

# Communication and Dissemination Plan

## Sustainable Urbanisation Global Initiative (SUGI) Food-Water-Energy Nexus Approach Call

SUGI Deliverable 6.1  
Version 20 November 2017



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## Introduction

The communication and dissemination plan for the Sustainable Urbanisation Global Initiative Food-Water-Energy Nexus Approach call (SUGI) outlines strategic priorities and activities aimed at communicating the results from the call. It defines target groups, channels, tools and products, as well as responsibilities. The SUGI communication and dissemination plan, SUGI deliverable D6.1, will be regularly updated to accommodate unforeseen needs and opportunities. A concept for the SUGI stakeholder online communication platform is subject for a separate deliverable, D6.2 Website & socials, in December 2017.

### A Communication Plan for the Projects Phase (2018 – 2021)

The SUGI timeline can be divided into three phases: call promotion phase (2016–2017), projects phase (2018–2021) and the post projects phase when SUGI is officially finished (2021 onwards). The communication and dissemination plan mainly focuses on the projects phase (2018–2021). Activities during this phase focus on supporting projects and to disseminate and exploit results from research.

The call promotion plan, that was presented in September 2016 and described activities that aimed to promote the call is not included in the communication and dissemination plan. How the JPI Urban Europe management board can cater for the dissemination of projects results after the SUGI timeline is currently taken into consideration as part of an extended JPI Urban Europe programme management and the updated communication strategy.

### Other Documents

#### JPI Urban Europe Communication Strategy 2018-2019

SUGI communication activities are developed in line with the JPI Urban Europe communication strategy and match the needs of SUGI. The JPI Urban Europe communication strategy describes the long-term direction of the communication activities in JPI Urban Europe including main messages, target groups, channels, responsibilities and roles as well as strategic priorities. The

JPI Urban Europe communication strategy is currently being updated with a focus on strengthening the corporate communication and branding of the programme as such and to ensure an efficient communication of research results. With a reference to the SUGI call, internationalization and social media will be strengthened in the updated strategy.

The JPI Urban Europe communication framework plan describes a framework for communication activities on the programme level and how communication and support activities related to different calls are interlinked with this framework. For all JPI Urban Europe calls there are separate and more detailed communication plans.

### SUGI Exploitation Plan

The advancement and exploitation of research results to support impact from funded projects is highly prioritized in SUGI. Therefore, as a complement to the communication strategy, an exploitation strategy will be defined towards the midterm of the SUGI timeline. The strategy will build on lessons learnt from workshops undertaken within CSA EXPAND during 2017-2018 and recommendations from the expert panel operating within the SUGI monitoring and evaluation activities undertaking projects reviews on an annual basis.

### Responsibilities

The SUGI communication activities are led by the Swedish funding agency Formas, subcontracting IQS. IQS will cooperate with Platform31, subcontracted by NOW and the National Science Foundation (NSF) representing Belmont Forum in the SUGI call.

IQS is responsible for the coordination and planning of communication activities taking care to integrate these activities with the communication and programme management activities in JPI Urban Europe and Belmont forum and with a main responsibility to define and regularly update the communication plan. IQS was also responsible for activities in the call promotion phase, including planning activities and producing promotion material, information for the websites and newsletter. IQS is further responsible for organizing events and workshops, with support from Platform31 and for communicating research results and producing supporting material towards the end of the SUGI time line, i.e. 2020-2021.

Platform31 is responsible for social media related tasks, including the task of setting up the SUGI Stakeholder online communication platform, issuing newsletters, posting news on the JPI Urban Europe website and keeping an up to date database of involved parties.

NSF provides input, takes care that the information produced by IQS is adapted to the needs of Belmont Forum, published at relevant websites (Belmont Forum web-site and associated websites), and disseminated among the Belmont Forum members and partners and their channels.

Cities Catapult is responsible for EU communication, contributing on request from the European Commission to develop information material as well as input to European portals and databases, to participate in training and dissemination events.

National funding agencies communication departments will further have central role in reaching out to the local target groups to disseminate SUGI project results.

## Communication Challenges and Strategies

The SUGI communication plan aims to achieve an efficient communication of results and outcomes from research and strategic activities funded by the call.

In SUGI, 31 agencies in 23 countries are cooperating on a joint call, including nine Belmont Forum agencies and 21 European agencies + Argentina. The resulting projects may altogether involve more than 100 researchers and practitioners that are geographically widely distributed among the participating countries as well as stakeholders outside of these countries. The practitioners, researchers and policy makers in the field that can benefit from results and outcomes are infinitely many and divided among subgroups with different priorities and interests. Efficient communication in this context is challenging.

Aiming at strengthening the SUGI brand and “to speak with one voice,” we strive to keep a coherent communication where the same information and the same terminology is used by all partners in JPI Urban Europe and Belmont Forum. Templates with the SUGI logotype are available at the JPI Urban Europe website and distributed among all involved partners.

In communication of research results with stakeholders worldwide, we strive to avoid a scientific language and to tell stories that build a cohesive narrative about SUGI that is in line with the objectives of SUGI.

The SUGI call aims to bring together fragmented research and innovation expertise across Europe and beyond to find innovative solutions to the Food-Water-Energy Nexus challenges. SUGI fosters development of international relationships between the different parts of the research and innovation community, to enable them to contribute to addressing those challenges, while aligning them to wider, strategic initiatives, including Future Earth, UN-Habitat and the JPI Urban Europe Strategic Research and innovation Agenda.

In all communication we further strive to highlight and give examples of how funded projects and strategic activities undertaken in the SUGI framework by the SUGI consortia members meet the aims of the call outlined above.

### Strategic Priorities

To accommodate an efficient communication within the limited communication budget, anticipating the challenges of working within a vast, internationally distributed network of knowledge producers, knowledge brokers and knowledge users in the SUGI context, the following strategic priorities have been made:

- Use the existing communication infrastructure built up around JPI Urban Europe and Belmont Forum
- Include SUGI projects in the JPI Urban Europe programme management framework
- Cooperate with national funding agencies
- Support the funded projects in communicating their results
- Develop a stakeholder online communication platform to reach out to stakeholders outside the JPI Urban Europe and Belmont Forum communities
- Extend the use of social media to engage a multitude of actors to share knowledge and information
- Use online digital media and broadcast events whenever possible

For the sake of keeping the communication plan short and concise the strategic priorities are described in the chapter Communication Channels.

## Target Groups

The target groups of SUGI communication are necessarily very broad, due to the very nature of the broad scope of the call and the many layers of stakeholders involved in urban transitioning and in the Food-Water-Energy nexus. In the call promotion phase the most important target groups were potential applicants from the research community, business sector, public authorities etc. Later, in the projects phase, the target groups broaden into the vast group of actors involved in projects and stakeholders that can benefit from results and achievements in various ways. These includes cities (local authorities, NGOs), national governments, European Commission, the research community (RTOs, Universities...), funding organisations (public/private), business sector, regional clusters, media in the Food-Water-Energy nexus communities. These stakeholders can be categorized in terms of their engagement level as well as their professional roles and expertise. Their relative importance differs in relation to the specific activities undertaken.

Defined target groups for SUGI communication in the projects phase:

- SUGI funded researchers and project partners
- Researchers, urban policy makers and urban practitioners in the field
- Policy makers on global, European or national levels
- Members of JPI Urban Europe and Belmont Forum bodies
- National funding agencies active in JPI Urban Europe and Belmont Forum

Below is a description of the target groups and how they will be approached through different layers of SUGI activities. The communication needs of the above defined target groups are different. Many of them take part in a complex “knowledge ecosystem” shifting between roles as knowledge producers, brokers, and consumers. Different actors form “communities of knowledge and practice” on a shorter or longer term. National funding agencies and SUGI funded projects can be considered as both target groups and channels. Subgroups, based on thematic interests, professional backgrounds etc., will be defined for specific activities. Inventories undertaken to establish the stakeholder online communication platform may disclose highly relevant subgroups in different regions.

### SUGI Funded Researchers and Project Partners

Disseminating results and outcomes from SUGI funded projects is a core activity in SUGI communication. On top of this we strive to keep the SUGI funded researchers and project partners in a regular info loop and to involve them in various activities within the JPI Urban Europe program and Belmont Forum related activities. The aim is to integrate the projects in various communities of knowledges and practices where knowledge can be shared and further developed.

The main responsibility of communicating the results from SUGI projects remains with the researchers and project partners. Projects should have their own communication plans and produce their own publicly available material. Projects are encouraged to share their results at conferences and thereby being SUGI ambassadors.

The SUGI communication team will support their communication by way of providing visibility in different channels, producing factsheets, translating, and synthesize material and building narratives. Projects results will be easily accessible from the JPI Urban Europe website as well as the Belmont Forum website. On both websites there will be subpages provided for each project with information on the project, contact details and links to external websites and reports. Projects are encouraged to provide material for these pages.

At the beginning of the project phase all projects will be provided with a toolkit with templates and communication guidelines on how to write factsheets and policy briefs.

Researchers in general have established networks within their own fields and can share and access results and knowledge with other researchers through scientific journals, conferences etc. SUGI communication activities strive to engage researchers to take part in knowledge sharing that involves researchers in other fields, and in dialogue with practitioners and policy makers. Projects will typically be grouped for coordinated outreach activities.

### **Researchers, Urban Policy Makers and Urban Practitioners in the Field**

Since SUGI aims for implementation and exploitation of results, researchers, urban policy makers and urban practitioners that are active in relevant fields and can benefit from and potentially implement the results from SUGI projects in their daily business or future projects is particularly important target groups. Translating research findings into compelling narratives and guidelines is important to reach this group and to provide forums for interaction with the funded projects. Main channels are newsletters, information on the JPI Urban Europe website, conferences and seminars, policy briefs and synthesis reports.

### **Policy Makers on Global, European or national Levels**

SUGI aims to deliver useful knowledge that can influence and support policy making and policy makers on different levels, from global to European, national and regional and local level. To achieve this, it is essential to stay in tune with policy development at the EU level, being prepared to contribute with results from SUGI to bring to the table. Policy conferences, policy briefs, relationship building, newsletters and press releases are important ways and channels to communicate with this group.

### **Members of the JPI Urban Europe and Belmont Forum Steering and Advisory Bodies**

Members of the various steering and advisory bodies of JPI Urban Europe and Belmont Forum is an important target group since they are experts in the field and have influence in the hierarchies and organisations they belong to. They are many times involved in policy making and research policy making on national level as well as potential ambassadors of SUGI in these forums. In JPI Urban Europe these are for example the Governing Board, the Scientific Advisory Board and the Agora Sounding Board. In Belmont Forum, important groups are the Steering Committee, the Secretariat and the members themselves. Information provided at board and steering committee meetings is central to keep this group informed but also engaging them in various activities for a better understanding of the SUGI context. Members of this group will be provided with easily accessed information and promotion material.

### **National funding agencies active in JPI Urban Europe and Belmont Forum**

This group is described in the section of channels.

## Channels

### Existing Communication Infrastructure

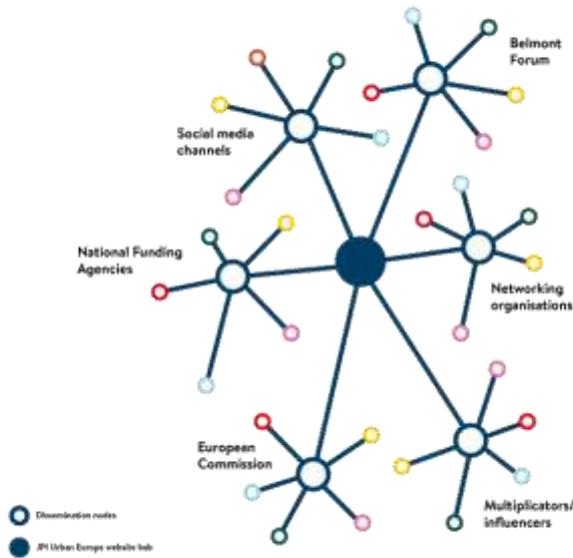
The existing communication infrastructure built up around JPI Urban Europe includes the website as hub of communication, JPI Urban Europe newsletter with 2400 subscribers (September 2017), an extensive stakeholder database and a typology of regularly organised events targeting specified stakeholder groups. The Belmont Forum communication infrastructure includes a website, a newsletter with nearly 900 subscribers and multiple listservs for various groups (awardees, potential applicants, governance), a YouTube channel, a LinkedIn profile and a twitter handle @Belmont\_Forum. SUGI information and news will be integrated in this existing structure and tailor-made activities supplemented.

### Website

The JPI Urban Europe and Belmont Forum websites are the hubs of SUGI communication. All available information and the latest updates on the SUGI initiative and the funded projects will be published at a SUGI subpage at the JPI Urban Europe website and in news items with high visibility on the main page. SUGI funded projects will have their own subpages with information on the project, contact details of partners involved and links to external websites and documents. SUGI activities will be included in the events calendar. On the Belmont Forum website, there is a Post-Award page, dedicated to sharing project results and connecting projects together. There is a calendar, a connect page, and a news blog all to enhance the impact and outreach of Belmont Forum funded projects. Project websites, articles, and publications are shared through the Belmont Forum website and there is a map of where all project awardees are located, with contact information to enable engagement.

### SUGI Stakeholder Online Communication Platform

The communication and dissemination activities planned in SUGI aim at bringing together globally, a large and varied group of stakeholders and players towards urban sustainability. Internet based tools will play a fundamental role in establishing a Stakeholder Online Communication Platform having as a central hub the JPI Urban Europe and the Belmont Forum websites. The aim is to establish a virtual network that connects the SUGI initiative with important “dissemination nodes” in all countries participating in SUGI. The dissemination nodes are typically organisations, social networks and initiatives that are well connected with SUGI stakeholders in a regional/local context. The SUGI communication team will connect with the communication offices in these nodes to establish a long-term collaboration and to provide them with material and news to disseminate in their networks. The national funding agencies participating in SUGI will be particularly important dissemination nodes. The online communication platform will be established during the fall and winter of 2017. The approach and the time plan is described in more detail in a separate document.



*Illustration 1: SUGI Stakeholder on-line communication platform, a virtual network of distributed dissemination nodes.*

### **National Funding Agencies Channels**

Accessing the national funding agencies expertise and communication channels is crucial to reach out to local target groups. National funding agencies will be provided with easily accessed information and results from and on SUGI projects. The potential of achieving synergies via cooperation including for example translating results and share stories will be explored. Since the national funding agencies are not very often represented by communication officers in SUGI activities, the SUGI communication team needs to establish direct contacts with the communication officers. This work can be taken on as part of the stakeholder online communication platform.

### **Social Media**

In comparison to previous JPI Urban Europe calls and as an adaption to the international context of SUGI, more focus will be on social media with intensified presence on, for example Twitter and LinkedIn. We will encourage researchers and projects partners to be active in social media to share information and results in these direct channels. In general terms, we strive to establish a widespread contact network with a multitude of senders and receivers, avoiding bottlenecks and barriers and allowing a direct contact with as many partners and stakeholders as possible.

Social media channels to be mapped and investigated within the framework of the online communication platform: Youtube, Wikipedia, Facebook, Twitter and LinkedIn. These will be subject to a soft analytical study on the adequacy of social media channel to better address communication with specific target groups in different regions/countries.

### **Newsletters**

SUGI related content and results will be distributed through the JPI Urban Europe newsletter, that is currently issued six times per year and has a number of subscribers of 2400 (September 2017). Four SUGI special edition newsletters will be issued during the SUGI timeline. Special

edition newsletters can preferably be issued in cooperation with the Belmont Forum Secretariat and/or other important actors and communication nodes in the Food-Water-Energy Nexus international community and distributed among the subscribers of both newsletters. Newsletters will also be distributed to the organisations and networks in the Stakeholder online communication platform.

### **Press and Professional Media**

Establish contacts with press and professional media.

### **Online Media and Broadcasted Events**

Coordinating and connecting researchers, projects partners and stakeholders across projects and national borders for knowledge exchange and collaboration in the SUGI global context is a paramount challenge. Webstreamed seminars and broadcasting events will play a central role in connecting the different actors, with attention to the opportunities for participants at a distance to interact.

### **Events**

Opportunities for SUGI funded projects to take part in events organized by Belmont Forum, the European Commission and other partners will be continuously sought after. SUGI projects are also encouraged to arrange focused workshops with the closest related projects. These focused workshops could be with another ERA-NET Co-fund project or a national workshop arranged in connection with a national programme or project.

### **JPI Urban Europe Events**

The SUGI projects will be integrated into the JPI Urban Europe programme management and thereby benefit from established fora for knowledge exchange and support whilst contributing with a global perspective on urban transformation and strengthen the connections between European researchers and international researchers in the same field. JPI Urban Europe has developed a typology of events that target different groups.

Forums that mainly target the research communities are meetings with the UERA (Urban Europe Research Alliance) that organises representatives from research institutions and networks, and the JPI Urban Europe Urban transition pathways symposium, organized annually since 2016, with the aim to foster an academic dialogue with importance for the implementation of the JPI Urban Europe Strategic Research and Innovation Agenda (SRIA) and to explore concepts for how to connect the various research groups formed around “smart cities”, “eco cities” etc., that invites researchers from JPI Urban Europe Scientific Advisory Board and researchers funded by JPI Urban Europe calls.

Various workshops and seminars planned within the framework of the JPI Urban Europe Agora – stakeholder involvement platform targets a broad spectrum of stakeholders from business, public sector, civil society etc., including the Urban Europe Policy conference occurring every 18<sup>th</sup> month.

### **Projects Meetings**

JPI Urban Europe Programme management will support projects to form a dedicated Food-Water-Energy Nexus research and innovation community. Annual events that gather SUGI projects for strategic discussions, to exchange results across calls and projects and to matchmake and form consortia for future research and innovation activities are important tools

for achieving this aim. SUGI projects will be invited to three projects meetings during the SUGI timeline.

To reach out to a wider research, policy and practitioner community and to extend networks the events are typically organised as back-to-back seminars to meetings or events organized by JPI Urban Europe/Belmont Forum or other parties. Whenever possible, these events will be webcasted to reach out to a wider audience than those who are able to be on site.

The projects meetings that took place in 2015-2017 gathered projects from all calls with the aim of supporting community building among researchers funded by JPI Urban Europe. The projects meeting in spring 2018, however, will be organized as an exclusive kick-off event for the SUGI projects, allowing to focus on the particular circumstances of research collaboration outside Europe and to focus the Food-Water-Energy Nexus community. The projects meetings in 2020 and 2021, SUGI mid-term respectively final events will most probably invite projects funded in several JPI Urban Europe calls. The mid-term event serves an important opportunity to monitor the progress of projects while the final event will mainly focus on disseminating of research results and partner search for future activities.

### **Seminars and Workshops**

A series of SUGI tailored seminars are planned for towards the mid- and end term of SUGI. This includes a series of web-streamed seminars gathering SUGI projects for coordinated outreach to specific targeted publics, building upon clustering and cross-cutting analysis and the innovation and policy briefs as well as two exploitation workshops targeted towards stakeholders in business/industry and cities. Lessons learnt from JPI Urban Europe pilot activities will underpin these workshops.

## **Tools**

### **Corporate Design**

To strengthen the SUGI brand and to support a coherent communication among partners and projects involved all partners and projects will be provided with a toolkit including powerpoint templates with the SUGI logotype. The logotype is also to be available in all needed formats for publication (print and online). The toolkit will be available at the JPI Urban Europe website and distributed among all involved partners. All projects will be encouraged to use the logotype and mention SUGI when they speak at conferences and events.

A new EU private policy on protection of personal data, applied from May 25<sup>th</sup>, 2018 and onwards, will have effects on how websites and databases will be managed. Guidelines on how to adapt to these new policies will be developed by JPI Urban Europe Program secretariat.

### **Contact Database**

A database with contact information to all partners involved in projects, subscribers of newsletters and stakeholders involved in different forum is an important tool for a swift and direct communication flows. The JPI Urban Europe communication team is currently building an extensive database with contact information to all partners involved in JPI Urban Europe funded projects, avoiding the situation where the coordinators are “gate keepers” and “bottlenecks” in information flows aimed at all involved partners. SUGI partners will be included in this database.

## **Products**

A variety of products are foreseen to communicate results from SUGI funded projects. Products may include projects posters to be presented at projects meetings, fact sheets presenting research results etc. Digital publications are preferred but printed materials will also be produced.

## **Policy Briefs**

Policy briefs based on the results from SUGI projects will be produced as an outcome of monitoring and evaluation activities in SUGI. Within the JPI Urban Europe programme management researchers will also be subject to coaching sessions on how to write policy briefs. The policy briefs will be layouted according to SUGI corporate design and distributed through various channels. For the purpose of seminars and workshops policy briefs can be thematically clustered. Content from policy briefs can be used in press releases and PR messages. A guideline for writing policy brief is piloted in November 2017.

## **Project Catalogues**

The JPI Urban Europe projects catalogue is issued annually since 2016. The aim of the catalogue is to introduce the JPI Urban Europe programme management and to provide an overview of all projects funded in various JPI Urban Europe calls with information on the status of the projects and partners involved. SUGI projects will be included in the 2018 issue of the projects catalogue.

## **Video documentations**

Whenever possible, events will webcasted to reach out to a wider audience than those who are able to be on site. Video films from conferences and events are used to promote future events.

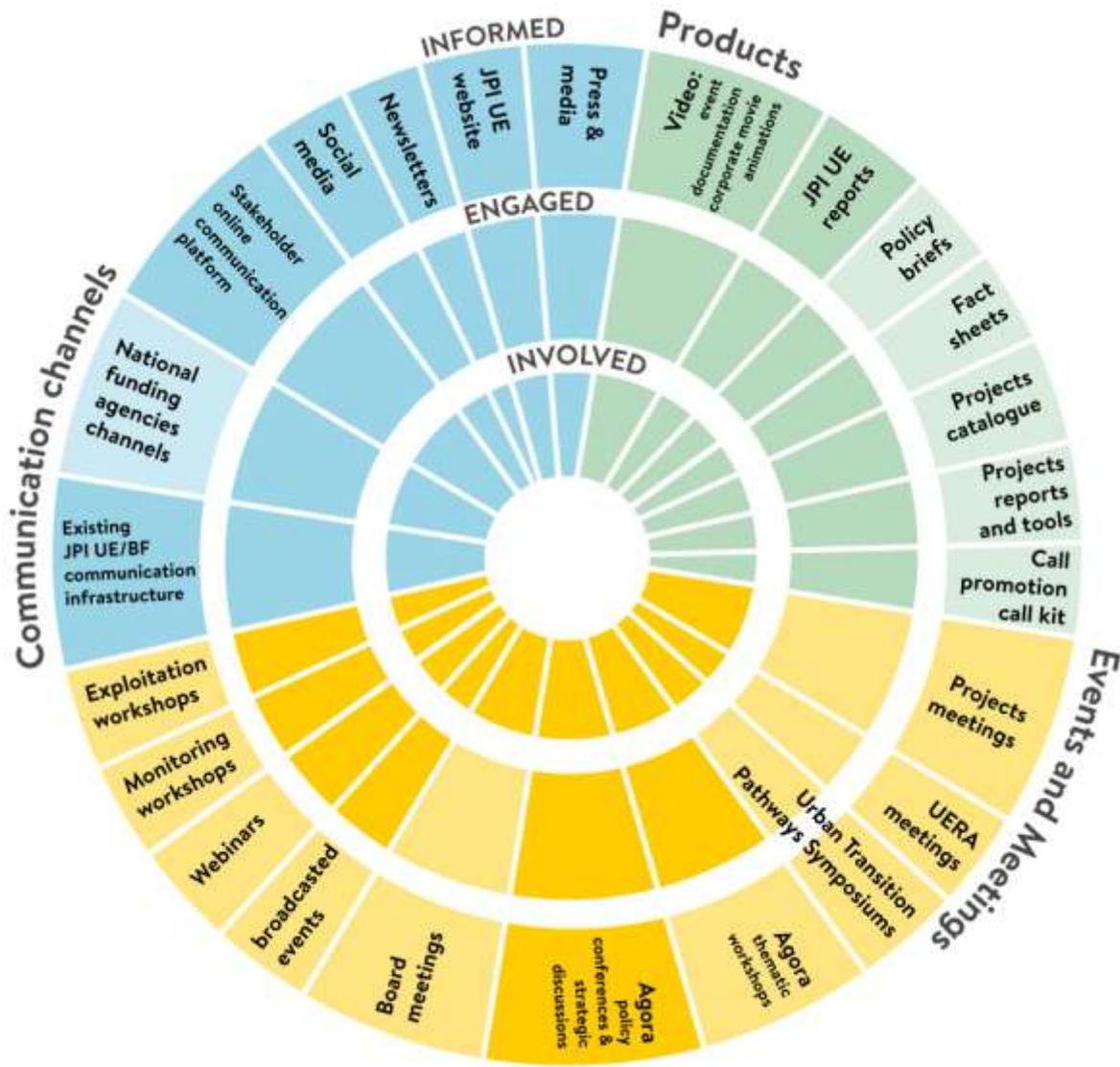


Illustration 2: Overview of Communication channels, products, events and meetings and their relevance to reach out to different layers of the broad spectrum of SUGI target and stakeholder groups, stratified according to their involvement in SUGI activities. A heavy color field indicates that the format or channel is meant to reach this layer of stakeholders.

# SUGI Prioritized target groups



	Researchers SUGI projects	Practitioners SUGI projects	Researchers in the field	Practitioners Policy makers in the field	Policy makers Global, EU, National	JPI UE & BF board members
<b>Communication channels</b>						
JPI UE/BF existing communication infrastructure	●	●	●	●	●	●
National funding agencies channels	●	●	●	●		
JPI Urban Europe website	●	●	●	●	●	●
Stakeholder on-line communication platform	■	●	■	●	●	
Social media	■	■	■	■	■	■
Newsletters	●	●	■	●	■	■
Press & professional media	■	■	■	●	●	■
<b>Events and Meetings</b>						
Projects meetings	●	●				■
UERA meetings & Urban Transition Pathways Symposiums	●		●			■
Agora – thematic workshops	●	●	●	●		■
Agora – policy conferences & strategic discussions	■	●	■	●	●	●
Online media & broad casted events	■	●	■	●	●	●
JPI UE & BF board meetings						●
Web-streamed seminars	●	●	●	●		
Exploitation workshops	●	■	●	■		
<b>Products</b>						
Corporate videos and pamphlets	●	●	●	●	●	●
JPI Urban Europe reports (SRIA etc)	●	●	●	●	●	●
Policy briefs (translation of projects results)	■	●	■	●	●	■
Factsheets (translation of projects results)	●	●	●	●	●	■
Projects catalogues	●	■	●	■	■	●
Tools and reports (projects own outcomes)	●	●	●	●		■
Promotion tool kits	●	●	●	●		■
Video documentations from events	■	■	■	■	■	■
Video animations & instruction movies	●	●	●	●	■	■

- Primary channels
- Secondary channels

## Overview Communication Activities

List of activities to be continuously updated.

Remaining Call promotion phase 2017	
2017	
September – December	Initiate the planning and organization of SUGI kick-off event
December	SUGI stakeholder online communication platform version 1.0 launched
January 2018	Funding decisions SUGI announced and published at JPI Urban Europe and Belmont Forum websites, and distributed via dissemination nodes in the SUGI stakeholder online communication platform. Special edition JPI Urban Europe newsletter issued announcing the results of the call Press release Info in twitter <i>Other channels?</i>
Projects phase 2018-2021	
2018	
Early 2018	Start of SUGI projects
January-March	Work on JPI Urban Europe projects catalogue 2018 including new projects from SUGI and Making Cities work call. SUGI contact data base updated Invitations to SUGI kick-off event sent out
April-June	SUGI kick-off event, preferably back-to-back with an event with European Commission and/or Belmont Forum event. All projects funded in SUGI call are invited to the event, as well as a few selected projects from previous JPI Urban Europe calls and relevant Horizon 2020 funded calls. Planning starts in September 2017.
April-June	JPI Urban Europe Projects catalogue 2018 published including SUGI projects
2019 - 2021	
January 2018	The JPI Urban Europe policy and stakeholder conference (EXPAND final event), might include an international angle featuring SUGI partners
January 2019- December 2021	Dissemination/exploitation activities through various means and channels: 3 special edition SUGI newsletters, SUGI related items published on JPI Urban Europe website and distributed via SUGI Stakeholder online communication platform, News published in JPI Urban Europe and Belmont forum regular newsletters Fact sheets Policy briefs Press releases Short videos Online show case events User bill boards

April 2019	Projects Catalogue 2019 – updated info on SUGI projects
November 2019	Exploitation workshop I - specified target groups
April 2020	JPI Urban Europe projects meeting 2020 – SUGI mid-term event
	Projects Catalogue 2020 – updated info on SUGI projects
June 2020	Webstreamed thematic seminars building on policy briefs specified target groups
January 2021	Exploitation workshop II - specified target groups
April 2021	JPI Urban Europe projects meeting 2021 – SUGI final event
2021	SUGI projects end