



**INTERLACE**

RESTORING URBAN ECOSYSTEMS  
RECUPERANDO ECOSISTEMAS URBANOS

Version: D1 **(DRAFT)**

Date: 16.07.21

WP: 5

Authored By: Oppla

## Communication, Dissemination & Exploitation Strategy

### **Guidance on maximising impact**



# Document Information

|                                 |   |
|---------------------------------|---|
| <b>Deliverable title:</b>       | Communication, Dissemination and Exploitation Strategy  |
| <b>Author:</b>                  | Paul Mahony & James Atkinson (Oppla)  |
| <b>Citation:</b>                | Mahony, P. & Atkinson, J. (2021) <i>INTERLACE Communication, Dissemination and Exploitation Strategy</i> . Oppla. |
| <b>Deliverable number:</b>      | 5.1   |
| <b>Work package:</b>            | 5   |
| <b>Lead partner:</b>            | Oppla   |
| <b>Due date of deliverable:</b> | 30.06.21  |
| <b>Submission date:</b>         | 16.07.21  |
| <b>Dissemination Level</b>      | Public  |
| <b>Reviewed by</b>              | N/A (initial draft for consultation)  |

| Version | Date | Modified by | Modification reasons         |
|---------|------|-------------|------------------------------|
| D1      | Date | Name        | e.g. Add changes from review |

The sole responsibility for the content of this publication lies with the authors. It does not necessarily represent the opinion of the European Union. Neither the EASME nor the European Commission is responsible for any use that may be made of the information contained therein.

Cover page illustration: © Hafid Firman, royalty-free stock vector ID: 1722813199 (shutterstock.com)

# Contents

|  |    |
|--|----|
| 1. Introduction .....  | 5  |
| 1.1. Preface from the WP5 team .....   | 5  |
| 1.2. What is communication, dissemination and exploitation? .....                | 6  |
| 1.3. What is our vision? .....   | 7  |
| 1.4. What are our objectives?.....   | 8  |
| 1.5. Who is responsible for communication, dissemination and exploitation? ..... | 10 |
| 1.6. Notes on this deliverable .....   | 12 |
| 1.7. Responding to Coronavirus .....   | 12 |
| 1.8. Gender equity .....   | 13 |
| 1.9. SWOT analysis.....  | 14 |
| 2. Communication .....   | 15 |
| 2.1. How to communicate about INTERLACE.....                                     | 16 |
| 2.2. External communication channels.....  | 19 |
| 2.3. Social media management.....  | 21 |
| 2.4. Internal communication channels.....  | 23 |
| 2.5. Audience groups .....   | 25 |
| 2.6. Audience roles.....   | 27 |
| 2.7. Audience prioritisation .....   | 29 |
| 2.8. Messaging and “calls to action” .....                                       | 31 |
| 2.9. Branding .....  | 34 |
| 3. Dissemination.....  | 35 |
| 3.1. Dissemination methods .....   | 35 |
| 3.2. Dissemination channels .....  | 36 |
| 3.3. Information flows .....   | 37 |
| 3.4. Data management.....  | 38 |

|                                   |    |
|-----------------------------------|----|
| 4. Exploitation.....              | 41 |
| 4.1. Exploitation potential ..... | 41 |
| 4.2. Business plan .....          | 43 |
| 5. Coordination .....             | 44 |
| 5.1. Role of partners.....        | 44 |
| 5.2. CDE Working Group.....       | 44 |

Section 6. Action Plan to be added following consultation with partners in September 2021.

# 1. Introduction

## 1.1. Preface from the WP5 team

Welcome to the INTERLACE Communication, Dissemination and Exploitation (CDE) Strategy. The purpose of this document is to guide how the project communicates with its many different stakeholders; how it shares knowledge and achieves impact; and how the outputs of INTERLACE can be made available in formats that encourage innovation and long-term use. CDE activity can be thought of as the “glue” that helps to hold the project together and when combined with good management is typically a key determinant of success.

Here at Oppla we have over 20 years’ experience in communications and during that time we have read many CDE strategies from a wide range of projects in the environmental sector. We find that too often such documents suffer from being the very opposite of ‘good communications’ – instead of being clear and concise, they end up being overly-complicated, too long, too technical, uninteresting and unimaginative. Consequently, few people read them and communications activity defaults to business as usual. But that it not the ethos of INTERLACE.

Here, we are business *unusual*. Our project is about doing things differently; being agile and experimental; challenging old conventions and trying to find better solutions; and we must capture that energy in how we communicate.

All of us working with Nature-Based Solutions (NBS) - across Europe and Latin America – have a crucial role to play in helping to address the climate and ecological crisis and we must make our voice heard. We are quite literally working to “save the world”! We must be bold yet flexible, loud yet approachable, scientific and robust in our approaches, but also inclusive and welcoming of new ideas. We want to motivate others and encourage them to join us on our journey. All of this requires clear and compelling communications; and this strategy seeks to provide a framework for how we will achieve that.

“Communication leads to community” (Rollo May, psychologist)

“'Restore connection' is not just for devices, it is for people too” (Arianna Huffington, businesswoman)

“The two words, information and communication, are often used interchangeably, but they signify quite different things. Information is giving out; communication is getting through” (Sydney J. Harris, journalist)

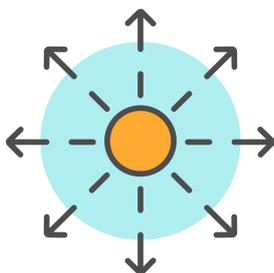
## 1.2. What is communication, dissemination and exploitation?

Communication, dissemination and exploitation (abbreviated to 'CDE') are closely related and inter-dependent, but they are not all the same thing. Here are some definitions to help clarify the differences:



### Communication

- Talking with people.
- Promoting INTERLACE and its results beyond the project's own community, reaching out to wider society.
- Communicating the work of INTERLACE in ways that are understood by non-specialists.



### Dissemination

- Sharing things with people.
- Transferring INTERLACE knowledge and outputs to those who can best make use of them.
- Maximising the impact of the project.



### Exploitation

- Helping people to use the outputs of the project.
- Encouraging application of INTERLACE results in activities beyond the project itself.
- Using the results to create and market new products, services or processes.

### 1.3. What is our vision?

A helpful question to use when thinking about a vision is: **what will success look like?** For the INTERLACE project, successful communication, dissemination and exploitation will mean that:

- Everyone who engages with the project will gain a greater understanding of NBS and the benefits of nature in cities; and people will be motivated to “do more”.
- Everyone wanting to interact with INTERLACE and express their views will be enabled to do so; and those who get involved will feel a sense of achievement in contributing to the project.
- Stakeholders within and *between* the INTERLACE cities will be better connected and remain so after the project has finished. Networks will be stronger and new collaborations will spring up.
- News about INTERLACE will be reported globally and other partnerships will want to learn from the successes of the project.
- The outputs of the project (the tools, methods, data and other resources it creates) will be positively received and widely used by the NBS community; and the impact of this uptake will be tangible – i.e. people will be able to ‘see’ the difference that the project has made.
- The project will support and nurture innovation, resulting in new spin-off products and services.
- The transnational platform created by INTERLACE will be sustained after the project itself has finished, leaving a legacy of collaboration between Europe and Latin America.

In achieving the vision, we will **communicate** and promote the INTERLACE project to raise awareness of its goals, societal benefits, scientific merit and the concept of NBS in general.

However, awareness and information alone will not be enough to influence stakeholders and motivate them to take positive action. To achieve this, we will **disseminate** findings and best practice, and ensure these are easily accessible and usable.

We will also maximise opportunities to **exploit** the project’s outputs in ways that can be offered as a service beyond the lifespan of the project itself.

In summary, our vision for CDE activity is:

- 1 **Communication** – city authorities, policymakers, businesses, civil society and the wider public will be better informed about the benefits of nature-based solutions.
- 2 **Dissemination** – the outputs of the project will assist and encourage more stakeholders to implement nature-based solutions.
- 3 **Exploitation** – uptake and ongoing use of INTERLACE outputs by participating organisations, networks, platforms and key stakeholder groups will be supported across Europe, Latin America and globally.

## 1.4. What are our objectives?

INTERLACE will seek to achieve the communications, dissemination and exploitation vision by working towards the following objectives:

| How will it be achieved?   | How will it be evaluated?  |
|--|--|
| <b>[1] Coordinate, monitor and upscale project communications (T5.1)</b>   |  |
| <ul style="list-style-type: none"> <li>• CDE activity will be led by Oppla, providing a clear point of contact.</li> <li>• A CDE Working Group will be set up comprising relevant staff from key partners.</li> <li>• Clear roles and procedures will be established for managing communications (see section 5. Coordination).</li> </ul> | <ul style="list-style-type: none"> <li>• Ongoing ad hoc feedback from partners.</li> <li>• Structured evaluation of CDE Working Group performance as part of annual Strategy review.</li> <li>• Timely completion of WP5 CDE deliverables.</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Ongoing development and update of the CDE Strategy.</li> </ul>  | <ul style="list-style-type: none"> <li>• Structured annual review of Strategy and CDE activity project-wide (online survey with partners; review of Communications Toolkit; consultation with CDE Working Group).</li> <li>• Strategy updated ad hoc (in between annual reviews) responding to key developments with the project.</li> </ul> |
| <ul style="list-style-type: none"> <li>• Up-to-date monitoring and evaluation of communications effectiveness.</li> </ul>  | <ul style="list-style-type: none"> <li>• Monthly review of web stats; social media activity; 3rd party coverage (mention of INTERLACE by others) and direct feedback from partners.</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Amplify the communication actions of partners at local, regional and global level through a 'network of networks' approach (catalysed by the INTERLACE Hub).</li> </ul>   | <ul style="list-style-type: none"> <li>• Bi-monthly monitoring of news, events and activities disseminated through the Hub.</li> </ul>   |
| <b>[2] Develop the INTERLACE brand and communications resources (T5.1)</b>   |  |
| <ul style="list-style-type: none"> <li>• Continue to expand the Communications Toolkit throughout the project in response to partners' needs.</li> <li>• Support partners in promoting the brand via their own channels.</li> </ul>  | <ul style="list-style-type: none"> <li>• INTERLACE branding applied to all external communications issued by the project.</li> <li>• Number of partners and stakeholders using the brand in their communications.</li> <li>• Online library of 100+ NBS images created.</li> <li>• 20+ high-quality videos created.</li> </ul>               |

|   |  |
|---|--|
|   | <ul style="list-style-type: none"> <li>Event materials designed with a minimum 3-year lifespan.</li> </ul>   |
| <p><b>[3] Develop the Innovation Hub as a long-term knowledge platform (T5.2)</b></p>   |  |
| <ul style="list-style-type: none"> <li>Integrate the Innovation Hub within Oppla to enable long-term maintenance beyond the project funding period.</li> <li>Create a 'portfolio' for the project by supporting the contribution of case studies, resources (outputs), news and events.</li> <li>Establish the Innovation Hub as the 'CELAC Repository of NBS' as an outcome of project legacy.</li> </ul>  | <ul style="list-style-type: none"> <li>Website usage statistics.</li> <li>Direct feedback from users.</li> <li>Amount of content uploaded (number of case studies, resources, news and events).</li> <li>Number of Hub user accounts created.</li> </ul>   |
| <p><b>[4] Promote INTERLACE, its activities and outputs (T5.1 &amp; 5.3)</b></p>  |  |
| <ul style="list-style-type: none"> <li>Successfully deliver the INTERLACE Engagement Programme.</li> <li>Establish and maintain proactive social media channels.</li> <li>Produce and issue targeted mailshots to raise awareness of project milestones and other key developments (seeking coverage in relevant media).</li> <li>Engaging proactively with complimentary projects, organisations, campaigns and sector-specific news.</li> <li>Make INTERLACE content available to other knowledge platforms through the Oppla API service.</li> </ul> | <ul style="list-style-type: none"> <li>Number and demographic data (where available) of people engaged through the community arts, outdoor activities and digital gaming programmes.</li> <li>Social media reach and engagement statistics.</li> <li>Media coverage (blogs, news bulletins and article referencing INTERLACE).</li> <li>Number of external organisations and platforms sharing INTERLACE content.</li> <li>Number of knowledge platforms accessing INTERLACE content through the API.</li> </ul> |
| <p><b>[5] Support innovation and exploitation of project results (T5.3, 5.4 &amp; 5.5)</b></p>  |  |
| <ul style="list-style-type: none"> <li>Collate and 'package' INTERLACE outputs in formats that are readily accessible and usable by stakeholders.</li> <li>Identify and support opportunities for 'spin-off' innovations through the Product Lab.</li> <li>Engage with Nature-Based Enterprise initiatives in match-making INTERLACE products with potential innovators (e.g. Connecting Nature Enterprise Platform).</li> <li>Develop knowledge resources for SMEs through the Engagement Programme.</li> </ul>  | <ul style="list-style-type: none"> <li>Direct feedback from end-users on the accessibility / usability of project outputs.</li> <li>Number of potential spin-off products and services identified.</li> <li>Number of businesses engaged.</li> <li>Testimonials and case studies of exploitation.</li> <li>6 Business Insight webinars and factsheets developed through the Engagement Programme.</li> </ul>   |

|  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Discuss exploitation regularly at CDE Working Group meetings.</li> <li>• Develop the City NBS Tool using an open format that can be further updated, customised and exploited beyond the project lifespan.</li> <li>• Develop knowledge resources for the next generation of NBS practitioners.</li> </ul>  | <ul style="list-style-type: none"> <li>• Distance learning course established, comprising 6 webinars and accompanying resources.</li> </ul>   |
| <b>[6] Support stakeholder engagement and agile workflow (T5.1, 5.2, 5.3 &amp; 5.5)</b>  |   |
| <ul style="list-style-type: none"> <li>• Develop the INTERLACE Product Lab as a space for interaction and co-production.</li> <li>• Provide communication tools/resources to help facilitate the stakeholder engagement process.</li> <li>• Provide a 'helpdesk' service (via the Hub) for signposting and responding to online enquiries from stakeholders.</li> <li>• Provide <i>ad hoc</i> advice to product leaders on methods of stakeholder engagement and dissemination.</li> <li>• Promote and disseminate finished products as they emerge from the Lab.</li> </ul> | <ul style="list-style-type: none"> <li>• Number of Product Lab members.</li> <li>• Direct feedback from Product Lab users.</li> <li>• Number of additional/bespoke resources added to the Communications Toolkit.</li> <li>• Number of enquiries resolved.</li> <li>• Number of INTERLACE product downloads/views.</li> </ul> |

## 1.5. Who is responsible for communication, dissemination and exploitation?

Communication, dissemination and exploitation activity is led by **Work Package 5 (WP5)**, the core functions of which are to:

- Aid external communication, knowledge exchange and dissemination between partners, stakeholders and communities of practice in the CELAC and European regions.
- Deliver targeted engagement programmes to raise awareness of restorative NBS.
- Create an online Innovation Hub, including a CELAC repository of restorative NBS.
- Develop a web-based city tool for urban ecosystem restoration and rehabilitation, enabling users to exploit INTERLACE outputs to develop locally-tailored own solutions.
- Ensure a long-lasting legacy of the project for sustained exchange, learning and global impact.

## CDE Strategy

The main point of contact within WP5 is **Paul Mahony**, General Manager of Oppla:

 paul@oppla.eu

 +44 (0)161 236 3432

 UK time

The **INTERLACE Engagement Programme** is led by **Ferney Diaz Castaneda**, Coordinador de Comunicaciones Estratégicas at WWF-Colombia:

 fidiaz@wwf.org.co

 +51 (1) 2178093 ext. 119

 Colombia Time (COT)

Communication, dissemination and exploitation activity is facilitated via the **CDE Working Group**, which convenes each month to review current priorities; monitor and evaluate progress; undertake planning and preparation; and assess emerging needs from partners. Facilitation of the CDE Working Group is subject to the agile workflow process, ensuring the Group remains flexible, innovative and responsive to both opportunities and challenges throughout the duration of the project.

**Individual partners** are responsible for their organisations' own communication activity in relation to INTERLACE. This includes, for example: engaging stakeholders in product development; sharing news about major developments and milestones; helping to disseminate outputs; and keeping their own audiences informed about the project.

At city level this responsibility belongs to the **City Focal Points** and the WP5 team will be proactive in supporting the CFPs throughout the project, as they play a key role in representing INTERLACE 'on the ground' to stakeholders and the wider public, as well as being the main delivery mechanism for the Engagement Programme (T5.3). WP5 team members will attend CFP meetings and vice-versa, the CFPs will have representation on the CDE Working Group to ensure a close relationship. WP5 will also host and facilitate the digital component of the CFPs – the 'City Microsite' sections of the Innovation Hub – with a remit to customise these sections with new features on request, specific to the needs of each city.

**Remember:** communications activity doesn't need to be complex! It is something that all partners can contribute to; and even the smallest of actions help to give the project its 'voice'.

## 1.6. Notes on this deliverable

**This deliverable falls under Task 5.1: Overseeing INTERLACE communication, dissemination and exploitation** (Lead: Oppla, contributing partners: WWF, ECO, EV-INBO) (M1-M42). It is described in the Grant Agreement as follows:

"OPPLA will update the INTERLACE Dissemination and Exploitation Strategy including a Communication Plan (D5.1), establishing a clear framework for coordinating: (1) communication activities about the project and its results, (2) the dissemination of results, and (3) an approach to foster the exploitation of results for scientific or societal purposes within and beyond INTERLACE.

Ideas to support the engagement of stakeholders in the CNAs and co-production activities will be included, in cooperation with EV-INBO, to ensure alignment with T1.1 and T1.4 as well as gathering input from ECO regarding intellectual property rights and open access, as a part of data management in these processes.

Key project outputs will be adapted together with the authors of the outputs into easy accessible and visually appealing formats. Related activities will adopt a proactive and targeted approach to ensure widespread awareness, participation and exploitation amongst multiple groups, taking account of the Joint City Forum insights (D1.3), stakeholder identification (D1.4) and engagement strategy (D1.5), protocol on cultural, gender and ethics considerations (D1.6), and cooperation pathways (D4.1).

Target audiences will include the restorative NBS community (city officials, planners, policy, business, science, students, related-city networks) as well as the general public within the INTERLACE partner cities and beyond."

## 1.7. Responding to Coronavirus

INTERLACE CDE activities are currently being adjusted in response to the coronavirus crisis. Whilst the overall objectives remain the same, communication channels have been rethought as conferences and in-person events have been forced to cancel or postpone. Online resources, webinars and virtual interaction now play a larger role and the project is thankfully well-equipped, in terms of skills and expertise, to adapt successfully.

Furthermore, CDE activity will be proactive in seizing some of the positive opportunities that have arisen in spite of the ongoing crisis. The way people work is changing and the crisis is serving as a 'wake up call' for many authorities, organisations and businesses to better value and prioritise their impacts and dependencies on nature.

## 1.8. Gender equity

Gender equity is a key component of INTERLACE and how the project conducts its communication, dissemination and exploitation activity is no exception to this.

Gender equity is about being proactive in addressing the imbalance of power between men and women. Not only does this imbalance affect the lives of individual people, but inequality between genders also stunts economic growth and hinders development.

All INTERLACE communications will use gender-sensitive language and imagery in line with the European Institute for Gender Equality's Toolkit<sup>1</sup> on gender-sensitive communication. Below are the key principles and some examples from the Toolkit on inclusive communications:

1. **Recognise and challenge stereotypes.** For example: make sure that the images you choose to use in communication materials do not reinforce gender stereotypes. Include a wide mix of people in different environments.
2. **Be inclusive and avoid omission and making others invisible.** For example: do not use 'man' or 'he' to refer to the experiences of all people.
3. **Be respectful and avoid trivialisation and subordination.** For example: ensure that your language actively promotes gender equality by using the term Ms which does not denote marital status.

Gender equality is managed by **NAME** at Ecologic. Contact **NAME** if you'd like further information and guidance on this topic:



**email**



**telephone**



Central European Time (CET)

---

<sup>1</sup> <https://eige.europa.eu/publications/toolkit-gender-sensitive-communication>

## 1.9. SWOT analysis

INTERLACE communications are impacted by a number of strengths, opportunities, weaknesses and threats relating the project. It's useful to keep these 'SWOT' factors in mind when planning, designing and implementing communications, so as to maximise strengths and opportunities, and minimise weaknesses and threats. These most significant of these factors are summarised below:

|  |  |
|--|--|
| <p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• A strong partnership with a wealth of expertise in communication, dissemination and exploitation.</li> <li>• Access to numerous and well-established networks and other communication channels.</li> <li>• A supportive 'peer group' of other EU-funded NBS projects.</li> <li>• An agile workflow that is focussed on stakeholder engagement.</li> <li>• Access to a large and diverse range of audiences via project partners.</li> </ul> | <p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Increasing awareness of the climate and biodiversity crises.</li> <li>• Positive shift in public attitudes towards nature-related topics, resulting from the COVID-19 pandemic<sup>2</sup>.</li> <li>• Significant potential for new and innovative approaches to CDE activity (e.g. agile workflow, digital gaming, creative arts programme, Cities Talk Nature).</li> <li>• Significant potential to establish stronger links for knowledge exchange between EU and Latin America.</li> </ul> |
| <p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Lack of cohesion in the field of NBS: the term 'nature-based solutions' is not a widely known concept.</li> <li>• Potential for mis-translation and misinterpretation of terminology when communicating bilingually.</li> <li>• Requirement to engage both professional and public audiences through the same project.</li> <li>• Highly diverse audiences with diverse communications preferences.</li> </ul>                             | <p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• Competition for stakeholders from other projects working to similar agendas.</li> <li>• Stakeholder fatigue and lack of capacity for engagement.</li> <li>• Ongoing uncertainty and potential for sudden changes resulting from the COVID-19 pandemic.</li> <li>• Competing priorities at city level.</li> </ul>  |

<sup>2</sup> Rousseau, S., Deschacht, N. Public Awareness of Nature and the Environment During the COVID-19 Crisis. Environ Resource Econ (2020). <https://doi.org/10.1007/s10640-020-00445-w>

## 2. Communication

We all communicate frequently with other people in our work and personal lives. We share stories, knowledge and information; we tell people about interesting and important events; we contribute our opinions to discussion; and sometimes we try to influence and persuade people to take action. We all use different methods depending on our own personalities, resources and goals, and also depending on the people we are communicating with. Most of us do this naturally and without ‘over-thinking’ things too much – and that’s exactly how INTERLACE communications should be. Natural. Human. Spontaneous. Friendly. Easy.

### **The K.I.S.S. principle: keep it super simple!**

Communications tend to fail when they are over-complicated and over-reliant on protocol and procedure. Complexity slows things down and too much procedure results in communications being lifeless and unnatural. If the process of communicating ‘properly’ is made difficult, then the result is that nobody properly communicates. At INTERLACE, we want to avoid this pitfall and encourage partners to be confident in communicating using the channels and methods they are already familiar with. By keeping the process super simple, we want to make communicating with our audiences super easy. And by making things easy, we allow space for creativity, personality and spontaneity – key ingredients of any successful communications campaign.

### **So what does this mean in practice?**

If all partners can help to communicate about INTERLACE – even in just a small way – then together, we will have much greater impact than if communications are driven by just a few organisations. Why? It’s all about trust.

Each of us as partners in INTERLACE already have our own ‘audience’ – the people that we are already in communication with through our work both within and outside of the project: colleagues, clients, partners, stakeholders, the networks we belong to, etc. These audiences trust our organisations’ own communications (at least we hope so!) and are more likely to listen to us than another organisation they are not familiar with. So by communicating about INTERLACE through these many trusted channels of communication, we are able to reach and influence many more people than if the same communication was managed by just a few organisation. “Strength in numbers”. Let’s make it work to our advantage.

**Don’t over-think it – just tell people about INTERLACE.** Tell them what the project is about, what your organisation is doing and the positive outcomes we hope to achieve. Communicate with your project stakeholders in the same way you already communicate with other audiences you are familiar with. What works for those audiences will work for this project too.

## 2.1. How to communicate about INTERLACE

Here's what we'd like INTERLACE partners to do when communicating about the project...

### Use the INTERLACE brand and Communications Toolkit

- **When communicating on behalf of the project, please use the INTERLACE brand** – that is, the project logo, colour scheme and graphic style. This applies when communicating as part of events and activities that are funded by the project. You'll find some ready-made design templates in the Communications Toolkit, available on the Google Drive. Contact the WP5 team if you need help; we can create whatever branded communications you need.
- **When promoting INTERLACE through your organisation's own communications, you don't have to use the project branding.** It's nice if you can feature the logo, but it's not essential. We understand that organisations have their own branding and it's more important for us to welcome your support in promoting the project than add complexity around whether the brand is being used or not. If you can use it, great. If you can't, don't sweat it!
- **Try to feature the Innovation Hub website address in your communications:** [www.interlace-hub.com](http://www.interlace-hub.com). We want to encourage as many visitors to the Hub as a possible. It's a good place for people to learn more about the project and get involved.

### Promote INTERLACE through your organisation's own website

- **Add a page about INTERLACE to your website.** Use it to summarise the project – its objectives and the benefits to society that it hopes to achieve. Explain your organisation's role in the project. A brief explanation of nature-based solutions might also be useful. Please also include a link to the INTERLACE Innovation Hub ([www.interlace-hub.com](http://www.interlace-hub.com)) and encourage people to go there for more information. If you need help creating the content for this web page, just contact the WP5 team.
- **Once the web page is set up, let people know about it:**
  - If possible, promote it on your website's home page, even if just for a short time.
  - Share a link to the page through your social media.
  - Also send the link to the WP5 team. We can then promote it (and your organisation's own website) even further.

**Communicate about INTERLACE through social media**

- **If possible, keep a record of visits to the INTERLACE page on your website.** Most websites allow individual pages to be monitored with monthly reports on the number of visitors and sometimes also details like where visitors have come from (e.g. social media or web searches), the location of visitors and how long they spent reading the page. This information is useful for reporting on communications activity, so please ask your web team what's possible.

- **Use your organisation's social media to share news and other updates about the project.** You don't need to report on everything about the project – it's fine to just focus on what your organisation is doing. And don't worry too much about how often you post about INTERLACE – just do so whenever 'something happens' or progress has been made, like an event, or a milestone, or just something fun that would be nice to share with your followers (photos and videos are a great way to boost social media interactions). If another member of your team manages your social media, send them some news about INTERLACE for sharing whenever you get the opportunity. And if you need help developing content for social media, then contact the WP5 team – we can assist with writing messages, creating videos and helping you find photos... whatever you need.
- **On Twitter, be sure to 'tag' the project by including @INTERLACE\_NBS in your posts.** This means that the main INTERLACE Twitter account will be notified of your message, enabling us to share it further. You might also like to include the hashtag #NatureBasedSolutions – this is used by numerous NBS projects and will help your message gain even more interactions (such as likes and re-Tweets), helping it to reach more people.

**Contribute to the Innovation Hub website**

- **If you have some news about INTERLACE that you'd like to share, then please do so on the Innovation Hub website.** This could be an event you are planning; a milestone or other success that you have achieved; a fun or interesting story; a project case study; or some useful knowledge that you want to share with the NBS community. The Hub is set up so that you can easily add this content yourself, or you can provide the information to the WP5 team and we'll take of it for you. Once it's on the Hub, we can then help promote it much further.

## Take photos, make videos, tell stories

- **Use photos and videos to record your INTERLACE experiences.** Photos and videos are one of the most effective ways to communicate, but it's easy to forget about them when you're busy with an activity. Get in the habit of taking photos/videos often, especially when working with stakeholders. Share them on social media (with people's permission!); add your photos to the INTERLACE image library – available on the Hub – and send any videos you record to the WP5 team. We'll help you turn them into short films that can be shared through the Hub and social media.
- **Help us tell the stories of your team and your stakeholders.** Talking about activities from a personal perspective is another powerful way to communicate. What have people learned, enjoyed, found challenging, rewarding, surprising? These experiences don't usually get captured in project reporting, but they can be a great way to "tell the story" of a project in ways that other people find engaging. So if somebody says something interesting, write it down and share it with us. If you know someone who would be great to interview and speak about the work you are doing, then put them in contact with us. The more we can enable people (and not just documents) to tell the story of INTERLACE, the more others will listen.

## Talk about INTERLACE at events and during presentations

- **Include mention of INTERLACE when talking about your organisation and its work on nature-based solutions** (and encourage your colleagues to do the same). This only needs to be brief – perhaps one slide of a presentation – but it will help us to reach new audiences that might be outside of our regular communications; especially if it's an event attended by people from many different professions or backgrounds. You'll find some slides in the Communications Toolkit that you're welcome to customise for this purpose.

## Tell your colleagues and work partners about INTERLACE

- **Communicate about INTERLACE to the people you work with.** Don't assume that everyone in your organisation knows about INTERLACE and how your organisation is contributing to it (especially if your organisation is large). So tell them about it, either informally or perhaps through a short presentation. The more people that know about the project, the more people are capable of promoting it through their own conversations.

## 2.2. External communication channels

A “communication channel” is the term used to describe something that is able to convey information to an intended audience. The table below identifies the communication channels used by INTERLACE, target audiences and the measure of success.

**In response to the Coronavirus crisis**, please note that the project is currently focusing on digital/web-based communication channels due to the current limitations on travel, face-to-face events and networking. This focus on digital delivery will continue until the restrictions of the Coronavirus response have been lifted.

| Online Channels   |  |   |
|---|--|---|
| CHANNEL   | TARGET AUDIENCE  | MEASURES OF SUCCESS   |
| <p><b>Project website</b> (<a href="http://www.interlace-project.eu">www.interlace-project.eu</a>) – The main channel for project reporting and providing information about INTERLACE methodology, governance, work packages and other aspects of administration.</p> | <ul style="list-style-type: none"> <li>• INTERLACE partners and stakeholders</li> <li>• NBS practitioners and policymakers</li> <li>• European Commission</li> <li>• Other NBS projects (EU and CELAC)</li> </ul>    | <ul style="list-style-type: none"> <li>• Website usage data</li> <li>• Number of sites linking to <a href="http://www.interlace-project.eu">www.interlace-project.eu</a></li> </ul>                           |
| <p><b>Innovation Hub website</b> (<a href="http://www.interlace-hub.com">www.interlace-hub.com</a>) – The main channel for stakeholder engagement; project promotion; knowledge exchange; development and dissemination of project outputs.</p>                       | <ul style="list-style-type: none"> <li>• INTERLACE partners, stakeholders and end-users</li> <li>• NBS practitioners and policymakers</li> <li>• Interested public</li> <li>• Other NBS projects (global)</li> </ul> | <ul style="list-style-type: none"> <li>• Website usage data</li> <li>• Number of sites linking to <a href="http://www.interlace-hub.com">www.interlace-hub.com</a></li> <li>• Oppla API usage data</li> </ul> |
| <p><b>WWF Generación 10 website</b> (<a href="http://comunidad.generacion10.com">comunidad.generacion10.com</a>) – The main channel for involving young people in the Engagement Programme (community of 13,000 users).</p>   | <ul style="list-style-type: none"> <li>• Young people</li> </ul>   | <ul style="list-style-type: none"> <li>• Number of members in each city group</li> <li>• Number of posts and interactions</li> </ul>  |
| <p><b>Social media</b> – channels used by INTERLACE comprise Twitter and YouTube.</p>   | <ul style="list-style-type: none"> <li>• INTERLACE partners, stakeholders and end-users</li> <li>• NBS practitioners</li> <li>• Wider public</li> <li>• Other NBS projects</li> </ul>                                | <ul style="list-style-type: none"> <li>• Number of followers</li> <li>• Number of interactions</li> <li>• Tracked link clicks</li> </ul>  |

|   |   |   |
|---|---|---|
| <p><b>INTERLACE newsletter</b> – monthly update on project activity.</p>  | <ul style="list-style-type: none"> <li>• INTERLACE partners</li> </ul>  | <ul style="list-style-type: none"> <li>• Number of newsletters published</li> <li>• Tracked link clicks</li> </ul>  |
| <p><b>Original news articles</b> (published on Innovation Hub) – including sector news, thought leadership articles and case studies created by the WP5 team and partners.</p>                                      | <ul style="list-style-type: none"> <li>• INTERLACE partners, stakeholders and end-users</li> <li>• NBS practitioners and policymakers</li> <li>• Interested public</li> <li>• Other NBS projects</li> <li>• Businesses</li> </ul> | <ul style="list-style-type: none"> <li>• Number of articles created</li> <li>• Number of articles views</li> <li>• Tracked link clicks</li> </ul>                             |
| <p><b>Mailshots</b> – Emails sent to INTERLACE Hub members containing news of events, project activities, milestones and success stories.</p>   | <ul style="list-style-type: none"> <li>• INTERLACE partners, stakeholders and end-users</li> <li>• NBS practitioners and policymakers</li> <li>• Interested public</li> <li>• Other NBS projects</li> <li>• Businesses</li> </ul> | <ul style="list-style-type: none"> <li>• Number of subscribers</li> <li>• Website usage data</li> <li>• Tracked link clicks</li> </ul>  |
| <p><b>Business Insight Programme</b> – Interactive video calls containing presentations and a space for participants to ask questions, learn from peers and engage in group discussions.</p>                        | <ul style="list-style-type: none"> <li>• Businesses</li> </ul>  | <ul style="list-style-type: none"> <li>• Number of participants</li> <li>• Participant feedback</li> </ul>  |
| <p><b>Digital Gaming Programme</b> – Engaging young people in the planning and design of NBS using the Minecraft virtual world.</p>   | <ul style="list-style-type: none"> <li>• Young people</li> </ul>  | <ul style="list-style-type: none"> <li>• Number of participants</li> <li>• Number of gaming events</li> <li>• Participant feedback</li> <li>• Local media coverage</li> </ul> |
| <p><b>NetworkNature</b> – EU Horizon 2020 project set up to help boost the activities of other EU-funded NBS projects. Used for sharing project news, increasing engagement and as a channel for dissemination.</p> | <ul style="list-style-type: none"> <li>• NBS practitioners and policymakers</li> <li>• Other NBS projects</li> <li>• European Commission</li> </ul>   | <ul style="list-style-type: none"> <li>• Number of interactions via networknature.eu website</li> </ul>   |

| In-person Channels  |   |   |
|---|---|---|
| <p><b>Conferences</b> – attending and speaking in professional conferences relating to NBS.</p>   | <ul style="list-style-type: none"> <li>• NBS practitioners and policymakers</li> <li>• Other NBS projects</li> <li>• Other related sectors (health, infrastructure, finance)</li> </ul> | <ul style="list-style-type: none"> <li>• Number of conferences attended</li> <li>• Number of presentations given by INTERLACE team</li> </ul>   |
| <p><b>Stakeholder events</b> – workshops, talks and round-tables with stakeholders involved in INTERLACE activities and product development.</p>  | <ul style="list-style-type: none"> <li>• INTERLACE stakeholders and end-users</li> <li>• NBS practitioners</li> <li>• Interested public</li> </ul>                                      | <ul style="list-style-type: none"> <li>• Number of events</li> <li>• Number of participants</li> <li>• Participant feedback</li> <li>• Correlated activity in online Product Lab</li> </ul>                       |
| <p><b>Community Arts Programme</b> – Celebrating nature in cities through public art-based interpretation (one activity / output per city).</p>   | <ul style="list-style-type: none"> <li>• Young people</li> <li>• Interested public</li> </ul>   | <ul style="list-style-type: none"> <li>• Number of participants</li> <li>• Number of events and workshops</li> <li>• Number of outputs</li> <li>• Participant feedback</li> <li>• Local media coverage</li> </ul> |
| <p><b>Outdoor Activities Programme</b> – Providing opportunities for outdoor learning and citizen science through walking, cycling, sports, picnicking and other greenspace activities.</p> | <ul style="list-style-type: none"> <li>• Young people</li> <li>• Interested public</li> </ul>   | <ul style="list-style-type: none"> <li>• Number of participants</li> <li>• Number of events</li> <li>• Participant feedback</li> </ul>  |

### 2.3. Social media management

INTERLACE operates two social media accounts:



**Twitter** (@INTERLACE\_NBS): Used for sharing updates about the project, as well as sharing news from elsewhere in the NBS community.



**YouTube**: The project’s media channel, through which all video content is hosted and disseminated.

## What is our policy for social media management?

As with all of our communications management, we want to keep our social media “super simple”. Here’s how it works:

- **Partners use their own social media channels** to communicate about the project. This keeps the process easy and convenient for everyone. It also helps to highlight the diversity of organisations involved in the project; and is a good way to reach more people by engaging partners’ own social media followers, who might not otherwise discover INTERLACE. All you have to do is reference the project name and ideally include one or more of the following:
  - The project’s Twitter handle (if using Twitter): @INTERLACE\_NBS
  - Innovation Hub website address : [www.interlace-hub.com](http://www.interlace-hub.com)
  - Hashtag #NatureBasedSolutions

If using Twitter, the WP5 team will monitor and respond to partners’ posts by re-Tweeting them from the main project account (and other accounts managed by Oppla) to help maximise outreach. Don’t have a social media account? No problem – you can send your news and updates direct to the WP5 team by Slack or email and we’ll post them for you.

- **The project Twitter account is used for ongoing news and updates about the project**, using messages created by the WP5 team. The content of these messages will be drawn from partners’ own social media posts and input from other Work Packages on request. At least one original post will be made each week; and more during busy periods when there is lots happening with the project (e.g. during events).

**The main point of contact within WP5 for social media is James Atkinson at Oppla.** Contact James by email or Slack if you would like him to send a Tweet on your behalf; or if you would like us to create some graphics for use on social media (e.g. Twitter cards); or if you want share a video through the INTERLACE YouTube channel:



james@oppla.eu



UK time

## 2.4. Internal communication channels

“Internal communication” refers to communication *within* the INTERLACE consortium – i.e. between partner organisations. Internal communication is led by WP6 as part of project coordination and management and the methods used are outlined here in the CDE Strategy for reference.

### Team meetings

| Meeting               | Purpose  | Frequency   | Organiser                 |
|-----------------------|--|---|---------------------------|
| City Focal Points     | Opportunity for cities to provide feedback on progress, raise an problems and share successes.   | First Tuesday of each month, 16:00 – 18:00 CET                            | Climate Alliance          |
| WP Leads and Co-Leads | Opportunity for WPs to provide feedback on progress, raise an problems and share successes.  | First Thursday of each month, 16:00 – 17:30 CET                           | Ecologic                  |
| CDE Working Group     | Opportunity for partners leading on CDE activity to review progress, prepare for upcoming activities, identify synergies and discuss exploitation. | First Friday of each month, 16:00 – 17:00 CET (commencing September 2021) | Oppla                     |
| Steering Group        | High level meeting to review progress across the project and discuss key developments.   | Every 6 months  | Ecologic                  |
| Annual Assembly       | Meeting to convene all project partners, share progress to date and undertake forward planning for the year ahead.                                 | Every 12 months   | Ecologic                  |
| Advisory Board        | “Critical friends” of the project, offering expertise and advice to aid project management.  | Coinciding with Steering Group and Annual Assembly                        | Ecologic & YES Innovation |

### Teamworking tools

- **Slack:** An instant messaging app for informal communication between partners and in groups. Quicker and more convenient than email.
- **WhatsApp:** Can be used as an alternative to Slack at Work Package level if partners prefer.
- **Google Drive:** The main file repository for use by project partners. Please note that access to the Google Drive should not be shared with organisations outside of the project consortium.

- **City Microsites:** Sections of the Innovation Hub website that are set up to support stakeholder engagement at local level within in each INTERLACE city. For use by city partners in sharing news, promoting events and (later in the project) colating local case studies, tools and resources. Please note that the Microsites can be customised by the WP5 to meet the specific requirements of each city. Contact us to discuss any new features you would like.
- **Product Lab:** A section of the Innovation Hub dedicated to supporting the agile workflow process. The Lab features a main dashboard, giving an overview of INTERLACE products in development, as well as individual 'groups' for managing stakeholder involvement in each specific product.
- **Miro:** A collaborative 'whiteboard' platform, used to help facilitate online group work. Miro is used for project meetings and also features as part of the agile workflow Product Lab. Alternative systems include Mural and Google Jamboard, amongst others.

### Internal newsletter

A concise e-newsletter is published each month to update project partners on the latest developments across the project. Content includes news updates from Work Packages; upcoming and new outcomes and events; profiles of INTERLACE team members; and insights into specific tasks and challenges.

The internal newsletter is coordinated by Benedict Bueb at Ecologic. Contact Benedict if you would like the newsletter to feature your organisation or any INTERLACE activities that you are involved in:



interlace@ecologic.eu



+49 30 86880-172



Central European Time (CET)



## 2.5. Audience groups

INTERLACE is a large and complex project, generating many different activities, interactions and outputs. As such it involves communicating with a wide range of people with different characteristics (different interests, priorities, professions, locations, levels of understanding, etc). Despite this, it's possible to cluster people with similar characteristics together and communicate with them in the same way. These clusters of people with similar communication needs are known as 'audience groups'.

When communicating with a specific group, we need to be clear about our purpose (why are we communicating with them?); our method of approach (what's the best way to reach them?); and the outcome or "call to action" we desire (what do we want them to do as a result of our communication?).

The table below summarises the priority audience groups of INTERLACE, together with the likely reasons why each group may wish to interact with us. Understanding these reasons – known as "triggers" – and designing communications around them is often the key to successful stakeholder engagement.

| AUDIENCE                                 | DESCRIPTION   | TRIGGERS   |
|--|---|--|
| <b>Local/city governments</b>            | Authorities responsible for overseeing the implementation of NBS at local/city scale.   | <ul style="list-style-type: none"> <li>• Improved decision-making</li> <li>• Improved cost-efficiency</li> <li>• Climate change agenda</li> <li>• Identifying best practice, case studies and evidence for NBS</li> <li>• Local economic development</li> </ul>  |
| <b>National and regional governments</b> | Authorities responsible for providing the governance and policy framework in which local/city authorities operate.                                    | <ul style="list-style-type: none"> <li>• Improved decision-making</li> <li>• Identifying best practice, case studies and evidence for NBS</li> <li>• Insight on current policy debates</li> <li>• Keeping up-to-date with latest research and innovation</li> <li>• Better understanding of opinion at local level (e.g. amongst businesses and the public)</li> </ul>               |
| <b>Civil society</b>                     | Organisations that represent public interests and facilitate collective action on issues affecting society (usually non-governmental and non-profit). | <ul style="list-style-type: none"> <li>• Opportunity to influence local policy / urban design decisions</li> <li>• Support for bottom up initiatives</li> <li>• Direct links with own agenda – e.g. health and wellbeing, economic development, arts and culture, conservation, education</li> <li>• Networking and community-building</li> <li>• Promotion and publicity</li> </ul> |

|  |  |  |
|--|--|--|
| <b>Academia, research and education sector</b> | Institutions responsible for generating/sharing knowledge and providing structured learning.   | <ul style="list-style-type: none"> <li>• Contribution to project results</li> <li>• Keeping up-to-date with latest research and innovation</li> <li>• Identifying best practice, case studies and evidence for NBS</li> <li>• Networking with peers</li> <li>• Professional development and impact</li> <li>• Project experience for students</li> </ul>   |
| <b>Businesses</b>                              | Young/start-up nature-based enterprises (NBEs) and also more established businesses interested in diversifying or expanding their product/service range. | <ul style="list-style-type: none"> <li>• Input into shaping INTERLACE tools/resources</li> <li>• Improved decision-making and risk reduction</li> <li>• Improved cost-efficiency</li> <li>• Networking with potential clients and funders</li> <li>• Unique access to scientific knowledge and expertise</li> <li>• Responding to legislation and policy changes</li> <li>• Promotion and publicity</li> </ul> |
| <b>Public media</b>                            | Traditional and digital media including newsprint, radio, television, websites/blogs, social media channels and influencers.                             | <ul style="list-style-type: none"> <li>• Interesting and positive local news stories</li> <li>• New perspectives on the 'usual environmental story'</li> <li>• Human-interest stories (from working with local communities)</li> </ul>   |
| <b>Networks and associations</b>               | Collectives of organisations with shared interests and/or goals, operating at national or international level.   | <ul style="list-style-type: none"> <li>• Knowledge exchange</li> <li>• Opportunities to promote own agenda</li> <li>• Networking and gaining new members</li> <li>• Promotion and publicity</li> </ul>   |
| <b>Finance sector and funders</b>              | Organisations that invest in projects and initiatives.   | <ul style="list-style-type: none"> <li>• Improved decision-making and risk reduction</li> <li>• Access to state-of-the-art research</li> <li>• Potential to identify 'fundable' new projects and opportunities</li> <li>• Opportunities to meet specific targets – e.g. SDGs, carbon reduction</li> </ul>  |

|                          |   |  |
|--------------------------|---|--|
| <b>Interested public</b> | Individuals and groups with an interest in the environment, urban design, neighbourhood planning and related topics.                                  | <ul style="list-style-type: none"> <li>• Climate change agenda</li> <li>• Opportunity to influence local policy / urban design decisions</li> <li>• Support for bottom up initiatives</li> <li>• Knowledge and skills development</li> <li>• Work experience and job creation</li> <li>• Networking and socialising</li> <li>• Health and wellbeing</li> </ul> |
| <b>Young people</b>      | Organised groups of young people under 18 years of age – e.g. schools, youth clubs, sports, learning and hobby groups (including online communities). | <ul style="list-style-type: none"> <li>• Climate change agenda</li> <li>• Knowledge and skills development</li> <li>• Work experience and job creation</li> <li>• Networking and socialising</li> <li>• Creative expression</li> </ul>   |

## 2.6. Audience roles

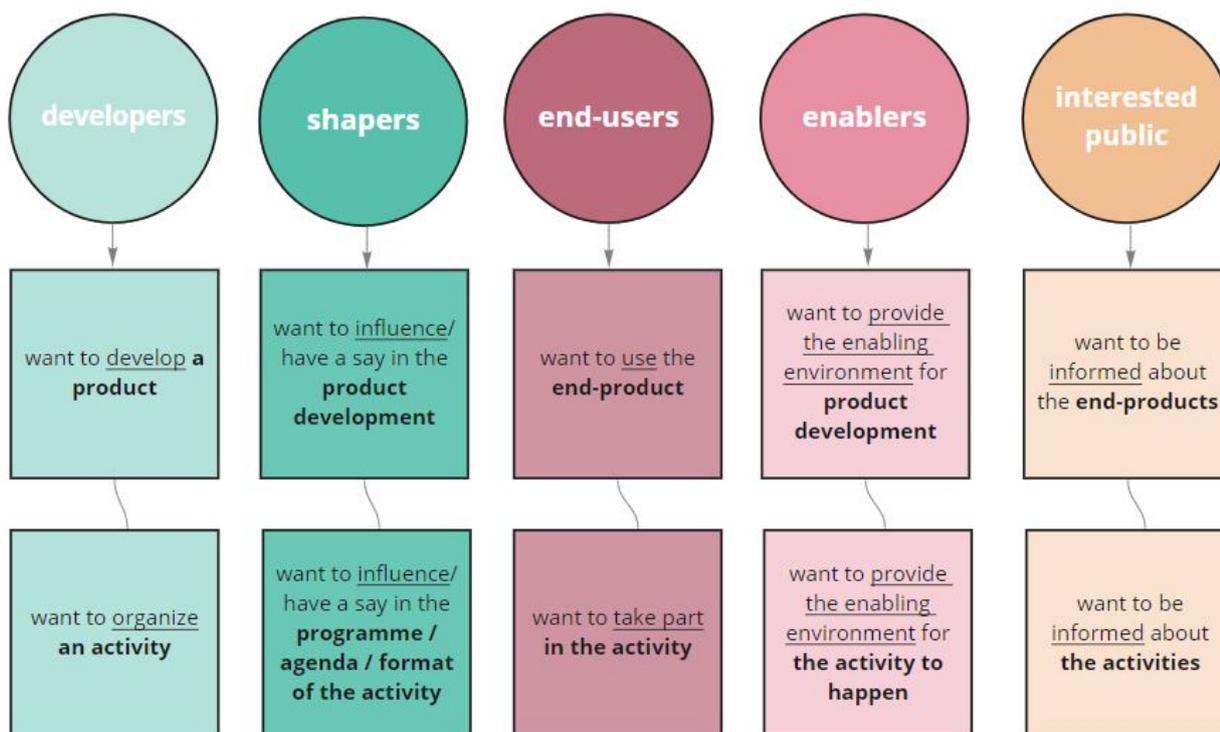
In the previous section we mentioned that when communicating with a specific audience group, it's important to be clear about the purpose of *why* we are communicating with them and *what* want them to do in response.

To answer this question, it's important to think about the different roles or benefits that an audience can bring to our project. Put simply: what's their usefulness? Once we understand the role we want someone to play, we can design our communications to satisfy that purpose as well as the audience group's likely "triggers" – creating a win:win that satisfies both the project and our audience needs.

Deliverable D1.5 Stakeholder Engagement Strategy sets out in detail the process by which INTERLACE will engage its stakeholders, which includes a number of clearly defined roles relative to the product development process – i.e. the process by which INTERLACE will create its outputs and achieve impact.

These roles are summarised in the figures below and are incorporated in the CDE Strategy as a second tier of 'audience segmentation' alongside the audience groups described above (more on segmentation in section 2.8).

**Main stakeholder roles in relation to INTERLACE products and activities – from D1.5 Stakeholder Engagement Strategy:**



| ROLE  | CALLS TO ACTION  | INTEREST   | INFLUENCE  |
|---|--|--|--|
|  <p><b>Developers:</b> stakeholders being part of the development team, creating INTERLACE products and activities (usually project partners).</p> | <p><i>To develop, to organize, to lead, to engage</i></p>                                  | <p>Invest knowledge / expertise for research and real-world applications</p>                                       | <p>Determines the vision and application of interlace products</p> |
|  <p><b>Shapers:</b> stakeholders who provide input and feedback on project outputs</p>   | <p><i>To give feedback, to advise, to give input, to co-create, to review, to test</i></p> | <p>Share (local) knowledge / expertise for tailor-made products and activities (increase usability and impact)</p> | <p>Can steer elements within INTERLACE products</p>                |

|   |  |   |  |   |
|---|--|---|--|---|
|    | <p><b>End-users:</b> stakeholders who use the outputs of the INTERLACE project (products) for real-world applications outside the project</p>  | <p><i>To take action, to decide, to implement and apply, to participate</i></p>                                 | <p>Use of products or participation in activities that support the realisation and knowledge exchange of NBS</p> | <p>Real world application of INTERLACE products</p>   |
|    | <p><b>Enablers:</b> stakeholders capable of helping the project to reach and engage a diversity of other audiences, or to achieve other desirable impacts (e.g. promoting and disseminating project outputs)</p> <p>Have significant social capital and standing in a community.</p> | <p><i>To enable, to give mandate, to provide access, to connect, to mediate, to promote, to disseminate</i></p> | <p>Provide the enabling environment for product development or the organisation of activities</p>                | <p>Allows hard to reach communities to take up a role (developer, shaper end-user, enabler, public) within the project</p> <p>Can provide access to and incite communication and collaboration with (local) hard to reach groups such as youth, elders, migrants, etc</p> |
|  | <p><b>Interested public:</b> interested stakeholders capable of generating 'bottom-up' support for NBS, and helping the work of INTERLACE translate to lay stakeholders (improving understanding, increasing relevance)</p>  | <p><i>To learn, to be informed, to raise awareness, to make a difference</i></p>                                | <p>Learning about NBS in general or specifically about INTERLACE activities, products and results</p>            | <p>Awareness raising (e.g. by sharing interlace tools/ stories)</p>   |

## 2.7. Audience prioritisation

It's easy to think that some audiences might be more important than others because of the group they belong to – for example, someone from national government might be perceived as being more important than someone from local government, due to their position in the government hierarchy. But the question is – more important *for what?*

If we want to influence policy, then a national government official would be high on the list of priority people to communicate with. But the local official might be better connected with stakeholders, more enthused about what the project is doing, easier to communicate with and a great ambassador for getting people involved. And that would make them a higher priority for stakeholder engagement.

Is the local government official more important to INTERLACE than young people? For sure when we want to get approval from the city authority for a new NBS intervention. But not when we are focusing on the task of inspiring the next generation of NBS practitioners. And are young people more important than, say, businesses? Not when we want feedback on our products from people with experience of creating nature-based enterprises. And so on.

But if it's all so variable and messy, then how do we prioritise our audiences? I just want a list!

### Let's keep it super-simple...

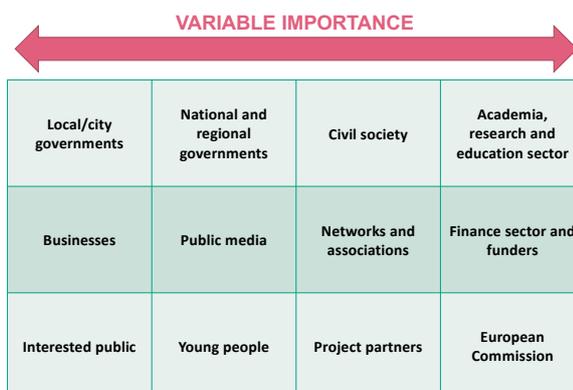
**When prioritising our audiences, it's important to think about their role or 'usefulness' at that time during the project, and not just the group they belong to.**

This means that audience prioritisation is not a static process – it's not just a list that gets written down once and then it's done. It is fluid and dynamic, and something that we must continually monitor and adjust to our best advantage depending on the changing needs of the project.

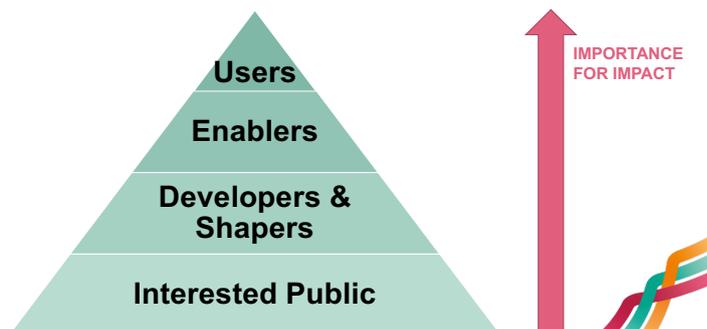
So for example:

- City authorities and civil society organisations would be priority audiences at the start of the project, when we need to make plans and connections with local stakeholders.
- Research and private sector organisations would be priority audiences during the middle phase, when we are developing and testing our products.
- Networks, associations and end-users would be high priority towards the end of the project, when we want to generate impact by scaling up dissemination and ensuring our products are utilised.

Audience groups on their own have variable importance:



**Audience roles** are what we use to prioritise our audiences, based on the needs of the project at that time – for example, when considering roles in terms of achieving impact:



## 2.8. Messaging and “calls to action”

Communication is only effective when the message being conveyed is understood, and when it stimulates action or encourages the audience to think in new ways. To be effective, a message must have two key components:

- It must be simple, direct and concise
- It must ‘speak’ to the audience on their own terms and in their own words

We want the messages we communicate as INTERLACE to be active and not passive. We don’t just want to provide people with information, we want to encourage and inspire them to take action.

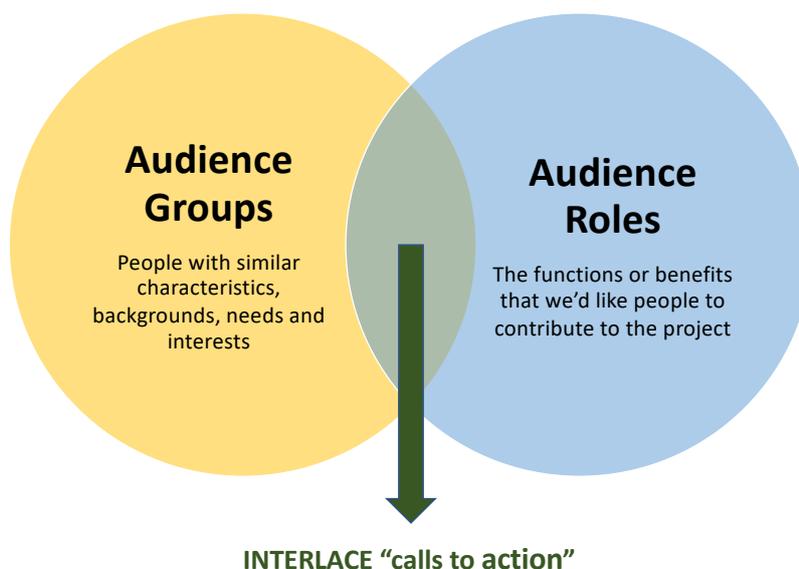
**An active message is known as a “call to action”** and it means just that – a request or invitation for the people we are communicating with to *do something*. In marketing, calls to action are used to persuade people to make purchases (“buy now!”). In campaigning, they are used to go beyond raising awareness of an issue and encourage people to be participants and not just observers (“school strike for the climate”).

The quote at the start of this Strategy from journalist Sydney Harris offers a good explanation of the difference between passive information and active messaging:

“The two words, information and communication, are often used interchangeably, but they signify quite different things. Information is giving out; communication is getting through”.

We use a process called “audience segmentation” to better understand an audience for the purpose of creating a strong and compelling messages. Segmentation is the process of dividing or ‘filtering’ an audience into specific subgroups, so that communications can be designed to have maximum impact on those groups. For example, you might segment an audience based on where they live and then filter that subgroup further according to people’s age, economic status and so on (“we want our message to reach people living in the Kennedy district of Bogotá who are aged 30-44 years and work full time”).

Audience segmentation can get very complicated, with sometimes many different filters interacting together. However, when developing our INTERLACE messages we need only consider two types of segmentation:



When we consider these two types of segmentation together, it enables us to more effectively communicate because we have a better understanding of what might get people interested in the project (based on their group), we can be clear about what we'd like them to do (based on the role) and we can explain some of the benefits they will get in return. All of which is designed to create strong and compelling messages. The process for creating messages is summarised below:

**Creating a strong message**

|  |  |   |   |
|--|--|---|---|
| <b>Identify the audience group you want to communicate with.</b> | <b>Who are they?<br/>What are their needs and interests?</b> | <b>What positive impact can INTERLACE have on them?</b><br><br>(win for "them") | <b>What are the benefits to INTERLACE from engaging this group?</b><br><br>(win for "us") |
|--|--|---|---|



### Key 'selling points' of the project

It's not possible to make a list of all the possible messages required by INTERLACE, because they will vary considerably from one task and one moment in time to the next. Some 'key selling points' of the project are however included below as starting points:

- **It's a big, ambitious and exciting project that seeks to make a real difference:** The European Commission has provided €5 million / \$6 million funding across 6 cities, over 4 years, involving 21 leading organisations, all with a passion for helping people and nature.
- **It's about improving people's lives** and creating cities that are greener, cleaner, more liveable, enjoyable and prosperous.
- **It's an open project with a focus on real collaboration:** everyone is welcome to get involved in shaping the project's direction, activities and end results — making sure the project achieves real impact.
- **It's about shared learning between Europe, Latin America and beyond:** drawing upon the wealth of knowledge, experience and good practice in both regions of the world — identifying the challenges we share and developing solutions, together.
- **It's about empowering cities to do more with what they have: helping** local governments restore nature in cities in ways that respond to communities' needs and challenges, but without placing undue demands on finance and resources — becoming smarter and more sustainable.

### INTERLACE project description

To help ensure consistency in how the project is described, the following short and long descriptions are available for partners to use in their own communications:

#### Short description

INTERLACE is a four-year project that will empower and equip European and Latin American cities to restore urban ecosystems, resulting in more liveable, resilient and inclusive cities that benefit people and nature.

#### Long description

INTERLACE is a project to restore nature in cities across Europe and Latin America. It is using nature-based solutions to help solve some of the challenges facing cities in relation to climate change, people's health and wellbeing, economic development, wildlife conservation and more. It provides an opportunity

for city authorities, residents, organisations and businesses to work together in new and creative ways - towards a better future for everyone.

The project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No. 887396.

## 2.9. Branding

The INTERLACE 'brand family' consists of three identities, each with a common and unifying theme. The three identities serve different purposes and enable the project to better distinguish between its core activities.



From left to right:

- **Main INTERLACE logo**, which should be used for the majority of communications. The main INTERLACE logo is intended to be an eye-catching and modern design that reflects the core purpose of the project: an 'INTERLACE' of collaboration between Europe and Latin America. It helps to differentiate the INTERLACE from more traditional brands found in the environmental sector — helping the project to stand out and attract attention.
- **INTERLACE Hub logo**, which features on the project's knowledge platform. The logo symbolises the strength of combining diverse knowledge and expertise. The decision for the Hub to feature a different logo from the main project is a consideration of project legacy – the intention is for the Hub to continue beyond the project funding period, hence it requires a separate identity that can 'live on' once the project has ended.
- **Cities Talk Nature logo**, which is used to represent the INTERLACE City Network Accelerator programme (an exchange mechanism and city-to-city pairings at local, regional and global level).

**Guidance on use of the INTERLACE brand, including ready-made templates for creating commonly used communications, can be found in the Communications Toolkit – available on the project Google Drive.**

## 3. Dissemination

[This section is in development and will be updated in the next draft of the CDE Plan / Q4 2021]

The word disseminate is derived from the Latin word *disseminatus*, meaning to “scatter or sow seeds for propagation”. And in exactly the same way we want the knowledge products created by INTERLACE to be spread as widely possible, and for them to germinate and grow into a thriving legacy for the project.

Dissemination is different to communication, in that it doesn't need to be a two-way conversation. When disseminating, what's important is that the recipients receive the information they want – not that they reply or provide feedback.

The majority of dissemination activity will take place towards the end of the project as the knowledge products developed by INTERLACE become available. In the meantime, there is also a need for dissemination activity to support:

- Stakeholder engagement, ensuring participants receive the information they require to engage as fully as possible in the agile workflow process.
- Providing progress updates about INTERLACE for the purpose of briefing the European Commission, national contact points, other NBS projects and the NBS community generally.
- Making results available to the scientific community, policy makers and industry in a timely manner (i.e. as soon as available) to help maximise potential for exploitation.

### 3.1. Dissemination methods

- **Maximising use of the INTERLACE Innovation Hub as the main channel for dissemination.** Following the approach used by Oppla, establishing the Hub as a repository for project outputs will ensure information is easy and convenient for stakeholders to obtain. Aspects of the Hub that will play a key role in dissemination activity include the Product Lab, City Microsites, Resources archive and News feed. During project legacy, the Hub will be maintained in perpetuity by Oppla as the CELAC NBS Repository, featuring the addition of a multilingual distance-learning course for university-level students.
- **Open access of project data and results** to the greatest extent possible in considering Intellectual Property Rights (IPR).
- **Multi-targeted dissemination of results** based on identifying all relevant target audiences (see section 2. Communication).
- **Use of the project results for multiple dissemination and outreach purposes**, including stakeholder capacity and skills development.

- **Multiple modes of dissemination** based on traditional (e.g. scientific papers and policy briefs) and innovative methods (e.g. social media, audiovideo and use of gaming technology).
- **Press releases and news announcements** posted through leading distributors of environment, architecture and urban design sector news.
- **Widest integration of project results** into existing European, CELAC, transnational and national portals, international networks, professional organisations and large symposia – including use of the Oppla API to enable sharing of case studies and knowledge products with other web-platforms.

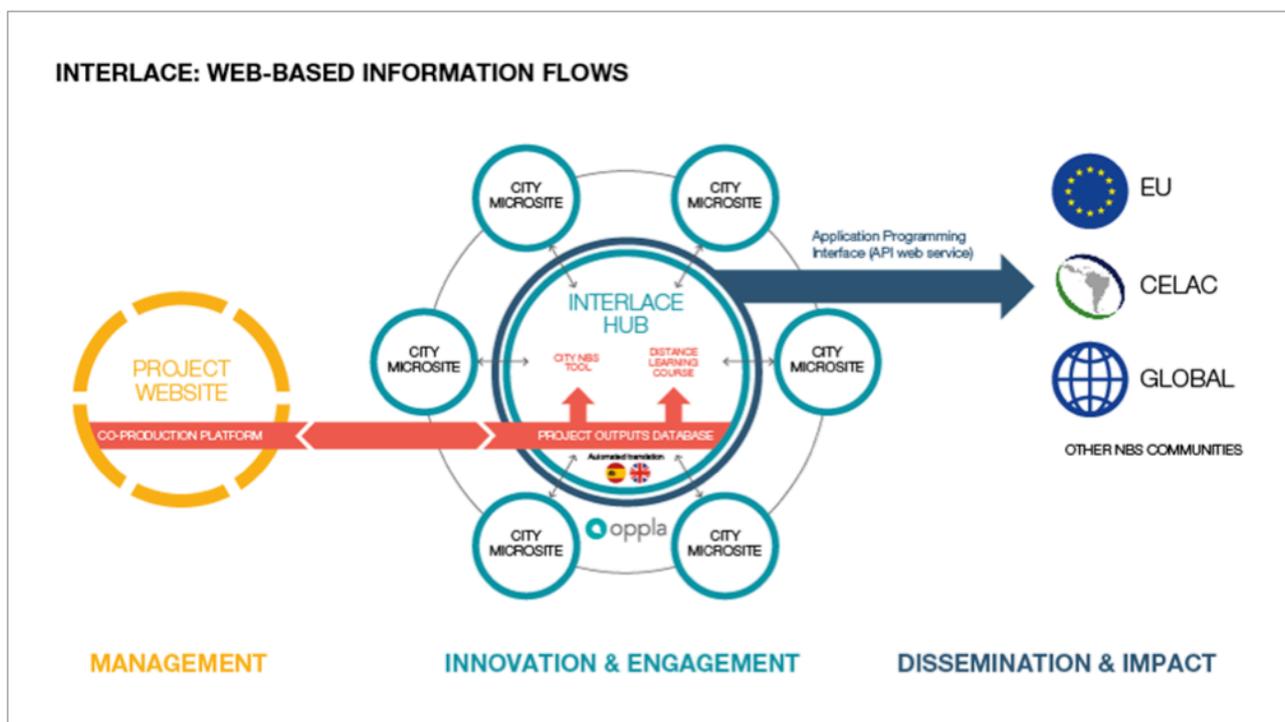
### 3.2. Dissemination channels

| Channel  | Objective   | Impact   | Evaluation   |
|--|---|--|--|
| Regional Engagement Events in the EU and CELAC region (WP4).                                     | Present results and outcomes from the project to members of the city networks.        | Replication of project results in regions and cities across the EU and CELAC regions.  | 4 events with at least 50 participants per event.  |
| Global Engagement Events (WP4)   | Present results and outcomes from the project to members of the city networks.        | Replication of project results in regions and cities at global level.  | 2 events with at least 120 participants per event.   |
| Engagement activities at city scale (citizens science, digital gaming, art programme etc.) (WP5) | Raise public awareness of the value of NBS for urban ecosystem restoration.           | Engaged public (community/ voluntary groups) become actively involved in NBS planning, implementation and long-term maintenance, using INTERLACE outputs.    | At least 100 participants with different demographic backgrounds in each INTERLACE city; qualitative feedback from participants. |
| INTERLACE Innovation Hub (WP5)   | Widespread dissemination and long-term hosting and exploitation of INTERLACE outputs. | Project results fully integrated with the EU Repository of NBS (Oppla) and made openly available to scientists, policymakers, businesses and engaged public. | INTERLACE Hub/Oppla website usage data.<br><br>Usage data from other web-platforms linked to Oppla (via API).                    |

|   |  |  |   |
|---|--|--|---|
| City NBS Tool (WP5)   | Web-based decision-support tool to guide the planning, design, implementation, maintenance and monitoring of restorative urban NBS.                        | Increased knowledge and capacity of city planners and decision-makers to plan, design, implement, maintain and monitor restorative NBS.    | At least 300 users accessing the tool via the INTERLACE Innovation Hub given that the tool will be produced towards the end of the project. |
| Overview of policy instruments and business cases for fostering restorative NBS (WP3).                          | Showcase relevant types of policy instruments for private investment illustrated with business case examples.  | City planners and relevant private sector actors are aware of business opportunities to foster investments into restorative NBS.           | At least 300 downloads of report from the INTERLACE Innovation Hub etc.   |
| City network impulse papers (policy briefs): one targeting EU (EN) and one targeting CELAC networks (ES) (WP2). | Provide recommendations for improving local policy coherency in urban ecosystem restoration and rehabilitation and green space planning for city networks. | Increased knowledge on improved policy and governance in urban planning to foster restorative NBS among members of involved city networks. | 2 papers and at least 200 downloads of each.  |
| Factsheets of 10 tools for restorative NBS (WP3).   | Showcase 10 tools relevant for different stages of ecosystem restoration and rehabilitation through NBS.   | Increased knowledge about existing relevant tools and their characteristics to support decision-making for restorative NBS.                | At least 200 downloads.   |

### 3.3. Information flows

[This section to be expanded with new diagram illustrating information flows across project – i.e. not just in relation to the web-platform]



### 3.4. Data management

[This section to be developed with WP7 team]

#### FAIR Data

INTERLACE output data should be 'FAIR', that is: findable, accessible, interoperable and re-usable. The project will manage data carefully and ensure that data outputs are shared as widely as possible. The underlying principle is that data should be "as open as possible, as closed as necessary".

#### Metadata

INTERLACE data will be published together with metadata following the Dublin Core Metadata Initiative. We will adopt ISO 15836-1:2017 that establishes 15 core metadata elements for cross-domain resource description. These terms are part of a larger set of metadata vocabularies maintained by the Dublin Core Metadata Initiative.

Dublin Core Metadata Element Set

- Title
- Creator
- Subject

## CDE Strategy

- Description
- Publisher
- Contributor
- Date
- Type
- Format
- Identifier
- Source
- Language
- Relation
- Coverage
- Rights

Full details of the Dublin Core Metadata Initiative terms can be found at:

<http://www.dublincore.org/specifications/dublin-core/dcmi-terms/>

## Open Data License

INTERLACE outputs will be shared as open data using the Creative Commons Attribution license.

This type of license has an advantage over a fully open, or public domain license, in that it ensures the originators of the content are given due credit (including where EU funding has supported content development). Appropriate attribution of content will also encourage partners from the wider network beyond the project team to share content.

A summary of the Creative Commons Attribution license is include below:

### **Attribution-ShareAlike 4.0 International (CC BY-SA 4.0)**

Summary: <https://creativecommons.org/licenses/by-sa/4.0/>

License: <https://creativecommons.org/licenses/by-sa/4.0/legalcode>

You are free to:

- Share — copy and redistribute the material in any medium or format
- Adapt — remix, transform, and build upon the material for any purpose, even commercially

The licensor cannot revoke these freedoms as long as you follow the license terms.

Under the following terms:

- Attribution — You must give appropriate credit, provide a link to the license, and indicate if changes were made. You may do so in any reasonable manner, but not in any way that suggests the licensor endorses you or your use.
- ShareAlike — If you remix, transform, or build upon the material, you must distribute your contributions under the same license as the original.
- No additional restrictions — You may not apply legal terms or technological measures that legally restrict others from doing anything the license permits.

### Long-term archiving

All project outputs will be stored in perpetuity beyond the end of the project in the Oppla open data repository and made available via the Oppla API. Project data (or a subset of it on request) will also be made available for hosting by other project partners.

## 4. Exploitation

[This section is in development and will be updated in the next draft of the CDE Plan / Q4 2021]

Whilst dissemination means sharing results of INTERLACE with potential users, exploitation is the *use of results* for purposes beyond the project. It includes activities such as developing and marketing new products or services, especially for commercial purposes or for use in public policymaking.

### 4.1. Exploitation potential

| Activity  | Objective   | Impact   | Evaluation   |
|---|---|--|--|
| Protocol on cultural, gender and ethics-related considerations (WP1). | Presenting a range of social and cultural factors in the EU and CELAC region that may represent barriers to the participation of various groups (including marginalised groups) in the research and engagement activities as well as opportunities to overcome these. | Increased understanding and awareness of social-cultural differences among project partners; marginalised groups are included in project activities. | Uptake of protocol by all 20 project partners and involved stakeholders. |
| Urban NBS Governance Atlas (WP2).                                     | Showcase good practices on governance of restorative NBS.   | Uptake and replication of governance instruments by INTERLACE cities and beyond.   | Each INTERLACE city will select 3 instruments for co-production.         |
| Tailor-made NBS assessment systems for INTERLACE cities (WP3).        | Support the design, implementation and monitoring of restorative NBS at city level.   | Use of NBS assessment system in 6 INTERLACE cities.  | Easier assessment of NBS tools for INTERLACE cities.                     |

|  |   |  |   |
|--|---|--|---|
| Co-production platform and process.  | To facilitate a genuine co-production of strategies, standard and tools for urban ecosystem restoration and planning tools in INTERLACE.  | Full engagement of city focal points and local CNAs in the co-production process.  | Frequent use of the co-production platform and feedback processes by end-users. |
| Guidelines to create tailored NBS assessment systems (WP3).                | Provide guidance to equip small and medium-sized cities globally with the tools needed to create a tailored assessment system for restorative NBS.  | Application of guidelines by public project managers and urban planners beyond INTERLACE for planning and decision-making processes. | Number of downloads and feedback from target group.                             |
| Modified urban design tools integrating NBS-related information (WP3).     | Expand existing tools to raise awareness and knowledge for NBS inviting non-NBS experts to explore the potential of restorative NBS.  | Tools are tested and/or by INTERLACE cities and planners from other cities.  | Usage data of tools.  |
| Thematic webinars on urban ecosystem restoration and rehabilitation (WP4). | Relevant research findings (on how to foster urban ecosystem restoration) will be presented to a wide range of cities through the city networks.  | Application of INTERLACE results (including guidance documents, tools etc.) in cities, not directly involved in INTERLACE.           | At least 50 participants in each webinar.                                       |
| City NBS Tool (WP5).   | Collate and repurpose key products of the project to create an innovative web-based decision-support tool to guide the planning, design, implementation, maintenance and monitoring of restorative urban NBS. | Uptake and use of City NBS Tool by stakeholders involved in national and city-level planning and decision-making processes.          | Number of people assessing the tool.  |

|   |   |  |   |
|---|---|--|---|
| Business insight bundles and business webinars (WP5). | Presenting opportunities for restorative NBS for different business sectors and how to foster private investment through public policy. | Business sectors recognise the benefits of investing in restorative NBS, private investment in restorative in NBS; Municipalities set-up programmes and incentives to trigger private investments. | At least 200 downloads of the business insight bundles and 50 stakeholders participating in the webinars.                                       |
| Distance learning course (WP5).                       | Build capacity for the next generation of actors involved in urban NBS planning, design, implementation and monitoring.                 | Students and other stakeholders recognise the value of NBS in urban planning.  | At least 200 students and other stakeholders participating in the course given that the course will be produced towards the end of the project. |

## 4.2. Business plan

A business plan for long-term continuation of the INTERLACE Hub will be developed including:

- A short term (< 3 years) and a longer term (5+ years) business and financial strategy
- Definition of revenue-generating services
- A governance structure comprising EU and CELAC partners
- Cash flow forecast, showing how the business model is able to cover the financial obligations of maintaining project legacy
- Risk mitigation measures, including a SWOT analysis to understand what might affect potential revenues and cash flow

The Hub will be fully integrated within Oppla’s own web-platform and business strategy to form the "CELAC NBS Repository" (complementing Oppla’s ready-established EU NBS Repository). As such, continuation of the Hub will replicate the business model already proven by Oppla, which will enable it to be scaled up to different scopes of work in future. The business plan will determine whether continuation of the Hub will help Oppla to increase its revenue (or reduce costs) and set out clear actions for exploiting any such opportunities. The draft business plan will be completed for decision at least one year before project end. The final year will be used to prepare exploitation efforts after termination of the funding period. As communication is key to success, these activities will be closely supported by WP5.

## 5. Coordination

### 5.1. Role of partners

Communication is at the heart of INTERLACE and its success is dependent on numerous cross-cutting activities that run throughout the project's Work Packages, drawing on the combined strengths of the partnership.

Each partner in INTERLACE is responsible for leading on communication of their own specific tasks and topics to the project's audiences, capitalising on partners' own expertise and spheres of influence.

The Work Package 5 team is available to assist partners' communications by:

- Providing high quality, branded communication materials on demand (e.g. promotional literature, display materials, videos, social media and web content).
- Scaling up and "amplifying" partners' communications through the project's main channels.
- Offering expert advice on communications messaging, audience development and stakeholder engagement.

### 5.2. CDE Working Group

The CDE Working Group exists to streamline the coordination of communication, dissemination and exploitation activities amongst the partnership. The composition of the Group and individual roles are summarised below:

[Initial list for consideration – needs shortlisting to fewer members. City involvement is important, but could delegate to city co-leads or knowledge brokers. Some members only required to attend when needed]

| PARTNER | TEAM MEMBER    | ROLE  |
|---------|----------------|---|
| Oppla   | Paul Mahony    | Group Chair and INTERLACE communications lead |
|         | James Atkinson | Social media and Hub content management       |
|         | Ivan Gajos     | Branding and graphic design                   |

|                             |                          |  |
|-----------------------------|--------------------------|--|
| <b>WWF Colombia</b>         | Ferney Diaz Castaneda    | Group Co-Chair and Engagement Programme lead |
|                             | Alejandro Valencia Pérez | Engagement Programme                         |
| <b>Climate Alliance</b>     | Jorn Klein               | Outdoor activities                           |
|                             | Marie Kleeschulte        | City Exchanges                               |
| <b>NINA</b>                 | David Barton             | Business Insight                             |
| <b>TSF</b>                  | Thomasz Bergier          | Distance learning course                     |
| <b>Ecologic</b>             | Sandra Naumann           | City NBS Tool                                |
|                             | McKenna Davis            | Urban Governance Atlas                       |
|                             | Benedict Bueb            | Project management                           |
| <b>INBO</b>                 | Michael Leone            | Stakeholder engagement                       |
|                             | Julie Callebaut          | Agile workflow                               |
| <b>YES Innovation</b>       | Nicolas Salmon           | Impact Task Force                            |
| <b>Humboldt Institute</b>   | Carolina Gomez Navarro   | Database of NBS good practice                |
| <b>FLACMA</b>               | Monica Solorzano         | Cities Talk Nature                           |
| <b>Metropolia Krakowska</b> | Maria Piatkowska         | City lead                                    |
| <b>CBIMA San Jose</b>       | Erika Calderon           | City lead                                    |
| <b>Chemnitz</b>             | Max Lukas-Krombholz      | City lead                                    |
| <b>Envigado</b>             | Agustin Gutierrez Henao  | City lead                                    |
| <b>Granollers</b>           | Xavier Romero Hidalgo    | City lead                                    |
| <b>Portoviejo</b>           | Felix Jaime              | City lead                                    |



INTERLACE is a four year project that will empower and equip European and Latin American cities to restore urban ecosystems, resulting in more liveable, resilient and inclusive cities that benefit people and nature.

[interlace-project.eu](http://interlace-project.eu)

INTERLACE es un proyecto de cuatro años que busca empoderar y soportar ciudades de Europa y América Latina en la restauración de ecosistemas urbanos, resultando en ciudades más vivibles, inclusivas y resilientes para el beneficio de la gente y la naturaleza.

## Project Partners



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No. 887396.

