



UPFARM

D4.1

Co-Governance HUB & Living Labs



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LIST OF **FIGURES**

Figure 1 - UPFARM Co-Governance Model

Figure 2 - UPFARM Living Labs di UPFARM (Pisana, Piana di Lucca, Valdinievole, Fiorentina Sud-Est)

Figure 3 - The UPFARM co-governance model: levels, functions, and contribution to scaling

Figure 4 - UPFARM 'Service Blueprint' (not complete)

Figure 5 - The phases in detail and an initial clustering of participants based on the 'entry gates' (gatekeepers)

Figura 6 - General and phase-specific tools envisaged by the UPFARM project

Figure 7: Mapping of participants in the Pisa Living Lab (analysis conducted using Kumu)

Figure 8: Project Mapping Spreadsheet

Figure 9: UPFARM – "Integrated Employability Profile" Form

Figure 10: UPFARM – Tool for recording Lab meetings

Figure 11: UPFARM – Preliminary Theory of Change and Outcome Mapping

UPFARM PROJECT

UPFARM aims to strengthen social farming (SF) as a tool for inclusive and sustainable employment in Tuscany, responding to the needs of long-term unemployed people.

Building on existing SF initiatives and networks already active in the territory, the project develops new knowledge, methods, tools and participatory governance models, with the aim of scaling SF into a regional asset for labour inclusion. The strategy is implemented through **4 territorial living labs** (Piana di Lucca, Area Pisana, Valdinievole, Zona Fiorentina Sud-Est), which will strengthen the capacity of local alliances to work together on socio-labour inclusion.

The labs will combine **capacity-building activities, co-design of services, and experimentation of new employment pathways**, becoming drivers and models for the scaling strategy. The results and approaches developed will be disseminated at regional level through an open call for new territories and partnerships. The project will also enhance the contribution of European partners to learn from their experiences, strengthen scaling pathways and contribute to policy innovation at EU level.

In addition to delivering **40 job placements for long-term unemployed people**, UPFARM aims to leave a concrete and lasting legacy: tools, methods and alliances capable of expanding social farming in Tuscany, spreading it to new territories, integrating it into public policies, and promoting a more inclusive and sustainable culture.



TABLE OF CONTENTS



INTRODUCTION

7

WHY A CO-GOVERNANCE HUB & LIVING LABS IN UPFARM

9

A well-established maturity, but not yet a “system”

10

Fragmentation of services and discontinuity of pathways

12

Regulatory, administrative and informational complexity

13

Different languages, logics, and timelines

13

Eterogeneity and sustainability of social farming enterprises

14

MODEL ARCHITECTURE: CO-GOVERNANCE HUB E LIVING LABS

16

Introduction to the model

17

Co-Governance HUB

19

Living Labs

21

Functioning of the living labs

27

The actors involved: the “petals” of the living lab

27

Local coordination team

28

The multidisciplinary team

29



Conference of Mayors

32

Territorial facilitator

33

CO-DESIGN IN THE LIVING LABS

34

Co-design approach

35

Guiding principles for pathway design

37

Co-design matrix or “service blueprint”

38

UPFARM model tools and deliverables

42

INCEPTION OF THE LIVING LABS

44

Phases of an evolving process

45

Tools under development

51

NEXT STEPS

62

Next steps of the living labs work

63

INTRODUCTION

This document presents the **Co-Governance Hub and Living Labs model developed within UPFARM**, outlining the organizational, collaborative, and operational framework through which the project activates and coordinates territorial Living Labs.

The core objective of UPFARM is to **promote and strengthen social farming (SF) as a lever to generate inclusive, durable, and quality employment pathways for long-term unemployed people in Tuscany, while also contributing to the innovation of public service systems and related policies, particularly in the fields of labour and welfare**. By placing SF at the centre as a form of “social innovation” capable of generating multiple benefits - not only for individuals but also in terms of the sustainable development of territories - UPFARM also aims to contribute to building **an enabling ecosystem capable of sustaining and scaling these practices over time, transforming them into a regional driver for labour inclusion and fair and just transitions**. To achieve this objective, a governance setup is required that can coordinate a plurality of actors and agendas, align responsibilities, resources, and tools, and support learning and scalability processes across territories.

In this framework, the project’s **Co-Governance Hub** is conceived as a structured space for coordination and co-creation that:

- acts as an **intermediary body** between the project’s central coordination and institutional advisory structures (Steering Committee and Institutional Board) and the territorial Living Labs;
- supports the **co-design, activation, and continuous adaptation** of Living Labs interventions;
- Promotes and facilitates **learning, alignment, and exchange** across territories throughout the different project phases

The **Living Labs** represent the main operational arenas where the model is implemented and tested. Through them, UPFARM experiments with differentiated pathways, refines tools, and promotes integrated approaches to labour inclusion in social farming, building on existing practices while addressing their limitations.

This deliverable is developed in the initial phases of the project and describes a configuration that is still in a prototypical form. The proposed model is therefore intentionally dynamic and open, designed to evolve in response to territorial conditions, implementation challenges, and emerging learning. In this sense, both the Co-Governance Hub and the Living Labs are not conceived as predefined solutions, but **as objects of experimentation and innovation themselves**.

A distinctive feature of the model is its **“accordion-like” governance logic**, whereby the composition of actors, objectives, and intensity of activities vary over time. This approach makes it possible to balance, on the one hand, the need for coordination, accountability, and alignment with the requirements of the ESF+ Social Innovation Initiative, and on the other, the need for flexibility and adaptation in operational contexts, particularly when working with vulnerable groups and complex employment pathways.

The document therefore represents an **initial formalisation of the reference model**, which will be progressively refined through the territorial co-design processes activated by the Living Labs. The evidence and insights generated will feed into the evolution of governance practices and their systematisation, supported by monitoring and evaluation activities aimed at assessing the effectiveness of the Co-Governance Hub and the Living Labs, and contributing to the development of scalable social innovation models in the field of employment in social farming.



1.

Why a Co-Governance Hub and Living Labs in UPFARM

This chapter briefly outlines the key challenges that make the Co-Governance Hub and the activation of territorial Living Labs necessary within UPFARM. These are complex, multi-level issues, presented here in a concise way to frame the broader systemic context in which the project operates.

The labour inclusion of long-term unemployed individuals through social farming takes place at the intersection of employment policies, social services, healthcare, and rural development - domains that are still marked by institutional fragmentation, uneven coordination, and limited operational integration.

Against this backdrop, the chapter highlights why a dedicated infrastructure for co-governance and territorial experimentation is essential to ensure both the effectiveness and the scalability of the intervention.

A WELL-ESTABLISHED MATURITY, BUT NOT YET A STRUCTURED SYSTEM

The UPFARM project is set within a regional context that, **in recent years, has made significant progress both in the field of socio-labour inclusion and in that of social agriculture**. The Tuscany Region now has a substantial institutional and operational foundation: advanced regulatory tools, formalized multidisciplinary teams (DGR 544/2023, DGR 1627/2024), active local networks, agricultural enterprises sensitive to inclusion issues, and a shared culture of care that is gradually spreading.

In many areas, a way of working has been consolidated that overcomes the traditional fragmentation between social services, healthcare, and employment. In this context, **multidisciplinary teams** represent the key tool to foster a more “complex” and articulated understanding of individual situations, promoting personalized pathways capable of integrating different dimensions of people’s experiences and needs. At the same time, social agriculture is no longer a marginal or experimental field: it is recognized, regulated, and supported by communities of practice and by agricultural enterprises that have developed experience in interacting with the service system.

1. An in-depth analysis of the policy framework, tools, and practices active in Tuscany is available in the deliverables already produced within UPFARM during the first research phase (September 2025–February 2026), in particular: D3.1 Policy brief: pinpointing potential policy synergies and areas for improvement; D3.2 Long-term unemployment in Tuscany: who & why; D3.3 Social Farming in Tuscany: SWOT analysis.

However, this maturity does not yet correspond to a truly **systemic integration**. It is widespread but uneven, strong in some territories and more fragile in others; above all, **it has largely developed along parallel trajectories**. Socio-labour inclusion and social farming have grown as adjacent fields, but not always fully interconnected.

The critical issue certainly does not concern a lack of skills or experience. Across the various territories of Tuscany, collaborations between services and agricultural enterprises do exist and, in several cases, produce significant results. However, these interactions are often linked to specific projects, ad hoc funding opportunities, or the particular commitment of individual practitioners. This implies that the quality and continuity of experiences often depend more on contingent conditions than on a systemic design. In the absence of a permanent coordination mechanism, collaborations tend to remain episodic: they rarely consolidate into standard practice and struggle to generate transferable learning. This limits the ability to fully capitalise on accumulated experience and to build a sustained trajectory of development and innovation.

The result is a system in which **local excellence and good practices exist, but an overarching governance capable of turning them into a shared infrastructure is still lacking**.

The criticality becomes more evident when observing the dynamics across different levels of governance and operation. At the 'micro' level of territories, effective "last-mile" experimentation often develops personalised pathways, flexible adaptations, and solutions built around individuals. At the 'meso' level, territorial systems and services seek to coordinate resources, integrate competences, and harmonise interventions. At the 'macro' level, regional policies define instruments, priorities, regulations, and funding sources. These levels are not isolated, yet their connections are often intermittent or dependent on contingent dynamics. Innovations generated at the micro level struggle to structurally influence macro-level decisions; conversely, macro frameworks do not always translate into coherent operational mechanisms at the territorial level.

In this context, **the sum of projects and initiatives does not automatically produce a true social farming system**. Without mechanisms for alignment, integration, and continuous learning across levels, experiences tend to remain circumscribed, rather than becoming a shared regional asset.



Fragmentation of services and discontinuity of pathways

The still non-systemic nature of this ecosystem often translates into **concrete difficulties in building coherent and continuous pathways for individuals, starting from the opportunities available in local areas.**

Despite the presence of a plurality of projects, tools, and initiatives, these opportunities are often distributed in a fragmented way and are not always known to the actors involved. This results, on the one hand, in a partial and misaligned understanding of the available offer: services tend to operate by referring to the tools and projects they have direct experience with, with limited visibility of the opportunities activated by other actors in the territory. On the other hand, overlaps between similar interventions can be observed, as well as gaps along certain stages of the pathways, making it difficult to ensure continuous and coherent support.

A particularly relevant aspect concerns the continuity of pathways. Many of the available opportunities, such as upskilling and reskilling training programs, internships, or other types of time-limited pathways, represent important steps, but are not always embedded within a structured trajectory. This leads to a recurring difficulty in addressing the implicit question that accompanies these pathways: “what comes next?”. In the absence of coordination mechanisms between the different opportunities, there is a risk that these experiences remain isolated and do not translate into lasting employment outcomes.

Within this framework, the challenge is not only to create new opportunities, but to **connect existing ones in a coherent and understandable way**, building progressive and continuous pathways for the people involved.

Regulatory, administrative and informational complexity

A further critical issue concerns regulatory and administrative layering. The different funding sources, rules governing the use of resources, and privacy constraints create a complex operational environment in which services must proceed with caution. The fear of not fully complying with regulatory requirements can limit the willingness to integrate and lead to cautious behaviors that reduce the potential for innovation.

This is compounded by the **fragmentation** of information systems. The data exchange required for effective multidisciplinary assessments is hindered by the lack of interoperability between different platforms. Each organization uses tools developed for specific administrative requirements and struggles to integrate them with those of other actors. This not only slows down processes but also **makes it difficult to build a unified view of pathways and outcomes.**

Different professional 'languages', logics and timings

Beyond organizational aspects, a deeper dimension emerges, of a cultural and relational nature. Social services, employment services, healthcare services, and agricultural enterprises operate **with different professional logics, not always aligned evaluation criteria, and often uneven timelines.**

In Tuscany, there is already a regulatory framework that provides for the activation of **multidisciplinary teams for integrated case management.** However, their implementation is still uneven: in some areas these mechanisms are operational and well established, while in others they are only partially activated or still at an early stage. This fragmented implementation limits the possibility of building truly integrated and systematic pathways for labour market inclusion.

Agricultural enterprises, on the other hand, have concrete production needs and require stable counterparts and clarity in responsibilities. Public services, instead, must operate in compliance with procedures, standards, and institutional constraints. In the absence of structured spaces for dialogue and mutual understanding, **these differences risk generating misunderstandings, divergent expectations, and operational delays.**

In this context, opening up multidisciplinary teams to agricultural enterprises - recognized as “experts by experience” - represents a strategic step. **It is not merely about expanding representativeness, but about strengthening its integrative function:** overcoming the fragmentation of profiling (individual profiles, enterprise characteristics, project requirements) and moving toward a **truly integrated matching process, in which needs, potentials, and opportunities are understood in an interconnected and shared way.**

Heterogeneity and sustainability of social farming enterprises

Finally, a key issue concerns **the nature and sustainability of the entities operating in the field of social agriculture.** Within this domain, different organizational models coexist: market-oriented farms that integrate inclusive practices into their productive activities; social cooperatives for which the socio-educational or therapeutic dimension is central, and whose economic sustainability is built through a complex balance between market revenues, public funding, and project-based activities; and hybrid experiences that combine production, services, and networks of responsible consumption.

This heterogeneity represents both a strength and a challenge. The ability to generate stable and quality employment depends not only on the availability of public labour market integration tools, but also on the economic, organizational, and relational robustness of the enterprises involved. In some cases, the market constitutes the main basis for sustainability; in others, the presence within institutional and community networks is equally decisive. If this complexity is not properly acknowledged, there is a double risk: on the one hand, **overburdening enterprises with social expectations without strengthening their economic resilience;** on the other, **treating social agriculture as a residual or compensatory space,** rather than as a productive sector capable of generating both economic and social value in an integrated way.

From this perspective, the challenge is not only to involve enterprises in care and integration mechanisms, but to **build a co-governance framework that brings together labour inclusion and entrepreneurial sustainability,** recognizing the differences between models and supporting their evolution in line with their specific trajectories.



A person wearing a white shirt and a cap is harvesting grapes in a vineyard. They are holding a bunch of yellow grapes. In the foreground, there is a blue plastic crate filled with harvested grapes. The background shows more grapevines and a clear blue sky.

In the context described, the central issue is not to introduce additional tools or multiply institutional levels; rather, it is about building a connective infrastructure capable of making stable what is currently episodic, structured what is currently informal, and transferable what currently remains local.

Within this perspective, the Co-Governance Hub and the Living Labs are positioned. Living Labs operate at the local level as spaces where integration takes concrete shape through co-design processes and continuous adaptation. The Co-Governance Hub ensures coordination between these contexts and the strategic level, promoting alignment among actors, systematization of learning, and overall coherence of the model.

The challenge of UPFARM is to transform a widespread but fragmented maturity into a recognizable, multi-level system logic, in which socio-labour inclusion and social agriculture become integrated components of a single governance architecture.

2.

Model architecture: Co-Governance Hub and Living Labs



The previous section clarified the meaning and strategic function of the Co-Governance Hub and the Living Labs within UPFARM, highlighting the governance challenges the project aims to address and the reasons why these mechanisms represent a key experiment for enabling transformative and long-term impact. Building on this framework, the present section examines the architecture of the model in detail, describing how the Co-Governance Hub and the Living Labs are structured, how they are positioned within the overall governance of the project, and how they interact with each other.

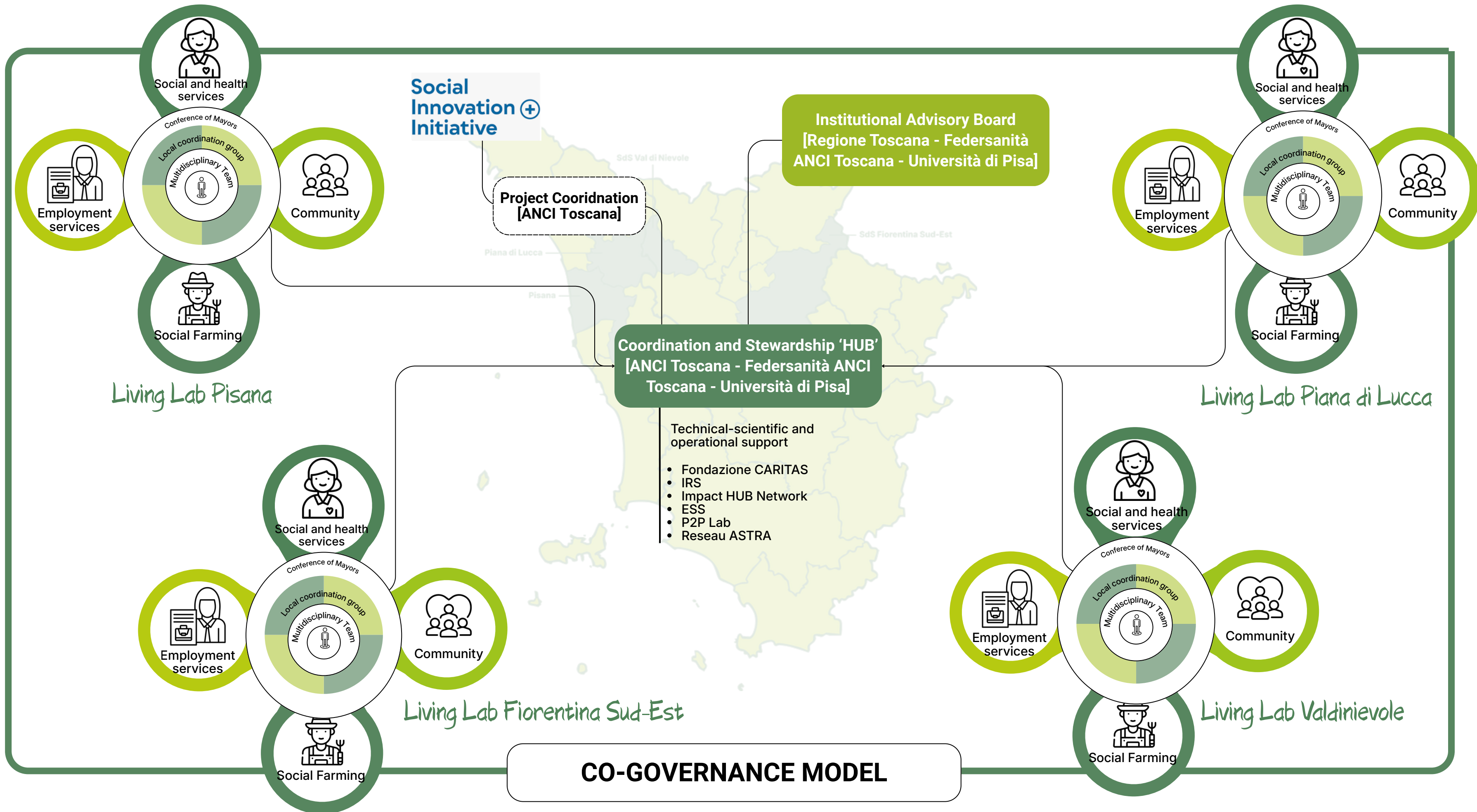
Introduction to the model

The organizational model of UPFARM is based on a multi-level configuration that integrates a central coordination and stewardship mechanism - the so-called **“Co-Governance Hub”** - with a network of territorial Living Labs that serve as the main operational nodes for the project’s experimentation and implementation.

This configuration has been designed to pilot integrated pathways for labour market inclusion in social agriculture targeting long-term unemployed individuals, addressing the complexity these pathways entail: integration between employment, social, and healthcare services; active involvement of agricultural enterprises; coordinated management of tools, resources, and responsibilities; and adaptation to territorial specificities and the diverse profiles of beneficiaries.

In general terms, **the Co-Governance Hub performs a function of strategic guidance, institutional coordination, and systematization of learning**, ensuring overall coherence and alignment across levels. **The Living Labs, on the other hand, operate at the local level as spaces where integration takes shape through co-design processes, activation of personalized pathways, and the experimentation of concrete solutions.**

This architecture is designed to maintain a dynamic balance between strategic coherence and local adaptation, avoiding both overly rigid and centralized models and the fragmentation of local initiatives, while creating the conditions for progressive and transferable learning. The following figure provides an overall representation of the model; the subsequent sections describe its structure, roles, and operational dynamics.



Co-Governance Hub

The UPFARM Co-Governance Hub represents the backbone of the project's collaborative governance model and constitutes **the main coordination and stewardship mechanism connecting UPFARM's strategic dimension with the territorial experimentation carried out through the Living Labs**. As suggested by the term "hub," it is conceived as an intermediate governance space that functions as a "node" between the project's central coordination structures and the local contexts of implementation, ensuring overall coherence, strategic alignment, and the systematization of experiences and learning.

The co-design of integrated pathways for labour market inclusion in social farming takes place within the Living Labs, where local actors - public services (employment, social, socio-health, and justice services), agricultural enterprises, third sector organizations, and other stakeholders - define, test, and adapt tools and operational approaches in relation to specific contexts. The Hub does not replace this level of experimentation, nor does it intervene in the operational management of individual pathways; rather, **it ensures their structured connection, preventing experiences from remaining isolated or disconnected**.

The Co-Governance Hub stems from the awareness that scaling up social farming as a lever for labour market inclusion can hardly be addressed through hierarchical mechanisms or linear models. To transform local experimentation into an implementable regional strategy, an organizational and operational setup is needed that can connect different territories, facilitate adaptability and exchange among diverse practices, capture learning processes, and translate them into strategic orientations and coherent policy proposals at the regional level.

From an organizational perspective, the Co-Governance Hub is activated by the project partners with a direct role in the coordination and scientific and methodological stewardship of UPFARM: **ANCI Toscana, Federsanità ANCI Toscana, and the University of Pisa – Department of Veterinary Sciences**. Together, these partners lead the development of the overall conceptual and methodological framework of the project and contribute to its connection with the system of local authorities, services, and social farming actors.

The Hub operates in close coordination with the overall project management carried out by ANCI Toscana and with the Institutional Advisory Board (**Tuscany Region**), acting as an operational bridge between strategic guidance and territorial experimentation. **The Co-Governance Hub is also supported by a network of technical and scientific partners**, including at the European level, who bring specific expertise and good practices in areas such as social farming, labour market inclusion, impact evaluation, and social innovation: **IRS – Istituto per la Ricerca Sociale, Fondazione Solidarietà Caritas ETS Firenze, Impact Hub, P2P Lab, Réseau ASTRA, and the Employment Service of Slovenia**.



From a functional perspective, the Co-Governance Hub performs three main and complementary roles:

1. **Horizontal coordination**, facilitating structured interaction among the four Living Labs and promoting systematic exchange between project partners, institutional actors, and local stakeholders;
2. **Methodological stewardship**, supporting the coherence of the tools and processes tested across local contexts;
3. **Systematization and capitalization of learning**, transforming evidence emerging from local contexts into shared knowledge and an operational basis for a regional scaling strategy.

Overall, the Hub thus provides an operational space in which to refine modes of inter-institutional collaboration, manage interdependencies between policies, and share responsibilities, contributing to testing—and, ideally, consolidating—a multi-level governance model.

Finally, the Co-Governance Hub **connects experimentation with policy processes**. The evidence collected in the Living Labs is systematized and further developed to inform institutional recommendations and transferability perspectives, strengthening the project's capacity to influence relevant regional policies beyond its duration.

Living Labs

UPFARM Living Labs are **the project's main operational mechanism for translating its strategic objectives into concrete practices of labour inclusion and social innovation through social farming**. They function as structured, place-based environments for collaborative experimentation, where a diverse set of public and private actors engage in processes of co-design, implementation, learning, and continuous adaptation.

The Living Labs are embedded in **four socio-health districts in Tuscany: Piana di Lucca, Pisana, Valdinievole, and Fiorentina Sud-Est**. These areas were selected strategically, as each presents different levels of integration and distinct development trajectories in relation to social and labour inclusion and social farming. This diversity allows the model to be tested under varying conditions, generating insights that can support its scaling at the regional level.

Within this architecture, the Living Labs of the Piana di Lucca and the Pisana area act as **frontrunners**, launching the pilot activities and implementing the first 20 labour market inclusion pathways.

The Living Labs of Valdinievole and Fiorentina Sud-Est, on the other hand, operate as **followers**, becoming active at a later stage to implement an additional 20 labour market inclusion pathways, designing their interventions also on the basis of the learning generated by the frontrunner territories. This temporal sequencing reflects an intentional approach to progressive learning and transfer, consistent with the overall design of the project.



Figure 2: UPFARM Living Labs (Pisana, Piana di Lucca, Valdinievole, Fiorentina Sud-Est)

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2. UPFARM foresees a total of 40 job placements in social farming for long-term unemployed individuals. At the proposal stage, these placements were distributed evenly, with 10 placements allocated to each of the participating territories.

Living Labs are conceived as **enabling environments**: their functioning is based on the activation and interconnection of competencies, resources, and responsibilities distributed among employment services, social, healthcare, and justice services, social farming enterprises, third sector organizations, and other relevant actors - with the ultimate aim of **strengthening social farming as a territorial infrastructure for inclusive, sustainable, and quality employment pathways for long-term unemployed individuals**. To achieve this, Living Labs operate at multiple levels:

- the **micro level**, working on the co-design and management of individualized labour market inclusion pathways, built around the capacities, aspirations, and barriers of the individuals involved, as well as the specific employment opportunities offered by agricultural enterprises in the local areas;
- the **meso level**, improving operational coordination mechanisms among services, enterprises, and organizations, and experimenting with shared models of case management, guidance, and support;
- the **macro level**, generating evidence and learning to inform public policies, planning tools, and replicable governance models

As will be discussed further below, within the Living Labs UPFARM experiments with **differentiated user pathways**, recognizing that long-term unemployed individuals present very diverse needs, levels of autonomy, and conditions of employability. The Living Labs therefore provide a “protected” space in which to test flexible solutions. This makes it possible to address more realistically the complexity of labour market inclusion pathways, particularly when they involve vulnerable individuals and non-conventional productive contexts such as social farming.



A key feature of how the Labs operate is **continuous co-design**. Tools, procedures, and operational models are regularly discussed, tested, and refined through iterative cycles of experimentation. This applies, for example, to profiling tools, labour inclusion agreements, on-the-job support practices, as well as the modes of collaboration between social farming enterprises and services. In this way, Living Labs function as hands-on learning environments, capable of generating situated knowledge that can be adapted and transferred to other contexts.

From a governance perspective, Living Labs also act as spaces for institutional experimentation. They enable the testing of flexible forms of collaboration, variable configurations of stakeholder involvement, and adaptive decision-making approaches that can respond to real territorial dynamics and the non-linear timelines of labour inclusion pathways.

Finally, Living Labs play a strategic role in generating evidence for public policies. Through the continuous monitoring of practices, outcomes, and emerging challenges, they help identify procedural, organisational, and financial bottlenecks, as well as leverage points to strengthen the integration between social farming, labour policies, and social services. In this way, Living Labs not only support the implementation of UPFARM, but also contribute to broader processes of institutional learning and scaling beyond the project's duration.

What is a Living Lab?

A Living Lab can be described as an innovation environment where citizens, public authorities, businesses, and research institutions collaborate to co-design, test, and validate new products, services, or systemic innovations (Schuurman et al., 2025).

Grounded in the principles of open innovation and participatory design, Living Labs actively involve users and beneficiaries throughout the innovation process. By experimenting in real-life settings, they enable iterative learning cycles and foster solutions that are more inclusive, sustainable, and relevant to community needs.

Key features:

- **User-centred design:** engaging users across the entire innovation cycle improves alignment with real needs and increases acceptance of solutions.
- **Real-life environments:** in-situ testing helps identify practical challenges and supports continuous improvement.
- **Cross-sector collaboration:** the involvement of actors from academia, public administration, businesses, and civil society creates synergies and pools diverse expertise and resources.
- **Accelerated innovation:** rapid cycles of prototyping, feedback, and adaptation enable faster validation of solutions.
- **Inclusion and empowerment:** the direct involvement of communities strengthens ownership, participation, and social cohesion.



Living Lab as a co-production environment

UPFARM is positioned in continuity with regional labour market inclusion policies based on integrated case management. In particular, the project builds upon the framework of tools and mechanisms promoted by the Tuscany Region - first and foremost the **multidisciplinary teams for handling complex cases** - which aim to strengthen integration between employment, social, and healthcare policies. However, the experimentation carried out through the Living Labs opens up **a broader and more ambitious perspective, concerning the very relationship between the welfare system and the local economic system.**

Traditionally, inclusion policies operate within an implicit distinction: the public system supports and assists people in vulnerable conditions, while the economic system generates employment opportunities. Within this logic, the role of services is primarily redistributive and compensatory. **The Living Labs model introduces a possible evolution: to consider labour market inclusion in social farming as a space for the progressive co-production of economic and social value, in which services and enterprises do not merely interact episodically, but develop more structured forms of mutual knowledge and collaboration.**

This implies some shifts in perspective:

- services do not focus exclusively on individuals' characteristics and needs, but are called to **develop a broader understanding of the productive context and the trajectories of the enterprises involved;**
- enterprises are not merely recipients of referrals or incentives, but **active counterparts in the construction of pathways that are sustainable over time;**
- matching is not understood as a simple meeting between supply and demand, but as **a process of jointly constructing opportunities that integrate individual development with the development of the local economic system.**

Certainly, this is a complex and challenging shift in perspective, not without its critical issues. A thorough understanding of sectoral dynamics, business strategies, and the key growth factors of the economic fabric requires specific skills, dedicated time, and stable relationships with the productive system - elements that are difficult to fully integrate into services, which operate within organizational constraints and often limited resources.

In this sense, the Living Labs do not introduce a parallel level to existing mechanisms, but can help strengthen them and make them more fully operational. In particular, **the integration between services and the business system can find a natural space within territorial multidisciplinary teams, progressively expanding their capacity to engage with the productive fabric and with social economy networks.**

A particularly significant element that emerges concerns the importance of a **coordination and operational facilitation function in managing relationships among actors:** a role or organizational function capable of overseeing the mapping of opportunities, facilitating dialogue between services and enterprises, and supporting

the continuity of the team's work. The Living Labs can represent a privileged space to experiment with and strengthen this organizational dimension as well.

From this perspective, local areas can explore different ways of integrating services and the business system - for example through structured moments of exchange, shared tools for mapping opportunities, or dedicated functions for territorial facilitation - gradually assessing their organizational and economic sustainability.

The issue, therefore, is not to immediately introduce a new structural level, but to consider **which elements of this co-production logic can be incorporated into existing mechanisms and which, instead, require targeted adaptations**. In this sense, the relationship between services and enterprises also becomes an object of learning and evaluation from a scaling perspective.

This line of work strengthens the transformative ambition of the model: **to improve the effectiveness of inclusion pathways while, at the same time, contributing to the development of a territorial ecosystem capable of generating shared value in a sustainable way over time**.

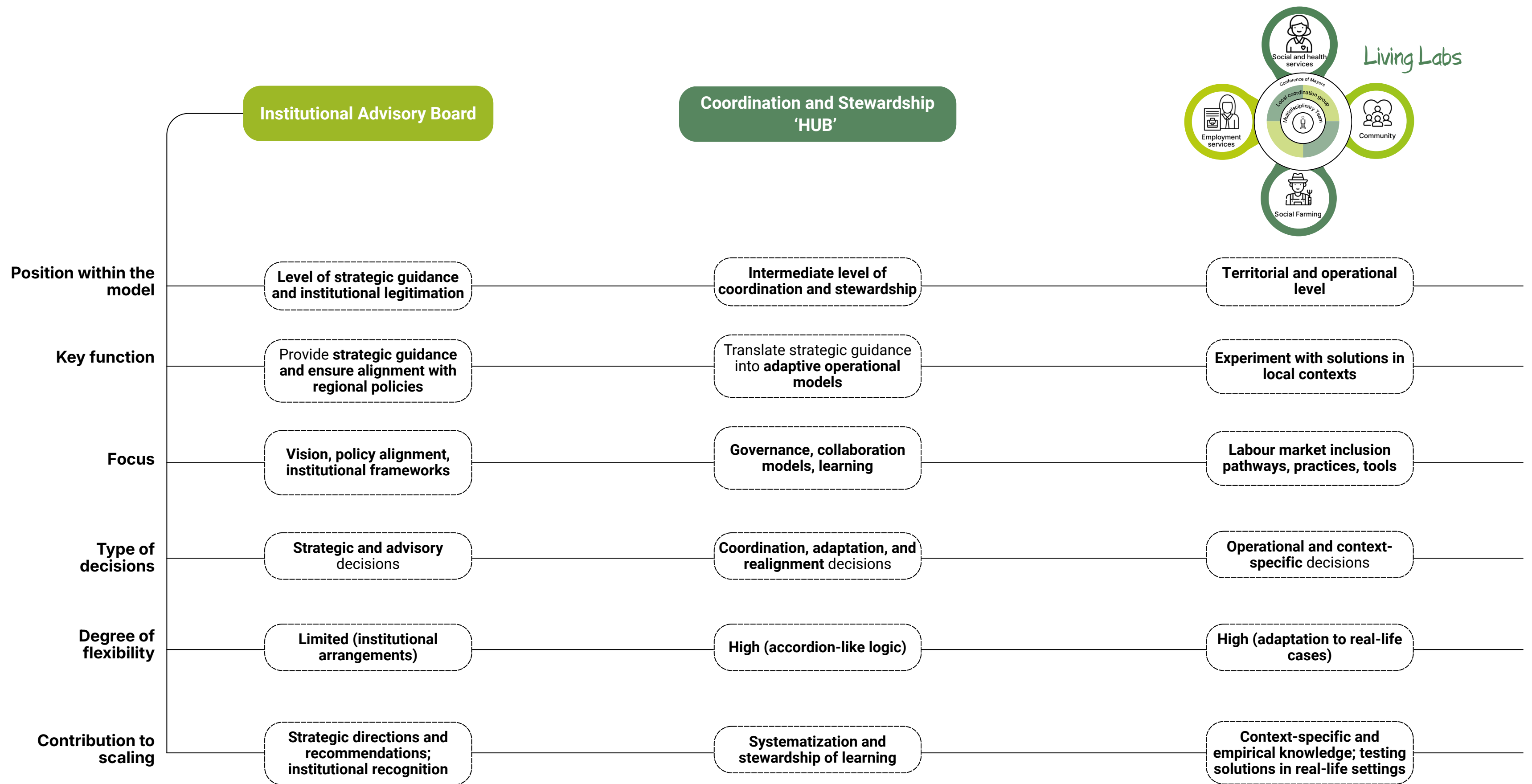


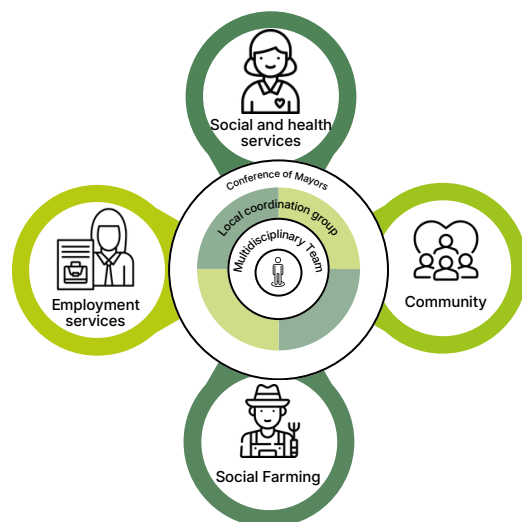
Figure 3: The UPFARM co-governance model: levels, functions, and contribution to scaling

How the Living Labs work

As introduced earlier, UPFARM Living Labs are place-based mechanisms for integration and experimentation, designed to operationalise the interaction between labour policies, social and health services, the social farming system, and the local community.

They are not mere discussion platforms, but multi-level organisational configurations that connect strategic direction, technical operations, and institutional legitimacy.

Their configuration is neither rigid nor standardized: each territory can adapt the modalities and intensity of interactions. However, the model is based on a number of common elements that define its identity and function.

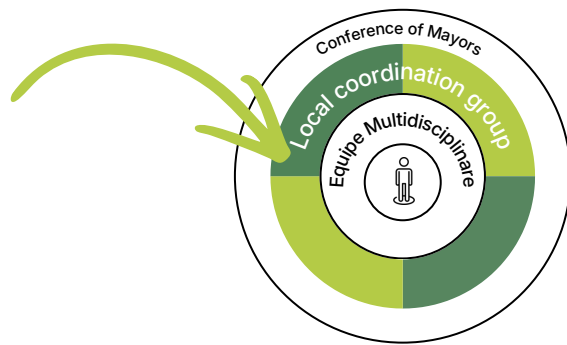


The actors involved

Each Living Lab involves four key actors, represented in the visual as the 'petals' of a flower:

- **Public Employment Services**, that oversee active labour market policies, guidance, profiling, and employment integration tools;
- **Social and healthcare services**, which ensure the multidimensional case management of individuals and contribute to the assessment of complex needs;
- **Social farming enterprises and initiatives**, including agricultural businesses and social economy actors involved in the concrete implementation of labour pathways;
- **Local community**, including associative networks, third sector organizations, informal actors, and the relational contexts in which individuals are embedded.

The presence and structured collaboration of these actors constitute the core of the Living Lab. Each one oversees an essential dimension of the labour inclusion pathway - access to opportunities, assessment and integrated case management, the capacity to generate real employment, and relational and territorial support - but it is only through their systematic interaction that these dimensions can be recomposed into a coherent and sustainable pathway. A crucial part of the Living Lab's work consists precisely in **building and maintaining this integration over time, fostering coordinated action capable of generating integrated and shared pathways.**



Local coordination team

The key level, or “entry point,” of the Living Lab is represented by an extended territorial working group, which **brings together in a structured way the key actors for labour market inclusion in social farming**: employment services, social and healthcare services, social farming actors, representatives of the local community, and other relevant stakeholders.

This working group is at the core of the Lab, as it supports both the development and implementation of a shared vision while fostering territorial coordination. Its main function is to connect opportunities, perspectives, and competences, overcoming fragmentation across institutional domains and building a common language around labour inclusion in social farming. In particular, the group:

- develops a **shared understanding of territorial needs**, drawing on data, experiences, and emerging critical;
- defines **strategic orientations for the activation of pathways**, identifying priorities and intervention criteria;
- **maps and shares resources, opportunities, existing projects, and potential synergies**;
- **identifies bottlenecks, gaps in provision**, or areas where innovation is needed;
- **co-designs integrated tools and practices**, defining modes of collaboration, shared procedures, access and matching criteria, information flows, and support mechanisms consistent with territorial specificities.

In this sense, the group does not merely play a consultative or advisory role, but acts as a space for concrete development, where local actors co-create integrated solutions that the multidisciplinary team is then responsible for implementing in the management of individual pathways.

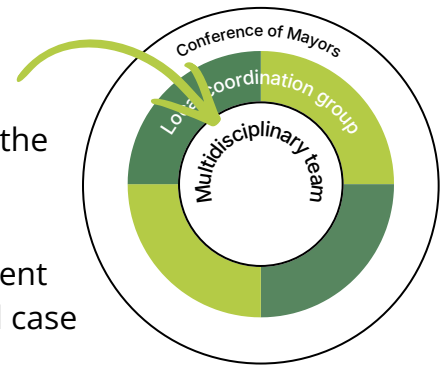
The multidisciplinary team

In the Living Labs model, the multidisciplinary team represents the operational core through which integration among actors is translated into concrete decisions and actions on individual pathways. It is within this space that collaboration among different services takes on a structured form, oriented toward integrated case management.

Here, **the multidimensional case management of the individual takes place**: relevant information is shared in compliance with regulatory constraints, the individual situation is jointly assessed, and **matching is built between needs, potentials, and the opportunities offered by social farming enterprises**. The team's work does not end with identifying a job placement, but includes the definition of a personalized, sustainable, and progressive pathway that takes into account the person's starting conditions, vulnerabilities, and future development prospects.

The central role assigned to the multidisciplinary team within the UPFARM model is in line with the regional approach that promotes integrated case management mechanisms as a tool for addressing complex and multidimensional situations. The Living Lab therefore does not create a parallel or alternative level, but rather **enhances and strengthens an arrangement already provided for at the regional level, integrating it into a broader framework of territorial co-design and connection with the social farming system**.

In this sense, the team is not an ancillary structure of the Lab. It is the space where strategic orientations and shared decisions at the territorial level are translated into operational decisions on individual cases. The quality and effectiveness of the Living Lab largely depend on the team's ability to work in a truly integrated way, overcoming sectoral logics and building shared responsibility around the pathways activated. Without this operational dimension, the Living Lab would risk remaining a coordination and guidance mechanism without real transformative capacity. Conversely, when the team functions as a stable space for dialogue and joint decision-making on individual pathways, it becomes the key node through which institutional integration can translate into concrete labour market inclusion.





Focus: The multidisciplinary team in the SIIL model (Tuscany Region)

The multidisciplinary team is embedded within the regulatory and policy framework of the Tuscany Region aimed at **strengthening the integration between social and labour policies**. The **SIIL model (Integrated System for Labour Inclusion)** was introduced through **the Regional Social-Labour Guidelines (DGR 544/2023)**, which define the framework for integrated case management of people in vulnerable conditions, promoting collaboration between social, healthcare, and employment services. These are complemented by **DGR 1627/2024**, which provides operational guidance for the formalization and functioning of multidisciplinary teams, defining their composition, organizational arrangements, working tools, and the need for territorial protocols among services.

In this context, the multidisciplinary team represents the central operational mechanism of SIIL to ensure integrated and personalized case management, capable of addressing complex needs that simultaneously involve social, employment, and healthcare dimensions.

The team is composed of a plurality of actors and is structured on two levels:

- **core team**, including the main services (social worker and Public Employment Service)
- **extended team**, involving additional services (healthcare, training, housing, justice, etc.) and the third sector, activated based on specific needs

The work of the team is based on several key operational elements:

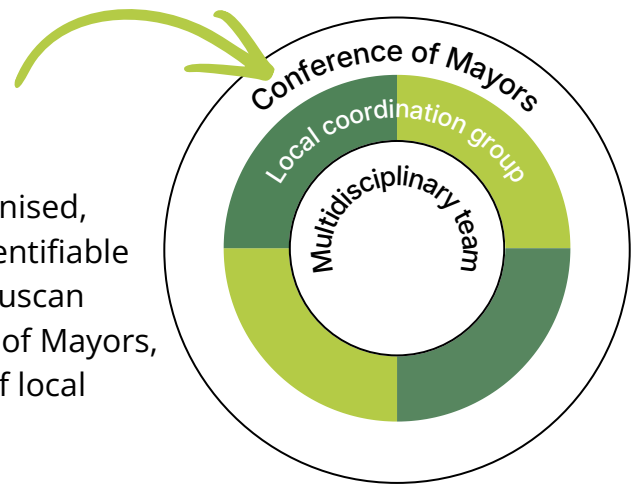
- **Procedures and activation**: the team operates according to shared and formalized procedures that regulate activation, service involvement, beneficiary referral, and data management, ensuring consistency in case management.
- **Shared work plan**: the intervention starts with the definition of a plan agreed upon by the services, which sets out objectives, the contributions of the different actors, and monitoring arrangements, with the possibility of adapting it over time.
- **Meeting convening and management**: the team meets on a regular basis (typically biweekly or monthly), convened by social services or the Public Employment Service, with a defined agenda and dedicated moments for case monitoring and updates.
- **Location and accessibility**: meetings take place in identifiable, accessible, and properly equipped venues, following a “one-stop shop” approach as a single point of access to services.
- **Documentation and traceability**: decisions and outcomes of meetings are recorded, shared, and archived, ensuring transparency and continuity in the team’s work.

- **Shared tools:** the team uses common tools for multidimensional assessment, planning, and monitoring, enabling an integrated understanding of vulnerability.
- **Information circulation:** data exchange between services is ensured, in compliance with privacy regulations, leveraging databases and prior knowledge to build a comprehensive and up-to-date assessment.
- **Case management and coordination:** a case manager is identified based on the individual's primary need, responsible for coordinating the pathway, supported by an organizational focal point within the team.
- **Mapping of territorial resources:** the team relies on an updated map of services, opportunities, and local resources (also with the contribution of the third sector) to build coherent and personalized pathways.
- **Beneficiary involvement:** the individual is actively involved in defining the personalized plan, with a view to empowerment and active participation in inclusion pathways.

The multidisciplinary team does not replace existing services, but integrates and coordinates them, acting as a central node ("pivot") within the territorial network. In doing so, it helps overcome fragmentation, avoid overlaps, and ensure continuity in social and labour inclusion pathways.

Conference of Mayors

For the Living Lab to operate in a stable, recognised, and potentially long-term manner, a clearly identifiable level of political legitimacy is required. In the Tuscan context, this role is fulfilled by the Conference of Mayors, which acts as the political coordination body of local authorities within the socio-health districts.



The Conferences of Mayors represent the institutional arena in which municipalities exercise guidance and planning functions in the social and healthcare fields, in coordination with the regional system. They contribute to defining territorial priorities, planning services, and integrating social, healthcare, and - increasingly - labour policies. In this sense, they constitute the political reference level for strategic decisions that affect the organization and evolution of territorial services.

In the Living Labs model, the Conference of Mayors performs the following key functions:

- ensure the **formal and institutional recognition of the Living Lab** within the territorial framework;
- ensure **alignment between the Lab's activities and the existing social, healthcare, and territorial planning frameworks**;
- support organizational, allocative, or regulatory decisions **necessary for the functioning of the Lab**;
- promote **the integration of the Living Lab experience into medium- to long-term territorial strategies**.

The involvement of the Conference of Mayors positions the Living Lab not as an isolated project initiative, but as a working mechanism aligned with existing territorial governance structures. This anchoring is essential to strengthen its legitimacy, enhance its long-term stability, and create the conditions for the knowledge generated to inform and influence systemic decision-making.

The role of the territorial facilitator

A key element for the functioning of the Living Labs is the presence of a territorial facilitation function. This role acts as a **connector and facilitator among the different actors involved in the Lab**, helping to ensure operational continuity and the quality of interactions between services, enterprises, and other local stakeholders.

The territorial facilitator supports the organisation and operation of the extended territorial roundtable, facilitates the flow of information among the different actors, and helps maintain an active dialogue between the territorial level and the Co-Governance Hub. At the same time, they act as a link with the multidisciplinary team, supporting the process through which strategic directions and opportunities identified within the territory are translated into concrete pathways for labour market inclusion.

In particular, this role contributes to:

- **Keeping the mapping of opportunities available** within the territory up to date (projects, enterprises, and social farming initiatives);
- **Facilitating dialogue** between services and the productive organisations involved;
- **Supporting the organisation of the multidisciplinary team's work** and the preparation of discussions on individual cases;
- **Promoting opportunities for direct exchange among services, enterprises, and other territorial actors**, including through meetings and visits to the agricultural organisations involved;
- **Ensuring continuous coordination between Living Lab activities and the systematisation and learning processes coordinated by the Hub.**

The territorial facilitator supports the organization and functioning of the extended territorial working group, facilitates the circulation of information among the different actors, and helps maintain an active dialogue between the local level and the Co-Governance Hub. At the same time, they play a bridging role with the multidisciplinary team, supporting the process through which strategic orientations and opportunities identified at the local level are translated into concrete labour market inclusion pathways.

Experience gained in different territorial contexts shows that the presence of such a function is often a determining factor for the effective functioning of teams and for the stability of collaborations between services and the productive system. From this perspective, Living Labs can also serve as a space for organizational experimentation, offering territories **the opportunity to test and strengthen this coordination function and to assess over time its sustainability and integration within existing structures.**

3.

Co-design within the Living Labs

The model that UPFARM aims to develop operates in a still largely exploratory field, where integrated care pathways, the active involvement of social farming enterprises, and processes of territorial co-production intersect. In this context, the project adopts a methodological approach that is both open and structured - designed to guide action without constraining it within rigid, predefined schemes.

This chapter therefore introduces an initial reference framework, focusing on the overall methodology and key operational principles. Its aim is to provide a shared basis for interpreting local contexts, designing integrated labour inclusion pathways, and making Living Lab experiences comparable - supporting collective learning as well as the gradual consolidation and scaling of the model.

Co-design approach

The development of labour inclusion pathways in UPFARM takes place within a context marked by structural complexity, where social, employment, health, and territorial dimensions intersect. As highlighted in the previous chapters, this complexity lies less in the absence of tools or initiatives, and more in the difficulty of connecting existing opportunities into coherent and continuous synergies, capable of generating clear and sustainable pathways for individuals. **The core challenge, therefore, is the ability to organise what already exists into operational configurations that can ensure continuity, adaptability, and learning.** In response to this need, **the project adopts a Living Labs approach inspired by service design.**

In UPFARM, service design is understood as a design approach focused on shaping and refining complex services, developed through the analysis of interactions between actors, resources, processes, and contexts. This approach entails a shift in perspective: **from designing individual interventions to designing pathways - conceived as dynamic sequences of experiences, opportunities, and support that unfold over time and adapt to the evolving needs of individuals.**

2. Service design is a methodological approach that supports the design and improvement of services through a systemic and user-centred perspective, integrating organisational, technological, and relational dimensions to ensure services that are effective, accessible, and sustainable (Stickdorn et al., 2018; Sangiorgi & Prendiville, 2017; Meroni & Sangiorgi, 2011).

Within this perspective, the focus of work in the Living Labs is to shape operational configurations and processes in which:

- the various available opportunities (training, internships, placements in social farming) are connected in a coherent way, with UPFARM's offer - namely job placements - positioned as part of a broader portfolio reflecting a territorial ecosystem of opportunities in social farming;
- the contributions of different actors are integrated within a shared design;
- pathways can be progressively adapted based on evidence emerging during implementation.

This approach also helps address one of the key challenges identified at the regional level: the difficulty of structurally linking different levels of intervention, thus preventing experiences from remaining isolated or non-transferable. Service design therefore acts as a cross-cutting working approach, enabling existing practices, tools, and actors to be connected and oriented towards the creation of coherent, continuous, and people-centred pathways.



Finally, in line with the project's experimental nature, this approach is applied in a progressive and adaptive way: Living Labs serve as the environments where working hypotheses are tested, revisited, and refined, contributing to the development of an operational model that emerges through practice.

Co-design workshop on user pathways, Living Lab Piana di Lucca, 16/03/2026

Guiding principles for pathway design

The design of pathways within the Living Labs is based on a set of operational principles that guide the work of the actors involved, while leaving room for adaptation according to territorial specificities and individual cases:

- **Person-centred approach:** the model fully promotes a multidimensional and dynamic understanding of individual situations. Needs, skills, and aspirations are considered as elements that evolve over time and require pathways capable of progressively adapting. This approach also implies a shift in how responses are designed, viewing them as configurations that emerge from the interaction of multiple elements: individual characteristics, opportunities available within local contexts, the operational conditions of enterprises, and the resources that services can mobilize. The construction of the pathway is inherently relational and context-based, requiring continuous work of mediation and alignment among different perspectives.
- **Integration between services and actors:** Living Labs operate as spaces where services, agricultural enterprises, and third sector organizations are called to contribute to the design of pathways, overcoming parallel or non-communicating intervention logics. Such integration requires the development of shared languages, common working methods, and coherent operational frameworks.
- **Multidisciplinary teams as operational pivots:** multidisciplinary teams represent a fundamental mechanism not only for case management, but also for the design of the pathways themselves. Through the exchange among different professional profiles and the sharing of information and assessments, teams enable a more articulated understanding of situations and help guide design choices. At the same time, their involvement in the Living Labs - including openness to social farming actors - helps strengthen the link between the institutional and operational dimensions, reducing the risk of misalignment between design and implementation.
- **Matching between supply and demand:** the work of the Living Labs is oriented toward forms of matching that go beyond simply aligning profiles with requirements, taking into account possibilities for mutual development over time, including dimensions such as support, adaptation of contexts, and the gradual and progressive nature of labour market inclusion.
- **Iterative experimentation:** the entire process unfolds according to an iterative logic. Pathway hypotheses are designed, tested, and refined in light of the evidence that emerges during implementation. This implies that design and action are not separate phases, but interconnected moments within the same process, in which learning derived from practice plays a central role.

Co-design matrix or “service blueprint”

To operationalize the approach described in the previous paragraphs, the project adopts a tool for representing and analyzing pathways that makes explicit the relationships between actors, actions, phases, and resources (Figure 4). This tool takes the form of a working matrix inspired by service blueprint models, adapted to the Living Labs context and to the specific features of labour market inclusion pathways in social farming.

As illustrated in the graphic, the matrix makes it possible to represent in an integrated way:

- what happens from the individual’s perspective (frontstage)
- what takes place “behind the scenes” at the organizational and institutional level (backstage)
- the interactions between actors, systems, and tools across the different phases of the process.

The matrix is organized along two main axes: the horizontal axis represents the temporal dimension of the pathway, articulated into successive phases. The vertical axis makes it possible to distinguish different levels of action:

- the actions and experiences of the individual, that is, what the beneficiary lives through and experiences along the pathway;
- the coordination and support activities that take place among the actors involved (multidisciplinary teams, services, territorial partners);
- the systems, tools, and resources that enable the activation of the different phases;
- any critical issues, points of attention, and opportunities for improvement that emerge along the pathway.

This structure helps to interpret the pathway not merely as a sequence of actions, but as a complex configuration of interdependent elements, highlighting the connections between operational, organizational, and relational dimensions.

Key functions of the matrix

Visualize the “boundary object” of the experimentation

The matrix makes explicit the shared focus around which the work of the Living Labs is organised: the process of labour inclusion of LTU individuals in social farming, articulated across its different phases. Making this process visible enables local actors to develop a common language and to situate their practices within a coherent sequence, helping to identify opportunities for greater integration and synergies across services.

Examine the composition of the target groups

At the same time, the matrix introduces a preliminary clustering of target groups (LTU), based on a pragmatic criterion: *“where do these people come from?”*, that is, what are the main access channels and which institutional and social “gatekeepers” make it possible to reach them. This is a simplification that does not aim to reduce the complexity of individual pathways, but rather helps local actors reflect on which groups they are actually reaching; which remain excluded; and which mechanisms are more or less effective in relation to different profiles.

Map existing provisions and identify the added value of UPFARM

The intersection between the phases of the labour market inclusion process and the different profiles of target groups enables Living Labs to develop a structured understanding of their territorial ecosystem. The matrix, in fact, helps to examine what already exists within local contexts - projects, tools, networks, employment opportunities, and support mechanisms - identifying any gaps, overlaps, or discontinuities along the labour market inclusion pathway.

Connect co-design, learning, and scaling

Finally, the matrix also plays an important role from the perspective of learning and systematizing experiences. By using a common structure to analyze territorial contexts and design interventions, the different Living Labs can compare approaches, solutions, and results along the same analytical dimensions. This makes it possible to identify recurring patterns, enabling conditions, and shared critical issues, facilitating the circulation of knowledge across territories. In this sense, the matrix also serves as a connecting tool between local experimentation and the systematization work carried out by the Co-Governance Hub, contributing to the development of a knowledge base useful for the evaluation and scaling of the model.

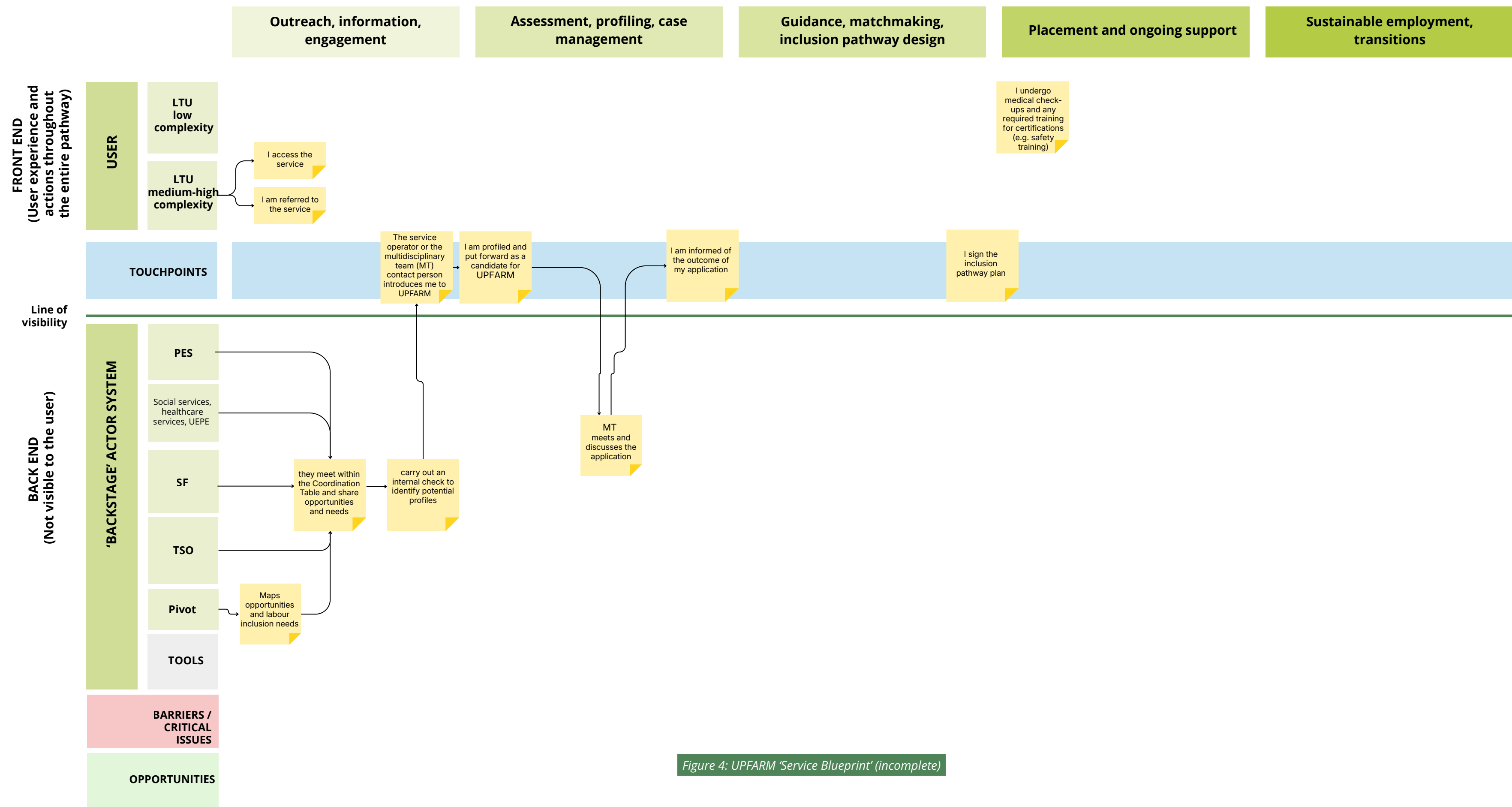


Figure 4: UPFARM 'Service Blueprint' (incomplete)

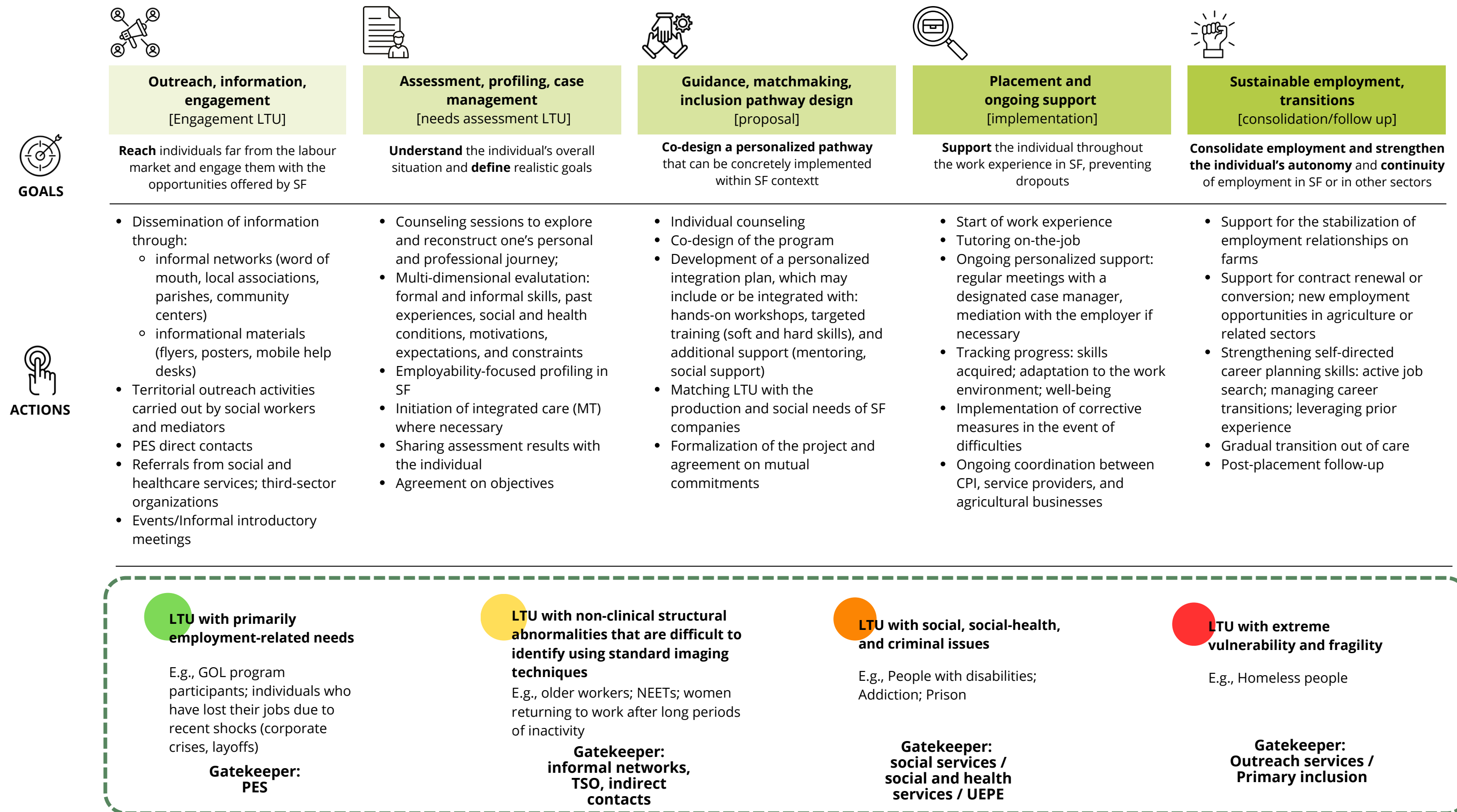


Figure 5: The stages in detail and initial clustering of participants based on "gatekeepers"

Tools and deliverables of the UPFARM model

The diagram on the following page (Figure 6) outlines the set of tools and deliverables that UPFARM plans to develop during the pilot project. Specifically, the diagram distinguishes between **specific tools** - directly linked to the various phases of the onboarding process - and **general tools**, which apply across the entire process and are geared toward systematizing, evaluating, and scaling the model.

Specific tools are provided at each stage of the process - from outreach to profiling, from matchmaking to ongoing support and follow-up - and include, among others, profiling tools, operational toolkits, individual project templates, and monitoring mechanisms. They are designed as co-creation tools, developed and progressively adapted within the Living Labs in response to real-world implementation conditions, helping to strengthen the continuity and consistency of individual pathways.

General tools, on the other hand, serve to integrate and consolidate the system, supporting the collection and analysis of evidence, the capitalization of lessons learned, and the identification of opportunities for scaling. These include, for example, the monitoring and evaluation system, learning reports, roadmaps for scaling the model, and policy recommendations.

These tools help address the challenges already identified - in particular, the fragmentation of the supply and the discontinuity of pathways - not by introducing new, isolated measures, but by strengthening, aligning, and connecting existing processes and tools. In this sense, the deliverables “crystallize” certain key innovations that will hopefully emerge during the pilot phase, making them explicit, transferable, and progressively integrable into a regional social farming system.

Taken together, these tools position UPFARM not merely as an experimental initiative, but as a structured process of knowledge-building and the gradual formalization of a replicable model capable of integrating operational and strategic dimensions in the development of social agriculture at the regional level.



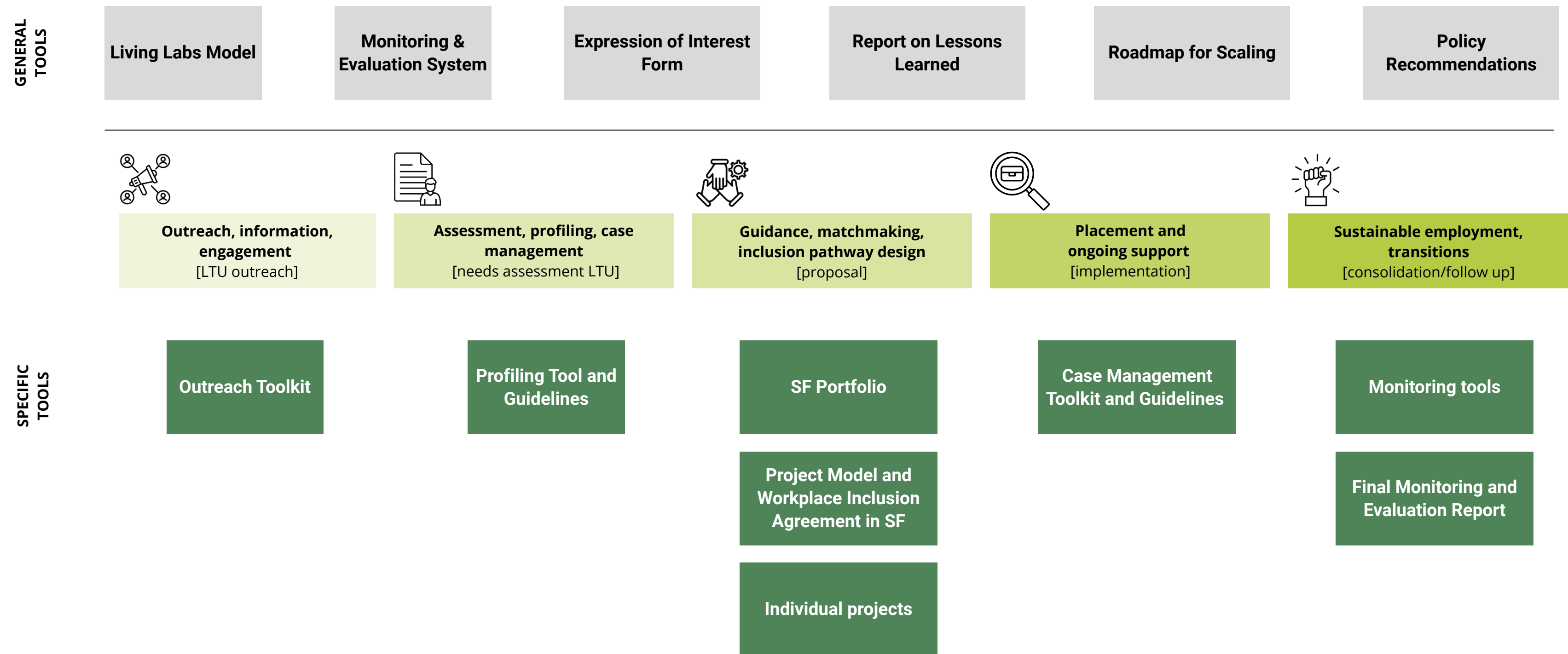


Figure 6: General and phase-specific tools outlined in the UPFARM project

4.

Inception of the Living Labs

This chapter focuses on how Living Labs are actually launched in different regions, with particular reference to the “frontrunner” regions.

It is important to note that, at this stage of the project, this process is still taking shape, evolving through a gradual process of adaptation, discussion, and learning. The phases described here therefore represent an initial, indicative framework, built upon the experiences gained so far. Similarly, the tools adopted to date (e.g., mappings, contact lists, etc.) are early prototypes developed to support the Labs’ “start-up” phase and will therefore be subject to review and updating.

A phased analysis of an evolving process

Based on the methodological framework outlined in the previous chapter, the work of Living Labs can be understood as a process divided into a series of interconnected phases.

It is important to emphasize that this structure does not represent a rigid or established model, but rather an initial interpretive framework developed from the activities launched in local communities. In practice, the phases tend to overlap, iterate, and adapt according to local conditions, the characteristics of the cases, and the maturity of the local networks. Their articulation thus responds to the need to make a complex and evolving process comprehensible, facilitating comparison among Labs and the gradual construction of a shared model.

Phase 1 – Alignment and establishment of a common foundation

The first phase involves establishing a **shared framework among the stakeholders**, which is necessary to launch coordinated efforts regarding the initiatives within the Living Labs. This is not simply a matter of organizing working groups or discussion sessions, but of developing a **common operational understanding of both how integrated care works and the characteristics and role of social farming in local contexts**.

On the one hand, this phase involves clarifying and gaining a deeper understanding of the mechanisms through which services identify, assess, and support individuals. This entails, for example:

- the identification of the target audience for the programs and the admission criteria

- clarification of decision-making roles (who makes decisions and how)
- an inventory of the tools currently in use (profiling, GOL measures, social and social-healthcare tools)
- an understanding of how multidisciplinary teams actually operate in different regions.

On the other hand, the alignment phase requires a specific **focus on social farming**, not only as a project area but as a set of practices, stakeholders, and organizational models that are actually present in local communities. This implies:

- an initial survey of active social farming initiatives (farms, cooperatives, hybrid models);
- an understanding of their production, organizational, and economic characteristics;
- an analysis of how these entities interact or could interact with the service system;
- recognition of the differences between business models and their implications in terms of capacity for onboarding and integration.

A key element of this phase is therefore the development of a common language among stakeholders who operate according to different approaches, constraints, and frameworks. This step is essential for reducing ambiguity and misalignment and for creating the conditions for truly integrated work.

Key outputs of the phase

- First shared overview of the intake processes
- Shared understanding of the key players and opportunities within the regions
- Initial alignment on the working methods and objectives of the Living Labs



Phase 2 – Analysis of the context and existing practices

Once a common ground has been established among the stakeholders, the work of Living Labs focuses on an operational analysis of local contexts, aimed at understanding how processes actually function in practice.

This phase aims to reconstruct the actual functioning of local systems for case management and job placement. The focus thus shifts from “how the system should work” to “how it actually works,” in all its various aspects.

A first area of analysis concerns multidisciplinary teams and, more generally, the methods of collaboration between services. In particular, the following are examined in depth:

- the actual composition of the teams (who actually participates, beyond the formal structure)
- the degree of operational integration (whether and how the various stakeholders work together on cases)
- operating procedures (frequency of meetings, types of cases handled, decision-making processes)
- the level of shared responsibility and information sharing.

At the same time, the overall functioning of services in the regions is analyzed, with particular attention to:

- how beneficiaries are identified and referred
- whether the processes are managed in an integrated manner or through separate channels
- in which cases inter-agency collaboration is initiated, and in which cases independent approaches prevail

A second area involves identifying existing opportunities and initiatives, both within the social services system and in the field of social farming. This includes:

- mapping existing projects or similar initiatives
- assessing their level of structure, continuity, and replicability
- identifying any critical issues (discontinuities, accessibility challenges, lack of coordination between phases)

A third factor concerns understanding the contextual conditions that influence collaboration among stakeholders, including:

- the willingness and readiness of stakeholders to collaborate
- any organizational, administrative, or regulatory constraints

- the presence (or absence) of political and institutional support at the local level.

Taken together, these analyses aim to construct a realistic and detailed picture of the context, one that does not merely describe the available resources but also highlights the relational and organizational dynamics that influence their use.

Key outputs of the phase

- a map of how the local system works, integrating services, stakeholders, and opportunities
- critical points and discontinuities in the pathways
- identifying opportunities and favorable conditions on which to build the next steps

Phase 3 – Operational development of the pathways and the system

The third phase marks the transition from analyzing the context to **defining the operational framework for how the system and pathways function within the Living Labs**.

While the previous phases focus on building a common foundation and understanding local dynamics, this phase centers on translating these elements into concrete operational frameworks capable of effectively facilitating the integration of services, stakeholders, and opportunities. This step primarily involves a greater degree of clarity regarding roles and processes. Specifically, Living Labs work to:

- clearly identify the stakeholders involved in the various operational steps
- define the procedures for activating multidisciplinary teams in different cases
- clarify decision-making processes by identifying who makes decisions and at what stages of the process

A key element of this phase is the development of a shared operational framework for the system, which allows for the coherent integration of the various components of case management and job placement. The work, therefore, is not limited to defining individual pathways, but involves establishing the conditions that make these pathways replicable and sustainable over time.

At the same time, work is beginning on the development and adaptation of certain operational tools to support the collaborative efforts of the various stakeholders. These include:

- tools for profiling individuals, designed to provide a comprehensive understanding of their needs and potential;
- templates for individual planning that help clarify objectives, steps, and responsibilities;
- tools for monitoring the progress of the programs and gathering evidence.

This phase also marks the launch of the first programs, through the handling of specific cases. This allows the system to be tested under real-world conditions, assessing aspects such as the effectiveness of coordination mechanisms among stakeholders, the efficiency of decision-making processes, the suitability of the tools used, and so on.

Case work therefore represents a crucial learning opportunity, during which the hypotheses developed in earlier stages are tested and, if necessary, revised. Overall, this phase does not yet produce a definitive model, but it allows us to move from an exploratory phase to an initial operational structuring of the system, based on concrete elements that have been verified in practice.

Key outputs of the phase

- initial operational definition of how the local system functions
- establishment of a functional multidisciplinary team
- launch of the first case management pathways
- shared working tools, even in preliminary form (profiling, individual planning, monitoring)
- initial assessment of the system's effectiveness, in terms of coordination among stakeholders, responsiveness to needs, and integration between the social and employment dimensions.



Phase 5 – Launching the pathways and initial reflections on access points

With the launch of the first pathways, the Labs' work is entering a phase in which the system is gradually being put to the test through real-world cases. At this stage, the focus is not yet on defining a consolidated operational model, but rather on assessing how the pathways can be implemented in practice, starting from the various entry points within the local system.

At present, the work in progress suggests an initial structure for the pathways centered around **two possible main entry points**, both within the institutional system but differing in terms of entry logic and case management configuration.

A first point of entry can occur through the Employment Center, in cases where the individual enters the pathway through tools and resources in the employment sector. In this configuration, the pathway is initiated within the standard employment support processes and can subsequently be integrated with other services and opportunities, including social farming.

A second pathway, on the other hand, may develop through social services, healthcare, or the criminal justice system, in cases where the individual's situation initially comes to light in connection with broader social, social-healthcare, or inclusion needs. In these situations, the process of mapping out the pathway requires a gradual integration with the employment sector and with stakeholders capable of creating concrete opportunities for integration.

In both cases, the decisive factor is not merely the point of entry, but the system's ability to build effective connections among the various stakeholders involved, preventing the initial point of entry from leading to separate or parallel pathways. In this sense, one of the aspects that Living Labs are beginning to explore concerns precisely how these different entry points can converge into an integrated care pathway, supported by shared tools and coordinated working methods.

The two access scenarios mentioned here should not be understood, at this stage, as established models, but rather as an initial simplification useful for understanding the work in progress and guiding the observation of emerging practices in the regions.

Even at this stage, the role of multidisciplinary teams remains central, insofar as they can serve as the point of connection between different access points, allowing for the integration of diverse needs, assessments, and opportunities within an integrated project.

Tools under development: mapping activities

In the initial phases of the Living Labs' work, a set of preliminary tools was developed to build a shared knowledge base on local contexts and to support the design of the pathways. Among these, a first key component consists of mapping activities focused on individuals and ongoing initiatives, which represent a crucial step in overcoming fragmented and partial knowledge of the available resources.

Mapping of individuals

The mapping of individuals was developed to provide a clearer picture of who is involved in the Living Labs, the sectors they come from, and the roles they can play in the pathway design process. It is a tool aimed at making the composition of the local network underpinning the Lab more visible.

At this stage, the mapping primarily makes it possible to identify participants according to the main sectors involved in the project, including social and socio-health services, the criminal justice sector, Employment Centres, social farming, third sector organisations, and cross-cutting actors.

The visualisation developed for the Pisan Living Lab (Figure 7) illustrates this structure and provides an initial representation of the Lab's composition by clusters of actors.

The function of this tool is not merely descriptive. The mapping is in fact intended to:

- clarify who is already involved in the process and the sectors they come from;
- highlight any gaps or underrepresentation of relevant actors;
- support stakeholder engagement and the strengthening of the local network.

In some cases, this mapping has been further developed through relational visualisation tools, such as Kumu maps, which are useful for representing not only individual actors but also their clusters of belonging and the connections between stakeholders and areas of activity.

In this sense, the mapping of participants constitutes an initial tool for interpreting the social and organisational architecture of the Living Lab.

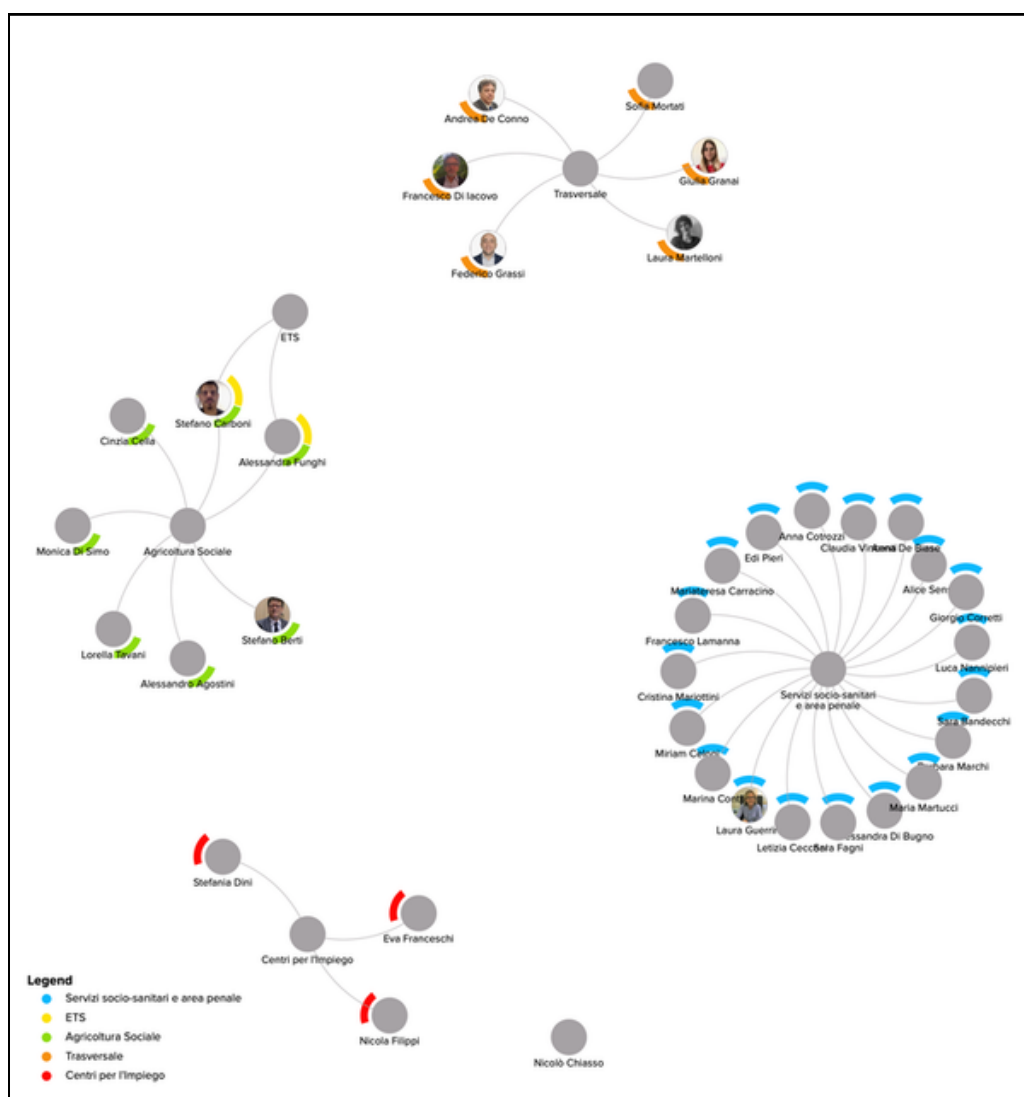


Figure 7: Mapping of participants in the Pisa Living Lab (Kumu elaboration)

Mapping of ongoing initiatives

Alongside the mapping of participants, a survey of ongoing initiatives relevant to the work of the Living Labs has been launched. The aim is to make visible the project landscape in which the Lab operates, avoiding the treatment of UPFARM as an isolated initiative detached from existing pathways, experiences, and resources in the territories.

This mapping makes it possible to collect and organise information on projects, initiatives, and existing measures, with particular attention to their relevance to social and labour inclusion, integrated service provision, and social farming. Its main function is twofold: on the one hand, it helps identify existing resources and ongoing experimentation; on the other, it supports the identification of overlaps, gaps, and potential connections among initiatives that often operate in parallel.

Taken together, these two tools contribute to building an initial shared knowledge base for the Living Lab: who is involved, which sectors are represented, and which initiatives are already in place. At this early stage, their main value lies not in being exhaustive, but in their ability to make the Lab's field of action more readable and to support subsequent phases of analysis, co-design, and pathway activation.

Label	Description	Tags	Titolarità/Ente gestore	Durata	Stato progetto	Scala di intervento	Ambito territoriale specifico	Finanziamento
Indicare un ente o un acronimo progetto/Programma	Breve descrizione (1/2 frasi)	TemI del progetto (max 3 parole chiave)	Indicare soggetto gestore	Indicare la durata del progetto, se conosciute, date di inizio e fine	Sceita unico da menu			
Opp.La	obiettivo di Opp.La è migliorare occupabilità dei partecipanti attraverso percorsi di orientamento e formazione, la partecipazione a laboratori didattico-formativi e l'esecuzione di lavori nelle aziende pubbliche e private disponibili, prevalentemente sul territorio dei Comuni della Piana di Lucca (Lucca, Altopascio, Capannori, Porcari, Montecatini, Villa Basilica, Pescaglia).	Inclusione lavorativa	Azienda USL Toscana Nord Ovest		Attivo	Zona DI...	Zona Distretto Piana di Lucca	FSE+ Regione Toscana
UPFARM		Inclusione lavorativaAgricoltura Sociale	ANCI Toscana	36 Mesi (2025-2028)	Attivo	Regionale	Zona Distretto Piana di LuccaZona Distretto PisanaZona Distretto Fiorentina Sud-EstZona Distretto Valdinievole	FSE+ Social Innovation Initiative
Progetti PSR 16.9								
FSE+ svantaggio	obiettivo triennale per accompagnamento al lavoro di persone con fragilità in carico ai servizi sociali e socio-sanitari (no DL, no ADI): richiesta attivazione/implementazione di misure multidisciplinari sociali -	accompagnamento al lavoro/fragilità			Attivo			

Figure 8: Project Mapping Spreadsheet

Tools under development: profiling

Among the tools developed in the initial phases of the Living Labs' work, a central role is played by the individual profiling sheet, conceived as an operational tool to support the design of labour market integration pathways.

The tool stems from the need to overcome a fragmented understanding of individual situations, often tied to single areas of intervention (employment, social, health), and instead to build an integrated and multidimensional view of the person.

The profiling sheet makes it possible to collect and organise, in a structured way, information across multiple dimensions, including personal and administrative data, employment and training pathways, skills, experiences and aspirations, social and family conditions, any vulnerabilities or specific needs, the level of employability, and potential pathways for labour market integration.

The objective is to build a shared knowledge base that can be used by multidisciplinary teams to guide design choices.

The form therefore performs a dual function. On the one hand, it represents a tool for collecting and systematising information, making it possible to connect data from different sources and make them accessible to the stakeholders involved in the process.

On the other hand, it supports the design of individual pathways by highlighting elements relevant for matching personal characteristics with available opportunities, including those offered by social farming.

At the current stage, the tool is being tested and adapted across the different Living Labs. Its use helps facilitate dialogue among operators from different fields, make the criteria underlying decisions more explicit, and support the development of more coherent and shared personalised pathways.

At the same time, the form should not be considered a final or standardised tool, but rather an evolving device that will be progressively refined on the basis of evidence emerging from its use in the territorial contexts and from exchange among the different Living Labs.

PROFILO INTEGRATO DI OCCUPABILITA' [PROGETTO UPFARM]   Social Innovation Initiative		
Sezioni	Domanda	Campi di compilazione
1. ANAGRAFICA		
1.1	Nominativo	
1.2	CF	
1.3	Genere	☐ M ☐ F ☐ Non binario
1.4	Età	
1.5	Cittadinanza	
1.6	Se straniero non comunitario, permesso di soggiorno, tipologia e scadenza	
1.7	Residenza	
1.8	Domicilio (se diverso dalla residenza)	
1.9	Contatti	
1.10	Persona di riferimento in caso di criticità ed emergenze	
2. INFORMAZIONI GENERALI		
2.1	Titolo di studio	☐ Licenza elementare ☐ Licenza media inferiore ☐ Diploma di scuola media superiore ☐ Laurea triennale ☐ Laurea magistrale ☐ Altro (specificare) _____
2.2	Titolo di studio nazionalità	☐ Italiano ☐ Estero
2.3	[(Se estero) Titolo di studio riconosciuto in Italia]	☐ SI ☐ NO
2.4	Contesto abitativo	☐ Senza casa ☐ Sistemazione insicura ☐ affitto ☐ proprietà ☐ Sistemazione inadeguata ☐ affitto ☐ proprietà ☐ Struttura di accoglienza / comunità ☐ Altro (specificare) _____ (es. dormitorio, ospitalità temporanea, semilibertà ecc.)
2.5	Condizione occupazionale	☐ Inattivo ☐ Occupato ☐ Disoccupato Se disoccupato, dal (mese/anno): _____

Figure 9: UPFARM – “Integrated Employability Profile” form
(presented in the following pages)

2.6	Composizione nucleo familiare	☐ Vive da solo/a ☐ Vive con partner Minori conviventi: _____ di cui <3 anni: _____ con disabilità certificata: ☐ sì ☐ no Anziani conviventi: _____ non autosufficienti: ☐ sì ☐ no
2.7	Altri servizi ed enti coinvolti	☐ Servizi sociali ☐ Servizi per le disabilità ☐ SERD (Servizi per le dipendenze) ☐ Salute mentale ☐ Centro per l'impiego ☐ UEPE (Ufficio Esecuzione Penale Esterna) ☐ Altro servizio pubblico (specificare) _____ ☐ Enti del terzo settore / organizzazioni di volontariato / associazioni (specificare) _____
2.8	Figure di riferimento (di chi indicato sopra)	
3.CONDIZIONE ECONOMICA E MISURE ATTIVATE		
3.1	ISEE	€ _____
3.2	Prestazioni economiche in atto: ADI, SFL, Naspi, altre indennità, contributi, pensioni, indennità, ecc.)	
3.3	Prestazioni (di altro tipo) in corso	
4.VULNERABILITA', FUNZIONAMENTO SOCIALE E PERSONALE		
4.1	Invalidità	☐ Invalidità civile ☐ Invalidità da lavoro (infortunio/malattia professionale) Tipo di invalidità ☐ Fisica ☐ Psicica ☐ Sensoriale ☐ Multipla Percentuale di invalidità: _____ %
4.2	Legge 104/92	☐ No ☐ Sì ☐ Sì con connotazione di gravità
4.3	Categoria protetta L. 68/99	☐ Sì ☐ NO
4.4	Limitazioni/capacità residue	
4.5	Allergie/intolleranze (es. specificare se a piante, pollini, animali, ecc.)	
4.6	Può svolgere sforzi fisici?	☐ Sì ☐ No ☐ Con limitazioni Se con limitazioni, specificare (es. peso massimo sollevabile, durata, ecc.): _____

4.7	Può effettuare lavori in altezza?	☐ Sì ☐ No ☐ Con limitazioni Se con limitazioni, specificare: _____
4.8	Può essere esposto/a a sbalzi di temperatura e a climi caldi/rigidi?	☐ Sì ☐ No ☐ Con limitazioni Se con limitazioni, specificare: _____
4.9	Problematiche di dipendenza	☐ Sì ☐ NO
4.10	Vittime di tratta o violenza	☐ Sì ☐ NO
4.11	Problematiche di salute mentale	Presenza di problematiche di salute mentale ☐ Sì ☐ No Precedenti ricoveri in strutture psichiatriche ☐ Sì ☐ No ☐ Non noto
4.12	Senza Dimora	☐ Sì ☐ NO
4.13	In esecuzione penale	☐ No ☐ Sì - in esecuzione penale interna (detenzione) ☐ Sì - in esecuzione penale esterna (misure alternative alla detenzione) Specificare eventualmente la misura: _____ (es. affidamento in prova, semilibertà, lavoro esterno, ecc.)
4.14	Ex-detenuo/a	☐ No ☐ Sì Se sì, scarcerazione avvenuta da: ☐ meno di 1 anno ☐ più di 1 anno
4.15	Care Leaver	☐ Sì ☐ NO
4.16	Patente di guida	☐ No ☐ Sì Se sì, categoria: _____
4.17	Spostamenti	☐ Mezzi pubblici ☐ Mezzo proprio Se mezzo proprio, specificare: _____ (es. auto, moto, scooter, bicicletta)
4.18	Cura dell'igiene personale e aspetto	☐ Presenta problemi d'igiene, pulizia e cura dell'aspetto ☐ Presenta in parte problemi ☐ Non presenta problemi d'igiene, pulizia e cura dell'aspetto
4.19	Limitazioni relative ad aspetti emotivi, relazionali e di comportamento	☐ Presenta limitazioni nel controllare le emozioni e nelle interazioni con gli altri ☐ Presenta in parte limitazioni ☐ Non presenta limitazioni
5_RISORSE E COMPETENZE		

5.1	Conoscenze linguistiche	Italiano ☐ Madrelingua ☐ Buono ☐ Scarso ☐ Assente Altre lingue ☐ No ☐ Sì Se sì, specificare lingua e livello: _____ (es. inglese – base, francese – buono)
5.2	Competenze informatiche	☐ Buone – utilizza Internet, posta elettronica e programmi base (es. videoscrittura) ☐ Base – utilizza Internet e posta elettronica ☐ Assenti – non utilizza il computer
5.3	Rete familiare	☐ È presente e fornisce supporto adeguato ☐ È presente ma in grado di fornire solo supporto limitato ☐ È presente ma non è in grado di fornire un supporto adeguato alle effettive necessità ☐ È assente e/o conflittuale e non in grado fornire supporto
5.4	Rete sociale	☐ È presente e funziona come supporto stabile e reciproco. ☐ È presente e fornisce solo supporto minimo al bisogno. ☐ È presente ma non è in grado di fornire supporto adeguato ☐ È assente o fortemente conflittuale
5.5	Capacità di gestione dello stress e delle situazioni di difficoltà	☐ Nulla ☐ Bassa ☐ Media ☐ Elevata
6_ESPERIENZE		
6.1	Esperienze lavorative pregresse	☐ Sì – documentabili ☐ Sì – solo in parte documentabili ☐ Sì – non documentabili ☐ No
6.2	Mansioni svolte e durata in mesi (della o delle principali)	
6.3	Motivazione più ricorrente della cessazione dei rapporti di lavoro	☐ Conclusione contratto ☐ Chiusura attività ☐ Insoddisfazione personale ☐ Licenziamento ☐ Altro (specificare) _____
6.4	Utilizzo di macchinari e strumenti (specificare, ad es. trattore, decespugliatore, ecc.)	
6.5	Numero di mesi trascorsi dall'ultima esperienza lavorativa (certificata o no)	
6.6	Esperienze formative significative (indicare nome/tipologia corso/durata/anno svolgimento, ecc.)	
6.7	Esperienze in progetti d'inclusione sociale e lavorativa (indicare nome/tipologia esperienza/durata/anno svolgimento, ecc.)	
7_ESPERIENZE SPECIFICHE E MOTIVAZIONE		
7.1	Esperienze in agricoltura, durata, mansioni svolte (indicare tirocini, rapporti di lavoro, azienda ospitante, durata, anno svolgimento, ecc.)	
7.2	Feedback ricevuti dalla persona rispetto all'esperienza (in agricoltura, fattoria, agriturismo, ecc.)	
7.3	Feedback ricevuti da referenti aziendali, ETS, professionisti, altro rispetto all'esperienza (in agricoltura, fattoria, agriturismo, ecc.)	
7.4	Motivazione persona - elementi attrattivi mondo agricolo, sui quali costruire il processo di matching e il futuro lavorativo	
8_APPROFONDIMENTI		
8.1	Punti di forza e punti di debolezza rispetto a un possibile percorso di inclusione sociale e lavorativa	
8.2	Note, ulteriori informazioni	

Tools under development: Living Labs meeting records

To support the work of the Living Labs, a shared planning and activity tracking tool has been developed, enabling a synthetic overview of how meetings are progressing across the different territories.

The tool collects the main working moments (kick-off meetings, Living Labs sessions, small-group matching meetings, and in-depth discussion sessions), providing an overall view of the sequence and frequency of activities.

At this stage, its function is mainly operational:

- facilitating coordination among stakeholders
- keeping track of the work carried out
- supporting the organisation of the following phases

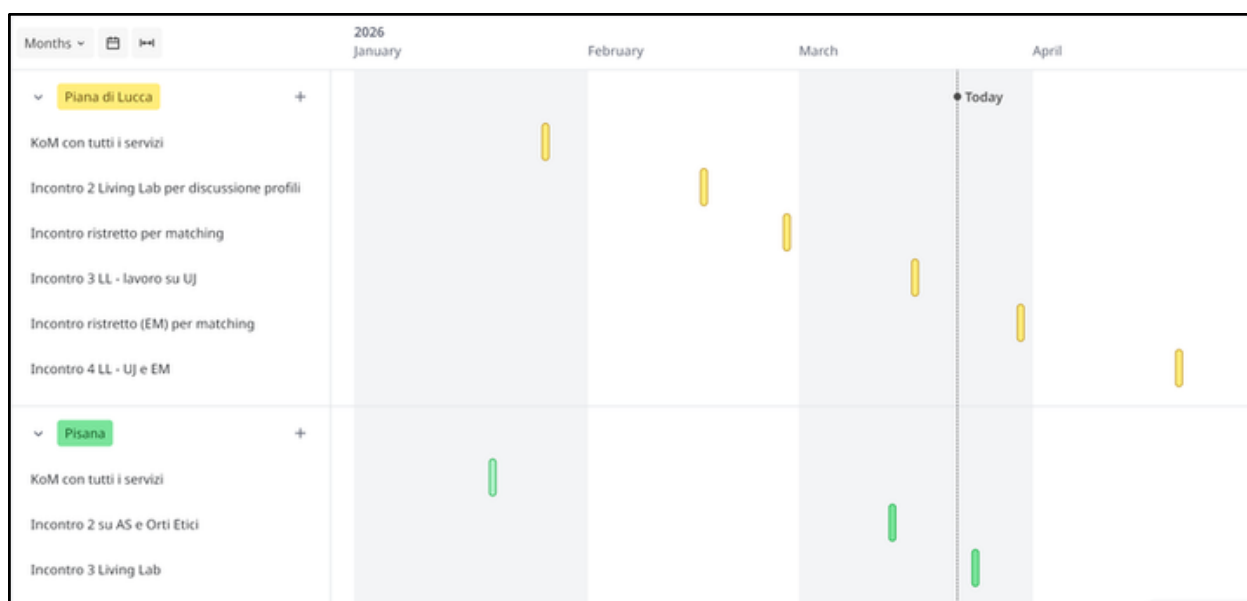


Figure 10: UPFARM – Living Labs meeting recording tool

Tools under development: monitoring and evaluation

Alongside the operational tools described above, the project has started developing an initial monitoring and evaluation framework, which is currently at a preliminary stage. In particular, a first Theory of Change (ToC, Figure 11) has been developed to outline the main expected pathways of change, linking project activities, involved stakeholders, and potential developments over time.

Among others, the ToC identifies several key areas of change, including:

- strengthening integrated support pathways and collaboration among services;
- developing personalised pathways for labour inclusion in social farming;
- actively involving enterprises and local stakeholders;
- creating the conditions for the consolidation and transferability of the model.

In line with this framework, a change observation tool (Outcome Journal) is currently being developed, with the aim of qualitatively documenting the evolution of practices, relationships among stakeholders, and pathways activated within the Living Labs.

At this stage, the objective is not yet to build a fully structured evaluation system, but rather to:

- accompany the experimentation process through the systematic collection of evidence;
- support reflection and mutual learning among the Living Labs;
- contribute to the progressive definition of more structured indicators and tools.

Monitoring and evaluation tools should therefore be understood as evolving devices, which will be progressively refined in relation to the development of the project and the emerging needs identified within the territories.

Figure 11: UPFARM – Preliminary Theory of Change and Outcome Mapping (Italian version)

IF WE [leve che vengono attivate]	BY [attività specifiche]	AMONG THESE BOUNDARY PARTNERS	WE EXPECT TO SEE	WE'D LIKE TO SEE	WE'D LOVE TO SEE
Approfondiamo la conoscenza della disoccupazione di lunga durata (LTU) in Toscana, analizzando anche le barriere e le opportunità dell'AS nel rispondere in modo efficace a questa sfida. #knowledge Attiviamo nuove alleanze e forme di co-governance territoriale per la realizzazione di percorsi integrati di inserimento lavorativo in AS #governance Realizziamo percorsi personalizzati di inserimento lavorativo in AS #social innovation Monitoriamo, documentiamo e valutiamo il processo..	Studio su LTU in Toscana e SWOT analisi su AS [WP3] 4 Living Labs territoriali [WP4/5] Inserimenti lavorativi 'testbeds' [WP6/7] M&E multi-livello [WP8/9] CoP [W10/11] Eventi di disseminazione e produzione scientifica [Wp10/11] AB istituzionale, produzione di raccomandazione di policy e scaling roadmap [WP10/11]	Long-term Unemployed persons	Mostrano interesse all'opportunità Partecipano ai percorsi di orientamento, accompagnamento e inserimento	Completano l'esperienza offerta da UPFARM con soddisfazione Aumentano autonomia, presenza, capacità relazionali Sviluppano skills tecniche	Trovano lavoro stabile, o in agricoltura o altrove Riferiscono aumentata fiducia, agency, competenze Diventano partecipanti attivi della comunità agricola/sociale
		Servizi - Lavoro - Sociale - Salute	Partecipano ai LL e condividono informazioni e opportunità Accettano di testare strumenti e pratiche comuni/integrate Strutturano o implementano, laddove presente, l'equipe multidisciplinare SILL	Si coordinano sui casi e attivano referral per LTU Adattano i propri strumenti e pratiche al modello UPFARM Sperimentano la gestione integrata del caso Supportano attivamente le imprese ospitanti durante gli inserimenti (tutoraggio) Animazione territoriale Organizzano equipe multidisciplinari "allargate" a cui partecipano referenti	Stabilizzano strumenti e processi UPFARM nel loro lavoro Consolidano la presa in carico/gestione integrata del caso come modalità di lavoro 'standard' Sviluppano servizi dedicati ai LTU in AS Allargano la composizione dell'equipe multidisciplinare a
Facilitiamo scambio internazionale #learning Facciamo advocacy.. #policy				delle imprese agricole UPFARM	rappresentanti dell'AS
		Imprese e realtà di agricoltura sociale	Mostrano interesse e disponibilità alla sperimentazione Partecipano ai LL e condividono informazioni e opportunità di inserimento coerenti con i propri fabbisogni e vincoli Dialogano con i servizi sociali, sanitari e del lavoro, utilizzando canali comunicativi e strumenti UPFARM	Strutturano compiti adattati alla persona Co-gestiscono tutoraggio e valutazione di progresso Collaborano regolarmente con servizi Partecipano all'equipe multidisciplinare "allargata"	Diventano parte integrante dell'EM Investono risorse proprie in percorsi inclusivi Diventano promotrici del modello UPFARM verso altre imprese
		ETS e attori di comunità	Contribuiscono alla co-progettazione del modello UPFARM Segnalano casi specifici e attivano reti e contesti per raggiungere i partecipanti 'dove sono' Favoriscono l'interazione tra progetti esistenti e UPFARM per promuovere la continuità dei percorsi individuali delle persone già conosciute e in carico a servizi	Offrono attività/opportunità aggiuntive per rafforzare il percorso di inserimento lavorativo Rafforzano la rete territoriale contribuendo a connettere risorse e opportunità esistenti con UPFARM favoriscono la costruzione di un sistema territoriale per l'inclusione sociale e lavorativa, capace di sviluppare progettualità	Valorizzano prodotti e servizi dell'AS contribuiscono alla mappatura dei progetti e delle opportunità d'inserimento presenti nei territori Contribuiscono alla sostenibilità a lungo termine del modello Agiscono come moltiplicatori territoriali

				personalizzate a medio-lungo termine Partecipano all'equipe multidisciplinare "allargata"	diventano parte integrante dell'equipe multidisciplinare
		Enti di ricerca e innovazione	Producono dati ed evidenze di supporto alla riflessione e sistematizzazione dei risultati e apprendimenti di UPFARM	Diffondono l'esperienza di UPFARM in reti nazionali ed europee di ricerca e innovazione Contribuiscono all'evoluzione metodologica del modello	Attivano nuovi progetti e filoni di ricerca per lo sviluppo ulteriore del modello UPFARM
		Governo locale e regionale (Comuni, Conferenze Sindaci, RT)	Partecipano costantemente al confronto istituzionale (Advisory Board) fornendo inputs strategici Segnalano la presenza/opportunità di UPFARM ad altri enti e reti istituzionali	Apprendono lezioni dalla sperimentazione UPFARM, sia in termini di processo che di strumenti Portano l'esperienza di UPFARM in tavoli istituzionali (advocacy) Supportano azioni pilota e adattamenti normativi	Inseriscono il modello UPFARM nelle proprie politiche Sviluppano Avvisi Pubblici per il finanziamento di servizi integrati tra politiche sociali, sociosanitarie, del lavoro e agricole Finanziano scaling e replicazione Creano un framework per l'inclusione in AS

5.

Next Steps

Next steps in the work of the Living Labs

The work initiated within the Living Labs is currently in an early implementation phase, characterised by the progressive development of tools, operational approaches, and relationships among the stakeholders involved.

The activities described in the previous chapters represent an initial foundation upon which the next phases of the project will build, with the aim of consolidating and systematising the practices experimented across the different territorial contexts.

Over the coming months, the work will focus on several main directions. First of all, further efforts will be dedicated to strengthening and supporting the development of pathways, through:

- expanding the number of supported cases;
- consolidating the role of multidisciplinary teams;
- progressively refining profiling and individual pathway design tools.

At the same time, efforts will focus on strengthening the operational dimension of the Living Labs, with particular attention to:

- stabilising working methods among the different stakeholders;
- strengthening relationships with social farming enterprises;
- progressively integrating the different access points to the pathways.

A further area of development concerns the monitoring and learning system, which is currently being defined. In this regard, activities will focus on:

- testing and using the observation tool (Outcome Journal);
- systematically collecting evidence on pathways and on how the model functions;
- progressively developing more structured indicators and evaluation tools.

At the project level, specific attention will also be dedicated to exchange and comparison among the Living Labs, with the aim of identifying recurring elements and territorial differences, facilitating the sharing of practices and learning experiences, and supporting the development of a shared model.

Finally, the evidence collected during the implementation phases will help guide the systematisation and scaling activities, also in relation to dialogue with institutional stakeholders and the definition of possible future developments of the model.

Overall, these steps are part of a progressive and adaptive process in which the UPFARM model is built and refined through practice, while maintaining a strong connection between territorial experimentation and project-level reflection.





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