinationals to create commercially and socially viable business models and activities that include the people at the base of the pyramid (BoP) as consumers, producers and entrepreneurs.
- Yunus Social Business: Supports and finances social business.
- Association de Recherche Environnement: Promotes social entrepreneurship.
- Et Bio Innovation: Promotes entrepreneurship.
- Enda Tamweel: Contributes to the financial empowerment of marginalized populations, including women and young people, by offering a range of financial services, and promotes entrepreneurship.
- Initiative Économique et Sociale du Gouvernorat de Gafsa: Trains and trains low-income people to develop their projects in rural regions.
- IRADA: Supports and trains women in rural areas.
- People For Tunisia: Provides financing, training and coaching for low-income people.
- Tunisian American Young: Promotes entrepreneurship.
- Tunisian Center For Social Entrepreneurship: Promotes social entrepreneurship. Social business incubator and accelerator.

Multiple international actors are working on the gender equality at national level, some relevant examples are presented here:

- GIZ integrates the gender dimension into its intervention strategy, in all its projects. Several companies have benefited from the support of the GIZ-ECONOWIN project (which ended in 2018), to integrate the gender diversity in their human resource management policies chain.
- GIZ in Tunisia developed the PFE project, promoting women's role in the energy sector, to strengthen women's involvement in the development of the renewable energy and energy efficiency sector in Tunisia.

³³ Non-Governmental Organizations, International Organizations, and Civil Society in Tunisia, NATO OPEN Publications, March 2018

³⁴ Centre d'Information de Formation d'Etudes et de Documentation sur les Associations

- FAO is currently developing the World Program for the Census of Agriculture 2020. FAO deals with gender-disaggregated agricultural statistics and indicator coordinating its activity with Technical and Financial Partners. For the agricultural sector for example, a comprehensive strategy for the improvement of agricultural and rural statistics was adopted with the integration of the gender aspect. It is the result of several partnerships with key organizations such as FAO, the World Bank, AfDB, EUROSTAT, other United Nations organizations, National Statistical Offices around the world as well as with international partners and regional players (Regional Development Banks, United Nations Regional Economic and Social Commissions, South Pacific Community).
- UNFPA, supports the production of statistics and collaborates with FAO on gender-sensitive statistics.

Sustainability

Tunisia has developed several sectoral and cross-cutting strategies to promote its development and meet its international commitments.

- Agence de Promotion de l'industrie et de l'Innovation (Apii) - Promotes entrepreneurship: APII is a public institution supervised by the Ministry of Industry and SMEs. It implements government policies related to the promotion of the industrial sector and innovation to support businesses and promoters. It also offers services such as information, support, assistance, partnerships and studies.

- Aneti et Espace Entreprendre - Promotes entrepreneurship: this agency is supervised by the Ministry of Vocational Training and Employment. It implements government's policies on the promotion of employment and is responsible to:

- i) stimulate the labor market, at national, regional, local and sectoral level, in particular through the network of employment and self-employment offices
- ii) collect and distribute information on employment and professional qualifications for companies and job seekers
- iii) implement programs to promote employment and integration of young people into the labor market
- iv) provide support to promote small businesses and self-employment
- v) provide professional information and guidance to ensure the integration of workers into the labor market
- vi) organize the successful recruitment of Tunisian labor abroad
- vii) facilitate the reintegration into the national economy of migrant workers after their final return.

-Centre d'affaire (Business Centre): Business Centres are public and they are supervised by the Ministry of Industry and SMEs. To boost private initiatives in the regions, the Centres offer developers and investors services for the launch or development of their projects in all sectors of activity such as industry, agriculture, commerce and crafts. There are currently 20 Business Centres and one pilot business in Greater Tunis.

-APIA (Agence de Promotion des Investissements Agricoles): The agency promotes private investments in agriculture, fisheries and related services as well as in the primary processing

of these activities. It grants financial benefits and tax relief for project promoters related to these sectors. The agency also identifies investment opportunities, project-related ideas and assists young agricultural promoters during the implementation phase of their projects by providing training and development studies.

The 2014-2020 National Strategy for Sustainable Development (SNDD) was finalized in 2014. In addition, the 2016-2020⁴⁶ five-year development plan is aligned with the 2030 agenda and the Sustainable Development Goals (SDGs). The plan integrates environmental issues, climate change, conservation of resources, gender policy and social protection.

The Law on the Social and Solidarity Economy (ESS) was adopted on June 2020³⁵, its objectives are to:

i) balance economic growth and social equity by promoting an equitable coexistence of the public, private and third sectors in the market within a regulatory framework.

ii) promote the economic and social inclusion of disadvantaged and marginalized populations such as people living in isolated rural areas and unemployed young people by facilitating the launch of cooperatives, mutually sustained or development groups to favour the creation of new jobs.

The national climate change strategy³⁶ provides for short-term social and economic development in particular social and spatial rebalancing and medium-term ecological development such as resource management

The national green economy strategy³⁷ defined the following main sectoral indicators to be reached by 2030 for agriculture: energy saving 30%, water saving 30%, reuse of treated wastewater: 60%, 1.5 million hectares should be converted into organic areas, 1.7 million hectares should be protected by works, water and soil conservation, sustainability of drinking water supply systems should be ensured.

Establishing sustainable consumption and production involves all activities and in particular those related to consumer products such as the food industry, construction and transport. Sustainability applies to each stage of the products' life cycle, from their design to their distribution, use and recovery after use.

In 2014, the National Strategy for Sustainable Development (SNDD) identified nine major sustainable objectives that Tunisia would have accomplish in the future. Its first objective is: To establish sustainable consumption and production integrating the concept of green economy. Likewise, the National Conference on Sustainable Development (2014) selected six thematic objectives including: Sustainable production and consumption patterns³⁸.

⁴⁶ MDICI, 2016- Plan de développement quinquennal 2016-2020.

³⁵ Loi n° 2020-30 du 30 juin 2020, relative à l'économie sociale et solidaire

³⁶ Ministère de l'Équipement, de l'Aménagement du Territoire et du Développement Durable, 2013- Stratégie Nationale sur le Changement Climatique en Tunisie, rapport de stratégie.

³⁷ Commission économique pour l'Afrique ONU, 2014- l'économie verte en Tunisie, un outil de mise en œuvre de de la nouvelle stratégie de développement durable (2014-2020).

³⁸ ONU, 2019- Rapport National Volontaire Sur la mise en œuvre des objectifs de développement durable ODD en Tunisie.

5.2 Field Research

5.2.1 Stakeholder mapping

Overview of the relevant actors involved

This can help to define the people/organizations that will be interviewed which will contribute to define the skills required by the agri-food producers.

The public sector

The agri-food sector comprises several public institutions which intervene at different levels of the governance and organization of the sector namely: vocational training, support and business set-up, promotion and support for market access:

- Governance and Organization

The General Directorate of Food Industries at the Ministry of Industry and SMEs organizes and supports the activities of the agri-food sector by mainly drafting the regulatory framework, which will be approved by the Government, making studies and developing sectoral strategies and providing technical support for manufacturers.

- Standardization, laboratories, and research;

- Support to export;

- Interprofessional groups;

- Vocational training.

The private sector: companies

The following companies were identified as offering inclusive projects and initiatives in their business activity:

- Délice Holding

Since 1978, Délice provides quality dairy products collected from its local farmers, with international standards quality control. Leader of the Tunisian dairy industry, it encourages investment in the sector. Between 2008 and 2020, the Délice group mobilized 36 million dinars in direct and indirect aid for professionals, to improve their refrigeration, storage and transport capacity.

As part of a public-private partnership (PPP) with GIZ/IAAA, Délice Holding trains breeders on the financial management of their dairy farm. The objective of this training is to allow them to become independent entrepreneurs with a sustainable activity. It covers the environmental, economic and managerial aspects of the agricultural business.

Délice Holding and the microfinance institution Zitouna Tamkeen became partners in the Hlib El Khir project to improve milk production qualitatively and quantitatively while ensuring better profitability for small dairy farms, helping to promote economic inclusion and social welfare of small dairy farmers for herds of less than 5 animals.

- POULINA GROUP HOLDING

The Group, founded in 1967, is one of the largest industry groups in Tunisia. It started by breeding poultry and then integrated all the activities of the sector from imports, to processing and distribution. In 2010 the Group started to diversify its activities in various industrial fields.

- ACACIA FOR ALL

Acacia For All is a Tunisian social enterprise founded in 2012 and owned by a woman, whose mission is to fight against desertification, poverty and gender inequality by structuring agro-ecological sectors in semi-arid or arid zones by planting trees, namely acacia trees and other plants.

Acacia For All trains women on how to prepare traditional nutritious food which they market with ecologic labels.

Financial Institutions

There are 23 banks and their affiliates in Tunisia, they are amongst the main stakeholders operating at national and local level. However, rural and young entrepreneurs, especially women, do not have access to their services due to their lack of collateral, the minimum level of investment required by commercial banks as well as the complexity of the lending system. Tunisia intends to ensure financial inclusion by bridging the existing gaps and developing the microfinance sector together with alternative financing tools.

The following 3 banks are the main actors in the agri-food sector:

- La Banque National Agricole (BNA)

- Banque de Financement des Petites et Moyennes Entreprises (BFPME)

- Banque Tunisienne de Solidarité (BTS)

Since Tunisia's 2011 revolution, microfinance and inclusive financial approaches raised interest, in order to address the country's needs for social and economic equity and due to a global approach to reduce financial exclusion in developing countries.

Since the promulgation of Law Decree n° 2011-117 of November 5, 2011, on the organization of the activity of microfinance institutions, 9 microfinance institutions in addition to 287 microfinance associations were created. In order to promote microfinance, the April 13, 2018 order of the Minister of Finance doubled the maximum loan amount for microfinance institutions to 10,000 TND (€ 3,000) for associations and 40,000 TND (€ 12,500) for limited companies, and the maximum repayment period is respectively be 7 and 5 years.

The following 3 microfinance institutions were identified as being relevant for the project:

- Zitouna Tamkeen

Zitouna Tamkeen is the first Islamic microfinance institution in Tunisia. It promotes the financial and economic inclusion of young graduates and disadvantaged people by offering financial and non-financial services to their clients based on the principle of the Murabaha.

In the agri-food sector the bank proposes the following 3 main financial products:

- Agricultural input financing: which will finance inputs and equipment, fertilizer, seeds and seed tools and machinery
- Livestock financing: which will finance livestock, poultry and fish
- Food industry financing: which will finance industrial goods and equipment.

This financial product is addressed to food manufacturers and sellers and allows to finance food delivery businesses, small restaurants and snacks bars as well as businesses that manufacture and distribute traditional food products.

- Enda Micro Tamweel

Enda Tamweel is a Tunisian microfinance company created by the non-governmental organization Enda Inter-Arabe, a pioneer in the microfinance sector in Tunisia. Enda Tamweel works for the financial inclusion of vulnerable populations, especially women and young people. It contributes to the economic and social development of the country by its active support to micro-entrepreneurship and self-employment.

Supporting proximity development, Enda Tamweel operates through a network of 101 branches covering all the Tunisian governorates and 5 mobile counters serving mainly isolated areas.

Enda Tamweel makes its expertise available to its clients and provides a wide range of financial and non-financial services. Since its creation, Enda has supported nearly 900,000 people and granted more than 3 million loans for an amount equivalent to 4,734 million TND.

Enda Tamweel offers several types of loans for smallholder agriculture and animal husbandry. This line of credit is addressed to the financing and development of existing agricultural projects.

- Taysir microfinance

Taysir is the first microfinance company authorized by the Ministry of Finance. When it launched its operations in June 2014 it had 4 agencies located in Tunis, Béni Khalled, Kef and Siliana, primarily targeting rural areas and working-class neighborhoods of the Great Tunis governorate (Ben Arous, Manouba, Ariana and Tunis). Nowadays, Tasyir has more than 16 agencies and supports any type of income-generating activity, with a focus on young people and women with projects or in business.

Financing is granted to young graduates and to vulnerable categories who cannot obtain credit from commercial banks due to lack of collateral. Financing is often granted within the framework of economic empowerment projects with a sustainable development approach.

Crowdfunding platforms

In Tunisia, crowdfunding has long lagged behind, despite intense civil society lobbying efforts for the adoption of a bill which was finally approved by the Parliament in 2020 as Law 26/2020 on participatory financing. Recommendations for its adoption were also offered by the European Union and the OECD (Organization for Economic Cooperation and Development).

This long-awaited law should foster entrepreneurial dynamism in the country and allow SMEs to have an easier access to the financing they need. The agri-food sector should take advantage of this new law which could accelerate its development.

Crowdfunding is a new form of open innovation for MSMEs and traditional family businesses in the agri-food sector that generally do not have the skills and tools to work with crowdsourcing methods.

Fly'Yes: is an example of a Tunisian crowdfunding platform launched by a group of students in 2017 with the support of Orange, the telecommunications operator's developer center. Its objective is to raise funds for solidarity actions from associations or individual projects that are supported by its own Fly'Yes association. Citizens can contribute with their phone credit.

The main agri-food sector networks

In Tunisia the most important agri-food sector network is the Bizerte Competitiveness Cluster, which is part of the National Strategy³⁹ for the promotion of the agri-food sector. It is composed of:

1. The Agri-Food Technopole of Bizerte, called AGRO'TECH covers an area of 45 hectares in Menzel Abderrahmane. It coordinates the Tunisian agri-food sector, complementing the various organizations and institutions that already exist by taking care of research and development, training and production.
2. High quality industrial spaces: with a total area of 150 hectares they are housing Tunisian and foreign operators in various sectors of activity.
3. Network of regional, national and international partners: provides the necessary information and skills available to all operators. In this space exchanges are made and partnerships are created between various stakeholders in the agri-food sector. To date, the AGRO'TECH Network has 31 partners (23 Tunisians and 8 foreigners) and 102 companies.

Professional Union:

In Tunisia, companies operating in the agri-food and the food and drink manufacturing industries are represented by the National Federation of Agri-food of the Tunisian Union of Industry, Commerce and Crafts (UTICA) which brings together 30 chapters in the different sub-sectors.

³⁹ In the XIth Development Plan.

Private sector:

The food industries sector designates the sector of activities of production of food products related to preserving, conditioning, transforming, or exploiting food of vegetable or animal origin according to industrial or artisanal technological processes. The sector is classified among the manufacturing industries⁴⁰.

The table below presents a parallel between the structure of the agri-food sector in Tunisia and the activities listed in the classification of Tunisian Activities:

Table 3 – The agri-food sector structure in Tunisia

Structuration du secteur selon la NAT (2009)		Structuration du secteur selon les ministères concernés	Structuration patronale Fédération Nationale Professionnelle de l'Agro-Alimentaire (UTICA)
C	INDUSTRIE MANUFACTURIÈRE		31 Chambres Syndicales nationales
10	Industries alimentaires		<i>Grossistes d'alimentation générale</i>
10.1	Transformation et conservation de la viande et préparation de produits à base de viande	Industrie des viandes	<i>Transformateurs de viandes Grossistes de viandes</i>
10.11	<i>Transformation et conservation de la viande de boucherie</i>		
10.12	<i>Transformation et conservation de la viande de volaille</i>		
10.13	<i>Préparation de produits à base de viande</i>		
10.2	Transformation et conservation de poisson, de crustacés et de mollusques	Industrie de conserves alimentaires et de poissons	<i>Producteurs de produits de la mer Conservateurs de fruits et légumes Semi-conservateurs Exportateurs de fruits, légumes et dattes Concessionnaires de fruits et légumes Entrepôts frigorifiques des Fruits et Légumes</i>
10.20	<i>Transformation et conservation de poisson, de crustacés et de mollusques</i>		
10.3	Transformation et conservation de fruits et légumes		
10.31	<i>Transformation et conservation de pommes de terre</i>		
10.32	<i>Préparation de jus de fruits et légumes</i>		
10.33	<i>Transformation et conservation de tomates</i>		
10.34	<i>Transformation et conservation d'autres légumes, sauf tomates</i>		
10.39	<i>Transformation et conservation de fruits</i>	Industrie des huiles et corps gras	<i>Oùléfacteurs Conditionneurs d'huiles Producteurs de margarines Exportateurs d'huiles d'olives</i>
10.4	Fabrication d'huiles et graisses végétales et animales		
10.41	<i>Fabrication d'huiles d'olives</i>		
10.42	<i>Fabrication d'huiles et graisses brutes</i>		
10.43	<i>Fabrication d'huiles et graisses raffinées</i>	Industrie du lait et dérivés	<i>Collecteurs de laits Industriels du lait Fromagers</i>
10.44	<i>Fabrication de margarine et graisses comestibles similaires</i>		
10.5	Fabrication de produits laitiers	Industrie des céréales et dérivés	<i>Collecteurs de céréales Minotiers Boulangers Pâtisseries Boulangeries industrielles Fabricants de pâtes alimentaires et couscous</i>
10.51	<i>Exploitation de laiteries et fabrication de fromage</i>		
10.52	<i>Fabrication de glaces et sorbets</i>		
10.6	Travail des grains ; fabrication de produits amylacés		
10.61	<i>Meunerie</i>		
10.62	<i>Fabrication de produits amylacés</i>		
10.69	<i>Autres activités de travail des grains</i>		
10.7	Fabrication de produits de boulangerie pâtisserie et de pâtes alimentaires		
10.71	<i>Boulangerie et boulangerie-pâtisserie</i>		
10.72	<i>Pâtisserie (exclusive)</i>		
10.73	<i>Fabrication de biscuits, bûchettes et pâtisseries de conservation</i>		
10.74	<i>Fabrication de pâtes alimentaires et couscous</i>		

⁴⁰ ILO, 2016- Compétences pour le commerce et la diversification économique (STED) en Tunisie : Cas du secteur de l'agroalimentaire.

	Structuration du secteur selon la NAT (2009)	Structuration du secteur selon les ministères concernés	Structuration patronale Fédération Nationale Professionnelle de l'Agro-Alimentaire (UTICA)
C	INDUSTRIE MANUFACTURIÈRE		31 Chambres Syndicales nationales
10.8	Fabrication d'autres produits alimentaires		
10.81	Fabrication de sucre	Industrie du sucre et dérivés	Fabricants de Sucre, levure et dérivés Confiseurs Tartrefecteurs Transformateur, conditionneurs de condiments
10.82	Fabrication de cacao, chocolat et de produits de confiserie		
10.83	Transformation du thé et du café	Autres Industries	
10.84	Fabrication de condiments et assaisonnements		
10.85	Fabrication de plats préparés		
10.86	Fabrication d'aliments homogénéisés et diététiques		
10.89	Fabrication d'autres produits alimentaires n.c.a.		
10.9	Fabrication d'aliments pour animaux		Industriels de la nutrition animale
10.91	Fabrication d'aliments pour animaux de ferme		
10.92	Fabrication d'aliments pour animaux de compagnie		
11	Fabrication de boissons		Grossistes de boissons
11.0	Fabrication de boissons	Industrie des boissons	Producteurs de boissons alcoolisées Producteurs de boissons non alcoolisées
11.01	Production de boissons alcooliques distillées		
11.02	Production de vin (de raisin)		
11.03	Fabrication de cidre et de vins de fruits		
11.04	Production d'autres boissons fermentées non distillées		
11.05	Fabrication de bière		
11.06	Fabrication de malt		
11.07	Industrie des eaux minérales et gazeuses		
11.08	Production de boissons rafraichissantes		Commerce de semences et plantes

Source: Fédération Nationale Professionnelle (2009)

Today no sex-disaggregated data is available and very little is known on the effective or potential role of women in these networks. These tasks will be addressed during the course of the analysis of the value-chains.

Local stakeholders identified in dairy products

Public institutions:

- The Ministry of Agriculture and Hydraulic Resources, at the national level, the Regional Commission for Agricultural Development (CRDA), at the regional level: control the health quality of the supply chain, from production to distribution.
- The Office des Terres Domaniales (OTD) is responsible for the management of 153,000 ha of public land, the diversification of agricultural production and the introduction of new agricultural techniques.
- The Office of Livestock and Pasture (OEP) deals with the dairy sector and the development of fodder and pastoral resources and the promotion of farming techniques.
- The Agricultural Investment Promotion Agency (APIA) offers services to encourage, promote and support agricultural investment projects, fishing and primary processing.
- The Agricultural Extension and Training Agency (AVFA) is responsible for monitoring training and extension programs.
- The CRDAs and Territorial Extension Cells (CTV) implement these programs in the field.

Professional organizations:

Four professional organizations act as coordinating bodies for actors in the dairy sector:

- the Interprofessional Group of Red Meats and Milk (GIVLait). This group, created by the State and managed by professionals, also deals with the regulation of the market for red meat and milk sectors and promotes their quality.

- the Tunisian Union of Agriculture and Fisheries (UTAP)
- the Union of the Tunisian Farmers (Synagri)
- the Tunisian Union of Commerce and Crafts Industry (UTICA).

Local stakeholders identified in fisheries

The Interprofessional Fisheries Group (GIPP) is the only group that deals solely with fisheries.

Interactions with stakeholders

During the month of October 2020, the CAWTAR Team contacted and met, mostly in audio-visual conferences, with a number of stakeholders. The CAWTAR Team reviewed and validated the desk-top research with the stakeholders, discussed which agri-food industries would be most adequate to ensure a sufficiently stable revenue stream for the women that will be trained. One of the main objectives of the field research was to check if the research made in fisheries and dairy products value-chains was applicable to the market and if these two value-chain could be selected. The CAWTAR Team met with stakeholders in the public sector at national and local levels, in public sector agencies, in the private sector and in associations. A complete list of the stakeholders met and their main considerations can be found in Annex 1 to this document. Overall there was a general validation of the two value-chains.

For several of these stakeholders, the conversations held showed a reciprocal interest, it was felt that potential synergies could be created by working together in a partnership and develop a network. These stakeholders also indicated a number of other partners with whom CAWTAR could also establish relationships. All expressed interest in contributing to the project. The result of the discussions held with the Stakeholders' Network which are either public institutions, associations, NGOs or companies, can be found in Annex 2 of the present document. The document also defines the level of importance of the partnership for CAWTAR.

Further to the information collected through desk and field research carried out by way of interviews with relevant stakeholders both at national and local levels, the CAWTAR Team decided to analyze the fisheries and dairy products value-chains for its InnovAgroWoMed agri-food Project, development of a Training Model (WP 3) by submitting these two value chains to the Matrix test.

The Matrix Test was completed on December 1, 2020, and sent to the project coordinators at University of Rome Tor Vergata. The two value-chains, fisheries and dairy products both achieved a result close to 3 (the highest mark being 4). These two value-chains were adopted by the CAWTAR Team and it was decided to concentrate the work of the Training Model in Tunisia on them.

Focus Groups - Results

Further to the meeting held with the University of Rome Tor Vergata on December 3, it was decided that Focus Group meetings would be held with relevant stakeholders that would check and evaluate the Training Model which will be drafted in accordance with the

Training Needs identified on the occasion of the stakeholders' interviews during the course of the months of October and November.

The following meetings were held:

M. Walid Ben Sassi, Entreprise Vaga on December 14: M. Ben Sassi has launched a small cheese factory in Bèjā, which is successfully producing and selling cheese in the region. In addition to two university-level women employees, there are currently 8 workers (4 women and 4 men) employed in dairy products transformation. There is a demand for cheese which is 4 times higher than the company's production capacity. He would be interested in hiring women trained in the transformation of cheese, provided he could increase the company's production capacity. M. Ben Sassi raised four main topics that should be integrated in the Training Model:

1. The question of hygiene;
2. The composition of the milk can be influenced by many factors;
3. Workers need to learn the process of cheese transformation and its different elements such as pasteurization which is carried out by a pasteurization machine;
4. Workers need to obtain a certificate that they have been trained on cheese processing.

Khemiri Lamine, Manager in charge of vocational training at the Lycée Sectorial de Formation Agricole de Tiber, on December 17:

Mr Lamine highlighted a number of activities which he considered should mandatorily be included in the training model:

1. Traceability and how to make a micro-biological analysis of the products
2. Knowledge of the flow of inputs and outputs
3. Publicity and cheese branding
4. Knowing which equipment to choose and what investments to make.

He also considered that it would be extremely difficult to implement 600 hours training program. Rather, he suggested that spending some of the training time in coaching future employees and following up entrepreneurs would be more effective.

In person meeting with the Groupement de Développement Agricole (GDA) Beit El Mouna in Bèjā on December 25.

In Tunisia, GDAs are associations created to develop collectively agricultural products. Members of the GDA share equipment and location in order to reduce costs. Whilst they can sell their produce individually, they cannot sell it on behalf of the association for profit.

The meeting was held to understand the activities carried out by the women that compose the Beit El Mouna group, their potential capacity to become beneficiaries of the Project and to check that our Training Program corresponds to their needs.

It should be noted that most of these women have a primary education level and some are illiterate. However, they have some support from local agencies such as the Cellule Territoriale de Vulgarisation (CTV), the Centre Régional de Développement Agricole (CRDA) and the Bureau d'Appui à la Femme Rurale (BAFR).

The Training Program was presented in a general manner and its contents were largely well received. The women expressed a keen interest in participating to the Training Model and proposed that the training be extended to other women in the Béja region.

The women we met own goats and cows herds and they transform their milk into cheese for their own consumption or they sell goat cheese to their neighbors. They have unhealthy hygiene practices and as they do not know the value of their cheese, they do not price it correctly. Our proposed Training Model appears ideally suited to these women: supplementing their pre-existing experience in cheese-making techniques, the training would give them the opportunity to attain professional skills. The women also confirmed that their training needs included what other stakeholders met during the course of the project had already mentioned i.e. packaging, marketing, communication, sales and more generally soft skills.

They also mentioned that they were not keen to travel and would be more likely to participate to trainings if these were organized close to their home, thereby confirming an analysis which was made in this report during the course of the desktop research.

5.2.2 Value chain selection process

Selected value chains

Dairy products In the Beja region

The dairy products value-chain was identified as Beja's main industrial sector is the dairy industry, producing 10% of Tunisia's milk output. It was felt that it could offer the largest opportunities both in terms of employability as well as entrepreneurship.

In dairy products women work at all levels. However, their opportunities are more restricted than those of men as they generally do not own livestock. Women for instance are involved in collecting milk, controlling its quality, processing it and transforming it into cheese. Collection centers are mainly managed by women. 80% of the workforce in the dairy industry is composed of women, who have mainly precarious jobs.

Beja has an important potential in dairy products. The current milk value-chain requires better sanitary conditions, milk is abundantly available and there are more hiring opportunities in milk than cheese from production to transformation. Women could be stimulated and trained to have a small livestock and if there is an excess of milk it could be transformed into cheese. There are indications that there is an interest as small informal businesses were created to sell fresh cheeses. This option however was not selected due to the need to make high-level investments which are not contemplated in the present project.

The consumption of cheeses has evolved in the Tunisian diet, both in quantity, consumption increasing from 0.2 kg/ year/ inhabitant in 1985 to 1.1 kg in 2015, as in quality where in towns it is regarded as a high-end quality product. This could represent an opportunity for women and address the unmet demand of the Beja cheeses consumers.

Tunisia, which provides for its own fresh milk needs, has 112,200 cattle farmers who produce around 1,060 million liters of milk per year, with 436,000 cows. The farms are essentially small and often family-run, more than 73% of the farmers having a farm of less than 10 hectares, and 94% of them less than 10 cows. The governorates of Béja and Jendouba represent 20%

of the total quantities of milk collected. In the Béja governorate, 110.000 liters of milk are produced per year.

In addition to cow milk production, sheep and goat milk farming are present in Tunisia and contribute to the production of artisanal products. However, they occupy a marginal place in the dairy sector, originating mainly from the informal sector. Data on these products are scarce and difficult to verify.

Today there is a renewed interest for dairy sheep breeding from breeders as well technical and political authorities. Signs of recovery have appeared: reevaluation of the price of milk, programs to improve the sheep's production potential, organization of producers. Dairy sheep products are considered as a test-bed for a new professional organization of the agricultural sectors and the adaptation of the public aid which results from it.

From the meetings held with the stakeholders, (see Stakeholders' List in Annex 1) it became clear that training women to breed cows or sheep herds would require investments that are not commensurate with the financial assets of the potential women to be trained as entrepreneurs, nor would it cater for employment in farms that are small and often family-run. However, the high level of milk production implies that milk is available to be transformed into dairy products such as cheese (see Figure1). Moreover, the stakeholders lamented that the capacity of transformation of the industry in Béja in general remained limited to 65%. Transforming raw materials yields higher value and creates employment, thus ultimately growing the economy. Cheese production was thus considered as one of the value-chains to be selected.

The following dairy products are produced in Tunisia: drinking milk; yoghurt and fresh products such as fermented milks and dairy desserts, which represent 19% of the total production of dairy products; butter; cheeses; powder and other milk concentrates; ice creams.

There are broadly 3 types of distribution channels of dairy products to consumers:

- ultra-short channels for direct sales from producer to consumer
- short channels that include a single intermediary between the producer and the consumer
- long channels characterized by a number of intermediaries equal to or greater than 2.

Figure 1 – The dairy products value-chain in Tunisia (2019 production)

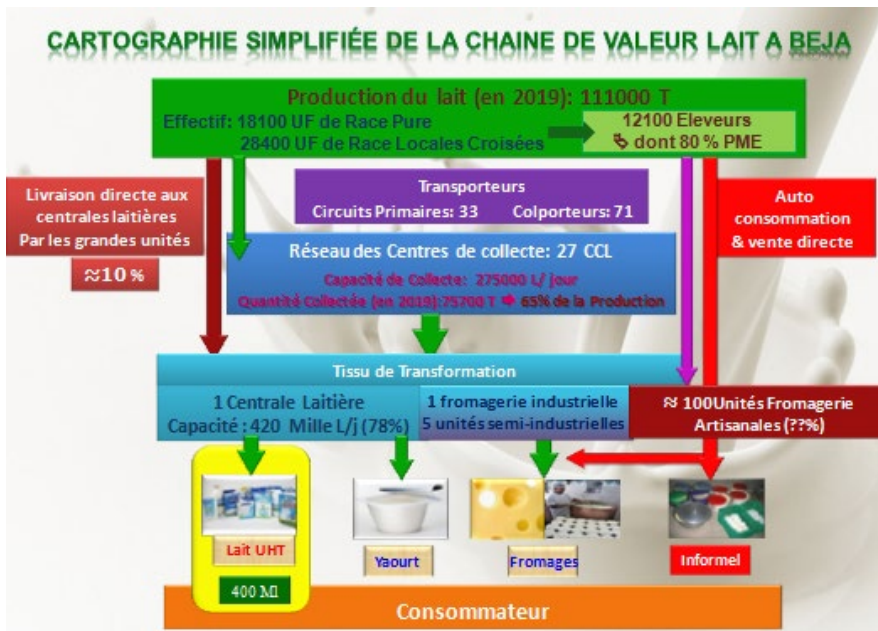
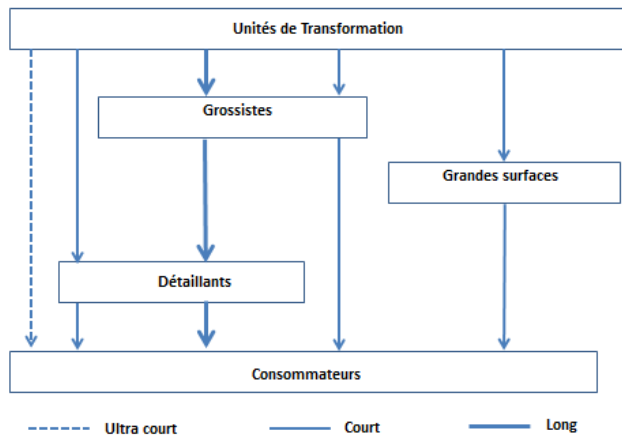


Figure 2 – Distribution channels of industrialized dairy products



Fisheries in the Medenine region

The fishing and aquaculture sector is of economic and social importance for the Medenine governorate. It had a turnover of Euros 45.20 million in 2018 and employs directly approximately 8,800 fishermen in addition to indirect jobs and jobs in the processing and freezing industry. The governorate is a national fishery production center with 200 different species of fishery resources.

In Tunisia, 80% of the workers employed in the fish transformation industry are women⁵⁵. Women are responsible for the quality of the products from the workers level to the high levels of management. Men are generally employed in the maintenance sector.

The Manar Thon corporation, that processes canned fish (tuna, sardines and crab) in Tunisia since the early eighties, should be considered as a potentially interested employer. They have recently signed an agreement with the French canned fish food company Nautilus. They have successfully tested selling canned crab in France. Manar Thon employs 300 women workers which can grow up to 500 to 600 women workers when they have a large order. In addition, there are 7 women managers and the manager of the plant is a man.

Currently, the new workers are trained for a period of two weeks by the older workers. A committee selects the workers on quality training for the blue crab.

Medenine is the fifth Tunisian producer of fishing and aquaculture with a 2018 production of around 14,078 tons. The year 2018 was however marked by a sharp decline in production considering the 18,496 tons production of the previous year. Despite the decline in production, revenues increased from Euros 43.27 million in 2017 to Euros 45.20 million in 2018.

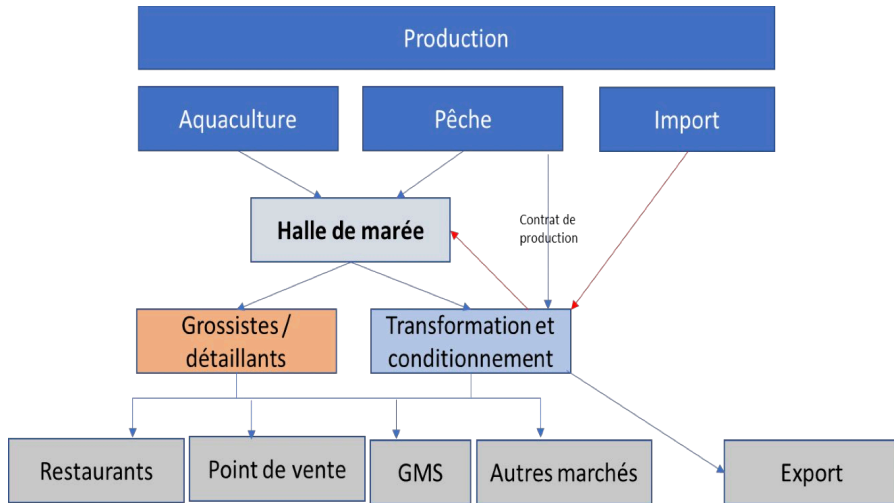
The fishery production in the Medenine governorate is mainly based on coastal fishing and blue fish fishing which represents about 96% of the total production of the governorate. Fishing has a non-industrial character and is sub-divided between fisheries with noble and targeted species and a strong presence of blue fish, mainly sardines. Sardines landed at the port of Zarzis constitute the first species. They have three main destinations: canneries, the national fresh fish market and the purchase by coastal long liners for bait.

The supply chain for the fisheries in Medenine essentially rests on the 3 main sources of fishery and aquaculture products, namely: fishing, aquaculture, and imports (mainly tuna for canneries). The transit of these products takes place through the tide halls or in some cases direct sales (this is the case for sardines) through production contracts. Finally, fresh fish sales are dealt through the fish market for a sale in public auctions⁴¹.

⁵⁵ It should be noted that fishing itself is almost entirely entrusted to men. The difficulty in recruiting women for this activity led the project to discard this activity in the Training Model.

⁴¹ Rapport de diagnostic cartographie de la filière pêche dans le gouvernorat de Medenine, 27 janvier 2020, Marouane Chikhaoui

Figure 3 – Distribution channels of fishery products



5.3 Local training needs

Profile 1: Agent for creation – entrepreneur

Training needs	Relevant module	Main outcome
Acquisition of business development skills in order to successfully launch and manage a cheese-producing entity which will cater to the needs of the beneficiaries and those of their families by correctly positioning the products on the market to ensure a consistent revenue stream and overcoming gender-related discriminations.	Entrepreneurship	Ability to manage a project financially and administratively to access credit in order to make the required investments, to market products that meet the requirements of the Beja consumers, to break even within a reasonable period of time and be able to re distribute profits amongst the different players of the cooperative or other corporate structure adopted.
Acquisition of digital communication and digital marketing skills.	Digital empowerment	Acquired digital, marketing and communication skills to successfully sell products online.

<i>Developing a socially innovative environment, develop awareness in: social innovation, social projects, legal and operational framework.</i>	Social Innovation	<i>Develop a business, partnership and/or structure that ensures rural social innovation, distribution of profits amongst the partners and sharing within the community.</i>
<i>Becoming aware of the environment and how to ensure its protection in daily business activities.</i>	Sustainability	<i>Promote circular and green economy and ensure the production and certification of organic products.</i>
<i>Strengthening soft skills such as self-esteem, the ability of working with others, communicate, negotiate and lead effectively.</i>	Soft skills	<i>Effectively use soft skills to launch and manage a business.</i>

For Medenine, the fish industry requires:

- Management, communication and packaging skills in addition to technical skills to increase the value of the products to be sold. These skills could be useful for the creation of micro-enterprises rather than for employment.
- The opportunities open to women are in the freezing and the canned food sectors. There are six canned food factories and another six factories in the freezing sector. This latter sector needs to be developed further. Other opportunities relate to the setting up of fishing nets and fishing traps, which did not appear to be activities that required specialized skills.
- In analyzing the canned food sector, which in view of the existing factories represents the largest number of employment opportunities, it became apparent that women would need to acquire fish-processing skills that span across several types of fishes such as tuna, sardines and crab. Conversely, concentrating solely on blue crab, which has successfully been exported in recent years, could expose women's revenues to the seasonality of the product (May to November).
- The specific skills identified were salting, drying, preserving and processing a variety of fishes so that women could be employed the whole year round. Today the training of these activities is proposed to unskilled workers and carried out at the factory plants. The women workers are trained for a three months period to preserve the quality of the fish, remove its tail, wash it and put it in brine. Generally, further to their training they reach full speed i.e. they process 50 kilos/day of sardines. However, oily fish, such as sardines, can be difficult to process because it is delicate and easily perishable. It requires to be handled by trained professionals. More awareness of the fragility of the fish and how to handle it would help towards avoiding waste and improving the quality of the finished product.

The objective of the training should be to re-integrate women into the labor force by giving them the necessary soft-skills and a short-term technical training. Formations should be focused.

It was considered that a promising sector is somewhere between the handicrafts and the industrial sector. Women should concentrate on creating semi-industrial products.

From the entrepreneurship perspective, an agricultural cooperative could be a solution whereby the different investors in the cooperative could distribute the profits equitably between themselves.

On the basis of the results gained from the desk and field research phases, and taking into consideration the different profiles of potential participants, the content and structure of the training modules have been designed in order to address the following needs:

Profile 2: Career path – employability

Training needs	Relevant module	Main outcome
<i>Acquisition of basic business development skills in order to understand the workings of a corporation</i>	Entrepreneurship	<i>Ability to defend one's rights and know the social, legal and tax obligations related to being an employee/worker in addition to being able to manage one's budget</i>
<i>Acquisition of digital communication and digital marketing skills.</i>	Digital empowerment	<i>Acquired digital skills to use social networks and access professional platforms to find a job online.</i>
<i>Developing awareness to a socially innovative environment.</i>	Social Innovation	<i>Becoming sensitive to Corporate Social Responsibility and understanding the framework of a social enterprise.</i>
<i>Becoming environmentally responsible in daily working activities.</i>	Sustainability	<i>Promote circular and green economy and ensure the production and certification of organic products.</i>
<i>Strengthening soft skills such as self-esteem, the ability of working with others, communicate, negotiate and lead effectively.</i>	Soft skills	<i>Effectively use soft skills to build relationships with the working team and leaders.</i>

5.4 Training model

On the basis of the results gained from the desk and field research phase, the content and structure of the training modules were designed in order to address the following positions: the processing of cheeses and fishes in the entrepreneurial and in the employability profiles.

The same general training needs were defined for the two value-chains selected i.e. cheese processing and fish processing. The trainings were subdivided in the entrepreneurial and employability profiles. At the end of each of these profiles a specific sector training is defined which specifically refers to each value-chain.

The training model was structured to balance the training hours and the coaching hours. Based on the field research results and the need to address the specific requirements of rural women, the CAWTAR Team recommends the training program described hereunder is composed of 228 hours of training.

The CAWTAR Team also recommended that the remaining training hours be dedicated to coaching and providing practical technical assistance sessions in legal, administrative and financial management subjects as well as marketing and access to market.

Modules	Units	Activities/Methods
<p>Entrepreneurship (Hours: 42)</p>	<p>UNIT 1: Business development skills - Start a business (6 hours)</p> <ul style="list-style-type: none"> • Business idea • Business model canvas • Investment <p>UNIT 2: Tax, social and legal aspects for microenterprises and cooperatives (6 hours)</p> <ul style="list-style-type: none"> • Legal status of your company • Tax aspects • Social aspects <p>UNIT 3: Managing a micro/small business (6 hours)</p> <ul style="list-style-type: none"> • Human resources management • Stock management • Risk management • Management of equipment and furniture • Cash management and accounting • Calculate and follow your net income, production cost, price <p>UNIT 4: Market access and networking (12 hours)</p>	<ul style="list-style-type: none"> ○ Combined learning ○ Online learning ○ Face to face training

	<ul style="list-style-type: none"> • Marketing and sales strategy (channels, target customers, packaging) • Networking <p>UNIT 5: Financial education (3 hours)</p> <ul style="list-style-type: none"> • Budgeting: manage your money wisely • Savings: yes you can!! • Access to financing and debt management: how to avoid over-indebtedness? 	
<p>Digital empowerment (Hours: 120)</p>	<p>UNIT 1: Digital education (12 hours)</p> <ul style="list-style-type: none"> • Introduction to digitalization and the Internet • Use of digital tools (computers, tablets) • Use of basic software (Excel, PPT, Word, mails) <p>UNIT 2: E-commerce (18 hours)</p> <ul style="list-style-type: none"> • Use of social networks • How to sell your product • Photo shooting (to increase the value of the product) • Simple graphic design and content creation 	<ul style="list-style-type: none"> ○ Face-to-face training and workshops (practical work)
<p>Fundamentals of Social Innovation (Hours:15)</p>	<p>UNIT 1: Fundamentals of social innovation (9 hours)</p> <ul style="list-style-type: none"> • Introduction to social innovation (concept of rural social innovation), actors of social innovation • Case studies, visit to innovative social projects 	<ul style="list-style-type: none"> ○ Face to face training ○ Field experience

	<p>UNIT 2: Partnerships (3 hours)</p> <ul style="list-style-type: none"> • Public-Private Partnership • Legal and operational framework of Corporate Social Responsibility 	
<p>Sustainable development (Hours: 15)</p>	<p>UNIT 1: Introduction to sustainability (3 hours)</p> <ul style="list-style-type: none"> • Introduction to the 2030 SDGs • Gender and human rights initiation <p>UNIT 2: Environmental responsibility (6 hours)</p> <ul style="list-style-type: none"> • Environmental awareness training: management of natural resources and energy, waste management (circular economy of green economy, blue economy concepts) • Awareness of social responsibility <p>UNIT 3: Certification (6 hours)</p> <ul style="list-style-type: none"> • Organic products and certification • Example of sustainable products (case studies) <p>UNIT 3 bis : ALTERNATELY FOR FISHERIES (6 hours)</p> <ul style="list-style-type: none"> • Introduction to certifications • HACCP health agreement (legal requirement) 	<ul style="list-style-type: none"> ○ Face to face training ○ Case study and field visits

<p>Social empowerment (Hours: 160)</p>	<p>UNIT 1: Life skills/Personal development</p> <ul style="list-style-type: none"> • Transformative leadership (12 hours) • Self-esteem (12 hours) • Team management and gender (6 hours) • Conflict resolution and non-violent communication (6 hours) • Personal branding (including social networks) (6 hours) • Presentation of my company (6 hours) 	<ul style="list-style-type: none"> ○ Face to face training sessions ○ Public speaking exercises and simulations
<p>Sector specific training</p>	<p>CHEESE PROCESSING (158 hours)</p> <ul style="list-style-type: none"> • Introduction to the value chain: stakeholders, markets, public policies (6 hours) • Cheese processing: fresh cheese, fresh dough for Petit Suisse, Sicilian and Testouri, pressed cheese, Gouda and Edam, Ricotta, Mozzarella and cooked cheese (36 hours) • Choice of equipment and maintenance (6 hours) • Health certification (6 hours) • Principles of industrial hygiene (from receipt of raw material to packaging) (6 hours) • Planning and management of product / wastewater / raw materials / inputs flows (6hours) • Company internship (2 days) (12 hours) <p>ARTISANAL PROCESSING OF FISH PRODUCTS (78 hours)</p> <ul style="list-style-type: none"> • Sector program (introduction to the value-chain; stakeholders; markets; public policies) (6 hours) 	<ul style="list-style-type: none"> ○ Face to face training sessions ○ Workshops ○ Testimonials ○ Case study and field visits

	<ul style="list-style-type: none">• Production processes and techniques (salting, smoking, marinating of fishery products) and shipping (36 hours)• Choice of equipment and maintenance (6 hours)• Choice of packaging and labelling (6 hours)• Good hygiene practices (quality of the raw material, handling of the product, behavior and hygiene of the workforce) (6 hours)• Planning and management of product and waste flows (6 hours)• Company internship (2 days)	
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Modules	Units	Activities/Methods
<p>Entrepreneurship (Hours: 30)</p>	<p>UNIT 1: Business development skills - (12 hours)</p> <ul style="list-style-type: none"> • Operating a business • Employee's rights and obligations (laws requiring non-discrimination) • Tax, social and legal aspects related to companies <p>UNIT 2: Market access and networking (6 hours)</p> <ul style="list-style-type: none"> • Marketing and sales techniques • Networking <p>UNIT 3: Financial education (6 hours)</p> <ul style="list-style-type: none"> • Budgeting: manage your money wisely • Economy: yes you can!! • Access to financing and debt management: how to avoid over-indebtedness? 	<ul style="list-style-type: none"> ○ Combined learning ○ Online learning ○ Face to face training how to apply, etc. ○ Face-to-face training and workshops (simulation of examples adapted to the relevant value-chain)
<p>Digital empowerment (Hours: 30)</p>	<p>UNIT 1: Digital education (12 hours)</p> <ul style="list-style-type: none"> • Introduction to digitalization and the Internet • Use of digital tools (computers, tablets) • Use of basic software (Excel, PPT, Word, mails) • Use of production, monitoring and management software / machines 	<ul style="list-style-type: none"> ○ Face-to-face training and workshops (practical work)

	<p>UNIT 2: Using digital technology to find a job (12 hours)</p> <ul style="list-style-type: none"> • Use of social networks to find a job and access professional platforms • Job search platforms 	
<p>Fundamentals of Social Innovation (Hours:15)</p>	<p>UNIT 1: Fundamentals of social innovation (15 hours)</p> <ul style="list-style-type: none"> • Introduction to social innovation (concept of rural social innovation), actors of social innovation (3 hours) • Case studies, social innovation projects (6 hours) • What is corporate social responsibility (3 hours) • Legal and operational framework for social enterprise (ESS label) (3 hours) 	<ul style="list-style-type: none"> ○ Face to face training ○ Field experience
<p>Sustainable development (Hours: 15)</p>	<p>UNIT 1: Introduction to sustainability (3 hours)</p> <ul style="list-style-type: none"> • Introduction to the 2030 SDGs • Gender and human rights <p>UNIT 2: Environmental responsibility (6 hours)</p> <ul style="list-style-type: none"> • Environmental awareness training: management of natural resources and energy, waste management (circular economy of green economy, blue economy concepts) • Awareness of social responsibility <p>UNIT 3: Certification (6 hours)</p> <ul style="list-style-type: none"> • Organic products and certification • Example of sustainable projects (case studies) 	<ul style="list-style-type: none"> ○ Face to face training ○ Case study and field visits

<p>Social empowerment (Hours: 160)</p>	<p>UNIT 1: General skills</p> <ul style="list-style-type: none"> • Transformative leadership (12 hours) • Self-esteem (12 hours) • Team management and gender (6 hours) • Conflict resolution and non-violent communication (6 hours) • Personal branding (6 hours) • How to write your CV, prepare for your job interview (6 hours) • Negotiations (6 hours) 	<ul style="list-style-type: none"> ○ Face to face training sessions ○ Public speaking exercises and simulations
<p>Sector specific training</p>	<p>CHEESE PROCESSING (350 hours)</p> <ul style="list-style-type: none"> • Introduction to the value chain: stakeholders, markets, public policies (6 hours) • Production processes and techniques and shipping (30 hours) • Raw milk quality intended for processing (determination of the chemical and bacteriological composition) and processing capacity (6 hours) • Preliminary analysis of the quality of the milk (6 hours) • Quality monitoring throughout the transformation process (6 hours) • Processing good practices (for different types of cheeses and products) (6hours) • Dairy products conservation and distribution techniques (6 hours) • Coaching Internship in a company <p>FISH PROCESSOR (SARDINES, TUNA AND BLUE CRABS) (66 hours)</p> <ul style="list-style-type: none"> • Introduction to the value chain: stakeholders, markets, public policies (6 hours) 	<ul style="list-style-type: none"> ○ Face to face training sessions ○ Workshops ○ Testimonials ○ Case study and field visits

	<ul style="list-style-type: none">• Production and shipping processes and techniques (the different roles in a processing plant) (30 hours)• Handling of fish products quality and hygiene (6 hours)• Cutting and gutting fish techniques (6 hours)• Handling techniques for blue crabs (checking the product upon receipt, cleaning, cooking, cutting, freezing, picking techniques (i.e. crab meat extraction and canning) (12 hours)• Coaching Internship in a company	
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Annex I – Stakeholders' list

NAME	TYPE	WEBSITE	INTEREST IN THE PROJECT	CONTRIBUTION TO THE PROJECT	ACTIONS TO INVOLVE IT
Ministry of Women, Family and Childhood	PUBLIC BODY	-	Interested in rural women's social inclusion and boosting their participation in the economy	Creating synergies with their projects, contributing to the research, supporting the dissemination and communication of the project at local level	Direct Contacts: face to face meeting (it is implied that all face to face meetings will be held only if possible in view of the Covid-19 restrictions)
Ministry of Agriculture, Water Resources and Fisheries (unit of support of rural women)	PUBLIC BODY	-	Interested in providing support to women/cooperatives in rural areas for their sustainable empowerment	Mapping of local women cooperatives, synergies with their projects, contributing to the research, supporting the dissemination and communication at -local level, sharing -the training model, provide support to network with public institutions	Direct Contacts: face to face meeting
ESIAT - École Supérieure des Industries Alimentaires de Tunis	PUBLIC BODY	-	Interested in training model and exchange of knowledge and experience	Sharing of experience and knowledge regarding the training model	Direct Contacts: face to face meeting
Bizerte Competitiveness Cluster	PUBLIC BODY	-	Interested by the project approaches and research results	Participation to the research, providing feed back support in dissemination and capitalization at national level and providing support to network with the private and public sector	Direct Contacts: face to face meeting
Agence Nationale pour l'Emploi et le	PUBLIC BODY	-	Interested in promoting Contrat	Participation to the employment of women in	Direct Contacts: face to

Travail Indépendant, bureau Zarzis			d'Insertion dans la vie professionnelle	fisheries in Medenine	face meeting
Office de l'Elevage et Pâturage	PUBLIC BODY	-	Promoting the dairy sector	Participate to the research and sharing of the training model, support in communication and dissemination	Direct contact, online meeting
North Zarzis Municipal Council (Medenine)	PUBLIC BODY	-	Promoting employment in the region	Disseminate the call to participate; inform on the project and identify the potential women beneficiaries	Direct Contacts: face to face meeting
CIFE of Tunis (International Council of Women Entrepreneurs)	ASSOCIATION	-	Interested in seeing how the project evolves in order to draw inspiration from its experience	Supporting the project with its network of private companies	Direct Contacts: face to face meeting
Fédération Nationale de l'Agro- Alimentaire (FENAAL)	ASSOCIATION	-	Interested in new approaches to develop job skills	Promoting the project activities, networking with private sector	Direct Contacts, online meeting
Chambre Nationale des Femmes Chefs d'Entreprise (UTICA)	ASSOCIATION	-	Interested in developing similar training models	Promoting the project activities, offering networking opportunities with the private sector, supporting dissemination and communication activities	Direct Contacts, online meeting
Social innovators Network (L Space)	ASSOCIATION	-	The diffusion of social innovation	Dissemination of the call for interest and awareness raising tools, participation to the selection committee, sharing of the training model, providing support through their network	Direct Contacts: face to face meeting
World Food Programme	NGO	-	Promoting and ensuring food security, interested in	Provide feed back on the research and	Direct Contacts: face to

(Office Tunisia and Morocco)			research activities, knowledge exchange and developing their experience	dissemination of the Training model	face meeting
Groupement Interprofessionnel des Produits de la Pêche in Zarzis (Medenine Governorate)	ASSOCIATION	-	Interested in promoting women's participation in the fishery sector, the training model and project approach	Promoting the project activities, providing networking opportunities with the private sector, participation to the research, dissemination of the call for interest, participation to the selection committee	Direct contact, online meeting
ADDCI Médenine Association de Développement Durable et Coopération Internationale	ASSOCIATION	-	Interested in supporting women's social and economic inclusion in Médenine as well as to learning from the project's experience	Dissemination of the call for interest and awareness raising tools, participation to the selection committee, sharing of the training model, provide support to network with local authorities	Direct contact, online meeting
Taysir Conseil	NGO	-	Interested in having access to a pool of trained workers	Advise on the training model, confirm that choices made are correct, provide technical orientation	Direct contact, online meeting
GDA Konouz Djebba - Beja	ASSOCIATION	-	Interested in supporting women in the agri-food sector in Beja	Dissemination of the call for interest and awareness raising tools, offer support in networking with rural women, participate to the research	Direct contact, online meeting
MANAR Thon	SME	-	Interested in having access to a pool of trained workers	Advise on the training model, confirm that choices made are correct, provide technical orientation	Direct contact, online meeting

Société Fromart	SME	-	Interested in having access to a pool of trained workers	Advise on the training model, confirm that choices made are correct, provide technical orientation	Direct contact, online meeting
FRONORD	SME	-	Interested in having access to a pool of trained workers	Advise on the training model, confirm that choices made are correct, provide technical orientation	Direct contact, online meeting

6. CONCLUSIONS - The development of new training models

This final chapter provides a roadmap to illustrate and synthesize the process followed by research units to develop their training model.

First of all, we provide an overview of the value chains selected by research units and the related training needs:

Research Units	Selected Value Chains	Related training needs
CESIE - Italy	<ul style="list-style-type: none"> • Wine • Fruits and Vegetables 	<i>Leveraging on opportunities for young women to find sustainable employment and develop the entrepreneurial spirit in such sectors.</i>
ASALA - Palestine	<ul style="list-style-type: none"> • Agricultural food processing • Dairy derivatives production 	<i>Raising gender awareness in the perspective of creation of cooperatives.</i>
JOVESÓLIDES - Spain	<ul style="list-style-type: none"> • Agroecological production (raw & processed) 	<i>Empowering women in terms of leadership, communication, and business management skills.</i>
CAWTAR - Tunisia	<ul style="list-style-type: none"> • Dairy products (Beja) • Fisheries (Medenin) 	<i>Re-integrating women into the labor force by giving them the necessary soft-skills and short-term. technical training.</i>

As showed by the table, CESIE has decided to focus on two different value chains, that of wine and that of fruits and vegetables, in order to provide women with the possibility to develop their entrepreneurial spirit or to find sustainable employment in the agricultural sector, developing two different training models (the entrepreneurial and the operative one) that are differentiated for what concerns the part dedicated to the specificity of each value chain. ASALA has selected agricultural food processing and dairy derivatives production with the aim to foster gender awareness in the creation of cooperatives, the most spread organizational model in the country, offering an entrepreneurial path for both the sectors. JOVESÓLIDES, instead, has preferred to empower women capabilities by referring exclusively to the agroecological production, and, finally, dairy products and fisheries have been individuated by CAWTAR for what concerns

respectively Beja and Medenin region. On the basis of the training needs retraced, the aim is to foster specific skills and capabilities in order to re-integrate women in the labor force, providing two different training paths identified as “Agent for creation” (the entrepreneurial one) and “Agent for transition” (the employability one) for both dairy products and fisheries.

The process was based on three main steps, according to which local features represented the starting point in order to identify the main training needs that will be satisfied by training activities/contents organized in several modules, some of which dedicated to cross-cutting topics and others to sectorial ones.

This is because, even if the training will be specific to the value chain/s selected by each research team, it will be open to attract beneficiaries who are potentially interested also in other products/sectors.

For what concerns the first phase, the aim was to retrace specific local features, the suggestion was to look at the following dimensions:

- Employment and professional capacity;
- Digital development potential;
- Social innovation awareness;
- Sustainability sensitivity;
- Self-awareness;
- Sectorial specificities.

Then, on the basis of such local features, research units identified the specific training needs that characterize their local context, trying to respond to the question: *What are the main skills needed?*

The last step was focused on defining training contents. The suggestion was to think about six specific modules (Managerial empowerment; Digital empowerment; Fundamentals of Social Innovation; Sustainability dimensions; Community empowerment; Sector specific), but units were free to develop their training model as they preferred, on the basis of specificities that characterize the sector/s and product/s they selected to focus on.

At the end, the training modules developed by research units turn out to be very similar to the suggestion provided, even if characterized by a different focus dedicated to each single module. All the research teams included a section dedicated to managerial/entrepreneurial skills, excepting ASALA that prioritized financial literacy concepts. Digital empowerment, social innovation, and sustainability are considered as priority topics by units and then a fifth module is dedicated to the development of a social awareness for beneficiaries (leveraging on community/social empowerment, soft skills and women's rights). The last section, as anticipated, is the peculiar one, aimed to foster sector specific competences and skills.

We provide, finally, an overview of the specific training modules individuated by research units below.

CESIE - Italy	I - Managerial Empowerment	II - Digital Empowerment	III - Social & Technological Innovation	IV - Sustainability	V - Soft Skills	VI - Sector Specific Training
ASALA - Palestine	I - Financial Literacy	II - Developmental issues and women's rights	III - Digital Empowerment	IV - Sustainability Dimensions	V - Social Innovation Awareness	VI - Food processing and Dairy derivatives production
JOVESÓLIDES - Spain	I - Fundamentals of Social Innovation	II - Sustainability Dimensions	III - Managerial Empowerment	IV - Digital Empowerment	V - Community Empowerment	VI - Sector Specific Training
CAWTAR - Tunisia	I - Entrepreneurship	II - Digital Empowerment	III - Fundamentals of Social Innovation	IV - Sustainable Development	V - Social Empowerment	VI - Sector Specific Training

6.1 CESIE - Italy

Profile 1: Agent for creation – entrepreneur

	EMPLOYMENT AND PROFESSIONAL CAPACITY	DIGITAL DEVELOPMENT POTENTIAL	SOCIAL INNOVATION AWARENESS	SUSTAINABILITY SENSITIVITY	SELF-AWARENESS	SECTORIAL SPECIFIC
LOCAL FEATURES	<ul style="list-style-type: none"> -Consequences of the 2008 crisis -Negative growth of the GDP per capita -59% of active enterprises operates in the service sector -The first Italian region by number of agricultural business born in 2019 -Lack of equity in distribution of income -Lack of job demand -Increase of involuntary non-standard work -High rate of young employment 	<ul style="list-style-type: none"> -Lack of basic digital communication and digital marketing skills -Lack of basic computer skills (from the compilation of documents to fill the use of specific software) 	<ul style="list-style-type: none"> 6 existing training programs have been chosen -Rural Hub project -Lumsa Digital Hub -Training "Le Vie della Zagara -Training "Blockchain - How to create a digital passport for the citrus fruit supply chain" -Higher education diplomas -Skills for the Future program - Italy 	<ul style="list-style-type: none"> -Scores below the Italian average on sustainability -Achievements on Goal 5 -Advancement on Goal 12 -Improvements on Goal 2 Goal 4; Goal 9 and Goal 10 -Room for improvement on other areas -Increasing attention paid by citizens to sustainable consumption -Sicily is among the top three regions in Italy in terms of value of agricultural production 	<ul style="list-style-type: none"> -4.999.891 inhabitants -Gender equality is not achieved in the labor market, career opportunities and salary levels -Low valorization of skills -Job segregation -Labor policies unable to support women 	<ul style="list-style-type: none"> <u>WINE:</u> -The second most representative sectors of the Sicilian agri-food system -More visibility for women -High-quality level of production <u>FRUIT AND VEGETABLES:</u> -Major producer and exporter of fresh fruits and vegetable to the rest of Italy and Europe -Presence of the most important fruit supply chains -Favorable conditions
TRAINING NEEDS	<ul style="list-style-type: none"> -Essential entrepreneurial skills -Capacity to access to credit and other financial opportunities 	<ul style="list-style-type: none"> -Digital communication and digital marketing skills -Capacity to develop brand awareness 	<ul style="list-style-type: none"> -Becoming acquainted about the diversification in the agricultural sector 	<ul style="list-style-type: none"> -Knowledge and hands-on experience of organic production and alternative business models -Knowledge about certification process and traceability 	<ul style="list-style-type: none"> -Strengthening soft skills -English skills of crucial importance considering the addressed business sector and its international dimension 	
TRAINING MODEL	Managerial Empowerment	Digital Empowerment	Social & Technological Innovation	Sustainability	Soft Skills	Sector Specific training

Profile 2: Agent for transition – agri-food processing operator

TRAINING MODEL	TRAINING NEEDS	-To become acquainted about the overall work functioning of an agri-food enterprise	-Lack of basic computer skills	-To become acquainted about social and technological innovation process and tools	- It is fundamental even for operators to be aware how to use resources, tools and manage process in order to ensure it	-Soft skills in working life are as important as technical and professional skills acquired with experience	
		Managerial Empowerment	Digital Empowerment	Social & Technological Innovation	Sustainability	Soft Skills	Sector Specific training

6.2 ASALA - Palestine

Profile 1: Agent for creation – entrepreneur (processing cheeses and fishes)

LOCAL FEATURES	<p>EMPLOYMENT AND PROFESSIONAL CAPACITY</p> <ul style="list-style-type: none"> -The average expenditure is around 170 JD -Around 31% of the expenditure is on food -Around 877,100 employees work in the local market -There are around 3,688 NGOs -320 thousand workers are in informal labor -Evident gap in the percentage of participation between women and men in the labor market 	<p>SELF-AWARENESS</p> <ul style="list-style-type: none"> -Acute poverty for 17% of population -The percentage of self-employed females reached 17% -The percentage of females enrolled in higher education reaches 60% of total students -Challenge relating to social customs and norms for women -Scarce opportunities to obtain funding for women 	<p>DIGITAL DEVELOPMENT POTENTIAL</p> <ul style="list-style-type: none"> -Poor capabilities and skills to use modern technologies in marketing -Need to foster the use of modern technologies in determining quantities and checking product quality 	<p>SOCIAL INNOVATION AWARENESS</p> <ul style="list-style-type: none"> -Limited Palestinian resources to ensure specialized education and training 	<p>SUSTAINABILITY SENSITIVITY</p> <ul style="list-style-type: none"> -Obstacles to achieve sustainable goals (colonial military occupation) -The work of active bodies is not at the required level 	<p>SECTORIAL SPECIFIC</p> <ul style="list-style-type: none"> -Agricultural is controlled by the occupation government -The Israeli government's procedures limit Palestinians' ability to utilize their natural resources (especially water) -Limited development prospects in irrigated agriculture
	TRAINING NEEDS	<ul style="list-style-type: none"> -Understanding of the local context -General knowledge about the markets -Awareness of general government policies 	<ul style="list-style-type: none"> -Awareness for participants regarding women's rights 	<ul style="list-style-type: none"> -Capabilities and skills to use modern technologies in marketing/packaging/in determining quantities and checking product quality 	<ul style="list-style-type: none"> -Awareness of networking, lobbying and advocacy 	<ul style="list-style-type: none"> -How to keep the product in high quality and design the product logos and helping in prepare a full theme design (packaging and labelling)
TRAINING MODEL	Financial Literacy	Developmental issues and women's rights	Digital empowerment	Social Awareness Innovation	Sustainability dimensions	Food processing & Dairy derivatives production

6.3 JUVESÓLIDES - Spain

	SOCIAL INNOVATION AWARENESS	SUSTAINABILITY SENSITIVITY	EMPLOYMENT AND PROFESSIONAL CAPACITY	DIGITAL DEVELOPMENT POTENTIAL	SELF-AWARENESS	SECTORIAL SPECIFIC
LOCAL FEATURES	<p>5 existing training programs have been studied</p> <p>-Program for rural women with educational or job placement needs</p> <p>-Aurora Program</p> <p>-Rural development program of the Valencian community 2018-2020</p> <p>-Redmur: Entrepreneurship and Socio-labor Insertion Network for the Diversification of Activities in Rural Areas</p> <p>-Agro Woman</p>	<p>-Committed country to SDG at the very best level</p> <p>-“Plan for the implementation of the 2030” has been approved</p> <p>- “Sustainable Development Council”</p> <p>-Valencian government is committed to the SDGs</p> <p>-Sensibilization through the “Sustainable Cities Alliance”</p> <p>Only a minority of three Spanish population claim to know the millennium goals</p>	<p>-Privileged location for economic activity</p> <p>-Third region at the national level in terms of exports</p> <p>-Focus on the automobile industry, the agri-food industry, footwear, and ceramics</p> <p>-4,9% added value provided by the agri-food sector</p> <p>-Small size for companies</p> <p>-Weak ability to obtain funding</p> <p>-Negative consequences of the financial crisis</p> <p>-Cooperatives represent the 4,1% of the total employment</p> <p>-Growth of many non-profit organizations</p> <p>-Unemployment rate is 14,1%</p>	<p>-Digital competences requested by the labor market are not available</p>	<p>-10,8% of the Spanish inhabitants in the Valencian Region</p> <p>-Negative vegetative balance for population</p> <p>-Laws to ensure equality</p> <p>- Higher female unemployment rate</p> <p>-Temporary and part-time jobs for women</p> <p>-Gender salary gap</p> <p>-Gender balance in professional, scientific, and technical activities</p> <p>-Lack of community services for women</p> <p>-The poverty risk rate is 23,7%</p>	<p>-Lack of trainings in traditional business activities and rural world</p> <p>-Valencian organic farming is growing exponentially</p> <p>-The public sector is interested in the field</p> <p>-Products are ideal to foster sustainable employment</p>
TRAINING NEEDS	<p>-Ability to create social innovation</p> <p>-Knowledge of social innovation</p>	<p>-Knowledge of sustainability in the sector</p> <p>-Training in the uses of sustainability</p>	<p>-Financial and business competences applied to the rural world</p>	<p>-Digital skills for the job market</p> <p>-Digital skills in agriculture</p>	<p>-Competition in promoting equality</p> <p>-Social skills</p> <p>-Self-knowledge</p>	<p>-Ecological plant production/transformation</p> <p>-Marketing of agro-ecological products.</p>
TRAINING MODEL	Fundamentals of social innovation	Sustainability dimensions	Managerial empowerment	Digital Empowerment	Community empowerment	Sector specific training

6.4 CAWTAR - Tunisia

Profile 1: Agent for creation – entrepreneur (processing cheeses and fishes)

LOCAL FEATURES	<p>EMPLOYMENT AND PROFESSIONAL CAPACITY</p> <ul style="list-style-type: none"> -Export oriented country -Agriculture is a key sector -Stagnation of the industrial sector -Several institutional mechanisms to foster entrepreneurship -Considerable resources dedicated to education -Higher unemployment rate among women 	<p>DIGITAL DEVELOPMENT POTENTIAL</p> <ul style="list-style-type: none"> -Digital communication and digital marketing skills are needed 	<p>SOCIAL INNOVATION AWARENESS</p> <ul style="list-style-type: none"> -Business centers, incubators, and techno parks 4 existing training programs have been identified: <ul style="list-style-type: none"> -Agripreneur 2.0 -PAMPAT1 -ProAgro -Social Innovation in Marginalized Rural Areas - SIMRA 	<p>SUSTAINABILITY SENSITIVITY</p> <ul style="list-style-type: none"> -Several sectoral and cross-cutting strategies to promote sustainability and international commitments 	<p>SELF-AWARENESS</p> <ul style="list-style-type: none"> -11,7 millions of inhabitants -Regional disparities in the provision of public services -Reduction of income inequalities -Regional disparities for the literacy rate -Equal opportunities between women and men -Patriarchal society -Presence of cultural norms that could require women not to work -Islamic law 	<p>SECTORIAL SPECIFIC</p> <ul style="list-style-type: none"> -15% of workforce employed in Agriculture -Improvements in production methods -Agriculture is the primary economic activity in Béja -Agriculture, industry and tourism are the main activities in Medenine -The access to early childhood services increases the female labor participation -Health problems linked to agricultural work for women
	TRAINING NEEDS	<ul style="list-style-type: none"> -Acquisition of business development skills 	<ul style="list-style-type: none"> -Acquisition of digital communication and digital marketing skills 	<ul style="list-style-type: none"> -Developing awareness in: social innovation, social projects, legal and operational framework 	<ul style="list-style-type: none"> -Becoming aware of the environment and how to ensure its protection in daily business activities. 	<ul style="list-style-type: none"> -Strengthening soft skills
TRAINING MODEL	Entrepreneurship	Digital Empowerment	Fundamentals of Social Innovation	Sustainable development	Social Empowerment	Sector Specific training

Profile 2: Agent for transition – employability (processing cheeses and fishes)

TRAINING NEEDS	-Acquisition of basic business development skills in order to understand the workings of a corporation	-Acquisition of digital communication and digital marketing skills	-Developing awareness to a socially innovative environment.	-Becoming environmentally responsible in daily working activities	-Strengthening soft skills in order to work effectively in a team	<p>PROCESSING CHEESE: -To improve the transformation chains -To train women in order to master all the relevant techniques</p> <p>PROCESSING FISHES: -Fish processing skills -Salting, drying and preserving and processing fishes</p>
TRAINING MODEL	Entrepreneurship	Digital Empowerment	Fundamentals of Social Innovation	Sustainable development	Social Empowerment	Sector Specific training