



IMPETUS

Turning climate commitments into action

Deliverable Report

Framework for communication, collaboration and dissemination

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- ¹ PU = Public
CO = Confidential, only for members of the consortium (including the Commission Services)
R = Report
ORDP = Open Research Data Pilot

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Disclaimer

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Abbreviations

Abbreviation / Acronyms	Description
AI	Artificial Intelligence
ARSINOE	Climate Resilient Regions Through Systemic Solutions and Innovations project
CCD	Communication, collaboration and dissemination
CSA	Coordination and Support Action
demo	demonstration
EC	European Commission
ESCI	European Science Communication Institute
EU	European Union
EUT	Eurecat Technology Centre of Catalonia
GA	Grant Agreement
GDPR	General Data Protection Regulation
IPR	Intellectual Property Rights
KWR	KWR Water Research Institute b.v.
MOOC	Massive Open Online Course
PM	Person Month
QH	Quintuple Helix (stakeholders)
REGILIENCE	Regional Pathways to Climate Resilience project
RKB	Resilience Knowledge Booster
SDG	Sustainable Development Goal
TransformAr	Accelerating and Upscaling Transformational Adaptation in Europe project
UK	United Kingdom
UN	United Nations



URL	Uniform Resource Locator
UNSDSN	UN Sustainable Development Solutions Network
WP	Work Package
WPL	Work Package Leader



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Executive Summary

This document describes the framework for communication, collaboration, and dissemination (CCD) within the 4-year 'Dynamic Information Management Approach for the Implementation of Climate Resilient Adaptation Packages in European Regions' project 'IMPETUS'. This work is the focus of Work Package 7 (WP7), led by ESCI, but includes commitments by all partners and supports the CCD needs of all WPs and the overall project objectives.

The context and strategy for the CCD work and an initial plan for its implementation are provided in this document, with updates scheduled three times during the project. This framework will empower all partners to engage with multiple, targeted audiences, raise visibility for project activities and their contributions to them, and to achieve maximum impact and uptake of the project results.

IMPETUS is a complex and ambitious project, with diverse activities, partners, stakeholders and objectives. It is also part of a wider landscape of EU-funded projects, policy actions and programmes that address the urgent need for societal consensus around innovative measures to adapt to climate change and its impacts. The IMPETUS CCD framework must take these contexts into account.

Within IMPETUS, the overall objective is to develop and validate a coherent, multi-scale cross-sectoral climate change adaptation framework to accelerate the transition towards a climate-neutral and sustainable economy. The key ways this will be achieved are by:

- combining human and digital dimensions in 7 demonstration site 'Resilience Knowledge Boosters' (RKBs): showcasing solutions, engaging and serving multiple stakeholders, co-creating and delivering results, and supporting multi-level adoption and decision making;
- ensuring the RKBs and related communities are interconnected as sustainable vehicles for continuing the development of locally / regionally relevant climate-change adaptation and resilience measures beyond the IMPETUS lifetime.

Taking these factors into consideration, and with no (current) expectation that the lifetime of IMPETUS may be extended through further projects, the 2021-2025 project phase must leave a legacy of connected RKB communities, strong partner-stakeholder relationships, tangible and exploitable results, and evidence that these results are findable, known about, used, and making an impact. To support this legacy building, a narrative thread will be developed to run throughout the CCD actions, which over time will: provide examples, showcase the legacy aspects and set expectations for what comes after the project. It will be important to use strong storytelling techniques, highlight individual perspectives and offer a hopeful and inspiring tone, to humanise the project CCD outputs and maximise their appeal and success.

The simple strategic approach that positions IMPETUS within this complex context, brings a number of benefits that support the project objectives, and provides a pragmatic guideline for the choices and priorities to be made in implementing the project's CCD actions can be summarised as: "**complement and amplify**". This strategic approach will help:

- avoid competition, confusion or conflict of messaging;
- strengthen the position of partners and other experts who will continue to work in the climate-change adaptation space after IMPETUS ends;
- optimise reach and relevance to local / regional / specialist audiences, supporting 'bottom up' as well as 'top down' adaptation activities;
- guide choices for efficient and effective use of resources while maximising impact and achieving the objectives of the project and the wider drive towards resilience.

Recognition of the project's European Union (EU) funding will be given in all CCD actions in line with requirements (see <https://webgate.ec.europa.eu/funding-tenders-opportunities/pages/viewpage.action?pageld=1867973>). Where relevant and possible, the project and its activities will be positioned in relationship to relevant UN Sustainable Development Goals (SDGs) and the wider landscape of relevant projects, policy actions and programmes such as the EU Adaptation Strategy, Green Deal and Mission Climate.



1 CCD strategy and approach

1.1 Introduction

Launched in October 2021, the 4-year ‘Dynamic Information Management Approach for the Implementation of Climate Resilient Adaptation Packages in European Regions’ project known as ‘IMPETUS’ is complex and ambitious, with 8 work packages, 32 partners, 7 bio-geographical region demonstration sites testing 15 solutions, using and addressing diverse technical and non-technical fields of expertise. Its overall objective: **develop and validate a coherent, multi-scale cross-sectoral climate change adaptation framework to accelerate the transition towards a climate-neutral and sustainable economy.** Informed by the goals set for IMPETUS in the project’s Grant Agreement, the framework for communication, collaboration and dissemination (CCD) addresses the project’s various internal and external stakeholders and their requirements, with activities that address and engage diverse target audiences through different channels, with consistent messaging and impactful content.

In this way, the Communication and Dissemination work package (WP7) supports and follows the objectives of the project and its seven other work packages: Governance & Stakeholder Co-creation for Transformative Adaptation (WP1); Digital and Knowledge Dimension of the Resilience Knowledge Boosters (WP2); Exposure and Vulnerability Assessment (WP3); Deployment of Solutions at Demo Sites (WP4); IMPETUS Adaptation Pathways and Innovation Packages (WP5); Boosting Project Impact (WP6); and Project Management (WP8).

As IMPETUS is part of a wider landscape of EU-funded climate-change related projects, policy actions and programmes, and as its diverse objectives are aligned with various UN Sustainable Development Goals (SDGs), the project’s CCD framework must also take this context into account.

1.2 Context

As part of the EU Adaptation Strategy vision for Europe to be the world’s first climate-neutral continent and a climate-change resilient society by 2050, IMPETUS was launched under the Horizon 2020 Green Deal alongside ‘sister’ projects ARSINOE (Climate Resilient Regions Through Systemic Solutions and Innovations), TransformAr (Accelerating and Upscaling Transformational Adaptation in Europe) and REGILIENCE (Regional Pathways to Climate Resilience).

The more recently launched Horizon Europe ‘Missions’ include Mission Climate and Mission Oceans, which are of relevance to these projects in terms of overlapping topics and goals. Mission Climate is of particular relevance because of its focus area and its approach, which resonates with that of IMPETUS. The Mission Climate approach is that it: supports regions and communities based on their level of vulnerability, preparedness, ambition and need; focuses on cross-cutting themes and innovation areas; and encourages an inclusive approach that brings together public administrations, private sector and civil society, citizens and any other relevant actors.

IMPETUS, ARSINOE, TransformAr and REGILIENCE are required to coordinate their work, particularly in the CCD area, under the leadership of the REGILIENCE Coordination Support Action (CSA). This coordination is to identify synergies and efficiencies, avoid work gaps or duplication of effort, and maximise the reach and impact for all of the project messages and results, while positioning them in the context of Mission Climate, the EU Green Deal, and the EU’s larger strategic goals towards climate-change adaptation and societal resilience.

1.3 IMPETUS objectives and ambitions

The overall objective of IMPETUS is to **develop and validate a coherent, multi-scale cross-sectoral climate change adaptation framework to accelerate the transition towards a climate-neutral and sustainable economy.** This encompasses seven more specific objectives towards achieving eight ambitions around: research solutions, novel methods and tools, digital innovation, improving water quality and availability, knowledge creation and sharing, reducing institutional and social fragmentation, transforming citizen behaviour, supporting policy, developing operational



adaptation pathways. In this way IMPETUS has the potential to contribute innovations to the scientific, digital, policy and governance, technology and business, social and outreach arenas.

The key ways these objectives will be achieved are to:

- **Create and launch ‘Resilience Knowledge Boosters’ (RKBs) at the 7 demonstration sites, to continue climate-change adaptation and resilience development beyond the IMPETUS lifetime, by –**
 - developing data and assessment methods to support decision and policy making (the digital dimension);
 - creating a robust stakeholder community (the human dimension), engage stakeholders in co-designing and deploying adaptation Innovation Packages; share knowledge;
 - interconnecting the RKBs’, facilitate their replicability, aim for their long-term sustainability.
- **Design and demonstrate innovation packages that strengthen climate adaptation capacities**
- **Develop a robust and validated strategy to replicate and transfer the IMPETUS framework to other socioecological regions and conditions.**

These high-level project objectives, ambitions and activities have implications for the project’s CCD objectives and the best strategy for how to achieve them.

1.4 CCD objectives

The overall objective for IMPETUS communication, collaboration and dissemination is to **inspire commitment and action by transmitting results, sharing insights and creating engaged public support for climate change resilience measures**. This breaks down into the following more specific objectives:

- Deploy engaging multimedia and storytelling techniques;
- Manage a network of communication & dissemination ambassadors at demo sites to connect, engage and collaborate with citizens and stakeholders through the RKBs;
- Amplify and accelerate climate-change resilience beyond IMPETUS with a powerful stakeholder engagement strategy and support networks;
- Use innovative lean learning and results transfer to drive broad socio-economic change made possible by IMPETUS adaptation pathways.

In addition to the usual communication and dissemination activities - raising awareness of the project, its activities, achievements, uptake and impacts – the CCD activities of IMPETUS include project-specific tasks that are more unusual, and for which WP7 is highly dependent on other contributors:

- Connect, engage and collaborate at demo sites and RKBs, including stakeholder engagement and co-creation, and embedding RKB ambassadors for communication and dissemination
 - *requires close work with WP1 and WP4 and depends on creation of the RKB digital dimension by WP2 and WP3.*
- Amplify and accelerate the IMPETUS framework, including engaging with transnational networks, co-producing content with ‘sister projects’, and designing and launching a web-based ‘multi-sided platform’ for accessing exploitable results
 - *requires close work with WP5, WP6, WP8, UNSDSN and the REGILIENCE Coordination and Support Action (CSA).*
- Lean learning, knowledge building and results transfer, including creation and deployment of a Massive Open Online Course (MOOC), running RKB-based knowledge transfer events,



creating and deploying demo site virtual visits and webinars, and targeting (technical) academic dissemination and events

- *requires close work with WP1, WP4, WP6, RKB stakeholders, UNSDSN, KWR and the REGILIENCE CSA.*
- Coordination / synergies with relevant EU projects and other initiatives, including establishing a working group to exchange knowledge and experiences to create adaptation measures
 - requires close work with WP6, WP8, EUT, REGILIENCE CSA and other Green Deal or Horizon 2020 projects.

1.5 Strategic considerations

To achieve a strategic approach that guides the direction and priorities of IMPETUS CCD activities in the most impactful and effective way, the key factors for consideration are:

- the goal of leaving a sustainable legacy in the form of interconnected RKBs with interconnected stakeholder communities at their heart, who are equipped to continue CCD activities as part of their ongoing development of climate-change adaptation and resilience measures;
- the 4-year lifetime of IMPETUS, with no (current) expectation of extension of the project;
- the size, complexity and ambitious nature of the project and its wide diversity of partners, activities, stakeholders and target audiences, all with differing CCD needs at different stages of the project;
- the politically sensitive nature of the wider public discourse around climate change and the fact that this is already a congested and fragmented 'attention space';
- the need to coordinate IMPETUS CCD activities with those of ARSINOE, TransformAr and REGILIENCE, and possibly other projects in future.

1.6 Strategic approach and benefits

Informed by the objectives, ambitions and strategic consideration points, the resulting strategic approach for IMPETUS CCD actions is to proactively maximise opportunities to **complement and amplify** the messages, activities and impacts of partners, sister projects, stakeholders and other relevant organisations and communities in the climate-change adaptation space.

This strategic approach will help:

- avoid competition for attention, reduce the risk of confusion or conflict that could de-rail societal acceptance and change, and reinforce the big-picture messages about the urgent need for change;
- support and strengthen the position of expert organisations and individuals who will continue to work in the climate-change adaptation space after IMPETUS ends;
- optimise reach to local / regional / specialist audiences using appropriate language / channels / focus points, reinforcing the idea that climate-change resilience must be tackled 'bottom up' as well as 'top down', and better equipping them to become resilient;
- guide choices that make the most pragmatic and efficient use of project or shared resources while maximising impact and supporting the objectives of the project and the wider European drive towards resilience.

1.7 CCD phases

The IMPETUS communication, collaboration and dissemination actions will unfold and intensify as the project advances. Overall, the communication and dissemination activities can be divided into three phases over the entire project period (see Figure 1 below).



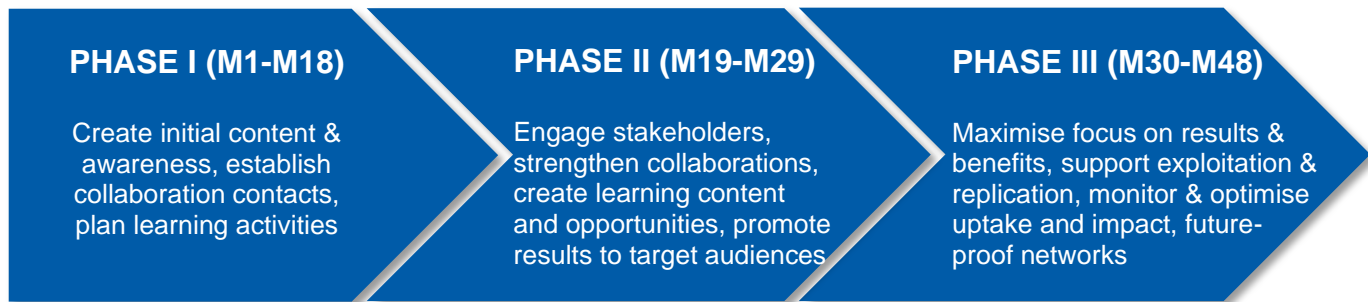


Figure 1: Different phases of IMPETUS communication, collaboration and dissemination activities

In the first phase, with few if any project results available, the focus will lie on establishing IMPETUS CCD content, tools and content networks and raising awareness among wider audiences in conjunction with sister projects.

When the project results are becoming available during the middle project phase, communication and dissemination activities will increasingly focus on the release of results and updates, tailored to different target audiences. Collaboration actions will prepare for and support the deployment of learning activities and strengthening collaboration networks.

In the final phase of the project, with demonstrations in place and further / final results available, the communication and dissemination activities will increasingly focus on promoting the results and their benefits, and on supporting exploitability and optimal impact. The collaboration activities will be to future-proof and consolidate networking relationships and commitments to continuing collaborations after IMPETUS ends.

1.8 Stakeholders

Engaging a wide network of stakeholders in IMPETUS co-creation activities, using them to widen the project's reach and impact, and ensuring they are equipped with locally-relevant knowledge, tools and relationships to continue the work is a core goal for the project.

For IMPETUS CCD activities, the broad target audiences are 'quintuple helix' (QH) stakeholders such as citizens, planners, policy makers, businesses, media, scientists, technologists etc., who can be segmented into three tiers:

- Tier 1: closely connected with RKBs at the 7 demonstration sites;
- Tier 2: for future adoption of the project results
- Tier 3: interested in sectoral or thematic advances

The segmentation of IMPETUS stakeholders through this 3-tiered QH approach is an explicit and strategic choice that will ensure alignment with other project tasks and an effective way to pursue CCD actions dependent on local and regional contexts.

1.9 The stakeholder 'journey'

Bringing stakeholders on a shared journey towards climate-change resilience is a process with four communication steps: build awareness, build knowledge and trust, engage stakeholders in the most appropriate and effective way, create clear commitments for them to build upon.



Figure 2: Different phases of the IMPETUS stakeholder 'journey'



These stages of the stakeholder journey will be reflected as much as possible in the CCD messages and actions targeted towards each of the IMPETUS audiences. Some stakeholders may already be aware and informed about IMPETUS and ripe for outreach to engage them in the project activities. Others still require information to raise their awareness and interest in the project.

While the main focus for stakeholder engagement and supporting CCD actions will be connected with the 7 demonstration sites and development of the Resilience Knowledge Boosters and their activities, other target audiences and potential new stakeholders may need to be catered for as the project progresses, for example in connection with project activities or results that are of relevance to specialist groups or who were not previously connected with one of the demo sites. (See section 3.2: Target audiences)

1.9.1 Strategic choices: messages, tone, language

Why has so much been heard about climate change during so many decades, and yet so little seems to have been achieved? Political sensitivities and short-termism, the apparent disconnect between planet-level problems and what individuals can do, as well as the conflict between what is possible and what is socially or economically acceptable, have all been clear in the public discourse around this topic. Perhaps no wonder then that for many people, climate change is a topic that is seen as – at best – something that someone else such as world leaders should fix – or at worst as a hopeless, depressing inevitability.

If IMPETUS and its sister projects are to succeed in the objectives of engaging stakeholders and moving them through their resilience ‘journey’, they must use messages that begin to offer a different path. For this reason, the framing of messaging and the ‘tone of voice’ in which they are delivered are themselves important strategic choices:

Messages must offer:

- Hope, inspiration, positivity, opportunities;
- Practical and constructive steps and solutions;
- Recognition that ‘bottom-up’, inclusive and innovative thinking are key;
- Possibility for audiences to be active ‘drivers’ of successful solutions, not just passive or apathetic ‘passengers’ in an unfolding crisis.

Tone – hopeful, positive, constructive, inclusive, inspiring, enabling

In addressing different target audiences at local, regional, national and international levels at different stages of their journey, it will be necessary to define messaging that is time, context and audience-relevant and include clear and appropriate calls to action. This will help to achieve greater impact of the CCD outputs, supporting greater potential uptake of project participation opportunities and results.

Wider reach and higher engagement can be expected with the use of storytelling techniques in multimedia and other content. All target audiences will have a fundamental human response to information that elicits an emotional resonance – whether it appeals to those emotions on a personal, professional or societal level. Such content can be consumed by a broad set of audiences.

Language usage will also have to vary per audience, context and communication purpose. In all messaging and content high quality standards will be observed, with consistent attention to:

- Translation to local languages where possible and appropriate;
- Level of detail / technicality / expertise-specific terminology;
- Avoiding unnecessary use of unexplained acronyms;
- Concise, informative, easy-to-read, engaging style;
- Correct grammar, punctuation, facts, spelling (European i.e. UK English);
- Nuances where needed, e.g. around political / commercial or other sensitivities.



2 CCD framework management

2.1 Roles and responsibilities of partners

European Science Communication Institute (ESCI) is leading WP7, which includes creation of the CCD strategic framework, coordination of CCD activities, guaranteeing quality and consistency in the materials and messages, and ensuring all the project's CCD targets are effectively achieved. However, all beneficiary partners have obligations to contribute to the implementation of the project CCD framework, play a role in networking with stakeholders, promote the project and disseminate the results.

With a total of 119 person-months (PM) allocated to IMPETUS CCD activities in the course of the project, the table below shows the distribution of partners with 1 / 2 / 3 / 4 / 16 / 46 PM of commitment in this area of work, as per the Grant Agreement.

1 PM in WP7 GA partner number & short name	2 PM in WP7 GA partner number & short name
9 - AUER 20 - BWB 25 - CANT 13 - DACC 10 - EYDAP 11 - GSNEW 31 - IUCN 28 - JPOIC 16 - LOB 8 - MAICH 12 - MANTIS 26 - TFFK 23 - UBERN 15 - UDG 14 - URV	24 - BIM 21 - GCF 22 - MGIS 19 - SENUVK 29 - THETIS 6 - UiT 18 - WEI
3 PM in WP7 GA partner number & short name	4 PM in WP7 GA partner number & short name
32 - KWB 2 - N&S 4 - NTUA 27 - ZPR	7 - BEF 5 - EURAC 1 - EUT 17 - KWR
16 PM in WP7 GA partner number & short name	46 PM in WP7 GA partner number & short name
30 - UNSDSN	32 - ESCI

Table 1: Distribution of IMPETUS partners according to their CCD commitments in person months



All partners are therefore expected to support implementation of the IMPETUS CCD framework by proactively:

- finding communication, collaboration and dissemination opportunities;
- informing, consulting and collaborating with ESCI and participating in any required coordination activities with other partners to optimise CCD planning and alignment;
- contributing effort, individually or in conjunction with other partners, to implement CCD actions to reach target audiences in a strategic and effective way.

As is visible from the above table, UNSDSN has a significant role in IMPETUS CCD activities, as it will lead work to 'Activate and engage with influential trans-national networks' (Sub-task 7.4.1), 'Lean learning, knowledge building & results transfer' and 'Massive Open Online Course (MOOC)' (Task 7.5 & Subtask 7.5.1). KWR and EUT also have defined roles: the former as co-lead in activities to 'Connect, engage, and collaborate at IMPETUS demo-sites and RKB' (Task 7.3) and 'RKB workshops & engagement sessions dedicated to education and knowledge transfer' (Sub-task 7.5.2); and the latter to lead 'Design and launch of IMPETUS multi-sided platform' (Sub-task 7.4.3) and 'Coordination / synergies with relevant EU projects and other initiatives' (Task 7.7).

Attention will be given to each partner's level of PM commitment to CCD work and how this maps to their activities in other areas of the project, so that their resources for CCD activities can be optimally mobilised in support of their areas of interest within the project and create a win-win for IMPETUS and its partners.

2.1.1 Promote IMPETUS and disseminate results

According to Article 29.1 and Article 38.1.1 of the Grant Agreement, each partner **must disseminate its results** by disclosing them as soon as possible to the public by appropriate means, and **must promote the project and its results** by providing targeted information to multiple audiences (including the media and the public) in a strategic and effective manner.

2.1.2 Confidentiality, security, privacy, copyright

IMPETUS CCD activities must be conducted while observing obligations regarding confidentiality (Article 36), security (Article 37) and privacy (Article 39.2) and standard procedures around using copyrighted content and respecting Intellectual Property Rights (IPR). This is particularly important regarding the project's stakeholder survey and engagement activities.

The IMPETUS Data Management Plan, Deliverable 8.3 published on 31 December 2021, describes the over-arching requirements for data management within the project, including these and ethical aspects as well as how to follow FAIR (findable, accessible, inter-operable, re-usable) data principles. As such this report is another essential read for partners to support their CCD work in the project.

Issues of consent and privacy as they apply to use of personal information for CCD purposes, such as event registrations, mailing list contacts, use of photographs etc. will be handled with the use of standardised texts that provide the IMPETUS context for gathering the data. Such texts will be applied across any emails, mailing lists, registration forms etc. where data is collected, will include ways for consent to be understood, given or withdrawn, and will link to the relevant policies of the relevant partner organisation that is acting as Data Controller in each case, in line with the General Data Protection Regulations (GDPR – <https://gdpr.eu/>).

2.1.3 Open access to scientific publications

Each beneficiary **must ensure open access to all peer-reviewed scientific publications relating to its results**.

Open access means free of charge online access for any user to scientific publications and data. This is considered important by the EU as it allows research to build on previously published results, to achieve greater efficiency by fostering collaboration and avoiding duplication, to accelerate innovation



as well as to involve citizens and society in order to increase the transparency of the scientific process.

For more details, please refer to clause 29.2 “Open access to scientific publications” of the Grant Agreement.

2.1.4 Acknowledgement of EU funding

In any communication (in any form, including electronic), partners must:

(a) display the EU emblem



(b) include the funding statement as follows:

“This project has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 101003785”.

When displayed together with any other logo(s), the EU emblem must have appropriate prominence. A detailed guideline for the use of the EU emblem is available in Appendix 1 of this document.

2.1.5 Use of disclaimer

In any dissemination of results (in any form, including electronic), partners **must include a short disclaimer** statement, as follows:

“The content of this publication reflects only the author’s view; the contents and any use that may be made of this information is not the responsibility of CINEA or the European Union.”

2.1.6 Monitor and report CCD results

Partners are requested to use appropriate tools, methodologies and measures to monitor the success of their work in implementing the IMPETUS CCD framework, and to report the relevant statistics or other results to ESCI as WP7 leader according to a (to be) agreed work plan for this area of CCD activities. (See section 4: Monitoring and measuring success)

2.2 Approval procedures

2.2.1 Scientific and technical publications

According to Article 29 of the Grant Agreement and Section 8.4 of the Consortium Agreement, all partners are required to seek permission for publishing a scientific paper.

Prior notice of any planned publication shall be given to the other Parties at least 45 calendar days before the publication. Any objection to the planned publication shall be made in accordance with the Grant Agreement in writing to the Coordinator and to the Party or Parties proposing the dissemination within 30 calendar days after receipt of the notification. If no objection is made within the time limit stated above, the publication is permitted.

2.2.2 Communication materials

During the project, ESCI and other partners will produce a variety of communication materials, such as brochures, videos, articles, interviews, social media posts, etc. These communication materials require a different approval procedure compared to scientific articles, as they do not contain Intellectual Property Rights (IPR)-relevant details.

Before the finalisation of audio-visual or printed materials, such as videos and brochures, relevant topic experts will be consulted, and the project coordinator will review and give final approval for publication.



For official IMPETUS press releases, approval will be required from the coordinator and individuals / organisations quoted in the article (if applicable). Press releases from partners will be under their own responsibility and do not require official approval from the coordinator, although it is requested to notify ESCI about expected publications or consult on messaging and coordination.

For journalistic articles and interviews, only the partners or persons mentioned in the publications will be required to fact-check or approve the content. No mechanism for official approval by the Consortium is foreseen. Having a journalistic approach and purpose, interference by interested parties in such publications would be counterproductive for their timely publication and their distribution success.

No approval is needed for social media posts from ESCI on the IMPETUS social media accounts, or for posts about IMPETUS by partners on their accounts.

3 CCD framework implementation

This part of the document is the plan for how the IMPETUS communication, collaboration and dissemination framework will be implemented, guided by the strategic approach defined above. The forecast is for the whole project, but with a main focus on project year 1. At the time of writing, the COVID-19 pandemic appears to be loosening its grip, but it still unclear whether it could bring further impacts on activities such as face-to-face events and surrounding news and content production. This plan has been created with an optimistic view and assumes the best-case scenario. However, a brief risk management schema will be developed to address possible worst-case scenarios that could adversely affect the project’s CCD activities and factored into the updated version of this document.

The following implementation plan is the main part of this document that will be revised and updated as the project progresses.

3.1 Broad overview of activities

Section 1.7 above describes the three main phases of the project, regarding CCD activities, which can be briefly summarised in very broad terms as initiation, engagement, and exploitation. The table below translates this into a high-level view of the kinds of activities that are anticipated to be the main focus in the four years of the project.

	Year 1	Year 2	Year 3	Year 4
Communications & visibility activities				
CCD framework & plan	create	update	update	update
Visual identity & branded templates	create, implement	-	revise for RKB use	revise for legacy
Web presence (website & social media)	create, develop	maintain, develop	maintain, develop	prepare for legacy
CCD content, materials, channels, tools	create, promote	create, promote	create, promote	create, promote
Project CCD team	create, coordinate	develop, coordinate	develop, coordinate	develop, coordinate
Stakeholder engagement (with WP1 & 4)	prepare, promote	implement, promote	develop, promote	prepare for legacy
RKBs (with WP 1, 2, 3, 4, 5, 6 inputs)	prepare, initiate	implement, promote	develop, promote	prepare for legacy
CCD coordination with sister projects (with WP8 & REGILIENCE CSA)	prepare, initiate	maintain, develop	maintain, develop	prepare for legacy
External CCD networks (with partners, CSA, RKBs & stakeholders)	prepare, initiate	maintain, develop	maintain, develop	prepare for legacy



	Year 1	Year 2	Year 3	Year 4
Communications & visibility activities				
Multi-sided platform (with WP6 & 8)	prepare, initiate	implement, promote	develop, promote	prepare for legacy
Learning & knowledge transfer content & events (with WP1, 4, UNSDSN, KWR)	prepare, initiate	implement, promote	develop, promote	prepare for legacy
External events / academic dissemination	prepare, initiate	maintain, promote	maintain, promote	maintain, promote
Demo sites & solutions (with WP1 & 4)	prepare, promote	promote, engage	promote, engage	prepare for legacy
Innovation activities & exploitable results (with WP2, 3, 4, 5, 6)	prepare, promote	promote, engage	promote, engage	prepare for legacy

Table 2: High-level overview of CCD actions to support IMPETUS activities during the four project years

3.2 Target audiences

The 3-tier quintuple helix stakeholders (see section 1.8) who will form target audiences for IMPETUS CCD actions will be found in diverse fields of expertise, such as policy and governance; finance and economy; scientific and technical; business and industry; general and specialist media; as well as other groups such as cultural heritage specialists or the general public. It is the focus of WP1, in close conjunction with WP4, to map QH stakeholders, and to design and implement an engagement and co-creation strategy for every demonstration site in cooperation with WP7. WP1 reports on these preparations in project months 12 and 24 will allow full definition of the project target audiences and relevant CCD actions, and will be factored into revisions of this CCD framework in months 14, 36 and 48. The table below indicates the kinds of audiences already anticipated for each of the three stakeholder tiers:

TIER 1: RKB stakeholders (local / regional / national) e.g.	TIER 2: future adopters of results e.g.	TIER 3: sectoral or thematic specialists e.g.
<ul style="list-style-type: none"> • Policy makers / governance • Business / industry • Finance / investment • Tourism / culture • Research / education • Community / volunteer groups • Environmental groups • General public • Media 	<ul style="list-style-type: none"> • National authorities, governments • Regulators, certification or standardisation bodies • European institutions, Commission • Relevant associations • Environmental agencies • potential new RKB communities • General public 	<ul style="list-style-type: none"> • Earth Observation / remote sensing • Data management / visualisation • Artificial Intelligence / computing • Open Science / Open Access • Ecology / climatology / geohydrology etc. • Finance / economy

Table 3: Three tiers of IMPETUS quintuple helix stakeholders showing example target groups

3.3 Key messages

As the project progresses, messaging must be developed that is appropriate to specific needs and contexts. For example, a message for remote sensing experts at an Earth Observation conference early in the project will be very different from a message for financial sector experts at the end of the

project. And messaging targeted at the 3 tiers of stakeholders will need to convey differing levels of opportunity to participate in or benefit from IMPETUS activities and results. Defining the appropriate messages to guide stakeholders more rapidly through their journey will involve close work with WP1.

The following types of messages will be communicated throughout the project:

- The climate change challenge that IMPETUS is addressing -
 - As part of a wider EU strategy
 - In collaboration with sister projects
- Project goals, ambitions, activities, achievements, partners, areas of expertise
- Project relevance for the different target audiences -
 - Opportunities to participate, engage, contribute
 - Innovations, guidelines, recommendations, toolkits
 - Benefits of results
 - How to replicate / make use of results
- Legacy and follow-up actions to continue tackling the climate crisis

At the time of writing this CCD framework, it is not yet possible to define all specific relevant messages for different audiences and situations. Multiple powerful messages worth communicating will arise as the project evolves. A list of key messages will be updated on a regular basis, based on unfolding results and events, and distributed among the partners for their IMPETUS CCD activities. Preliminary examples of how IMPETUS messages will be developed for CCD phase 1 (see section 1.7) are given in the table below:

TIER	BROAD MESSAGES	TARGET AUDIENCE	TARGETED MESSAGES
1	- Climate change is impacting your community / region (how). - Your community / region hosts an IMPETUS demo site & RKB (what, why). - Join the effort, co-create solutions that benefit your community / region / planet (how).	Policy makers	RKB tools & activities aid your decision making
		Businesses	RKB participation aids your PR and business strategy
		Tourism	RKB participation aids your PR and business strategy
		Research / education	Contribute and learn through RKB participation
		Environmental groups	Contribute to RKB solutions for your local / regional challenges
		General public	Contribute and learn through RKB participation
		Media	Local stakeholders are creating solutions – who, what, where, how, why
2	- IMPETUS is turning climate change commitments into action - IMPETUS results offer benefits and tools that you can use too - Help IMPETUS by giving feedback	National authorities	Your regional RKB will bring solutions that can benefit your whole country
		Standards / certification bodies	IMPETUS is improving methodologies and tools – contribute to / promote the results
		European institutions, Commission	RKBs offer innovative combination of human & digital solutions that can be replicated across Europe
		Relevant associations	RKB activities offer relevant solutions that you can promote / be part of



	- Be part of the climate-change adaptation movement – IMPETUS makes it easier.	Environmental agencies	RKB activities offer relevant solutions that you can promote / be part of
		potential new RKB communities	Copy the innovative RKB approach and results to set up an RKB to help your community
		General public	Ordinary people like you are part of the solution in their community – there is hope for yours too; be part of it!
3	<p>- Climate change impacts affect your sector (how)</p> <p>- IMPETUS recognises the importance of your field as an important part of the solution (what, how)</p> <p>- IMPETUS experts in your field are making innovations that benefit society and/or your sector (who, what, how)</p> <p>- Contribute your expertise to help society achieve resilience by participating in / promoting IMPETUS results</p>	Earth Observation	Remote sensing is a key ingredient to turn climate commitments into action; plan ahead, contribute / stay up to date
		Data management / visualisation	IMPETUS is developing innovative tools and methodologies; contribute / stay up to date
		Artificial Intelligence / computing	AI and computing add crucial ingredients to the success of RKBs and public engagement; contribute / stay up to date
		Open Science / Open Access	IMPETUS uses & contributes to ‘Open’ as an ingredient supporting resilience - contribute / stay up to date
		Ecology / climatology / geohydrology etc.	IMPETUS is using / innovating your field - contribute / stay up to date
		Finance / economy	Your sector is vital to successful climate change resilience - contribute / stay up to date

Table 4: Examples of messages for stakeholder tiers and target audiences in IMPETUS CCD phase I.

3.3.1 Applying the strategy to messaging

Informed by the CCD strategy defined above, IMPETUS will maximise opportunities to **complement and amplify** messages about climate-change impacts, solutions, adaptation activities, expertise and opportunities arising from partners, sister projects, stakeholders and other relevant organisations and communities in the climate-change adaptation space.

In the first CCD phase of the project, this amplification and complementing of such messages will be achieved by:

- liking, sharing and commenting on externally originated social media posts, so helping to position them in relation to IMPETUS and to spread their reach;
- highlighting and positioning organisations and individuals as expert contributors to IMPETUS and the bigger-picture movement towards climate-change resilience.

The possibility of taking additional approaches to achieve these goals will be explored when this CCD framework is updated in project M14.

3.4 Communication, collaboration and dissemination channels

Information about the project, its activities, partners, results and benefits will be communicated and disseminated through multiple channels to reach various target audiences. Both online and offline channels (such as print media, networking, events) will be exploited.

Communication will include activities aimed at increasing the awareness about the project among a large audience, including the general public, decision-makers, press, etc. Collaboration activities will



focus on fostering the human networks and engagement that is key to the success of IMPETUS. Dissemination activities will focus on extending the reach of IMPETUS messaging and on knowledge and information transfer towards specific audiences to maximise exploitability of the project results.

Online communication channels, such as the IMPETUS website and social media accounts will play a prominent role, and will be a key way to join efforts with partners, stakeholders and sister projects. The online channels are described in more detail in the following sections.

Opportunities to make use of offline channels, such as print media and face-to-face events, will be explored and optimised as the project progresses.

Each partner will use its own online and offline channels and its database of contacts to disseminate IMPETUS-related content to relevant stakeholders and networks. Additionally, ESCI will create and manage a project-level list of CCD stakeholders in conjunction with stakeholder mapping and strategy work by WP1. Each partner will be asked to list its channels and CCD practitioners. These steps are fundamental to increasing IMPETUS outreach and reaching appropriate target audiences so that optimal impact can be achieved.

3.4.1 Applying the strategy to channel selection and use

Informed by the CCD strategy to **complement and amplify** rather than compete in the crowded climate-change adaptation 'attention space', IMPETUS will focus on maximising dissemination of its messages through channels that are managed by partners and external organisations, such as established newsletters, rather than creating project-specific channels that need time to become established and may compete for attention. This approach will entail:

- Building collaborative relationships and willingness to support IMPETUS dissemination;
- Seeking opportunities for mutually beneficial CCD activities such as jointly created content / events;
- Prioritising use of the best-established channels with the largest / most relevant audiences;
- Efficiently pitching and tailoring content as necessary to fit the targeted channels.

This approach will fit well with the goals of establishing IMPETUS RKBs that conduct communication, collaboration and dissemination activities on local, regional and national levels.

3.4.2 Website

The project website is the main online reference point for project content, updates, outreach activities and resources, and functions as a 'content hub'. This means that all communication actions are focused to generate links to visit the IMPETUS website and 'ecosystem'. The website will be updated and developed on an ongoing basis, to support outreach to all target groups and eventual implementation of the multi-sided platform for delivery of exploitable results.

The IMPETUS website was launched on 31 December 2021:

- <https://climate-impetus.eu/>

Project deliverable D7.10 describing the website design and structure in detail was published on 30 December 2021.

3.4.3 Social media

Social media plays an important role in the project outreach, community building, positioning IMPETUS as part of the wider European and climate-change adaptation context, and in increasing the visibility and impact of the project results, based mainly on Twitter and LinkedIn.

The amount and nature of posts published will vary during the project lifetime. To initiate interest in the existence of these channels and attract relevant audiences in the initial CCD project phase when the amount of original content generated in IMPETUS will be limited, social media posts will include more standard IMPETUS messaging, content shared from relevant other platform users, comments revealing



how shared content relates to IMPETUS goals, partners and activities, and links to relevant content. Active following and sharing of content from relevant organisations or influential individuals will potentially encourage them to follow and share IMPETUS accounts and content in return. Targeted campaigns that make use of social media channels will be planned around key developments and moments within the project. For example, a campaign to launch the WP1 stakeholder survey and support its visibility for longer-term response collection will include localised content that is disseminated via social media and other channels with the support of relevant partners.

All project partners will be equipped with email- and social-media-friendly messaging and content such as graphics and videos and encouraged to add their own comments and posts from their own accounts, name and tag the project and relevant other organisations, include appropriate links and calls to action, and use relevant hashtags. This will increase the overall visibility, reach and impact of the project as well as boosting the profiles of partners.

3.4.3.1 LinkedIn

LinkedIn has more than 700 million accounts (500 million global monthly users) with a professional networking and recruitment focus. It enables users to connect and share content with other professionals and add value to active professional / business conversations. IMPETUS will use LinkedIn to promote project actions and opportunities, highlight partner organisations and individuals and their expert contributions to the project, share messages with specific technical / business / professional audiences and foster networking.

A company page for IMPETUS was launched on 23 September 2021:

- <https://www.linkedin.com/company/climate-impetus>
Handle: Climate Impetus

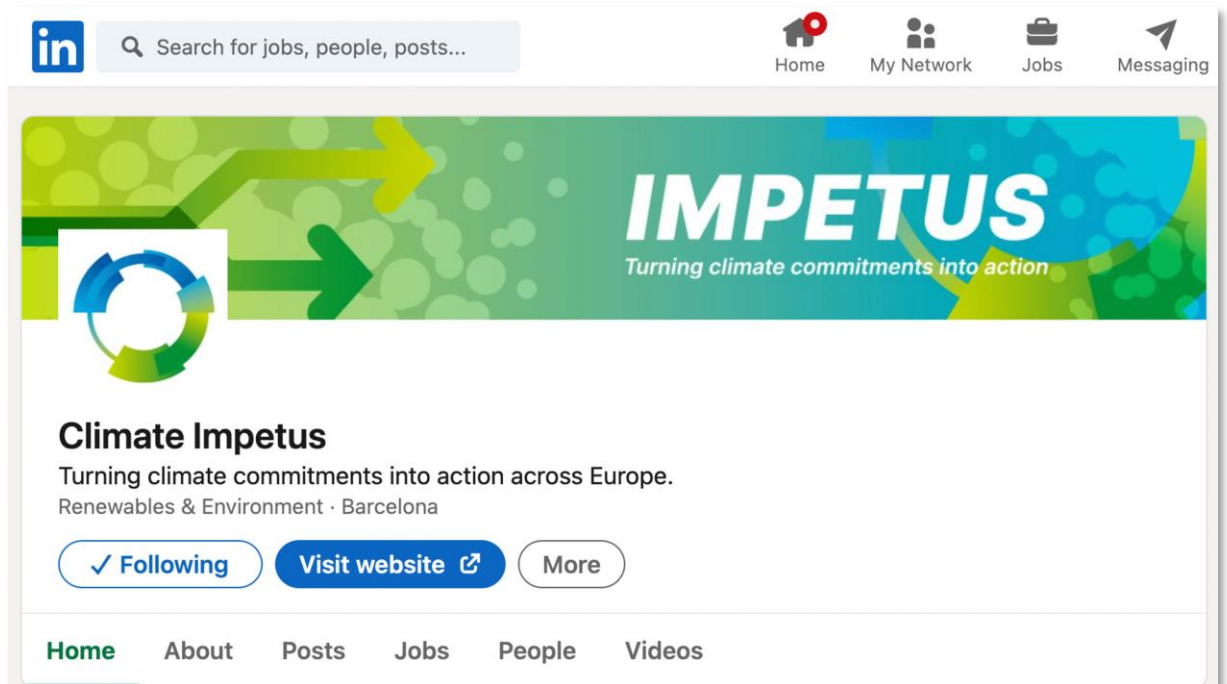


Figure 3: IMPETUS LinkedIn account profile banner

3.4.3.2 Twitter

Twitter has almost 400 million users around the world with around 206 million people using the platform daily and more than 7% of Internet users accessing the platform at least once per month (according to <https://backlinko.com/twitter-users>). Twitter enables rapid spread of information across wide reaching interconnected networks and the ability to easily follow and contribute to discussions around particular topics. IMPETUS will use Twitter to engage with relevant organisations, individuals

and communities, potential stakeholders and press, as well as to be part of the climate-change adaptation and resilience discussion.

A company account for IMPETUS with was launched on 30 August 2021:

- <https://twitter.com/ClimateImpetus>
Handle: @ClimateImpetus

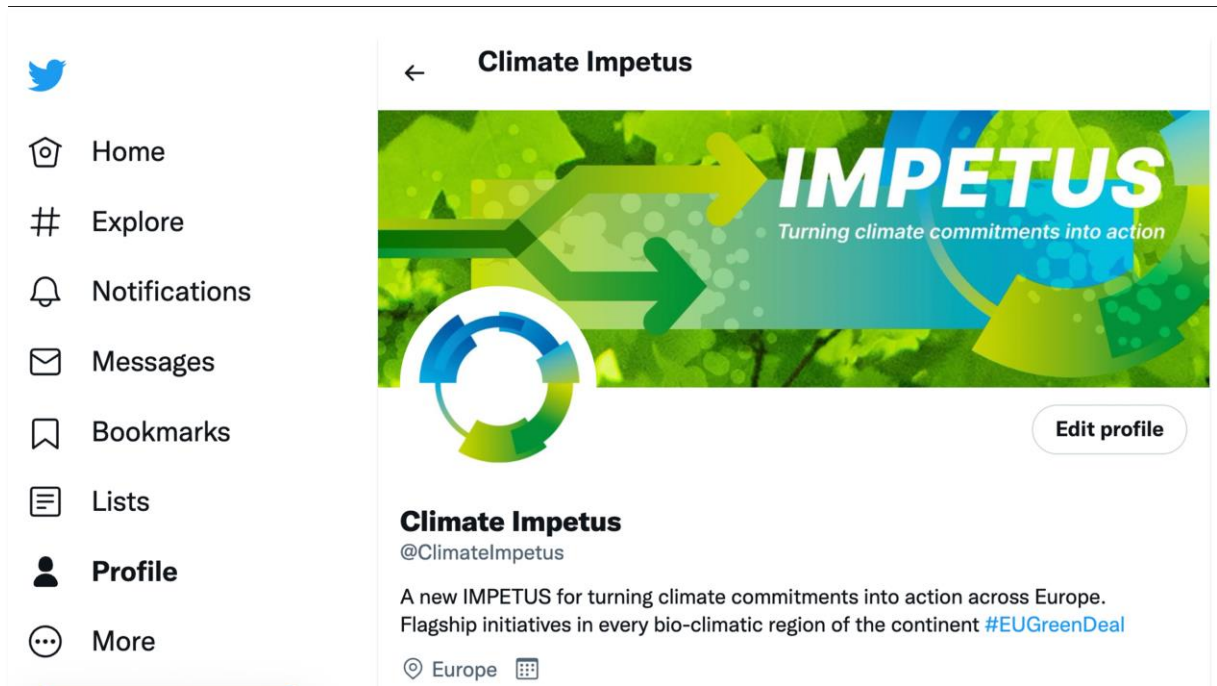


Figure 4: IMPETUS Twitter account profile banner

3.4.3.3 YouTube

The YouTube video sharing site, which also acts as a social media platform, has 2 billion users monthly. It includes a wide range of content uploaded by individuals, organisations and media corporations, including video clips, documentaries, short films, live streams, vlogs (video blogs), short original videos, and educational videos. IMPETUS will use YouTube to host project-related videos, from where they can be embedded in the project and partner websites and promoted to all project audience segments. These videos will be published in a dedicated IMPETUS playlist within the ESCI YouTube channel (<https://www.youtube.com/channel/UChiT4w-ba0LJ9KT-vhTBjQQ/playlists>), which has a wide reach with followers from several research areas.

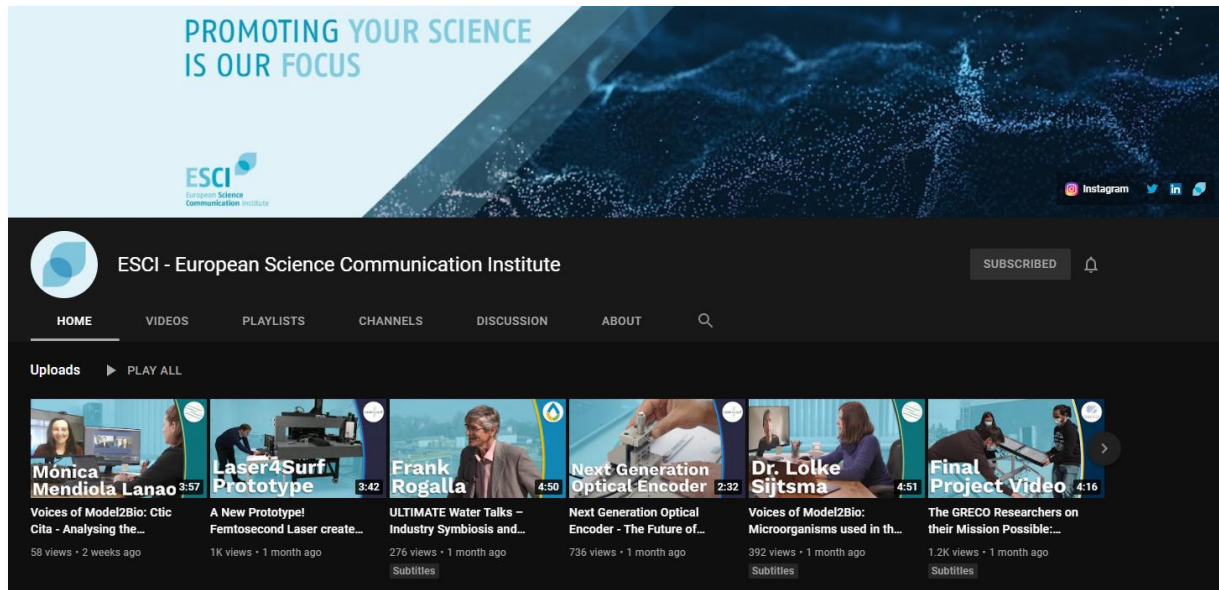


Figure 5: ESCI YouTube channel front page

3.4.3.4 Use of hashtags and handles

All partners are encouraged to redistribute IMPETUS content through their personal and corporate LinkedIn and Twitter accounts, or to post their own content about their contributions to the project or how it relates to their field of expertise and activities in the wider climate-change adaptation discourse. They are also encouraged to tag the project accounts and any other accounts related to the project partners, funders etc, as long as space and relevance allow, as well as to use appropriate thematic hashtags.

Whenever using tags, care should be taken over correct spelling and selection of the correct account handle / thematic hashtag from drop-down lists if they appear.

The main hashtags used for the project in the initial CCD phase are #ClimateImpetus, #ClimateAction, #climate, #ClimateChange, #H2020, #innovation, #EU. An overview of relevant accounts, handles and tags will be compiled and shared with the partners.

Accountability:

ESCI will be responsible for maintenance and use of IMPETUS channels including the website and social media accounts, as well as for content shared through them, such as creating posts, following other accounts, sharing content and comments, and monitoring the resulting engagement and outreach.

Partners are asked to approach ESCI in advance with relevant content and information such as news articles, ideas, graphics, etc., to coordinate with ESCI to plan ahead as much as possible, and to like, share, comment on and tag project content through their channels to maximise reach and impact.

3.4.4 Externally-managed channels

In line with the strategic approach to optimise use of externally-managed channels for IMPETUS content dissemination, such channels will be researched, selected and embedded in a dissemination workflow in a systematic way.



For example, just within the European Union context the Horizon Results Platform, Horizon Results Booster, CINEA's Horizon Climate Action newsletter, and the EC's CORDIS site all offer potential opportunities.

To increase the chance of successfully disseminating IMPETUS content through such channels, surrounding work to build relationships, understand deadlines and editorial requirements, align planning etc will be needed. This is an area where collaboration with sister projects through REGILIENCE CSA will be key (see section 3.4.6: Coordination with sister projects).

Within specific thematic areas or fields of expertise, other channels may be identified as 'the place' to get IMPETUS messages heard or seen. Exploration of such potential will naturally blend with CCD activities to identify and reach out to relevant media or academic outlets, to pitch and place content in scientific or more general-public publications in a more targeted way.

3.4.5 Events

Online and offline events such as conferences, fairs, exhibitions, workshops and training courses can be important opportunities for IMPETUS to make contacts and network with relevant (potential) stakeholders, professional peers and members of the public and media; develop ideas and work together; to present and highlight project activities, results, and benefits; and to spark interest and engagement in the project or promote specific calls to action. As such, they provide a significant focus for CCD activities, which can support events through the creation and dissemination of news and content that promotes participation, raises visibility and facilitates engagement during, reports after the fact, and attracts and supports media coverage.

3.4.5.1 External events

All partners are encouraged to participate in externally-organised events linked to IMPETUS topics and activities, where they can:

- develop and refresh their professional networks and knowledge to the potential benefit of project;
- represent the project, objectives, activities, results, benefits and opportunities, and their expert contributions;
- participate and contribute to the wider discussion around climate-change resilience and adaptation.

Relevant events will be identified by the partners throughout the project lifetime and shared with ESCI in advance so that appropriate levels of CCD support can be planned and implemented.

The partners are encouraged to take an active role as possible during such events, e.g. by giving a talk, displaying a poster, providing a demonstration, or being available at an exhibition stand, to increase project visibility, maximise networking opportunities and optimise the opportunity for engagement.

Given the diversity of project activities, partners, fields of expertise and so on, there is potentially an interest in taking the IMPETUS message to external events for very diverse audiences, from viticulturalists to satellite technologists. A dedicated document and workflow will be created, shared, maintained and communicated to partners, as a way to track interesting events, their level of strategic importance and priority to the project, and to support forward planning of the appropriate level of CCD activities to support optimal event participation.

Information about IMPETUS participation at external events will be published on the project website and content about such participation will be distributed through dissemination channels.

Identifying events of interest is another area where collaboration with sister projects through REGILIENCE CSA will be key (see section 3.4.6).

3.4.5.2 Project events

IMPETUS will organise a series of events to engage with stakeholders, establish and operate RKBs, build and support relationships and networks based on trust and common purpose, share and promote



exploitable results, and transfer knowledge and best practices. Depending on further developments in the COVID-19 pandemic, which is ongoing at the time of writing this document, plans for such events will be developed on a constant basis.

Organisation and logistical planning of IMPETUS events will be the responsibility of the relevant work packages and partners whose objective the events support.

Events that target stakeholder engagement and lean learning activities around RKBs require close work of the CCD team in WP7 in conjunction with WP1 and WP4, and with WP6 about exploitation of results in a targeted way for sectors such as finance and government.

3.4.6 Coordination with sister projects

The formal coordination between IMPETUS and its sister projects ARSINOE, TransformAr and REGILIENCE, led by the REGILIENCE Coordination Support Action (CSA), will explore and create various opportunities for synergies across all areas of the projects. However, it is in the area of communication, collaboration and dissemination work that the largest potential is expected and planned.

This will create opportunities for IMPETUS to apply its strategic approach of ‘complement and amplify’ and to benefit from this relationship in the following ways:

- Amplify and disseminate messages and visibility for the sister projects, positioning IMPETUS within their sphere;
- IMPETUS messages will be amplified and disseminated in return –
 - Through sister project channels and those of their partners and stakeholders;
 - Potentially through one or more shared channels created for this purpose;
 - Through joint representation to audiences, events or external dissemination channels that IMPETUS may not have been able to reach / participate / make use of in its own right;
- The potential sharing of CCD skills, knowledge, best practices and resources, shared forward planning and campaigns;
- Widening the network of professional contact among CCD practitioners working in organisations in the climate-change adaptation space, which may strengthen future-proofing and sustainability for such activities in the longer term beyond IMPETUS.

Where possible and appropriate, coordination and synergies with other projects could be added to this mix as the project progresses.

Initial planning in the scope of CSA activities includes:

- Defining common terminology so that projects in this climate-change adaptation space speak one common language
- Joining forces to prepare and deliver a session in the EU 3rd Macro-Regional Strategies Week (7-11 March)

3.4.7 Coordination with IMPETUS partners

Given that all members of the IMPETUS consortium have an obligation to support and implement the project’s CCD framework (see section 2), and that each partner has its own set of dissemination channels that could be harnessed for such purposes, internal coordination efforts and commitments to ensure optimal use of these channels will be necessary. (See section 3.8 below)



Accountability:

As defined in the IMPETUS Grant Agreement, it is the responsibility of ESCI, UNSDSN and KWR to lead tasks around the organisation of project events and content for the purpose of knowledge transfer and stakeholder engagement. ESCI has overall responsibility for coordinating and supporting project outreach and representation at external events or those that support academic and scientific dissemination.

Organisation and logistical planning of any other IMPETUS events, particularly in connection with more technical work packages, will be the responsibility of the relevant partners, who will need to inform and consult ESCI about any appropriate CCD support or division of responsibilities.

EUT is leading the overall IMPETUS collaboration in REGILIENCE CSA, with responsibility for coordination in the CCD area falling to ESCI as leader of WP7 and the project CCD framework.

3.5 Project branding

Attractive, consistent and relevant branding is essential for correct positioning and portrayal of a project. Branding includes: text-based elements such as the website URL, project payoff or strapline, and campaign slogans; visual identity elements such as logo, colour palette, typography, graphics; and standard templates such as PowerPoint presentations, Word documents, and letterheads. An easily identifiable and attractive brand allows key stakeholders and influencers to instantly recognise the project and helps the project to grow and exploit its results.

3.5.1 Visual identity

The visual identity of the project is based on its thematic focus. Its use ensures that messages created and disseminated by different project partners to multiple target groups nevertheless look consistent, attractive and professional.

All files that are created to support the IMPETUS visual identity and a style guide explaining their recommended use will be shared with partners via the IMPETUS shared repository.

3.5.1.1 Colours and logo

For IMPETUS the principal, most widely used colours are bright but pleasant shades of blue and green, reflecting the concept of water and the environment. These can be used at 100%, 75%, 50% and 25% tints or transparencies.

A wider palette of secondary colours including warmer tones – purple, gold, dark blue, silver, grey, light green - is available to accentuate content, provide variety and contrasts, and to help convey differing levels of information if needed.



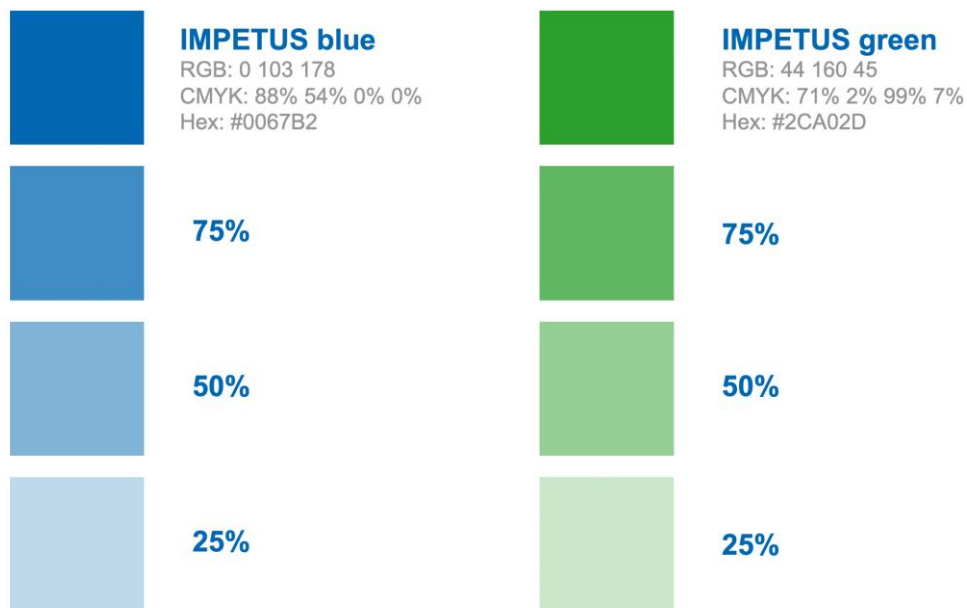


Figure 6: IMPETUS principal colour palette

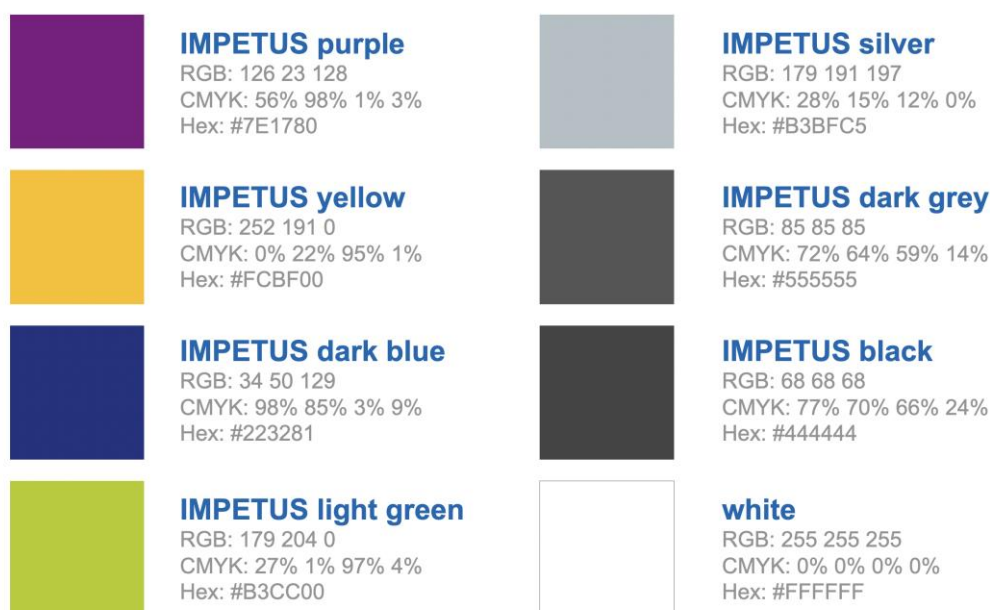


Figure 7: IMPETUS secondary colour palette

The principal blue and green are used in the logo, which reflects the core of the project and is to be used in internal and external project communications (document templates, presentations, project website and other materials).

The logo includes the project name as a text element, with a slight forward leaning angle. The graphic element is composed of circle sections of varying thicknesses that join together to make one united shape. This evokes the project goal of bringing together different stakeholders, solutions and technologies to create one innovative way to adapt and become resilient to climate change. With varying shades of the project blue and green blending across the shapes and boundaries of this circle, this attractive graphic element looks as though it has been paused in turning like a wheel. Together, these



two elements convey a hopeful sense of dynamic forward movement and positivity, appropriate to the IMPETUS name and goals.

The logo can be used in horizontal or vertical format, with or without an additional ‘payoff’ text element that was defined for the project launch: “Turning climate commitments into action”. The logo version that includes this extra text is the one that should be used in most cases, unless it clashes with other neighbouring content, e.g. if the payoff text is also used as a text heading, such as on the project website homepage.



Figure 8: IMPETUS logo in horizontal and vertical formats, without and with the project payoff text

Variations of the logo with and without the payoff, in horizontal and vertical arrangement, and in colour arrangements that enable their use against different backgrounds will allow the logo to stand out in a range of digital and print media.

3.5.1.2 Typography

Typography in IMPETUS print materials (including those using the Word templates) and PowerPoint slides uses the Arial typeface, with some slight variations:

Standard paragraph text uses Arial regular 10pt font.

Heading H1 uses Arial bold 18pt

Heading H2 uses Arial bold 16pt

Heading H3 uses Arial bold 14pt

Heading H4 uses Arial bold 12 pt

Heading H5 uses Arial bold 10 pt

Figure 9: IMPETUS typography in print materials – shown to scale

Stylesheet

Basic font: Arial

Colours: use from preset color palette



Title 36 Arial bold italic

Subtitle 24 Arial bold italic

Headline 24, Arial bold italic

Text first level, Arial regular 18

Text second level, Arial regular 16

Text third level, Arial regular 14

Text fourth level, Arial regular 12

Text fifth level, Arial regular 10

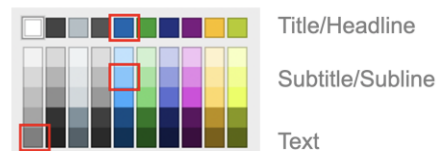


Figure 10: IMPETUS PowerPoint template typography – not to scale

Arial is therefore the default typeface for all IMPETUS print materials and slide sets and can be used in the ways described above for regular texts and headings. In addition, accent texts are permitted using its family of fonts: regular, bold, italic, narrow etc.

3.5.1.3 Graphics, infographics and photos

Graphical elements add colour and visual interest to webpages and other materials, while infographics are a powerful tool to grab attention and make complex subjects easier to understand and share across different media, from PowerPoint presentations to Twitter posts. Both give a professional and modern look and reinforce visual consistency.

In the course of the project, ESCI will produce infographics to represent and explain key concepts / innovations / updates. Their production will be planned around anticipated needs based on the schedule of project activities, but with flexibility to react to ideas and opportunities as they arise.

Other graphics will be created, shared and published during the project, to add to several that were produced for the project launch, such as this illustrative version of the logo graphical element showing various landscapes embedded in the circle sections. The other graphics that were produced for the launch will be included in the first interim report on work completed.



Figure 11: Illustrative element from among IMPETUS launch graphics, based on the project logo



Where possible, photographs will be used to illustrate real-world environments and climate threats or adaptations. As much as possible, such photographs will depict people actively engaged in a relevant activity, in order to represent the human dimension of IMPETUS, its activities, results and benefits and to elicit a human response and engagement.

3.5.2 Text elements

Text elements such as website URLs, account names, and short descriptive pieces that are known as ‘payoffs’, ‘straplines’ or ‘slogans’ are important distinguishing features and parts of any brand, and often feature in the visual identity in combination with elements such as the logo.

To distinguish IMPETUS from any other projects or brands and to denote its area of focus clearly, the following text elements were defined for the project launch:

- social media handles:
 - **Climate Impetus** on LinkedIn
 - **@ClimateImpetus** on Twitter
- website URL: <https://climate-impetus.eu/>
- payoff: **Turning climate commitments into action**

The payoff is a concise key phrase that explains the IMPETUS identity and what it stands for as a unique, powerful statement.

In addition to incorporating the payoff into versions of the logo (see section 3.5.1.1), this text also features prominently on the homepage of the project website.

Other key phrases that were defined for the project launch and website are provided in Appendix 2 below, along with an explanation of the differences between payoffs, straplines and slogans.

3.5.3 Templates

Templates for the project’s official documentation (deliverables, milestones, presentations, meeting minutes, interim reports) have been developed in coherence with the project’s visual identity. These files have been made available to partners through the project’s shared repository.

As project work progresses and new kinds of materials are required, for example to support knowledge transfer activities and to promote the uptake of exploitable results, these templates may need to be updated, or new kinds of templates may need to be created.

The revision and creation of templates will be carried out in conjunction with the relevant project work packages, in particular WP8 and WP6.

3.6 CCD activities and metrics

Diving into the high-level overview of CCD actions during the four project years, as presented in section 3.1, and going into a little more depth, the following key activities and Key Performance Indicators (KPIs) emerge:

Activities	Message / goal	Target groups	Timing	KPIs
Define target audiences, messages, partner roles, success metrics, delivery & feedback mediums	Create and maintain a strategic CCD framework that empowers all engagement with multiple, clearly-targeted audiences	All partners	Ongoing / repeated	Deliverables D7.1, D7.2, D7.8, D7.9
Web presence through the IMPETUS website,	Showcase and disseminate project	All	M1-48 and beyond	To be defined



social media (and eventual multi-sided platform)	objectives, partners, activities, opportunities, and exploitable results			
Identify and use relevant communication and dissemination channels	Outreach to multiply media and social media presence and increase impact	Publications, journalists, specialist audiences, EU context	M1-48	To be defined
Media presence, provided by interviews, journalistic articles, supported by infographics and fact sheets	Inform about IMPETUS activities, innovations, benefits and opportunities	All	M1-M48	10+ independent articles, 12 video interviews, 2 news releases to broadcasters
Technical publications and conference presentations, submitted to open-access scientific journals	Share technical details, exchange knowledge and raise awareness on project results	Researchers and academics	M1-M48	>10 academic conference participations / Open Access publications
Multimedia content; engagement and co-creation, knowledge sharing, events and CCD network creation at RKBs	Create awareness of project & RKBs, invite engagement, share learning, maximise uptake of results, create long-term legacy	Local, regional & national stakeholders	M1-M48	14+ RKB workshops, 7+ demo site webinars/virtual tours Others to be defined
External event participations to foster discussions and exchange of knowledge	Raise visibility, provide field-specific updates	The technical and academic community	M1-M48	To be defined
Templates and promotion for sector-specific guidelines and materials, design and launch of multi-sided platform	Promote uptake of exploitable results	Governments, finance etc	M1-M48	To be defined
MOOC content and promotion	Improve skills and understanding of climate adaptation modelling and monitoring	(Young) professionals and students	M1-M48	To be defined (Use SDG Academy & network 150k+ people, 180+ countries: edX platform teach >400k people / day)
Establish a CCD coordination, implementation & best practices network	Synergies, efficiencies, mutual visibility, amplify impacts	Sister projects, project partners, RKBs	M1-M48	To be defined

Table 5: Key IMPETUS CCD activities and metrics



3.7 Tools and materials

As the leader of WP7 and project CCD activities, ESCI will produce a variety of materials to communicate and increase the impact of the project and to fulfil the required activities and goals as described in the table above.

These materials can be used by different partners for various project purposes and adapted to different channels and target groups. This should enable all project partners and demonstration sites to communicate with their national or regional stakeholders in a consistent and engaging way.

ESCI will also create and share a document where partners will be required to update and track their own project-related communication and dissemination activities. This document will be regularly updated to ensure the communication and dissemination manager has a live source of information about present activities and can adjust social media content and plan future activities accordingly.

These materials will be ‘white-labelled’ as appropriate and possible, for easy addition of user partner branding elements, and will be translatable into local languages to maximise reach and uptake.

Print / text-based materials e.g.	Online / audio-visual content / materials e.g.	Event-based / learning content / materials e.g.
<ul style="list-style-type: none"> • Email / news content • Flyers / brochures • Posters / postcards • Guides to demo sites & solutions • Exhibition banners / stands • Templates / guidelines / solution portfolios • Success stories, case studies, other articles 	<ul style="list-style-type: none"> • Explainer videos • Quick-fire / inspirational interviews • Broadcast-quality video news reports • Multimedia content • Coordinated social-media campaigns • Social media quote cards • Infographics 	<ul style="list-style-type: none"> • Event announcements, on-site banners • MOOC content & promotion • RKB engagement promotion and workshop content • Event agendas, reports

Table 6: Initial IMPETUS communication tools overview

3.8 CCD core team

A core project team of CCD practitioners who could gather useful information and content, elaborate and sense-check project CCD plans, optimise use of resources, and bring useful skills and perspectives to bear on the work would be a valuable way to make use of some of the person months allocated to WP7 and this area of work as per the Grant Agreement (see section 2.1).

Therefore, with ESCI as WP7 leader to coordinate, partners with the largest commitments to CCD activities (either with regards to the number of person months committed, or to specific task leadership roles), will be invited to contribute to such a team. ESCI will ensure an optimal use of time for team-based activities such as planning calls and time for productive implementation of the planned work.

Coordination and planning with other partners will occur in conjunction either with more general tasks and updates that affect all partners (e.g., a request to check website information about their organisation) or with CCD support around specific project activities in which their organisation has a dedicated role or interest (e.g. a technical innovation achieved at one of the project demonstration sites).

To support efficient team coordination, the project folder repository and a shared planning tool (such as Trello) will be used to track and contain ideas, deadlines, responsibilities and developing content.



3.9 Preliminary timeline

A preliminary timeline of CCD actions in year 1 and 2 of the project will be created in conjunction with coordination efforts with WPs, partners, events planning and sister projects and will be shared via the project repository. This will be updated on a continuous basis and will provide inputs to the planned revisions to this CCD framework document.

An initial overview of activities in the first year of the project is given in the table below:

LAUNCH: Oct 2021 – Feb 2022		OPERATIONAL: Mar – Sep 2022	
Preparation	Initiation	Consolidation	Preparation for year 2
Visual identity	Website & content, Website deliverable report D7.10	Stakeholder survey & campaign, GDPR templates	Begin factoring results from WP1 stakeholder activities and other WP plans into CCD framework update
Project video	CCD Framework deliverable report D7.1	Expand package of materials about / for partners & demo sites	Assess CCD risks and mitigations (e.g. COVID) to factor into CCD framework update
Social Media channels	Initiation of CCD support for stakeholder engagement activities	Establish WP7 team with shared guidelines, planning, delivery & monitoring tools & procedures	Maintain and develop established activities
Package of graphics, messages, news article, briefing document, social media content for partners	Initiation of CCD support for events	Finalise initial shared CCD planning & approach for synergies through REGILIENCE CSA	Increase focus on targeting opportunities for visibility, media coverage, academic contributions etc.
Social Media graphics 'cards' of partner quotes, key messages	Initiation of REGILIENCE CSA collaboration	Expand content creation, dissemination & external events support activities	
Templates for pptx, deliverables, milestones, agendas & minutes	Content creation & dissemination	Initiate project events & learning activities, preparation for RKBs & multi-sided platform	

Table 7: Initial overview of CCD activities in the first year of the project

3.10 Resources

119 person months have been allocated to CCD activities across the four years of the IMPETUS project. As leader of these activities through WP7, ESCI accounts for 46 PM. With a major commitment to lean learning and knowledge transfer tasks, UNSDSN will contribute 16 PM. KWR and EUT, each with 4 PM contributions, will lead tasks around stakeholder engagement and coordination with sister projects.

- ESCI brings its extended international network of 500+ journalists, audiovisual producers, web and graphic designers, and media outreach specialists to support and implement the IMPETUS CCD work.



- Working at the interface between science, business and society, KWR has expertise in stakeholder engagement and fostering knowledge transfer, as well as the coordination of national and international collaborations. Although these resources will be largely deployed in WP1, they will also play a significant role in the success of the project's CCD activities in WP7.
- UNSDSN has extensive national and regional networks that can be used for dissemination and the delivery of learning content, such as its SDG Academy, an alumnus network of over 150,000 people in more than 180 countries, and the edX teaching platform that could potentially teach >400,000 people a day.
- Eurecat (EUT) provides a combination of project management and technical expertise that will be vital for both the coordination of overall activities with sister projects, but also the creation of the web-based multi-sided platform for eventual delivery of exploitable project results.

An overview of all IMPETUS partners according to their CCD commitments in person months is shown in section 2.1.

4 Monitoring and measuring success

The achievement of IMPETUS communication targets will be measured with a methodology relying on instruments that have been used over several years by ESCI. Other than the regular press and specialised traditional media, the project website and social media will be monitored.

ESCI uses MATOMO software to assess how the IMPETUS website performs. It tracks all the available data about the website's traffic and the audience reached. The website will be monitored regarding common metrics and the total number of sessions during different project periods. Overall, the most interesting quantities to be monitored are:

- Total number of visits (Clicks and Impressions)
- Average session and visit duration
- Language and location of visitors
- Number of frequent & one-time visitors
- Visiting prime time regarding day and hour of the day

Social media will be monitored to determine the volume and sentiment of online interaction. Twitter content will be analysed using ESCI's automated tool FALCON, and the built-in analytics tools will be used to monitor LinkedIn. Many kinds of data are accumulated during the acquisition process, from simple information like statistics on followers, likes, retweets, to more complex information such as engagement and comments. LinkedIn and Twitter accounts will be monitored to identify their overall impact on different demographics and target groups.

For project-organised events such as workshops, the number of participants will be noted and satisfaction surveys will also be used to gather data and feedback that can help to improve participant experiences of subsequent events.

Partner representations of IMPETUS in externally organised events will be tracked, along with any media coverage that arises from events, press releases, or targeted pitching. Partners will also be asked to provide relevant statistics or other results of their IMPETUS CCD activities (see section 2.1.6). Templates for tracking and reporting such results will be shared and coordinated in WP7.

Highlights gathered from monitoring activities will be included in relevant deliverables and internal reports.

5 Future work

This CCD framework document will be revised and updated three times in the project lifetime. More day-to-day activity planning will be revised and updated on an ongoing basis, using a tool that lends itself to shared use by a core team of project CCD practitioners. As WP7 and its CCD activities are



transversal, supporting all areas of the project activities and results with communication, collaboration and dissemination outputs, the CCD plans will:

- Be very dependent on the plans, progress and information of other partners and WPs;
- Need to include both a long-term view and short-term flexibility.

Future Actions	Brief Description
Update CCD framework	Incorporate WP1 stakeholder mapping and engagement plans, review the strategic approach and update the implementation plan based on progress and plans across the project. (M14, 36, 48)
Establish the project CCD team tools and workflows	Establish shared planning and content exchange meetings and platforms, inform partners about the CCD framework and templates
Partner guidelines and templates	Create and share template texts regarding CCD-related data privacy in compliance with EU regulations, ensure all other templates for project CCD phase I are complete and consistent.
Consult WPs and partners on evolving CCD needs	Establish mechanisms to gather timely and informative updates that provide sufficient input to CCD planning and content creation
Support external event participations	Support already planned participations and map further opportunities in conjunction with other WPs, partners and sister projects
Support stakeholder engagement actions and events	Coordinate with WP1 and 4, plan ahead for learning workshops and related content creation
Initiate targeted media outreach	In liaison with partners and ESCI teams, plan ahead for key opportunities to pitch targeted materials or issue press releases
Initiate RKB creation and operation planning	In liaison with other WPs, explore the necessary steps and planning to understand the opportunities and requirements for CCD support
Initiate learning content and delivery planning	In liaison with other WPs and partners, explore the necessary steps and planning, opportunities and requirements for CCD support
Initiate multi-sided platform design and delivery planning	In liaison with other WPs and partners, explore the necessary steps and planning, opportunities and requirements for CCD support
Monitoring and reporting impacts and success	To be factored into 8 remaining WP7 deliverables and internal reports

Table 8: Future actions impacting the IMPETUS CCD framework and activities

6 Conclusion

Given its diverse partners, activities, objectives, target audiences and expected results, IMPETUS is a complex and ambitious project that seeks nothing less than innovation and societal change towards climate-change adaptation and resilience.

A strategic approach to communication, collaboration and dissemination activities is vital in order to support the achievement of these objectives and the overall success of the project.



Appendix 1: EU emblem in H2020 projects

„Beneficiaries of EU funding must display the EU flag and funding statement ("Funded by the European Union" or "Co-funded by the European Union") in all their communication and dissemination activities and any infrastructure, equipment, vehicles, supplies or major result, results funded by the grant.

The EU flag and funding statement must be displayed in a way that is easily visible to the public and with sufficient prominence.

EU funding must moreover be acknowledged in all types of public outputs (*including patent applications, EU standardisation of results*), media contacts and other public statements.

The EU flag and funding statement are available in the Grant Agreement and on the Europa website: https://european-union.europa.eu/principles-countries-history/symbols/european-flag_en.



Appendix 2: Key phrases

In the initial launch phase of the project, WP7 defined broad descriptions of the IMPETUS context, vision, purpose, activities and partnerships that help to raise general awareness. Produced at varying levels of detail, these were deployed by partners during the project launch and / or included in the project website and initial news and social media posts.

- ***IMPETUS: Turning climate commitments into action***
This pay-off explains the IMPETUS identity and what it stands for as a unique, powerful statement and is used alongside / as part of the project logo on templates, website, social media banners etc.
- ***Turning climate commitments into tangible, urgent actions to protect communities and the planet.***
A fuller explanation of the pay-off that encapsulates the project objectives as a concise, easily-understandable statement that touches the human level.
- ***Time to turn climate commitments into action***
An invitation / challenge for readers to recognise the need for IMPETUS (and others) to address climate change in a practical way, and potentially join in.
- ***A shared impetus for change***
A punchy way to introduce the (political and / or climate-change factual) contexts that inspired the project, while including and explaining the project name
- ***Delivering climate-resilient innovation***
Introducing the innovation aspects of the project.
- ***A major project awarded by the European Commission, IMPETUS will accelerate climate-resilient innovation and delivery of the EU Green Deal.***
Provides the European funding context while giving a complementary explanation of the project's purpose.
- ***Accelerating our response in every bio-climatic region of Europe***
Inclusive, complementary explanation of the IMPETUS purpose and introduces the regional demo sites while flagging that the project is European in focus.

Definitions:

"Payoff" - a unique, powerful statement relating to core identity, actions and values

"Strapline / tagline" – a concise description of what is done or provided

"Slogan" – an attention-grabbing statement used in a shorter-term campaign



