



DISSEMINATION AND COMMUNICATION STRATEGY

D7.2 Deliverable

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Description of the related task and the deliverable. Extract from DoA	<p>A Dissemination and Communication Plan will be delivered at the beginning of UNaLab and will be closely aligned with the other WPs activities, in particular with the replication and exploitation strategy developed in WP8. The Plan will constitute the core document outlining the activities, channels, tools and timing at the basis of the project's dissemination and communication strategy. Key stakeholders will be approached using a range of dissemination and communication tools, distribution channels and dedicated actions. We will employ a targeted approach to relevant stakeholders through persona analysis, structuring of the stakeholders and their content on the inverted pyramid, and a dedicated multiplier programme to generate local engagement and geographical balance. The communication strategy will take into account the different actions that will be implemented at local, regional, national, European and international levels with varying levels of intensity in order to generate a cascade effect on multiple targets and facilitate different impacts, from consensus building, to awareness, acceptance and replication. Furthermore, a translation service in every participating city is planned in order to enable the communication and dissemination of the project's activities and outcomes at the local level and in the local language. This process will be strengthened through a strong visual identity for all communication and dissemination activities. The Plan will also define the internal consortium processes for the management of effective and efficient dissemination and communication activities at different geographical levels and assign precise roles and responsibilities to the partners under the coordination of the WP leader.</p> <p>The Plan will be subject to updates and revisions in order to fine-tune the dissemination objectives as the project progresses and include possible new targets, tools, channels and communication strategies to be implemented during the course of the project.</p>			
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About UNaLab

UNaLab will develop, via co-creation with stakeholders and implementation of ‘living lab’ demonstration areas, a robust evidence base and European framework of innovative, replicable, and locally-attuned nature based solutions (NBS) to enhance the climate and water resilience of cities. UNaLab focuses on urban ecological water management, accompanied by urban greening measures and innovative and inclusive urban design. The UNaLab partners aim to develop smarter, more inclusive, more resilient and more sustainable local societies through nature based innovation jointly created with and for stakeholders and citizens. UNaLab’s three front runner cities: Tampere, Eindhoven and Genova, all have experience implementing smart and citizen driven solutions for sustainable development. They support seven follower cities: Stavanger, Prague, Castellón, Cannes, Başakşehir, Hong Kong and Buenos Aires. UNaLab cities will actively share experiences with observer cities of Guangzhou and municipalities belonging to the Brazilian Network of Intelligent Cities. As a result, UNaLab project outcomes are expected to have beneficial impacts for cities of diverse size with different urban socio-economic realities, unique water- and climate-related challenges and diverse climatic conditions. In order to create an EU reference demonstration and go-to-market environment for NBS, UNaLab will use and further develop the European Network of Living Labs (ENoLL) Urban Living Lab model, and the European Awareness Scenario Workshop method for the co-creation of innovative, inclusive nature based solutions. A validated roadmapping approach will be employed and further refined to create a suite of urban planning and management tools for NBS.

Partners



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1. EXECUTIVE SUMMARY

The UNaLab project requires the construction of a Communication and Dissemination Strategy to set out the actions that will be undertaken to successfully build consensus, raise awareness, increase acceptance and promote replication of nature-based solutions.

The document provides:

- A description of the objectives and desired outcomes of UNaLab's communication and dissemination work along with specific actions on how these will be achieved
- An analysis of the target audiences for communications and dissemination actions and development of successful stakeholder narratives
- An analysis of the different levels of dissemination actions
- A description of the communications architecture and a timeline of activities
- An analysis of the different communications tools that the project will use
- A description of the project's visual identity rules and the use of the European Commission logo.

2. INTRODUCTION

The following document will focus on deliverable 7.2, the Communications and Dissemination Strategy for the UNaLab project, by presenting guidelines, recommendations and best practices for the communications and dissemination activities of this project.

Furthermore, the following will discuss both objectives and intended outcomes of all UNaLab communication and dissemination work, along with specific actions of how these will be achieved.

The purpose of this document is to provide a unified approach to all communication activities, in order to enable all project partners to communicate effectively and actively contribute to achieving the joint communications and dissemination goals.

The UNaLab project is comprised of a diverse set of partners, with varied expertise, and communications capabilities. Thus, the strategy will mobilise all available options to allow for an integrated and multi-platform approach to communication and dissemination.

Firstly, the overall objectives of Work Package 7 (WP7) will be discussed with a specific focus on the desired outcomes of all communication and dissemination actions. This will be followed by a target group analysis, based on the work of Deliverable 7.1. (D 7.1), to ensure that the communication activities of this project are specifically targeted at its intended audience. Furthermore, the different dissemination levels of the project, local, regional, national, European and international, will be analysed.

The document will then introduce the different channels, tools and activities that can be used for communicating and disseminating project information, and provide a timeline for these actions.

Lastly, UNaLab's approach to continuous monitoring and effective evaluation of all communication activities will be presented.

2.1 Statement of Purpose

Comprehensive Communication and Dissemination actions conducted at local, regional, national, European and international level are critical to build awareness and understanding of UNaLab's overall actions amongst professional audiences and European citizens alike.

The UNaLab Communication and Dissemination Strategy is therefore designed to illustrate how effective, cohesive and dynamic communication activities can be used to:

- Communicate the outcomes of the project, with specific attention on City achievements, at a local, national, European and global level
- engage effectively with a diverse set of stakeholders outlined in the Stakeholder Engagement Plan
- demonstrate the success of the UNaLab project, while ensuring increased understanding of nature-based solutions (NBS) by European citizens
- raise awareness about the importance of nature-based solutions (NBS) in Smart Cities position nature-based solution (NBS) as the way to develop smarter, more inclusive, more resilient and increasingly sustainable societies
- inspire cooperation and knowledge exchange with other initiatives, projects and networks focused on NBS / Smart City solutions

3. OBJECTIVES

This section will provide an overview of the project's overall objectives and describe key actions for each of the specific intended outcomes. It will also explore how the Communication and Dissemination Strategy, as a whole, will lead to the achievement of the project's overall objectives. Below you will find an overview of the key objectives with the corresponding communication activities.

Raise awareness for nature-based solutions (NBS) for Smart Cities

- Publications, such as the NBS Handbook, are seen as an effective way of raising awareness for nature-based solutions to a broad audience. The Handbook, which can be publicised both online and offline, communicates the main aspects of NBS in an accessible manner.
- It is also essential to communicate the success of NBS in demonstration cities of the project. This can be done online, through the UNaLab website and social media channels, as well as at workshops, conferences and other events.
- The added value to replication cities as well as observers is also highlighted throughout the UNaLab communication activities, specifically on the UNaLab project website, in order to encourage greater interest from other cities implementing NBS.
- Workshops and conferences, especially designed to target a specific group of stakeholders, (such as cities' representatives, decision-makers and political representatives at local, regional and national level, are vital to engaging representatives of Smart Cities.
- UNaLab also produces a targeted newsletter, showcasing the main achievement of the project, while also highlighting successful case studies of UNaLab's demonstration and replication cities.

Increase understanding of nature-based solutions (NBS) amongst European citizens

- The Video "What are nature-based solutions?" is seen as the ideal tool to explain the concept nature-based solutions to a non-expert audience and showcase the main benefits in a very effective and accessible manner. This video has the potential to have a very broad reach, supported by social media channels as well as showcase at all types of events (workshops, conferences, etc.).
- Social Media Channels, such as Twitter and Facebook, will be used to engage with European citizens. These platforms are a great way to share visuals, articles and infographics with a wide audience across various countries.
- Materials, such as brochures, flyers, infographics and information sheets on the value of nature-based solutions, are also produced. These materials are distributed centrally at UNaLab events but can also be utilised by partners throughout the duration of the project to connect with a local audience.

Ensure maximum visibility of the UNaLab project at local, regional, national, European and international level

- Continuous engagement with key stakeholders at local, regional, national, European and international level is seen as key to ensure maximum visibility for the Project. Thus project results and outcomes, utilising existing links and contacts between partners and stakeholders will be shared with previously identified stakeholder groups throughout the project cycle.
- WP7 leader will coordinate all communication actions and assign specific roles to partners, in order to ensure cohesive messages and complementary actions on all levels. Coordinating communications actions can lead to greater impact by targeting actions at specific sectors, and taking actions to support the work of other project partners.

- The project will also draw on the specific strengths of each partner when it comes to addressing certain target groups, i.e. ERRIN is in an ideal position to communicate to stakeholders at regional level.

Communicate project results to professional and policy audiences

- Technical and academic publications, such as the NBS Handbook, are used as tools to engage with professional and policy audiences at national, European and international level.
- It is also essential to engage with policy audiences on a face-to-face level, such as at meetings, different workshops as well as conferences in locations all over Europe.
- The UNaLab newsletter can also be tailored to address the interests of a professional and policy audience.

Encourage exploitation activities related to the project results

- Projects results will be published both centrally and individually, in order to encourage exploitation activities on different levels – publishing results individually will ensure that the partners retains ownership of the results, but sharing them centrally via the UNaLab website will also allow all partners to increase stakeholder engagement and reach different types of audiences.
- A wide range of material will be at the disposal of project partners' communications actions: brochures, flyers, presentations, posters, info sheets, to ensure a consistent message and greater impact of communications actions.

Promote cooperation and knowledge exchange with other initiatives, projects and networks focused on Smart City solutions

- A network of contacts will be built on different platforms to help identify other initiatives and promote synergies with other projects
- UNaLab events, such as workshops and conferences, will be publicised widely, making use of each project partner's network, in order to attract interested parties. Events best opportunity to discuss future cooperation.
- Social media channels, especially Twitter, will be used to communicate with other initiatives, projects and networks focused on Smart Cities. Social media platforms are a great tool for information communication and to establish a first contact with people with similar interests.
- The UNaLab newsletter will also be used to boost the project's reach, with an ever growing database of contacts.
- A briefing kit will be made available for download on the UNaLab website to help inform other initiatives, projects and networks.

Make a compelling case for policy change or investment in NBS

Using the content developed through WP6, the communication team will look to:

- Face to face meetings with decision-makers are essential to making a compelling case for policy change and investment in NBS.
- Showcasing the success of UNaLab demonstration cities is a powerful message to convey: through the UNaLab website in the form of case studies, newsletter, promotional material and presentations at conferences.

4. TARGET AUDIENCE ANALYSIS

Under project deliverable 7.1, the UNaLab project partners have performed a comprehensive stakeholder and target audience analysis, designed to identify and map local, regional, national, European as well as international stakeholders with links to the nature-based solutions sector.

This analysis identifies six overarching categories, which are further subcategorised into smaller groups. The key six overarching stakeholders include:

- 1. Decision-makers and Public Authorities
- 2. Sectoral Organisations
- 3. Public Companies
- 4. Associations
- 5. Business
- 6. Networks and Initiatives

Table 1. Stakeholder Narratives sets out how the communications approach adopted by UNaLab should be tailored to the intended audiences, to ensure that each of the identified stakeholder groups are reached. More specifically, this table associates each group of stakeholders with a set of key narratives that should substantiate UNaLab’s communication activities. It then provides an overview of the appropriate communication channels for conveying the aforementioned narratives.

The narratives are, at this stage, indicative and designed to provide the reader with an idea of the types of content that should be promoted by project partners.

Table 1. Stakeholder Narratives

Stakeholders	Communication Aims – why are we targeting them?	Key Narratives	Suggested Communication Channel	Success Criteria	Key Moments for Communications Activity
Decision-makers and public authorities, including local, regional, national and European decision-makers	To share the value of NBS so that they are more likely to include NBS in future decision making processes. Make them aware of the requirements, process, results and benefits of NBS in smart cities. UNaLab's technical findings rewritten into policy language	<ul style="list-style-type: none"> Regulatory and legislative changes are required to fully unleash the potential of NBS including... Public funding should be made available to support the development of NBS and offer a worthwhile and progressive investment of taxpayer money. NBS sites make a valuable contribution to society and should therefore be encouraged in communities. NBS lead to smarter, more inclusive, more resilient and increasingly sustainable societies (Sustainable Development Goals) 	<p>Contributions to conference, seminars and webinars</p> <p>Policy papers</p> <p>Meetings</p> <p>Email outreach</p> <p>Contributions to sector-specific news</p>		

Sectoral organisations, professional and research institutes	Encourage them to incorporate NBS into research programmes, and facilitate participation in the project. Use to further disseminate project results through their organisations.	<ul style="list-style-type: none"> Research and professional academics can make a valuable contribution to NBS and should reach out to relevant NBS organisations. Professionals engaged in NBS work in often difficult circumstances and therefore require comprehensive representation and support. 	<p>Conferences</p> <p>Technical seminars and workshops</p> <p>Technical and academic publications</p> <p>Publications from sectoral organisations and networks</p> <p>Newsletter</p> <p>Press releases</p> <p>Website</p> <p>Email correspondence</p>		
Public companies, utility providers, including water and maintenance companies	Encourage engagement with UNaLab through outreach; show the value and results of NBS for their company	<ul style="list-style-type: none"> There is value in utility providers incorporating NBS in their business model. Public companies should therefore reach out to their local NBS organisation to facilitate engagement and partnership. Sustainability will only become more important, so it is important to engage with solutions now. 	<p>Meetings</p> <p>Website</p> <p>Press releases</p> <p>Events (e.g. technical seminars)</p> <p>Promotional material (brochures, flyers, infographics)</p>		

Associations, local and trade associations	To amplify the message of UNaLab and the feasibility of using NBS in every day work and life. Translate findings of UNaLab into everyday language for greater understanding	<ul style="list-style-type: none"> • The convening and representative powers offered by local associations should be used to raise awareness about NBS amongst a wider audience • Associations should reach out to local NBS organisations and encourage their membership. • Trade associations should leverage their network to find SMEs and other businesses interested in being part of the NBS movement 	Email Press releases Contributions to sector specific publications Participation in conferences and events		
Business	Engage the business community to encourage the adoption of NBS, while gathering feedback on the feasibility of NBS for SME's and the barriers for adoption in the private sector. This will help translate UNaLab's findings into business-related language.	<ul style="list-style-type: none"> • Adopting NBS will promote your business to a new range of ethically-minded consumers. • There are a range of misunderstood financial incentives in using NBS, including... • The steps required to convert to NBS are less labour-intensive than anticipated by most organisations. • Incorporating NBS into the design of your products and business model will result in long-term improvements for the sustainability of your venture. 	Social Media On and offline Advertising Webinars Radio Email Meetings and advocacy Website		

		<ul style="list-style-type: none"> Businesses need to be seen to engage with the topic of sustainability – it will only become more important. 	Meetings		
Networks and Initiatives	Amplifying the message of UNaLab and creating potential for external collaboration and synergies with other initiatives or projects.	<ul style="list-style-type: none"> Networks should publicise the importance of NBS to their members. There are numerous opportunities for different stakeholders to become engaged in NBS. There are lucrative opportunities arising from partnering with organisations using NBS 	Meetings Participation in conference, events and webinars Email Website Social Media Newsletter		

4.1 Targeting Other SCC Networks for Dissemination Actions

UNaLab will look to target other SCC networks to aid with the dissemination efforts and contribute to the multiplier effect by reaching out to networks that share similar interests and compatibilities with the project. Targeting these networks will boost the dissemination reach of the project results, and can also help shape UNaLab's communication actions through avoiding overlap of actions and coordinating complimentary work processes.

- Other networks will be targeted through regular meetings with other networks to inform on latest developments and discuss potential opportunities for collaboration
- Creating an overview calendar with ThinkNature to collect all NBS events and share via RSS
- Regularly sharing information so that opportunities can be created to share collective deliverables and create exchange networks.
- Participation in events organised by other networks, to support their projects and results and to promote UNaLab.
- Joint promotion of NBS events during the Estonian Presidency

To aid with this dissemination, all information produced by UNaLab will be open access via the website, and translated into several languages by the project partners. To aid uniform dissemination of results, SCC projects were encouraged to create a common set of indicators at the 2nd Clustering Session of H2020 NBS projects on 23rd June 2017. [The minutes of the meeting can be referenced here.](#)

5. DISSEMINATION LEVELS

The UNaLab project consortium has made extensive efforts to adapt its communication approach, to ensure that the right message is delivered to the appropriate target audience. As stipulated in the UNaLab grant agreement, this approach requires consideration on how communication activities should be adapted to the dissemination level: local, regional, national, European or international. Material disseminated at all levels must be calibrated to effectively show the overall benefits of NBS whilst having real life impact as well.

Within the project consortium there are partners, who are better positioned to communicate at certain levels of dissemination, identified above. The project results should be primarily disseminated by those who have been involved in development, but will also utilise the capacities of other partners. An analysis of the anticipated capacities is below.

- **Local:** The frontrunner/follower cities and municipal authorities are best placed to disseminate information to local stakeholders. They will have a greater understanding of the local media landscape and can nuance their messaging to ensure that it aligns with local sensitivities and concerns. Material can also be produced in local languages or dialects.
- **Regional:** The regional networks that are participating in the project, such as ENOLL and ERRIN, are best placed to disseminate at a regional level they already have the communications infrastructure to disseminate information to their members in place and utilise the communication capacity of the regional offices they work with. Municipal authorities will also have a similar potential.
- Mobilising the membership of networks like ERRIN's will allow materials to be distributed to relevant regional stakeholders that can then be passed on to local stakeholders, creating a virtuous multiplier effect. Similarly, external engagement can lead to a trickledown effect with dissemination products making their way to regional or national organisations.
- **National:** National dissemination is best achieved through partners that have a strong presence in multiple locations in one member state, such as universities, research organisations or companies. These partners can use their internal networks and contacts with other organisations to disseminate information to different parts of the country. Similarly, they will be able to host events and share materials that cater to a specific national audience.
- **Pan-European:** Participation in pan-European networks is the most effective way to communicate information to stakeholders across Europe. Organisations like ERRIN and ENOLL have an international membership spread across Europe and are thus well placed to achieve pan-European reach for their communications. They also have the capacity to produce content in a range of different languages. Similarly, high level policy makers can be targeted as these networks host numerous workshops and policy sessions in Brussels and have staff dedicated to policy advocacy.
- **International:** Partners with global networks and physical presences external to the EU are best placed to disseminate internationally; they can utilise their existing networks and introduce new international audiences to UNaLab's work. Incorporating these actors into the central communications of the project will increase the likelihood of engagement with the project and further exploitation of the results and replication on a larger scale.

Table 2: Stakeholder and dissemination level matrix

An overview of the communications capabilities of the individual consortium partners can be found in Annex 1.

	Decision Makers and Public Authorities	Sectoral Organisations	Public Companies	Associations	Business	Networks and Initiatives
Local	Newsletters, website; policy papers; local events; informal meetings; formal meetings; social media; local media	Events; local media; social media; meetings; newsletters	Press releases; meetings; events	Press releases; infographics; website; events	Social media; website; publications; events (trade fairs)	Local level meetings and events; personal contacts;
Regional	Events; newsletters; media	Events; newsletters; one pagers	Press releases; meetings; events	Press releases; infographics; website; events	Social media; website; publications; trade fairs	External events; website; one pagers; brochures; emailing
National	Media; events; newsletters; policy documents; academic journals	Events, newsletters; press releases; one pagers;	Press releases; meetings; events; website	Press releases; infographics; website; events	Social media; website; publications; events; infographics	External events; emailing; website;
Pan-European	Press releases; policy papers; academic articles; meetings	Events; press releases; website; one pagers	Press releases; events; academic journals; website	Press releases; infographics; website; events	Social media; website; publications; webinars; infographics	Events; Social Media; Website; Newsletter
International	Events, social media; publications	Events; press releases; website; one pagers	Press releases; one pagers; academic journals; events; website	Press releases; infographics; website; events	Social media; website; publications; webinars	Website; Newsletters; Social Media

6. COMMUNICATIONS ARCHITECTURE

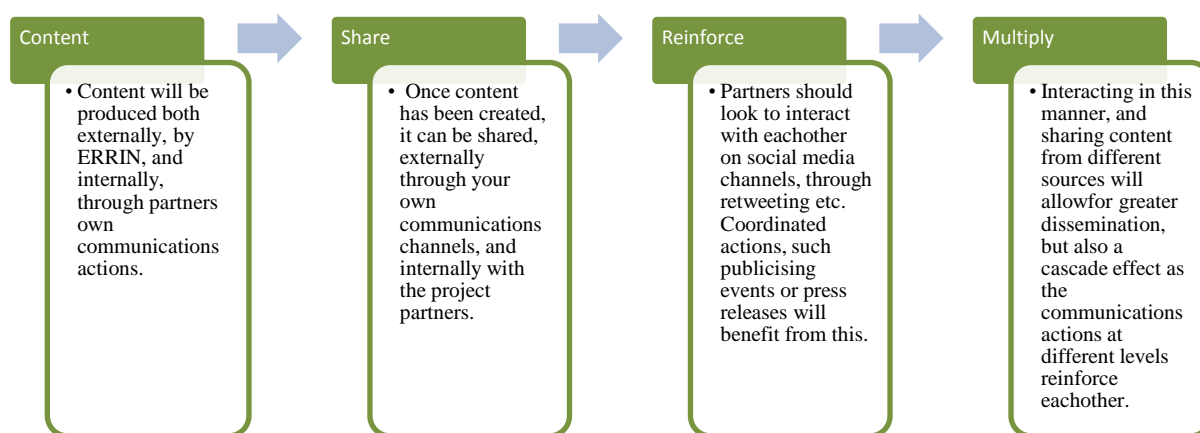
UNaLab is a project incorporating a wide variety of stakeholders with a range of different communications requirements. Thus, it is important to set out a rough overview of the process by which communication activities will be organised and structured.

ERRIN, as WP7 leader, is the organisation with overall responsibility for the dissemination and communication activities and thus will be at the forefront of managing communication activities and assigning certain tasks to different partners, taking into consideration their specific strengths. However, other consortium partners have a key role. Project partners will need to 1.) use their own communications channels to amplify UNaLab communication activities 2.) provide the subject matter expertise to ensure the central communications of the UNaLab project are rigorous and substantive and support the exploitation of results by external organisations and ensure the replication and upscaling of project results.

6.1 Proposed Work Flow

A table setting out the roles and responsibilities of the Individual Stakeholders is available in Annex 2.

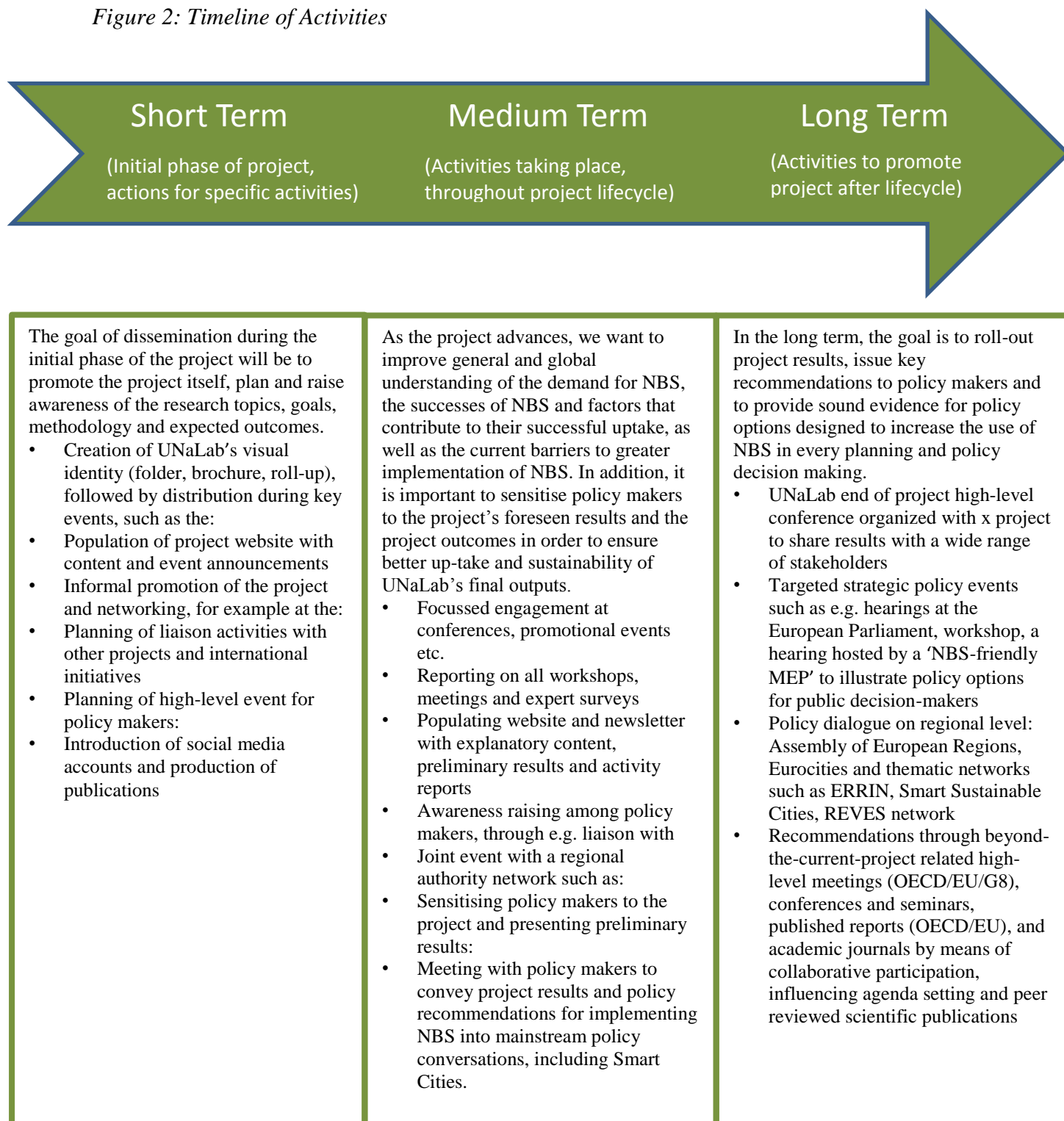
Figure 1: Proposed Communication Workflow



7. TIMELINE FOR KEY COMMUNICATIONS ACTIVITY

Effective communication activities are going to be essential to delivering the UNaLab project. However, in order for the communications to be considered effective, strategic milestones for the project will need to be properly publicised. Below in Figure 2, you can find a timeline that sets out the communication activities that will be required in accordance with specific milestones.

Figure 2: Timeline of Activities



8. COMMUNICATIONS CHANNELS AND TOOLS

This section of the communications strategy sets out best practice tips and examples that can be used to boost the reach and impact of UNaLab communications activities. Particular focus has been given to selecting the best social media channel to convey the appropriate project narrative.

When choosing the correct channel, there are several questions to be considered:

8.1 What, Who, Why, When and How?

WHAT is the message/content?

The composition of the content will affect the best means to share. Content that is text heavy is best suited to the website, whilst content that is only visual will have a greater impact on social media. Is there a call to action or key information that needs to be conveyed? Are their key statistics that need prominence?

WHO is the information for?

Different target audiences will respond to different mediums: young people through social media, press through mailings, members through the website and newsletters. Understanding audience preferences can improve the impact of communications and make

WHY am I sharing this?

The reason for posting is important: a post intended to engage directly with recipients is more suited to social media, whereas the website is better for sharing important information that needs to be stored permanently. Promoting UNALAB is better done through professional channels.

WHEN does this need to be shared?

Tweets have a half-life of 25 minutes, and receive 75% of engagement within 3 hours. The most successful social media times are 14h, 17h and 18h. Newsletters receive the best response at 09.30h or 14h. The frequency of shared information is important: multiple tweets per day, 1 or 2 articles per week. Posting at the correct frequency will maximise the impact of each tool.

HOW should I share this?

Each tool has restrictions:

Twitter: 140 characters – professional content; no information staying power

Website: long form articles, information that needs to be retrievable, not best suited for visual content

8.2 Communications Tools and Channels

This section will introduce the main tools that will be used for communicating information regarding the project.

8.2.1 Website

The project website constitutes a key communication tool to increase the project visibility and impact, especially towards wider communities and the general public. Online and regularly updated, the UNaLab website will contain all relevant information about the project (project objectives, information, news, event announcements, public reports, analysis). However, postings will not be limited to project activities and results, but will also include other useful information from the field of nature-based solutions.

8.2.2 Publications

Promotional Material: A variety of promotional material will be created to help publicise the project: brochures, presentations, a video, infographics and one pagers. These will cover a variety of topics, from reasons to collaborate with UNaLab to the demand for NBS in a certain area. These can be created individually by partners, or centrally via the communications team. Once created, they can be shared as needed, stored on the website and regularly shared via social media. Materials can also be created specifically for certain events to help promotion. This can then be repurposed for similar events in the future. All promotional material will feature the UNaLab branding and visual style. Templates will be available so that partners can create documents independently.

Policy Papers: Policy-related results and recommendations will be extracted from the project outputs and condensed into a series of policy papers that are aimed specifically at policy makers. The purpose of these documents will be to convince decision-makers to incorporate NBS into their future decision processes, and ultimately, contribute to the greater uptake of NBS. This will be done through showing the value of NBS through sharing project results; where the demand for NBS is being created; the steps that are needed to use NBS, and the processes needed to implement NBS. Given the different levels of decision-makers that the project will be engaging with, partners are encouraged to adapt the documents in order to target the audience that they are most likely to be interacting with. For example, a document aimed at a Member of the European Parliament will make many of the same points as a document aimed at a member of the Castellon City Council, but with slightly different emphasis and examples.

Technical and Academic Publications: Technical and Academic Publications can be used to target a more specialist and expert audience. The aim of UNaLab is to have articles on NBS included in academic and scientific publications, in order to raise the profile of the project.

Press Releases: Press releases will be released in two means: Top-down and bottom-up. Top-down press releases will be created when major project news, such as policy recommendations or substantial project results, are to be communicated to a wider audience, a press release will be prepared and shared with major European news organisations such as EurActiv, Politico, Policy Review, Reuters and other pan-European news agencies. Depending on the relevance, partners will also share with their own regional, national or even local media contacts. Bottom-up press releases will begin at a smaller level – either local or regional, and then be shared upwards to a national, or even pan-European level. Such press releases are for publicising events, project results in localities and other specific pieces of information that would not have relevance for a wider international audience. All press releases will also feature on the website.

Journal Articles: In order to disseminate research findings with the long-term impact of UNaLab in mind, the project will also target key relevant scientific journals. This list is not exhaustive, but rather means to convey the broad range of specialised journals that can be considered for the project and its thematic focus. Publication in these journals will lend legitimacy to the project results, whilst also encouraging external stakeholders to engage in the project and possibly increasing the uptake of NBS. To this end, all publications will be open access to ensure ease of accessibility.

Newsletters and Emails: One of the primary means of stakeholder outreach in UNaLab will be via e-mail to inform interested parties about events and activities. We will also use email to distribute a newsletter to all stakeholders that draws attention to UNaLab highlights. Emails will allow for partners to conduct small scale, targeted outreach with a more personal feel, that is as flexible as possible and requires no coordination centrally; however, while e-mail is a simple form of communication, it can be difficult to strategically plan and measure its effectiveness.

Newsletters and/or thematic factsheets (quarterly) will target a broader audience with information on UNaLab research and insights for adaptation in Europe. The newsletter will be sent out via email through the web-based platform Mail Chimp, linking directly to website content. The use of an e-mail newsletter allows for more detailed monitoring and evaluation data gathering. A screenshot example can be found below. The newsletters are also available in a public archive on the UNaLab website. They will be sent to the database of contacts that the project establishes and, if possible, to contacts of the partners that are external to the project.

Social Media: The project will run three social media channels: a Twitter account, a LinkedIn account and a Facebook profile. The Twitter account will share all project outputs, attempt low level interactions with persons of interest to the project, and interact with the other social media accounts of project partners.

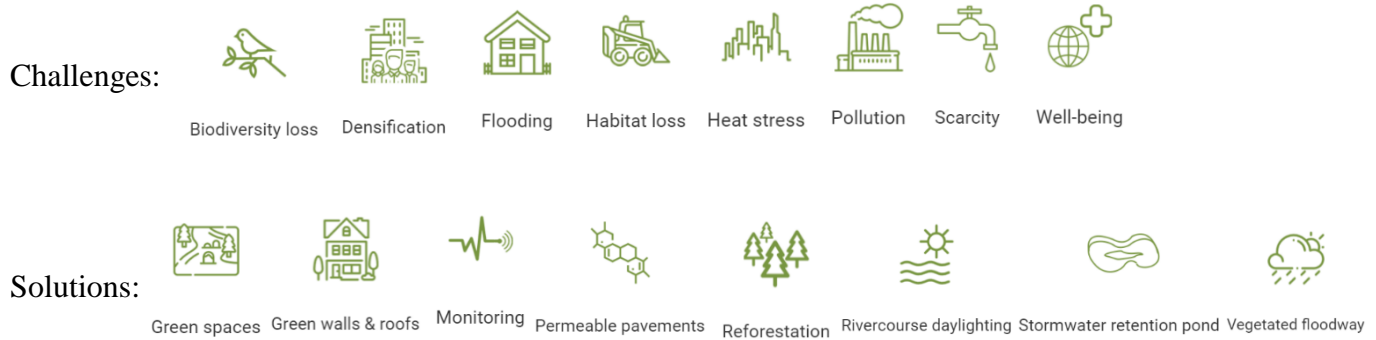
The LinkedIn page will be used to create a community around the concept of Nature-Based Solutions and UNaLab. It will share project outputs, attempt to promote discussion and draw in a group of experts who are not necessarily connected to the project formally.

Events: UNaLab will be presented at events and will also organise events of its own to disseminate the project. For external events, a range of materials can be made available to help promote the project. Alongside giving UNaLab a presence at these events, they provide a good opportunity to share the project with different audiences and organisations that could potentially participate in the project.

8.2.3 Symbols

A set of symbols have been developed to illustrate the challenges that the UNaLab front-runner and follower cities are tackling and NBS solutions that they are planning on implementing. These symbols will be used in the cities' profiles on the website as well as for promotional material, such as infographics, leaflets and flyers.

The symbols are the following:



8.3 Best Practices



- 1) Be consistent – the account must tweet regularly; this means a minimum of once per day. This also means that UNaLab should establish a ‘voice’, giving the audience a consistent message and presenting UNALAB’s opinion effectively to them.
- 2) Timeliness – one of Twitter’s unique factors is the ability track events in real time. This gives potential for very powerful messages – for example during a speech at a conference, many people will be following via social media so tweeting on this topic can multiply the audience and take advantage of the attention that is already on that topic area. To do so requires flexibility and creativity, but can be one of the fastest ways of growing the UNaLab audience
- 3) Hashtags: hashtags can be a useful tool – they allow Tweets to be found in searches, and included in Tweetchats. When tweeting about the project, ensure that the official hashtag is used: #UNaLab
- 4) Engage the UNaLab audience: including the UNaLab in tweets through mentions, retweets and quotes is important. This will help increase UNaLab’s followers, will allow UNaLab to access a wider audience and build a greater sense of online community amongst the network. Included in this is encouraging the UNaLab members to include UNaLab in their own posts as well. This is more likely to happen if UNaLab has a large, active profile on Twitter



- 5) Send a weekly message to users, linking to article that you want to promote – LinkedIn allows for mass mailings from the group organiser. This can be used to share a piece content that needs promotion, such as an event, in a simpler way than creating a mass mailing with Mailchimp LinkedIn has restricted users to 15 free messages per month.
- 6) Create subgroups for clusters – this can act as a forum for the members to informally share information and discuss ideas in a medium other than email chains. They will be able to discuss information that is not directly work related, but is still of interest to the members. This can aid the cooperation between the members and allow UNaLab to communicate and collaborate with them through a less formal channel.
- 7) Become a Lead Generator – sharing useful content that UNaLab has received, such as EU level information, job leads or helpful events, and the group will reciprocate. Members can share valuable information, feedback on project results, even attend public events. An active and engaged LinkedIn community can be mobilised to achieve UNaLab’s needs.
- 8) Create auto response welcome email sharing other platforms – this email will welcome all members to the group, and can be used to share the other UNaLab platforms. It should explain a little about UNaLab, how the LinkedIn group can benefit them and then share the other platforms. It is a way of mobilising the LinkedIn group to promote other channels, and therefore all the content contained within those tools.
- 9) Content control. Removing posts that can be considered spam will encourage members to use the platform to communicate, as they know that their post won’t be lost amongst other posts, and shows that the Leader of the group is active in trying to promote it as a useful forum for interaction.



- 1) Visual content is key: no platform is as suitable for visual content as Facebook. Embedding interesting videos and pictures is easily done, and will gain more attention on Facebook than reproducing articles.
- 2) Share articles: Content uploaded from on the website can be shared on Facebook. This should not be a complete reproduction of the article though – a quick summary, or interesting quote and the link is sufficient. This type of post should not be the primary type of content on Facebook though – it should complement the regular posting
- 3) Create events: events that are being hosted by UNaLab can be uploaded to Facebook as an event. Whilst they may not be suitable for all, it is another means of public promotion and highlights UNaLab’s activities.
- 4) Utilise the cover photo: the cover photo is a useful tool for promotion, as it is often the first thing that visitors to the page notice, and changes also appear in the timelines of followers.
- 5) Engage with followers: Facebook comments allow for interaction with members of the public. Posting content that encourages interaction is more likely to engage and increase UNaLab’s

8.4 Monitoring and Evaluation

This section set out the general approach to the continuous monitoring and evaluation of all of UNaLab's communication and dissemination activities, in order to ensure maximum efficiency.

8.4.1 Website monitoring

The website (www.unalab.eu) is the main hub for all UNaLab communication and dissemination activities. It is designed to provide information on the UNaLab project and its front-runner and follower cities; to store information relevant to the project; and to inform interested stakeholders on past and upcoming project events and activities.

The UNaLab website uses Google Analytics to track information on the number of users and how they engage with the content on the website. The website also has some built-in analytics that are used to complement the information available through Google Analytics.

In order to measure the success of these targets, the following metrics and information are tracked for the UNaLab website:

- Users
- Sessions
- Page views
- Bounce rate
- Session duration
- Acquisition
- Most visited pages

8.4.2 Social Media Monitoring

As listed in this Communication and Dissemination Strategy, social media is regarded an important communication and dissemination tool to be used to inform and promote the work and activities undertaken within the UNaLab project. The social media channels used by the UNaLab project to communicate the project's activities and results to the defined target audience are Twitter, Facebook and LinkedIn. The UNaLab project also has an Instagram account, with the aim to inspire citizens and stakeholders and promote nature-based solutions to the wider community.

A social media guide was developed within the first six months of the project to ensure a unified approach by all project partners on social media, and to maximise the visibility of the project's activities and the engagement of the partners.

The overall objectives of the UNaLab social media activities mentioned above can be translated into the following concrete targets, which must be evaluated in order to assess any potential impact:

1. Raise awareness
2. Engagement
3. Drive traffic to the website

Considering the three abovementioned targets of the UNaLab social media activities, the following KPIs have been selected as the basis for the evaluation:

1. **Reach** - how far is our message spreading?
 - Followers
 - Impressions
2. **Engagement** - how many people are engaging with our messages?
 - Link clicks
 - Likes
 - Shares
 - Comments
 - Mentions
3. **Website traffic** - are people finding the UNaLab website through social media?
 - Website visitors deriving from social media
 - Social media bounce rate

More detailed information can be found in Dissemination and Communication Activities Report (D7.6).

9. SOCIAL MEDIA

9.1 Twitter

9.1.1 Finding the right time

Tweets have a half-life of **25 minutes**, and receive **75% of engagement within 3 hours**. The most successful social media times are **14:00, 17:00 and 18:00**.

Make use of one of Twitter's most unique features: the ability to **track events in real time**.

9.1.2 Hashtags

The official hashtag for this project is: **#UNaLAB**

Hashtags are a powerful tool on Twitter, as they not only contribute to the overall visibility of the project, but enable users to take part in specific conversations and keep track of all pictures, videos and articles that are being posted on the topic.

Useful hashtags: #naturebased #NBS #innovation #sustainability #SDGs
#SustainableUrbanism #greeninfrastructure #urban #livinglabs #SmartCities #UrbanAgenda

9.1.3 Handles

Besides including the project-handle @UNaLAB_EU in your tweets, you should also mention the participants' handles (refer to list below).

Note: Please remember to use a dot (.) before the handle, if you start the text with a mention.

In addition, you can help UNaLAB reach a larger audience and attract new followers by **liking, retweeting & quoting @UNaLAB_EU**.

9.1.4 Links

It is advisable to use link in your tweets, as they will increase clicks and user engagement. If you decide include a link, you can save character by shortening the URL with [Google URL Shortener](#).

9.2 Facebook

9.2.1 Audience & content

On Facebook, you are generally appealing to a **wider, non-professional audience**. This is one of the reasons why **visual content** works very well on Facebook. Use this platform to share **pictures, infographics, GIFs or videos**.

9.2.2 Tags

Tag the @Unalab Facebook page in your post, as well as participants' pages to maximum reach.

9.3 Partners Social media handles

Partner	Twitter	Facebook
VTT – Technical Research Centre Finland	@VTTFinland	@VTTFinland
FHG - The Fraunhofer Institute for Industrial Engineering	@iaostuttgart	@FraunhoferIAO
City of Eindhoven	@gem_Eindhoven	@gemeente.Eindhoven
Municipality of Genova	@Comunedigenova	@Comune.di.Genova
City of Tampere	@Tamperekaupunki	@tampereenkaupunki
City of Stavanger		
Castellon City Council	@AjuntCastello	@ajuntamentdecastello
Municipality of Cannes	@villecannes	
IPR Prague - Prague Institute of Planning and Development	@iprpraha	@iprpraha
Başakşehir Municipality	@Basaksehir_Bld	@Basaksehir.Bld
ENoLL - The European Network of Living Labs	@openlivinglabs	@openlivinglabs
ERRIN	@ERRINNetwork	@ERRINNetwork
LAND - Landscape Architecture Nature Development		@LANDsrl
ENGINEERING Ingegneria Informatica	@EngineeringSpa	@gruppo.engineering
MS3		
Ramboll	@ramboll_fi	@rambollfinland
InnoHub		
!mpuls		
D'Appolonia S.p.A.,		
IRE - Infrastrutture Recupero Energia Agenzia Regionale Ligure		
Espaitec - Science And Technology Park Of Universitat Jaume I Of Castellon	@espaitec	@espaitec
Prague City Hall		
TU/e– Eindhoven University of Technology	@TUeindhoven	@TU.Eindhoven
UAVR - University of Aveiro	@UnivAveiro	@universidadedeaveiro
USTUTT - University of Stuttgart	@Uni_Stuttgart	@Universitaet.Stuttgart
Botnia Living Lab		

Arup Hong Kong		
PolyU - The Hong Kong Polytechnic University	@HongKongPolyU	@HongKongPolyU
UBATEC S.A.		

10. SOCIAL MEDIA AT EVENTS

Social media use is vital at events, both internal and external. Firstly, it will help promote the event through greater traffic and online interaction (especially important for events that UNaLab hosts). Interacting with others at the event will also raise UNaLab's social media profile, through virtual networking, leading to a greater audience. It is also a useful means of sharing UNaLab's activities to members, highlighting attendance at each event, and bringing updates directly from the speakers.

The main tool used should be Twitter. This allows for quick, regular updates as opposed to Facebook or LinkedIn, which are not suited for mass posting. Twitter also enables interaction with other attendees and speakers, which should be used frequently.

Photographs can be uploaded to Twitter, accompanied by a caption or description. After the event this will then provide a selection of photos for further reporting.

The following table can be used to help prepare for events. By completing the table ahead of time, it will allow for easy referencing of participants. Tweeting accounts directly can create engagement and attention for UNaLab, as well as lends authenticity to Tweets. Tracking event hashtags is important when hosting an event, as you can follow all the Tweets related to the event, and interact with the select content through retweeting or replying directly.

At this stage, it is important to highlight that the UNaLab project fully complies with the applicable rules stipulated by the European Union's General Data Protection Regulation (GDPR). For more detailed information, please refer to the Data Management Plan (Deliverable 1.5) that sets out all the relevant aspects.

Name	Area/Session	Role in event	Twitter handle (include @)	Instagram

10.1.1 Data Management (GDPR)

The Data Management Plan (DMP) of UNaLab supports the data management lifecycle for all data that has been and will be collected, processed or generated within the project. The purpose of developing the DMP is to optimise the collection, storage, access and re-usability of the project data as pointed out in the Open Research Data pilot under Horizon 2020. The DMP is developed based on the Data Management Plan template provided by the European Commission. It will be handled as a living document and evolves throughout the project as data is collected.

The Data Management Plan (DMP) outlines how data will be handled both during the project period as well as after the project completion within the UNaLab Project. Development of the DMP aims at optimising data management and making the data findable, accessible, interoperable and reusable (FAIR) – thus, ensuring that it is soundly managed for further knowledge integration and re-use. For this purposes all data sets will be collected and stored during the whole life cycle of UNaLab project.

The DMP has been developed based on the Guidelines on Data Management in Horizon 2020 (EC 2013) by the European Commission. The DMP is not designed as a fixed document but is thought to be evolving during the entire project life-time. Another update on the data sets and methodologies being used to generate, collect and process them will be delivered by the final review (M42). Therefore, there will be some gaps in the currently provided information due to the project not being at the final stage which will be fulfilled in the next DMP updates.

The data manager of the UNaLab Project, Fraunhofer IAO, has developed a template to gather input for the DMP from other work package leaders. The obligation to develop such preliminary version of DMP stems from Article 29 of the Grant Agreement between EAMSE and Consortium members, stating that grant beneficiaries undertake the obligation of depositing the data to the project data repository and ensure that they are accessible to the third parties to access, mine, exploit, reproduce and disseminate it free of charge. The above-mentioned obligations do not neglect the other contractual liability with regards to confidentiality, security and private data, which are respectively protected from further transmission.

11. VISUAL GUIDELINES FOR THE UNALAB PROJECT

11.1 Introduction

The purpose of this section of the document is to provide guidelines on the usage of the UNALAB logo, shown below. The logo should be used in all communication activity relating



to the project.

11.2 Changing the Size and Colour of the Logo

When enlarging or reducing the logo, all of the elements should change proportionally. The colours of the logo must not be altered. The only exception is when it is produced on a monochrome printed item.

11.3 Logo Colour Chart

There are three main colours used in the UNALAB logo, which are independently identified in the image below. The specific details of the colours are contained in the accompanying table.



Colour Number	HTML Code	RGB Code (Red, Green and Blue)	HSV (Hue, Saturation and Value)
1	#77943E	R: 119 G: 148 B: 62	80° 58% 58%
2	#0B1F26	R: 17 G: 35 B: 46	204° 63% 18%
3	#77943E	R: 119 G: 148 B: 62	80° 58% 58%

11.4 European Commission Visual guidelines

Unless the Agency requests or agrees otherwise or unless it is impossible, any communication activity related to the action (including in electronic form, via social media, etc.) and any infrastructure, equipment and major results funded by the grant must:

- display the EU emblem
- include the following text:

For communication activities: *“This project has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 730052”*.

For infrastructure, equipment and major results: *“This [infrastructure]n[equipment] [insert type of result] is part of a project that has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 730052”*.

When displayed together with another logo, the EU emblem must have appropriate prominence.

For the purposes of their obligations under this Article, the beneficiaries may use the EU emblem without first obtaining approval from the Agency.

This does not, however, give them the right to exclusive use.

Moreover, they may not appropriate the EU emblem or any similar trademark or logo, either by registration or by any other means.

An example of the correct European emblem is shown below.



Co-funded by the Horizon 2020
Framework Programme of the European Union

The other additional rules surrounding the usage of the European emblem:

- The minimum height of the EU emblem shall be 1 cm.
- The name of the European Union shall always be used in conjunction with the name of the programme or fund and it shall be spelled out in full.
- The typeface to be used in conjunction with the EU emblem can be any of the following: Arial, Calibri, Garamond, Trebuchet, Tahoma, Verdana. Italic and underlined variations and the use of font effects are not allowed.
- The positioning of the text in relation to the EU emblem is not prescribed in any particular way but the text should not interfere with the emblem in any way.
- The font size used should be proportionate to the size of the emblem.
- The colour of the font should be reflex blue (same blue colour as the EU ag), black or white depending on the background.

[illegible]

14. ANNEX 2: PARTNERS ROLES AND RESPONSIBILITIES

Partner	Plan	Details
VTT - TEKNOLOGIAN TUTKIMUSKESKUS VTT, FINLAND	National/Pan European/International	Production of content and sharing of results with internal contacts and external networks; dissemination of project materials and results to key stakeholders; policy, technical results orientated.
FRAUNHOFER IAO, GERMANY	Regional/National/Pan-European/International	Production of content and sharing of results with internal contacts and external networks; dissemination of project materials and results to key stakeholders; policy, technical results orientated.
City of Eindhoven	Local/National/International	Internal activities and sharing of project content; produce content for project to share regarding local activities and results; policy oriented; focus on the impact on citizens and benefits of NBS's; share with other networks; media work, both local and national
Genova	Local/National/	Internal activities and sharing of project content; produce content for project to share regarding local activities and results; policy oriented; focus on the impact on citizens and benefits of NBS's; share with other networks; media work, both local and national
Tampere	Local/National/	Internal activities and sharing of project content; produce content for project to share regarding local activities and results; policy oriented; focus on the impact on citizens and benefits of NBS's; share with other networks; media work, both local and national
STAVANGER CITY	Local/National/	Internal activities and sharing of project content; produce content for project to share regarding local activities and results; policy oriented; focus on the impact on citizens and benefits of NBS's; share with other networks; media work, both local and national
CASTELLON	Local/National/	Internal activities and sharing of project content; produce content for project to share regarding local activities and results; policy oriented; focus on the impact on citizens and benefits of NBS's; share with other networks; media work, both local and national
VILLE DE CANNES	Local/National/	Internal activities and sharing of project content; produce content for project to share regarding local activities and results; policy oriented; focus on the impact on citizens and benefits of NBS's; share with other networks; media work, both local and national
Prague Institute of Planning and Development	Local/National/	Internal activities and sharing of project content; produce content for project to share regarding local activities and results; policy oriented; focus on the impact on citizens and benefits of NBS's;

		share with other networks; media work, both local and national
BASAKSEHIR MUNICIPALITY	Local/National/	Internal activities and sharing of project content; produce content for project to share regarding local activities and results; policy oriented; focus on the impact on citizens and benefits of NBS's; share with other networks; media work, both local and national
ENOLL	Regional/European/International	Target SME's; Network wide distribution of all material; sharing of material likely to encourage uptake and participation from non project members; also target policy makers at a European level
ERRIN	Regional/European/International	Leverage network for dissemination purposes and possible participation from external partners; create content for sharing by other partners and share centrally content produced by other partners; also target policy makers at a European level
LAND -	National	Share results within own network; produce policy related content and leverage contacts for potential participation
ENG - ENGINEERING	National/International	Share results within own network; produce policy related content and leverage contacts for potential participation
M3S SRL	National	Share results within own network; leverage contacts for potential participation
Ramboll	National/International	Share results within own network; leverage contacts for potential participation; share project results and materials with potential stakeholders
INNOHUB	International	Share results within own network; leverage contacts for potential participation; share project results and materials with potential stakeholders; create content that can be used to market the project to networks
P.G KUIJPERS & ZONEN B.V.	Local/National	Share results of project; outputs can be used for wider dissemination
DAPP- D'APPOLONIA SPA	Local/National	Share results of project; outputs can be used for wider dissemination
IRE - Infrastrutture Recupero Energia Agenzia Regionale Ligure	Local/National	Share results of project; outputs can be used for wider dissemination
FUNDACIÓ GENERAL DE LA UNIVERSITAT	Local/Regional	Share results of project; outputs can be used for wider dissemination; create materials for their specific audience that can be used for project promotion
Hlavní mesto Praha	Local/Regional	Share results of project; outputs can be used for wider dissemination; create materials for their specific audience that can be used for project promotion

TU/E – EINDHOVEN UNIVERSITY OF TECHNOLOGY	Local/national	Dissemination through own network; material created can be used for dissemination purposes by the project
UNIVERSITY OF AVEIRO	Local/national	Dissemination through own network; material created can be used for dissemination purposes by the project
USTUTT – UNIVERSITÄT STUTTGART	Local/national	Dissemination through own network; material created can be used for dissemination purposes by the project
BOTNIA LIVING LAB,	Local	Stakeholder interaction; material created can be used for dissemination purposes by the project
The Hong Kong Polytechnic University	Local	Dissemination through own network; material created can be used for dissemination purposes by the project; share project results and materials with potential stakeholders and participants
UBATEC S.A.,	Local/National	Dissemination through own network; material created can be used for dissemination purposes by the project; share project results and materials with potential stakeholders and participants