JUST2CE

A Just Transition to Circular Economy

COMMUNICATION, DISSEMINATION AND EXPLOITATION STRATEGY

JUST2CE PROJECT

Document identifier: D6.1

Version: 4.0

Dissemination status: Public

D6.1 – Communication, dissemination and exploitation Strategy

Grant Agreement nº: 101003491

Project acronym: JUST2CE

Project title: A JUST TRANSITION TO THE CIRCULAR ECONOMY

Topic: Understanding the transition to a circular economy and its implications on the environment, economy and society

Project Duration: 2021/09/01 − 2024/08/31

Coordinator: Universitat Autònoma de Barcelona (UAB)

Associated Beneficiaries:

1. UNIVERSITAT AUTÒNOMA DE BARCELONA
2. UNIVERSIDAD DE VIGO
3. THE UNIVERSITY OF SHEFFIELD
4. UNIVERSITA DEGLI STUDI DI NAPOLI PARTHENOPE
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PROJECT No. 101003491

Just2CE will assess the current state of transition towards the circular economy in relevant economic sectors and analyse possible transition scenarios, as well as their outcomes and impacts. It will identify the key factors that can stimulate or hinder this transition. Natural resources are extracted and transformed into products, which are eventually discarded. As many natural resources are finite, it is important to keep materials in circulation for as long as possible. This makes the transition to circular economy more vital than ever but is a responsible, inclusive, and socially just transition to a circular economy possible or even desirable? What technical, political, and social factors can enable or hamper such transformation? The EU-funded JUST2CE project will answer these questions. It will explore the economic, societal, gender and policy implications of the circular economy paradigm. The project's findings will shed light on how to ensure democratic and participatory mechanisms when designing and managing such technology.

History Chart

Version	Date	Implemented by
V4.0	16/02/2023	ARC-MedWaves
V3.0	14/09/2022	ARC-MedWaves
V2.0	12/08/2022	ARC-MedWaves
V1.1		
V1.0	14/2/2022	ARC-MedWaves

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Version: 2.0

Executive Summary

To date, the Circular Economy (CE) is an umbrella term that shelters a variety of ideological positions and often competing political agendas. In spite of such diversity, CE is often portrayed as apolitical and neutral. The risk of denying the existing plurality of circularity is to silence multiple alternatives and *modes* of sustainability. Moreover, in order to implement effective CE practices and policy, it is crucial to map and analyze such diversity.

The global implications of a CE transition are not discussed enough in the European context. Given the planetary outreach of global supply chains, how CE proponents expect to restructure colonial and postcolonial links between rich and poor countries is a totally neglected topic. Is CE applicable to global supply chains that base their viability and profitability on the immense disparity of labour and environmental regulations across the Global North and South? And what about the immense reservoir of traditional agro-ecological practices that are already sustainable and sustain the majority of people living in the Global South (where most of the food is produced by women21? Are they going to be replaced in the name of eco-efficiency and circularity?

Most CE projects have focused on 'how' to produce circularly but not really on 'what' or 'how much' to produce. The 'what' question relates to issues of democracy, participation, gender and global justice that are in turn connected to the capacity of any society to reflect about what kind of technological futures its members desire. These are questions asked in the literature on Responsible Research and Innovation (RRI). In general, RRI public engagement and reflexivity are absent from CE literature and practices. Many CE practices embody a technocratic spirit and are rarely framed as objectives of democratic governance. How bottom-up practices (including social activism) can re-appropriate and reshape the CE discourse is crucial to enable a fair and just transition. The 'how much' question relates to the need to decouple material economic growth from welfare to keep global consumption of natural resources within planetary boundaries. This also implies questioning the need for endless and unchecked economic growth and thinking of wealth distribution mechanisms that would combine environmental limits with a fair and just access to natural resources.

Table of Contents

List of abbreviations

CDEP	*Communication, Dissemination and Exploitation Plan*
CCU	*Communication Coordination Unit*
CE	*Circular Economy*
DSS	*Decision Support System*
EP	*Exploitation Plan*
IP	*Intellectual Property*
IPR	*Intellectual Property Rights*
NGO	*Non-Governmental Organization*
PMO	*Project Management Office*
RRI	*Responsible Research and Innovation*
SMS	*Social Media Strategy*
SMEs	*Small, Medium Enterprises*
SOP	*Standard Operating Procedure*

1 Executive Summary

The Communication, Dissemination and Exploitation Strategy is a guiding document to increase visibility of the Action's impacts and shape potential pathways towards its transfer and replicability, harnessing results achieved for decision-making, both at public and corporate levels. The Strategy is a living document that will be constantly monitored, evaluated, updated and adapted to ensure that the growing knowledge and experience during its implementation are reflected.

The Strategy builds on the key purpose of the action to understand, in a critical and thoughtful way, under which conditions a responsible, inclusive and socially just transition to a circular economy is possible and desirable, what technical, geopolitical and social factors can enable or hamper such transformation and how these aspects can contribute to the development of transitional policy measures.

Considering the multi-layered and inter-disciplinary approach of the Action and its participatory and pluralist focus, Communication, Dissemination and Exploitation are intertwined, aiming to increase outreach and facilitating engagement of key stakeholders identified by the project's consortia.

Communication and dissemination are seen as accountability and learning vehicles which will be informed by the project's internal monitoring system and its codified outputs. The strategy posits that a Just Transition is possible if integrally upheld by citizens and fully understood by public and private stakeholders.

The Exploitation Plan provides a description of the different actions and a work plan assigning responsibilities to the partners with regards to the **use of results for further research and innovation activities, commercial purposes or in public policymaking** with the key target groups of the project.

The present Strategy is organized around two key blocks:

1. Communication and Dissemination, which includes its general objectives, specific target groups, channels and tools, to increase outreach and knowledge sharing, setting general procedures for internal and external communications.

2. Exploitation, envisaging outreach, engagement and replication of results.

2 Context

The conviction underpinning of this project is that the success of a transition towards a sustainable circular Economy does not merely depend on the development of new technologies – artefacts or processes – but also in the reconfiguration of the governance of productive processes into more democratic and participatory mechanisms of designing and managing technology.

2.1 JUST2CE in nutshell

JUST2CE aims at understanding, in a critical and thoughtful way, under which conditions a responsible, inclusive and socially just transition to a circular economy is possible and desirable, what technical, geopolitical and social factors can enable or hamper such transformation and how these aspects can contribute to the development of transitional policy measures.

The project will identify enablers and barriers to Circular Economy in a number of key strategic sectors – selected among those indicated by the EU Action Plan for Circular Economy – such as food production and

waste, water management, critical raw materials and production in complex global supply chains. The results of this analysis will be used to develop a decision support system and macroeconomics analytical tools to design new or improve existing Circular Economy practices.

The project will allow the qualitative and quantitative assessment of Circular Economy practices and will support well-targeted policy to design new or improve existing CE initiatives. This is implemented by a software platform freely available on the project website.

WHO WILL BENEFIT:

Scholars, practitioners, policy-makers, business and civil society organizations in the Circular Economy arena.

EXPECTED ACHIEVEMENTS:

- A rigorous and comprehensive overview and analysis of the current state-of-the-art in the field of Circular economy
- An integrated Decision Support System for Responsible CE practices
- The successful completion of 10 case studies
- Policy Briefs on Responsible Circular Economy

3 Communications and Dissemination

The present document is the first edition of the Communication and Dissemination Strategy of JUST2CE project, an internal project document prepared under Work Package 6, led by ARC-MEDWAVES with the support of the whole consortia. It defines the strategy established, the tools and the channels for all communication efforts and it will ensure that outputs, results and lessons learned will be effectively delivered to the target groups and so during the whole time frame of the project. The Communication and Dissemination Strategy is a living document that will be constantly monitored, evaluated, updated and adapted to ensure that the growing knowledge and experience during its implementation are reflected.

The Communication and Dissemination Strategy provides a description of the different actions and a work plan assigning responsibilities to the partners with regards to internal communication (among projects partners) and external communication with the key target groups of the project. It also provides guidelines and a small kit on how to communicate about the project as well as a social media strategy.

The plan will contain the procedures and standards to be followed for the communication (i.e. brochures, internal reports & presentations, leaflets, video, etc) of project objectives and results as well as the overall strategy for dissemination (i.e. plan of participation to conferences, workshops, etc). Moreover, within this task the communication plan will provide guidelines for the material organisation (i.e. flyers, project web site, newsletters, etc) and will eventually establish a common procedure to declare new Knowledge provided by each consortium partner. A clear communication & dissemination policy will be established early in the project lifetime that will identify the relevant audiences and stakeholders to target along with the appropriate channels to use for such purposes.

3.1 General objectives

As already mentioned in the project document, to maximize impact and deliver it to the key project's target groups, Communication and Dissemination is needed and will have to ensure:

- Project outputs can be fully exploited and be used in the most effective manner,

- Knowledge gained through the project, and more generally the information generated by the project, can be made available to all interested organizations,

- Elements of excellence of the project can be reused and replicated in other projects, becoming a reference point triggering further developments in the field and beyond,

- Project reaches decision-makers to contribute to improving future policies,

- Benefits that project outcomes will bring to society (services, employment, economy) are well pointed out.

To achieve this specific objectives, the Communication and Dissemination Strategy will:

- Provide the project with a smooth communication framework;
- Ensure efficient communications among and between the partners;
- Ensure visibility to the activities and messages of the project;
- Ensure that the results, the outputs and the lessons learned are widely disseminated and taken up by the different target groups.

3.2 Consortia engagement

All project partners will be actively engaged in both, internal and external communication, in order to develop consistent, timely and targeted communication outputs for reaching the specific target groups.

To do that, a specific coordination mechanism is devised, allowing participation and co-creation of communication contents.

ARC-MEDWAVES, leading WP6 will ensure the establishment of a Communication Coordination Unit, composed by a communication focal point representing each partner.

Additionally, a Dissemination and Communication Manager will take part in the management board to ensure correct reporting of CDE's achievements and to receive feedback to better inform the CDEP.

3.3 Internal communication management

The project is implemented by 14 partners, which is an added-value for the knowledge and skills available but also a challenge from the communication perspective. A good coordination and communication, agreed among all the project partners, is essential for the good progress of the project.

All the partners are based in different locations throughout the project beneficiary countries. It is essential to have an appropriate and efficient use of online tools such as email, instant messaging or video-conferencing, as well as commitment to use the project management tool.

3.3.1 Objectives
To develop an appropriate internal communication management system, this Plan sets 4 key objectives: _
- To organize the communication in a clear and transparent way, accessible to all project partners.
- To provide practical tools e.g. shared project calendar, contacts database, etc.
- To agree on a plan for the exchange of information that will facilitate the communication among and between the target groups.
- To share information, experiences and lessons learned among and between partners.

3.3.2 Actors involved (Who is who?)
- The JUST2CE partners. A communication focal point will have to be identified by each partner. The list will be made available on the project digital management system (TEAMS).
- The JUST2CE project implementation team. Communication focal points will liaise internally to get information and transmit priorities to ARC-MEDWAVES communication team. The latter will inform about communication and dissemination activities monthly in the Communication Coordination Unit and in the Consortium meetings.

3.3.3 Channels and Tools
The main channels of the internal communication are e-mail exchanges, telephone calls, face-to-face meetings, telephone or video conferences, meetings, as well a web-based project management tool agreed by the project partners.

However, primary channel of communication will be the project TEAMS WP6. It is essential that partners commit to use the web-based project management tool, since it will be the main communication channel.

Contacts

In order to facilitate communication among and between partners, a contacts database will be elaborated.

In this respect, all partners will be asked to send to the lead partner the following information (some of the below elements have already been shared):

- Contact of the local coordinator
- Contact of the communication manager
- Contact of other team members
- Involvement of team members in the different work packages of the project

- Logo of the partner organization
- Website link
- Social media

Channels

The TEAMS WP6 is open to communication focal points and other partners' representatives, as defined in the general project contact list.

Along with the chat and the file repository, the WP6 TEAMS channel has been equipped with an:

- Event scheduler. Planning tool to inform about events organized by the project or to which JUST2CE member are invited to take part in. ARC-MEDWAVES communication officers has primary responsibility for updating the events scheduler.
- Content scheduler. Planning tool to inform communication items to be published on the project's channels or to engage alternative media outlets.
- Actions (TRELLO). Communication work plan for keeping track of internal milestones.

Communications Coordination Unit (CCU)

As pointed out the CCU is the main coordination mechanism to monitoring and implement the CDEP.

The CCU is summoned and chaired by ARC-MEDWAVES and will report to project partners at project meetings and steering committees, providing the following information :
1. Analyse communications and dissemination data and performance
2. Plan communications and dissemination actions

3.3.4 Standard Operating Procedures (SOPs) Purpose

Standard Operating Procedures (SOPs) are complementary to the Communication, Dissemination and Exploitation Strategy and its primary objective is to facilitate implementation and adequate delivery of the different Strategy's component to transform the work-package on communication from reactively delivering products to taking a strategic approach based on prioritization and advanced planning.

By emphasizing a strategic planning approach and standardizing the processes of prioritizing, developing, and producing communication campaigns and products, Lead Partner in Communication will ensure its campaigns, messages and communication materials are produced more effectively and efficiently, and will significantly increase their impact and reach.

Two SOPs have been developed to support the Communication Coordination Unit:

- Digital Marketing and Campaigns

- Communication Content Development

SOPs are annexed to the present document (Annex I).

3.4 External Communications and Dissemination Strategy

The external dimension of the Communications and Dissemination Strategy will ensure the directions envisaged in the project documents are correctly achieved, informing, raising awareness and engaging target groups and general audience.

Figure 1. External Communication and Dissemination Strategic Directions

External communication and dissemination, fully aligns with H2020 policies, thus seeking real engagement and two-way exchange among the project's network.

3.4.1 Objectives
The objectives of the Communication and Dissemination Strategy are relevant to the H2020 and EU policies and are as follows:

- To effectively promote the JUST2CE project and its corresponding activities in order to contribute to the successful achievement of its overall goal and objectives;
- To mobilize the maximum number of relevant target groups and get them involved in the implementation of the JUST2CE activities;
- To facilitate exchange of know-how, expertise and lessons learned among and between the members of JUST2CE and beyond;
- To promote the replication, transferability and sustainability of the JUST2CE results.

3.4.2 Target Groups

Building upon the expected impacts of JUST2CE, target groups have been identified and clustered with 3 different filters:

1. Impact on everyday lives

2. Better use of results by the scientific community

3. Spill-over to policy makers and industry

Cluster	Typology	Segment	Objective	Methodology	Tools
1	Group of Interest	Citizens interested in topics related to social and environmental justice	Raise awareness about the opportunities offered by a transition towards a CE, how to get involved through co-creation, and to support the involvement of all groups, irrespective of gender, social and cultural background.	General public will be engaged through a twofold strategy: 1) Promotion of CE champions and people-centred impact stories, using digital outlets created within WP6 and 2) Issues-framing communication activities, highlighting common challenges the project is tackling and how these affect wellbeing and development options. Partners' national and local networks will be exploited, while the communication flow will reflect the nexus among global challenges and local solutions.	1. Digital marketing and social media
		Media outlets and journalists exclusively or partially focusing on ecological transition and circular economy	Bring attention to the idea of a just and responsible transition towards a CE, reach a broad public and help dispel myths about who can be part of such transition.	All the partners will contribute to the dissemination of the outcomes of JUST2CE in their countries through the engagement with social media, online magazines and dissemination events, following the project's Dissemination and Exploitation Plan and supported by ARC.	1. Press kit development and key information available and processed 2. Media outlet mapping and direct engagement
	Primary end-users	Members and decision-makers of CSOs and Grassroots	Tap into the potential for fertile innovation in communities across Europe and Africa, to support sustainability and diversity,	JUST2CE will draw on the participation of community-driven initiatives to disseminate the outcomes of the project among civil	1. Web development and social media 2. Direct engagement (case studies) and

		Innovation Communities	to co-create knowledge with end-users and promote CE as a mechanism to social transformation.	society organizations and to engage with CE bottom-up initiatives. ACEN's continental-wide network of circular economy professionals and entrepreneurs will enable on-the-ground innovations to be highlighted as well as provide a bridge between academia and industry to support the implementation of circular principles.	events promotion 3. Public events and focus groups related to case studies
2		JUST2CE action network and boundary stakeholders	The project aims to provide tools and options to implement their responsibility, solve their issues. JUST2CE communication and dissemination activities aim to inform them and engage them to get their direct feedback and make sure that we respond to their needs for additional knowledge and tools.	The academic partners of the consortium (UAB, USFD, UNIPARTH, CES and UCT) have a long and consolidated experience in managing EU funded research projects. Universities have wide networks and outreach potential. Engaging in-house communication services will be useful to gain visibility and amplify messages.	1. Internal communication 2. Web development and social media 3. Cross-component presentations at university level, engaging key communication stakeholders
		Scientific Networks of JUST2CE	Promote awareness and scientific interest in CE, including as part of researchers' formal and informal training; publish articles and disseminate the project approach among the wider research community.	Resorting on networks development and existing research programs will help disseminating scientific achievements, gathering feedback and positioning JUST2CE in the academic arena.	1. Web development and social media 2. Targeted dissemination of scientific outputs 3. Network development and participation in relevant fora and conferences
		Entrepreneurs and SMEs	Promote JUST2CE's vision in the private sector to improve how CE practices are designed and implemented.	Tailored technical support will be delivered to start-ups and SMEs relying on services (outputs) developed by the project and partners' existing outreach pathways. Project's services will be mainstreamed within partners' service portfolio and disseminated with a specific activity.	1. Web development and social media 2. Targeted dissemination of the project's services 3. Network development and mainstreaming of JUST2CE principle in existing communication actions
3	**Group of Influence**	EUPMs working in the field of the EU Green Deal strategy and its external	JUST2CE activities and outcomes will highly rely on the involvement of a group of influence and their willingness to collaborate. They represent institutional		1. Web development and social media 2. Targeted dissemination of the

		dimension	actors and decision makers that are key to providing the policy framework that regulates and manages marine litter as well as JUST2CE.		project's services
		EU officers working in the field of international cooperation with Africa (DG NEAR, DG INTPA)			3. Network development and mainstreaming of JUST2CE principle in existing communication actions
		Governmental officers working at national level whose policies have a direct influence on topics related to JUST2CE			4. Project's events for policy-makers

3.4.3 Tailored Messages

This section suggests a structure to elaborate messages adapted to the needs of the previously identified target groups. Those messages will be further fine-tuned to address the specific context/support of the communication actions and will evolve during the project implementation.

Mission-oriented Messages : A Just Transition to Circular Economy

Mission-oriented messages focus on the key actions of the JUST2CE and its potential to relate to everyday life and broader societal issues, such as:

– defining harmonized methodologies at regional and national level for a holistic evaluation of circular economy practices;
– identifying circular economy hotspots and how unequal and asymmetric relations among the global South and North hamper a just transition to circular economy;
– setting up mechanisms to achieve an inclusive social just transition to circular economy.

Achieving a Just Transition to Circular Economy is the key mission of the project which need to be explored and exploited to trigger the project's impact narrative. It directly relates to a broader socio-economic and policy context, tackling concerns raised both by interest and influence groups, as previously identified and described.

Communication messages will embed a mission-oriented approach, using a number of registers and styles based on the specific target. In general terms, messages will adopt a storytelling focus, engaging targets with a context-based narrative rather than a facts-listing method.

The centrality of the CCU in the definition and development of communication messages will ensure coherence and consistency across the whole spectrum of communication items. SOPs will support the timely and correct application of mission-oriented messages.

Thematic structure to elaborate messages

JUST2CE addresses different aspects of circular economy. Therefore, specific messages can be delivered according to circular economy themes which are developed by the action.

To connect with a specific audience/target and meet their demands in terms of information/knowledge needs, a number of guiding principle will be transversally used to draft thematic messages:

- What does your target group already know about the topic?

- What does your target group think about it?

- Does your target group need information and/or persuasion?

- Has the message been tested before release?

3.4.5 Activities

14 countries are involved in JUST2CE, bringing together a culturally and professionally diverse group of natural and social scientists, national and regional authorities, managers and a NGO.

The project works in close collaboration with other related initiatives and will in turn feed its results into other existing and future research and policy developments.

Key activities deployed by the project's communication and dissemination strategy are listed in the following sections.
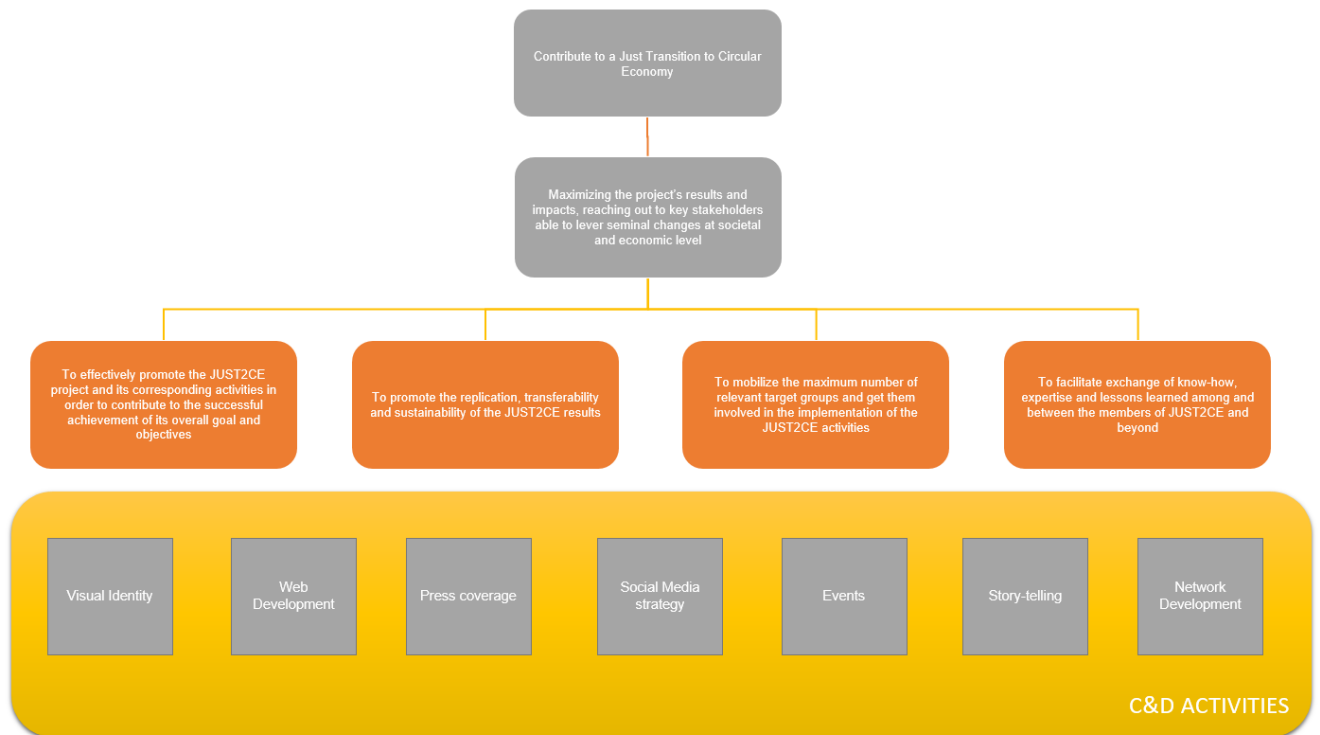
Figure 2. Communication and Dissemination Activities

3.4.5.1 Establishing the project visual identity

A key element to ensure a harmonized recognition of and familiarity with the JUST2CE activities is the adoption by all partners of a common identity (project logo, letterhead, PPT templates, etc.). A set of detailed guidelines and support material has been developed and uploaded on the collaboration portal.

The brand manual and templates will have to be followed by all partners. The CCU will assess its correct use and general compliance of all published outputs.

These guidelines will be fully aligned with the H2020 projects rules.

Annex II offers a brief compendium of key visual identity products.

3.4.5.2 Web Development

A high-quality, user-friendly internet web-site aiming to disseminate the JUST2CE results and lessons learned will be administered by the ARC- MEDWAVES Communication Team. The content will be developed by ARC-MEDWAVES. Each project partner will be responsible for providing information on time.
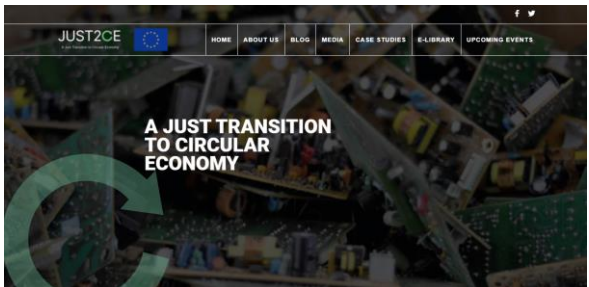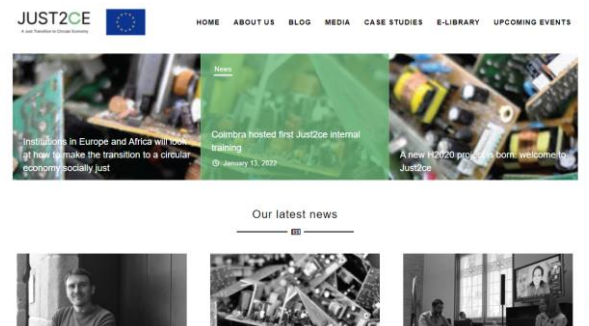
It will include the project description, prospects, news & events related to the JUST2CE topics and announcements. By M6 the website will be put on-line and updated on a monthly basis; specific arrangements will be made in order to guarantee that the website is kept updated after project conclusion.

The website will include key information on the project partners, aims, expected impacts, public deliverables and events calendar and links to social network tools. It will also feature general explanatory videos on main project results and will envisage dedicated functionalities to allow stakeholders interested in project results to interact with consortium members.

The web will be developed in two different phases:

1. Design, programming and launch. To be concluded by M6, the website will have all the basic information needed to illustrate key features of the JUST2CE and will reflect the general visual identity of the project.

2. Revision and design evolution. After its launch an evaluation of the web performance will be done in M12, allowing for adjustment and redefinition of the web design.

		Visuals
Domain	https://just2ce.eu/	
Platform	WordPress	
Key Sections	Home About Us Blog Media Caste Studies E-Library Upcoming Events	

3.4.5.3 Project press kit
The project press kit will be available on the project website. It is designed as a media kit, including promotional material such as:
1. Project logo
2. Project leaflet
3. High-quality pictures
4. Project brochure (M12)

Each partner and communication focal point can use the press kit. Engaging external stakeholders, specifically media outlets, will have to be reported to the CCU to avoid overlapping and strengthen coordination.

3.4.5.4 Social Media
Social Media Strategy (SMS) is a key component of the CDEP. Considering the increasing consumption of social media contents at global scale, JUST2CE will resort on traditional social media channels to reach out to different targets, as mentioned in section 3.4.2.

Social Media Strategy has to align to the general project's objectives and cater to their visibility needs. More specifically the SMS covers the first two objectives of the external communication and dissemination plan, namely:

– To effectively promote the JUST2CE project and its corresponding activities in order to contribute to the successful achievement of its overall goal and objectives;
– To mobilize the maximum number of relevant target groups and get them involved in the implementation of the JUST2CE activities.

This is actioned through 3 key actions:
1. Supporting JUST2CE mission
2. Raise awareness about a Just Transition to Circular Economy
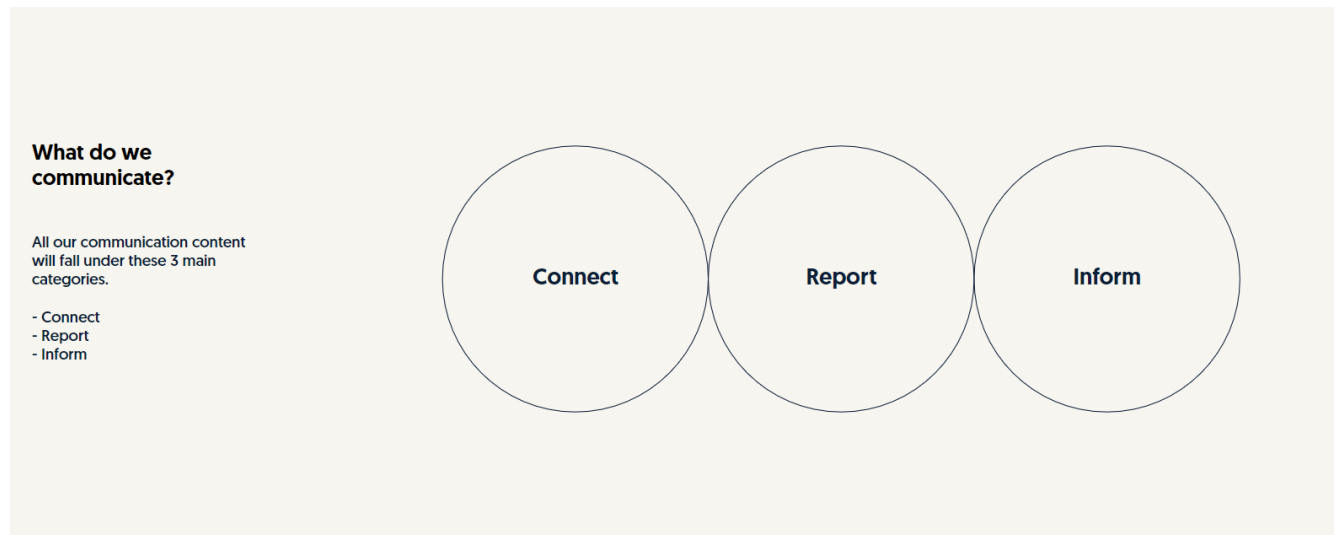3. Raise JUST2CE brand awareness

Social Media Strategy targets groups of interest and groups of influence as defined by the CDEP, responding to the information needs of each one of these layers.
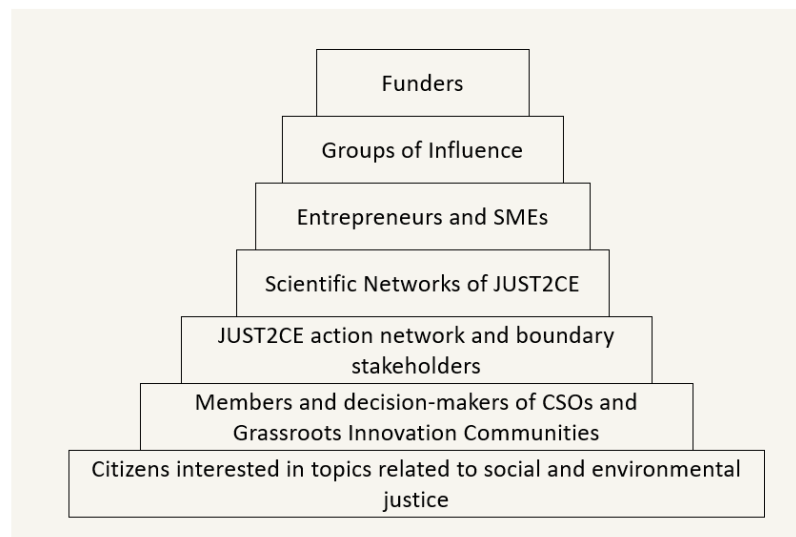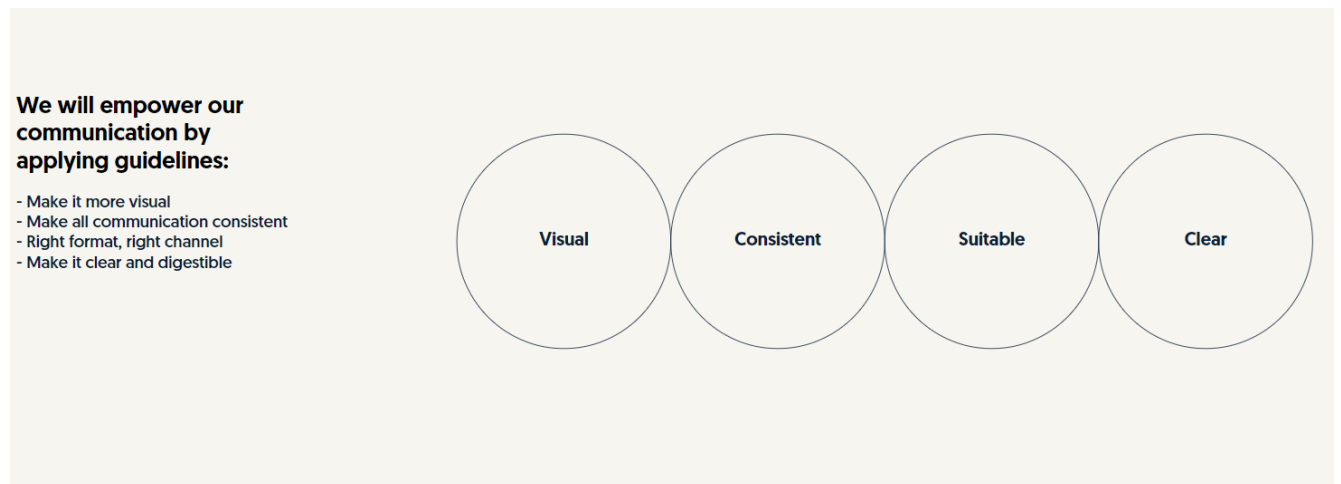

Each of the layers identified will require a different messaging. The following are the main requirements for each of the layer

|	
Funders	Prove the effectiveness of the JUST2CE
Groups of Influence	Support their efforts, and look for synergies
Scientific Networks of JUST2CE	Attract and employ more enablers
JUST2CE action network and boundary stakeholders	
Entrepreneurs and SMEs	Empower to affect positive change
Members and decision-makers of CSOs and Grassroots Innovation Communities	
Citizens interested in topics related to social and environmental justice	Inform, engage, and convert the public to advocates on a just circular economy

Social media messages will follow a pattern, building a coherent narrative. Messages will be developed according to the following categories or needs:

What do we communicate?

All our communication content will fall under these 3 main categories.

- Connect
- Report
- Inform

Connect   Report   Inform

Social media communication will be prototyped and tested for the first year, after which performance indicators will inform its review and improvements. The first months will help the project communication team to expand and develop contents, applying specific guidelines, as follows:

We will empower our communication by applying guidelines:

- Make it more visual
- Make all communication consistent
- Right format, right channel
- Make it clear and digestible

Visual Consistent Suitable Clear

A specific timeline will apply to develop the project's social media channels, reflecting incremental and progressive performance:

1st phase
Facebook and Twitter

2nd phase
LinkedIn

3rd phase
Instagram

M06   M12   M18
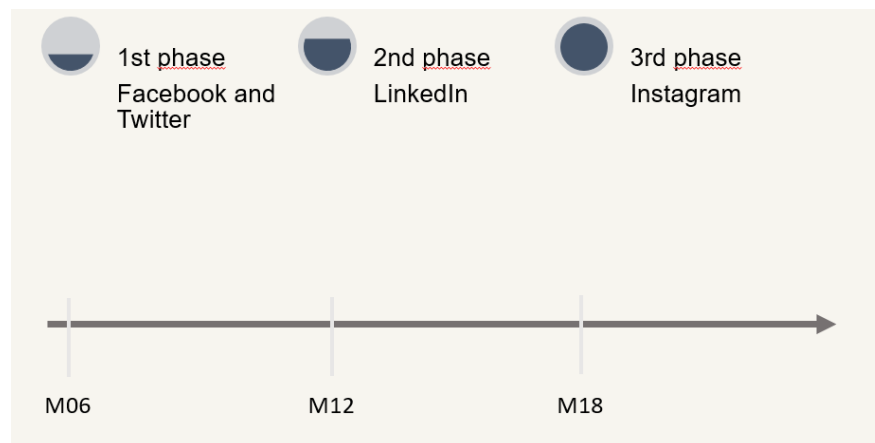
Facebook and Twitter account will be created at the beginning of the project. ARC-MEDWAVES, as partner responsible of the account will follow the Social Media Guidelines elaborated as part of the overall communication strategy. The name to be used in both accounts is @JUST2CE.

In the second part of the project Youtube channel has been created to help disseminate JUST2CE to help dissemination. The name of the account is: @just2ce_project

LinkedIn page has been created. The name of page is @JUST2CE and the url is: https://www.linkedin.com/company/just2ce/

Partners are expected to carry out complementary social media campaigns from their own social media accounts. In that sense, they are advised to share the project's social media guidelines and the small kit on how to communicate about JUST2CE with their respective communication teams.

To encourage social media cross posting, each partner through its focal point should engage their own internal/external communication department and share with the CCU contact and main channels to be engaged.

The CCU will develop a **Social Media Address Book (ANNEXE IV)** through a "partner profile" document.

Finally, social media ads will be used, considering their value for money and benefit in terms of outreach they bring about. Social paid media and earned media will catalyze the project SMS's performance and will be particularly important to highlight specific contents or boost micro-campaigns and events.

3.4.5.5 Press releases and press conferences

Press releases will be used according to the priority and importance of key project's deliverables and milestones.

Press releases will be drafted by the communication team in English and can be released by all partners in their own respective languages.

Focus on human stories. One of the distinctive features of H2020 projects is its investment on people and societal challenges. This should be reflected in the communication activities implemented by projects with an attention on the tangible impact of the EU funding and project activities on target groups/final beneficiaries: whether dealing with an activist, a start-upper, a researcher, vulnerable people/groups, or workers, communication shall insist on how the EU support and the action has changed their lives. To do that, stories shall be used to better harness impact narrative, using 3 key elements: a) the problem b) the journey/solution c) the impact

Press conferences can also be organized if needed and in line with the presentation/delivery of main project's outputs or in the occasion of key events. It is recommended for the project coordinator and the dissemination manager to assist to the press conferences.

Press releases and press conference will need to be planned and organized well in advance to enhance coordination and dissemination potential.

The CCU will develop a **planning**, analyzing contents/deliverables/events with a potential to reach traditional media outlets:

WP	Deliverable	Priority (1 to 5)	Date

3.4.5.6 Press coverage, articles and other digital media outlets

The CCU, with the support of ARC-MEDWAVES, will carry out an initial mapping activity of potential media outlets which focus on ecological transition and circular economy issues.

An **Action Network database** will be drafted and made available on the WP6 TEAMS.

Name	Outlet / Org.	Type	Mail Contact	Phone Contact	Web	Contents

The communication team will keep track of where JUST2CE is featured in the media. This will be monitored through the TEAMS management tool. Each partner is invited to provide to the WP2 leader the information on project's outreach.

Press and other external media outlets will be engaged using outputs and material produced by the project's activities. Particular attention will be paid to main media hosting specific section on circular economy or environmental related issues.

The web will host a number of articles, with a different degree of engagement for the external media outlets, we can devise as follows:

1. General information articles about the project (low interest, mainly lading for social media)

2. Scientific articles engaging like-minded practitioners and academics (medium interest)

3. Opinion articles for general dissemination and divulgation (medium-high interest)

4. Stories, relying on people/communities/CSOs/CBOs working for a Just Transition to Circular Economy (high interest)

3.4.5.7 Covering events for communication purposes

Events are essential moments to communicate about the project, its main impacts and the people who make it possible.

The CCU will cover events representing JUST2CE with the following priority:

1. External and open-doors events directly organized by JUST2CE

2. External and close-doors events directly organized by JUST2CE

3. Events in which members of the consortium are invited to represent JUST2CE

4. Events in which members of the consortium are invited and which represent a visibility opportunity for JUST2CE

5. Internal project's events.

Events will be tracked by the CCU and each focal point will have to inform about the participation of a consortium member following the priority assigned.

Events information will be accessible via the TEAMS Event Scheduler.

ARC-MEDWAVES will also scout potential events of interest for JUST2CE, engaging organizers and positioning researchers. A simple tool will be hosted on TEAMS facilitating identification of target events (responding to all priorities above identified):

Event	Organizer	Typology	Date	Org. Contact	Comms Contact	Web

3.4.5.8 Networks

JUST2CE will not rely on email marketing strategies, avoiding the implementation of specific subscription campaigns. It will instead identify like-minded networks and enablers to engage them to take part in the communication and dissemination activities.

The project Action Network will be a simple database, managed by ARC-MEDWAVES following the EU General Data Protection Regulation (GDPR) and the Spanish Organic Law for Data Protection (LOPD). It will contain basic ID of networks and persons the project can reach out to take part in specific activities or request support for specific actions.

The database will be the one described in paragraph 3.4.5.6.

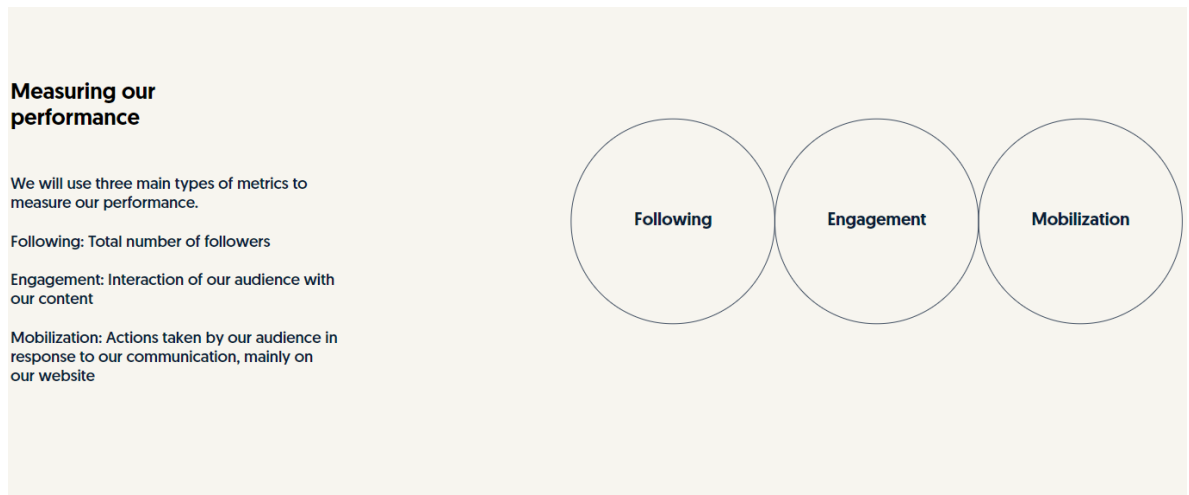| Name	Outlet / Org.	Type	Mail Contact	Phone Contact	Web	Contents

3.4.5.9 Timeline

A specific action plan will be developed via the WP6 TEAMS channel using TRELLO. The action plan will allow tracking key milestones of the communication and dissemination activity.

	Activity	S1	S2	S3	S4	S5	S6
Preparation	Visual Identity Development (Logo and Templates)						

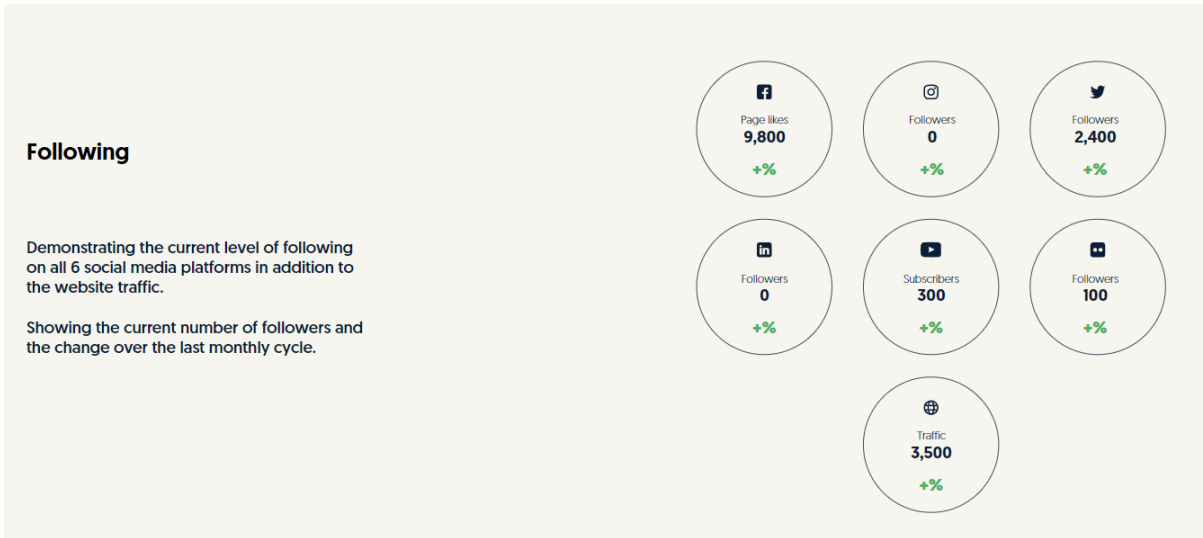| Phase	Activity
	Visual Identity Development (Brand Manual)
	Communication and Dissemination Plan (1st Draft)
Consolidation	Web Development (1st phase)
Consolidation	Web Development (O&M, 2nd phase)
Consolidation	Project Press Kit
Consolidation	Social Media Strategy
Implementation	Social Media Strategy Implementation
Implementation	Press Releases
Implementation	Press Coverage
Implementation	Events Coverage
Implementation	Network Development

3.4.5.10 Performance Indicators

Measuring performance is needed to assess whether communication contents are getting to planned targets and the quality of the communication flows. Results will be measured following 3 key variables:
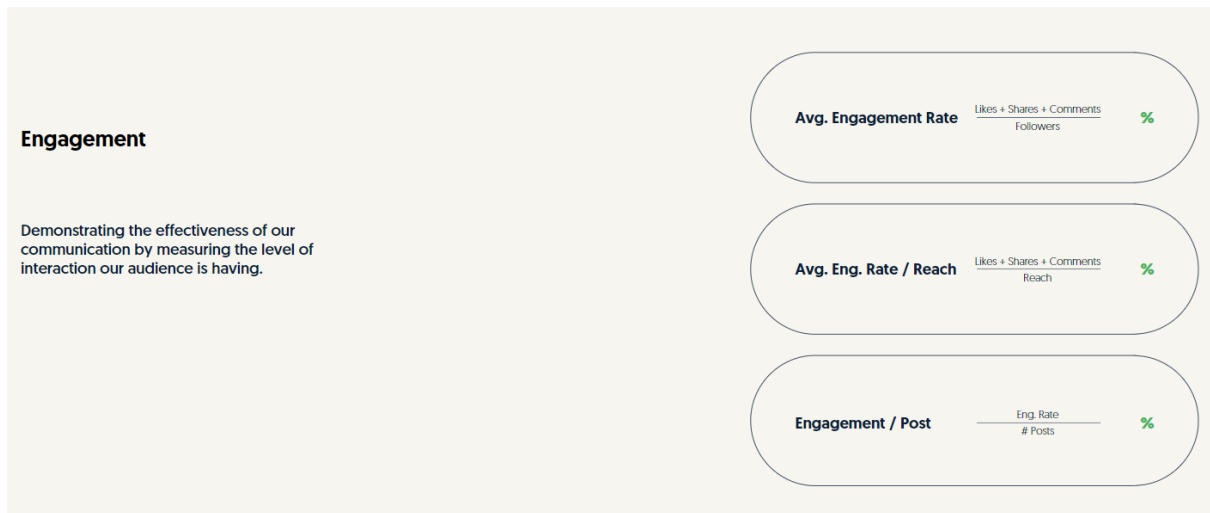
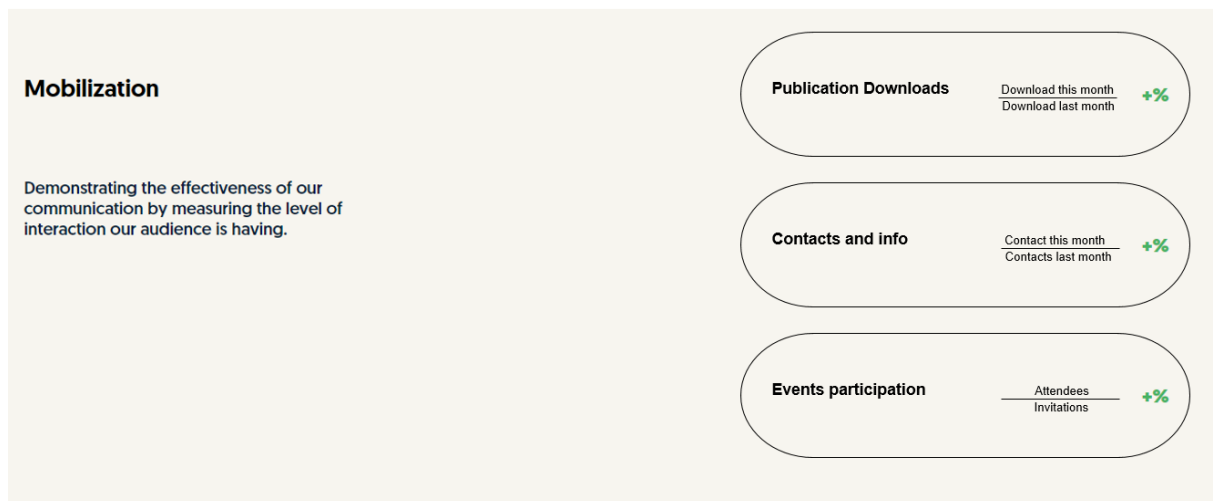**Measuring our performance**

We will use three main types of metrics to measure our performance.

Following: Total number of followers

Engagement: Interaction of our audience with our content

Mobilization: Actions taken by our audience in response to our communication, mainly on our website

Following   Engagement   Mobilization

Following

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Following

Demonstrating the current level of following on all 6 social media platforms in addition to the website traffic.

Showing the current number of followers and the change over the last monthly cycle.

Page likes
9,800
+%

Followers
0
+%

Followers
2,400
+%

Followers
0
+%

Subscribers
300
+%

Followers
100
+%

Traffic
3,500
+%

Engagement

Engagement

Demonstrating the effectiveness of our communication by measuring the level of interaction our audience is having.

Avg. Engagement Rate $\dfrac{\text{Likes + Shares + Comments}}{\text{Followers}}$ %

Avg. Eng. Rate / Reach $\dfrac{\text{Likes + Shares + Comments}}{\text{Reach}}$ %

Engagement / Post $\dfrac{\text{Eng. Rate}}{\text{\# Posts}}$ %

Mobilization

Mobilization

Demonstrating the effectiveness of our communication by measuring the level of interaction our audience is having.

Publication Downloads — Download this month / Download last month — +%

Contacts and info — Contact this month / Contacts last month — +%

Events participation — Attendees / Invitations — +%

Setting Targets

In the first phase the SMS will focus on increasing and develop the "Following" which will be also the easiest to track.

The CCU will set targets after the first semester, once the initial visual identity and first contents will be prototyped and tested.

The monitoring scheme will be the following:

Performance Segment	Starting Month	Frequency	Reported to
Following	M6	Every Month	CCU Meeting
Engagement	M12	Every 3 Months	CCU Meeting
Mobilization	M12	Every 3 Months	CCU Meeting

Key performance indicators will be displayed as follows:

Channel	KPI	Target					
		S1	S2	S3	S4	S5	S6
Website	Number of Contents Published						
	Users (a unit that is recorded when someone visits the website - equivalent to unique users)						
	Monthly variation						
	Sessions (a session is the period time a user is actively engaged with your website - previously known as visits)						
	Hits (number actions that people take on a page)						

	Page views (total number of pages viewed)						
	Unique page views (number of sessions during which the specified page was viewed at least once)						
Social Media	Followers						
	Followers Increase						
	Engagement Rate						
Partners' Websites (hosting project information)	Users (a unit that is recorded when someone visits the website - equivalent to unique users)						
Partners' Social Media (resharing and cross-posting)	Engagement Rate						
Press media	Number of Press Releases and Articles						
Digital media outlets	Number of Articles and others communication items						
Events	Number of participants						

Gender and age markers and users' localization will be applied to monitor and inform communication strategies.

4 Exploitation Plan

This section is the first edition of the Exploitation plan of JUST2CE project, an internal project document prepared under Work Package 6, led by ARC-MEDWAVES with the support of the whole consortia. It defines the plan established, tools and channels for the exploitation efforts ensuring that outputs, results and lessons learned will be effectively delivered to the target groups and so during the whole-time frame of the project and after the end of the project. The Exploitation Plan is a living document that will be constantly monitored, evaluated, updated and adapted to ensure that the growing knowledge and experience during its implementation are reflected.

The Exploitation Plan provides a description of the different actions and a work plan assigning responsibilities to the partners with regards to the **use of results for further research and innovation activities, commercial purposes or in public policymaking** with the key target groups of the project.

According to Article 28 of the H2020 Programme, Annotated Model Grant Agrement (AGA), each beneficiary must — up to four years after the period set out in Article 3 — take measures aiming to ensure '**exploitation**' of its results (either directly or indirectly, in particular through transfer or licensing) by:

1. Using them in further research activities (outside the action);

2. Developing, creating or marketing a product or process;

3. Creating and providing a service, or

4. Using them in standardization activities.

Where possible, measures should be consistent with the impact expected from the action and the plan for the exploitation and dissemination of the results.

4.1 General objectives

As already mentioned in the project document, to maximize impact and deliver it to the key project's target groups, Exploitation is needed and will have to ensure:

- Project outputs can be fully exploited and be used in the most effective manner;

- Knowledge gained through the project, and more generally the information generated by the project, can be made available to all interested organizations;

- Elements of excellence of the project can be reused and replicated in other projects, becoming a reference point triggering further developments in the field and beyond;

- Project reaches decision-makers to contribute to improving future policies;

- Benefits that project outcomes will bring to society (services, employment, economy) are well pointed out.

4.2 Exploitation Strategy

The Exploitation Strategy will ensure the directions envisaged in the project documents are correctly achieved, informing, raising awareness and engaging target groups. Exploitation fully aligns with Article 28 of the H2020 policy, thus seeking real engagement and two-way exchange among the project's network.

4.2.1 Target Groups

Building upon the expected impacts of JUST2CE and the communication and dissemination plan, the exploitation target groups have been identified and clustered in 2 different filters:

1. Better use of results by the scientific community

2. Spill-over to policy makers and industry

The "Impact on everyday lives" stakeholder is not a target group for exploitation. See the Communication and Dissemination Strategy for more details on this stakeholder.

Cluster	Typology	Segment	Tools
1		JUST2CE action network and boundary stakeholders	1. Internal communication 2. Web development and social media 3. Exploitation mainstreaming (policy briefs, national workshops, DSS tool) 4. Engagement with similar projects 5. International training workshops (DSS tool and specific exploitation presentations)
		Scientific Networks of JUST2CE	1. Web development and social media 2. Exploitation mainstreaming (policy briefs, national workshops, DSS tool) 3. Engagement with similar projects 4. International training workshops (DSS tool and specific exploitation presentations) 5. Network development and specific exploitation presentations in relevant fora and conferences 6. Digital and open business support services (DSS tool and policy briefs)
		Entrepreneurs and SMEs	1. Web development and social media 2. Exploitation mainstreaming (policy briefs, national workshops, DSS tool) 3. Engagement with similar projects 4. International training workshops (DSS tool and specific exploitation presentations) 5. Network development and specific exploitation presentations in relevant fora and conferences 6. Digital and open business support services (DSS tool and policy briefs)
2	Group of	EU PMs working in the field of the EU Green Deal strategy and its	1. Web development and social media

	Influence	external dimension	2. Exploitation mainstreaming (policy briefs, national workshops, DSS tool)
		EU officers working in the field of international cooperation with Africa (DG NEAR, DG INTPA)	3. Engagement with similar projects
			4. International training workshops (DSS tool and specific exploitation presentations)
		Governmental officers working at national level whose policies have a direct influence on topics related to JUST2CE	5. Network development and specific exploitation presentations in relevant fora and conferences
			6. Digital and open business support services (DSS tool and policy briefs)

4.2.2 Tailored Messages

This section suggests a structure to elaborate exploitation messages adapted to the needs of the 2 previously identified target groups. Exploitation-oriented messages focus on the JUST2CE **key results** and its potential to **influence policy making** and **further research**, such as:

- identifying circular economy hotspots and how unequal and asymmetric relations among the global South and North hamper a just transition to circular economy;
- setting up mechanisms to achieve an inclusive social just transition to circular economy.

Achieving a Just Transition to Circular Economy is the key mission of the project which need to be explored and exploited to trigger the project's impact narrative. It directly relates to a broader socio-economic and policy context, tackling concerns raised both by interest and influence groups, as previously identified and described.

Exploitation messages will be **very specific, short and clear and results-oriented** to engage and inform specific stakeholders while supporting its work and needs with a particular emphasis on **policy makers and policy making**.

4.2.3 Activities

Fourteen (14) countries are involved in JUST2CE, bringing together a culturally and professionally diverse group of natural and social scientists, national and regional authorities, managers and an NGO.

The project works in close collaboration with other related initiatives and will in turn feed its results into other existing and future research and policy developments.

Key activities deployed by the project's exploitation strategy are listed in the following sections.

4.2.3.1 Management of intellectual properties rights (IPRs) for the DSS and macroeconomic models

The Consortium follows the standard rules as outlined in the DESCA (Development of a Simplified Consortium Agreement) model for Horizon 2020. This defines the main approach regarding the ownership, protection, and access to key knowledge like IPR and data. This approach will allow JUST2CE to pursue market opportunities arising collectively and individually from the project's results. JUST2CE will follow the rules for IP set out by the EC, specifically:

- "Background" i.e. partners' pre-existing know-how, while remaining the sole property of their owners, will be made available to other partners when needed for the project implementation;
- "Results" i.e. knowledge developed through the project, will be owned by the partners who have directly contributed to its creation. In case of joint ownerships, a separate contract will be drawn up and signed by the co-owners to determine rights and obligations, and settle the IP management and exploitation rules;
- Access rights to results for in-house research or for teaching activities will be granted on a royalty-free basis;

Results including commercialization or third-party research will be granted on fair & reasonable conditions; Any proposed publication by one of the parties will be submitted to all partners for consent. All publications will be either gold or green open access in accordance with the H2020 requirements.

See Annex III for further detail on ownership.

ARC-MEDWAVES will circulate a template to partners to collect information on IPR procured for results, requesting the following information:

PROTOCOL
a. Identification of IPR type and Confidentiality
b. Type of IPR (Patent/Trademark/Registered Design/Utility Model/Other)
c. Confidentiality (Yes/No)
d. Application Title
e. Embargo end date

Open access

All projects receiving Horizon 2020 funding are required to **make sure that any peer-reviewed journal article published is openly accessible**, free of charge (article 29.2. Model Grant Agreement). The Commission's ambition is of "open research data per default", but it allows for opt-outs for some datasets, for instance in cases of intellectual property rights (IPR) protection, personal data or national security issues.

4.2.3.2 Guidance to partners on policy brief development and presentation

Policy brief development

Policy briefs are a tool to present research and recommendations to a non-specialized audience. Policy briefs are a vehicle to provide evidence-based policy advice to help readers and stakeholders to make better and informed decisions on policies. Policy briefs provide a neutral summary of important information, suggest possible options and can even contain arguments with different courses of action. A strong policy brief distills research findings in plain language and draws clear links to policy initiatives.

In general terms, a policy brief and its sections should be relatively **short and clear (understandable by any person)** (3-4 pages) using several headings. A policy brief may also contain charts, graphs, and other visual aids to create the document more readable. A policy brief may contain the following sections:

- **Title.** It is important to create an effective title which clearly communicates the content of the document while being easy to understand.

- **Executive summary.** This section normally contains one or two paragraphs including an overview of the issue and the proposed policy action.

- **Scope of the problem.** This section should communicate the importance of the issue, convincing the reader why the policy action is significant.

- **Policy alternatives.** This section should include the existing policy approach as well as the proposed options in an accurate and fairly mode. The section should try to convince the reader about the desirability of the proposed policy action.

- **Policy recommendations.** This section includes a very detailed explanation of the planned concrete steps to deal with the policy issue.

- **Appendices.** Sometimes it is necessary further support, so readers accept the arguments so appendices can be used to include any additional information.

- **Recommended or consulted sources.** Reliable sources used should be included guiding the recommendations and discussions about the proposed policy.

<u>Policy briefs presentation</u>

Policy briefs results will be presented in key events, workshops and/or trainings in a **special format** which can include for example, the following:

- **Event**. Planning for stage design, layout, agenda;

- **PowerPoints**. PowerPoints with specific look and feel, animations, videos, colors, graphs, logos, maximum number of slides, etc.;

- **Presentation**. Presentation timing and format (for example, in "Elevator Pitch" style);

- **Facilitator**. Use of event facilitator/ master of ceremony.

- **Projector**. Presentation projection (screen quality, size and locations);

- **Graphics**. Development of animated infographics, cards, 3D, etc.;

- **Sound**. Planning for sound, songs, sound mixing and sound effects;

- **Lighting**. Control of fixed or mobile spotlights, LED bars, etc.

- **Translation**. Coordination with translation services.

- Etc.

The objective of this event format is to assure the spread of the **"project message"** and its **"understanding and assimilation"** by policy makers and other key stakeholders. To assure that, a specific training will be prepared for all partners (presenters) providing technical advice, guidance and practice on how to conduct these presentations. External technical assistance might be necessary for the development and review of PowerPoints, animated graphics, videos, stage design and layout, sound and lighting, facilitator, etc.

Therefore, the following short training activity will be developed to guide partners:

Training	Description of training	Date and place	Budget	Responsible team
Policy brief development and	Policy brief development and	tbd		ARC-MEDWAVES

| presentation training session for project partners. | presentation of results by partners (presenters) in key workshops, events and trainings sessions to influence policymakers and other key stakeholders. | |

4.2.3.3 Exploitation mainstreaming

As known, the project activities are organized in 2 phases:

1. A research phase I aiming at expanding and enriching the current models of Circular Economy (WP1-3); and

2. An innovation phase II aimed at designing tools for implementing just and responsible Circular Economy initiatives (WP4-5).

Exploitation strategies are embedded in key work packages (in particular, WP3, WP4, WP5) from their very design process, allowing for engagement of key stakeholders, analysis of drivers and barriers for transitional scaling-up and fast application of project services and outputs.

Regarding this mainstreaming, this exploitation activity includes the following subactivities and plan:

WP	Subactivity	Description of subactivity	Date / place	Budget (€)	Responsible team
WP2	3 Policy briefs. Development of 3 Policy briefs summarizing the results of the cross-comparison addressed at European and African **policy makers**, companies, cooperatives, and civil society organizations (D2.5).	Policy brief 2.5.1	tbd		UAB
		Policy brief 2.5.2	tbd		UAB
		Policy brief 2.5.3	tbd		UAB
WP3	Development of 5 national participatory (co-creation) workshops in Spain, UK, Greece, Italy and South Africa implementing future-oriented methods such as horizon scanning techniques, scenario building, transition design, involving associated partners of JUST2CE as well as	National Workshop 3.3.1 Spain	tbd	14.500	UAB/ ARC
		National Workshop 3.3.2 UK	tbd	14.500	UAB
		National Workshop 3.3.3 Greece	tbd	14.500	UAB
		National Workshop 3.3.4 Italy	tbd	14.500	UAB

	members of civil society, industry representatives, academic and **policy makers**. (Task 3.3.).	National Workshop 3.3.5 South Africa	tbd	14.500	UAB
WP4	A DSS publicly available on the project website (D4.5); DSS will be tested in a cross-sectoral approach via strategic partners from the network. Firstly, public sector bodies (for instance, the Prefecture of Central Macedonia in Greece; Naples' metropolitan city in Italy; Sheffield City Council in the UK).	DSS project website	tbd		USFD
WP5	2 Policy Briefs targeting EU and African Policy Makers about the Macroeconomic implications of the SFC analysis (D5.3).	Policy brief 5.3.1	tbd		ULEEDS
		Policy brief 5.3.2	tbd		ULEEDS

A key activity to meet the exploitation objectives is the development of **policy briefs**, which will be regularly issued and sent to key policymakers. **Policymakers will be identified** from the very beginning of the project and inserted in a contact database to be kept updated in collaboration with the PMO. Such briefs will describe concisely the contents of main project findings and will be normally distributed with the invitation to take part in a specific event or in more restricted meeting, to secure the participation in JUST2CE implementation of such key stakeholders.

4.2.3.4 Interaction, clustering and engagement with similar projects

This activity includes the coordination of the interaction and clustering with other similar research project in the field of sustainability and Circular Economy. The existing projects focused on CE beyond the consortium members to engage and plan are the following:

Project	Website	Planned action/s	Responsible team
CECI – Citizen Involvement in CE implementation, Interreg. Raise awareness of the CE and highlight the importance of citizen engagement.	https://projects2014-2020.interregeurope.eu /ceci/	Contact and share policy briefs Follow up contact for joint actions	ARC

Fresch, Fashion's responsible supply chain hub: investigating the Just Transition to a low environmental impact circular fashion industry.	https://freschhub.com/	Contact and share policy briefs Follow up contact for joint actions	ARC
JUSTNature, Activation of nature based solutions for a just low-carbon transition.	https://justnatureproject.eu/	Contact and share policy briefs Follow up contact for joint actions	ARC
ReTraCE, Realising the Transition to the Circular Economy	www.retrace-itn.eu	Contact and share policy briefs Follow up contact for joint actions	ARC
ProCEedS, Promoting Circular Economy in the Food Supply Chain	http://proceeds-rise.eu	Contact and share policy briefs Follow up contact for joint actions	ARC
SwitchMed. SwitchMed is funded by the **DG NEAR** and ARC to speed up the shift to sustainable consumption and production patterns in the Southern Mediterranean, notably through the promotion of circular economy approaches.	https://switch med.eu/	Contact and share policy briefs Follow up contact for joint actions	ARC
STAND Up! STAND Up! (Sustainable Textile Action for Networking and Development of circular economy business ventures in the Mediterranean		Contact and share policy briefs Follow up contact for joint actions	ARC
RReuse, RReuse aims to ensure well designed EU policies, innovative partnerships, and the sharing of best practices to develop inclusive and circular business models across Europe and beyond.	https://rreuse.org/	Contact and share policy briefs Follow up contact for joint actions	ARC
Shared Green Deal, Horizon 2020 project, Initiatives to support the implementation of 6 Green Deal policy areas one of which is the circular economy. Micro, meso and macro levels.	https://sharedgreendeal.eu/circular-economy	Contact and share policy briefs Follow up contact for joint actions	ARC
Sustainable Just Cities, Horizon 2020 project. Has the aim to overcome the tension	https://sustainablejustcities.eu/	Contact and share policy briefs	ARC

between justice and sustainability to produce 'equitable transtitions'. Influence EU policy making. Focused on urban development.		Follow up contact for joint actions	
SureMap, SureMap (Erasmus+ CBHE) focuses on developing a tailor-made training toolkit on water efficiency & circular economy in agri-food production	www.suremap.eu	Contact and share policy briefs Follow up contact for joint actions	ARC
WeGO, Well-being, Ecology, Gender and Community – Innovative Training Network	www.wegoitn.org	Contact and share policy briefs Follow up contact for joint actions	ARC
ZeroW, Horizon 2020, Creating innovative and systemic solutions to reduce food waste, and develop tools to achieve waste reduction targets.	https://www.zerow-project.eu/	Contact and share policy briefs Follow up contact for joint actions	ARC

This list of projects will be reviewed and updated while contacting project managers for engagement and collaboration.

4.2.3.5 Training and capacity building

Events are essential moments to communicate about the project, its main impacts and the people who makes it possible. Capacity building is a specific impact of the project as specified in the call. In close consultation with project partners, the consortium plans for specific events related to exploitation to **facilitate results uptake both at public and private sector**. The planned events are the following:

WP	Training	Description of training	Date and place	Budget (€)	Responsible team
WP6	DSS International Training Workshops. Implementation of 3 DSS International Training Workshops (2 days) targeting public and private stakeholders (D6.7) (Northern and Central Europe, Mediterranean	DSS International Training Workshop 1	tbd	13.333	ARC
		DSS International Training Workshop 2	tbd	13.333	ARC
		DSS International Training Workshop 3	tbd	13.333	ARC

area, Africa). A minimum of 75 participants representing **policy makers**, private stakeholders and industries will be reached.

4.2.3.5 Direct coaching activities on the DSS tool

Direct coaching activity on the DSS tool will target **public stakeholders** at national and EU level. A direct coaching activity will be carried out by ARC-MEDWAVES on the DSS tool. Candidates among policy makers for the activity 3.2.3.6 for direct coaching on the DSS tool will be identified during the implementation of the 5 National Workshops. The planned sessions of direct coaching are the following:

Coaching sessions	Key stakeholders involved	Place and date	Description of the session	Budget (€)	Responsible team
1	Policy makers	tbd	Coaching sessions after the implementation of the National Workshop 3.3.1 Spain	-	ARC
2	Policy makers	tbd	Coaching sessions after the implementation of the National Workshop 3.3.2 UK	-	ARC
3	Policy makers	tbd	Coaching sessions after the implementation of the National Workshop 3.3.3 Greece	-	ARC
4	Policy makers	tbd	Coaching sessions after the implementation of the National Workshop 3.3.4 Italy	-	ARC
5	Policy makers	tbd	Coaching sessions after the implementation of the National Workshop 3.3.5 South Africa	-	ARC

4.2.3.6 Existing digital and open business support services

Existing digital and open business support services, created within the framework of the on-going consortia projects, will host and be integrated with the project outputs to increase service offer to **start-ups and SMEs** targeted by JUST2CE as well as other key stakeholders such as **policy makers**.

More specifically SwitchMed include tools such as:

- The Switchers Community (www.theswitchers.eu)

- The Switchers Fund (www.theswitchersfund.eu)

- The Switchers Business Toolbox, launched in October 2020.

All these tools will integrate JUST2CE services and outputs, making them available to a community of more than 400 green and circular economy business ventures. The JUST2CE service to be included is the DSS tool and the JUST2CE outputs are policy briefs.

The following paragraph describes the way each partner individually and the JUSTI2CE consortium as a whole intend to turn their involvement in the project and project outcomes "profitable" in order to launch new activities after the end of the project. The planned activities are the following:

- Incorporation of results in CORDIS
- Use of the Horizon Results Platform
- Incorporation of results in the SwitchMed Platform

4.2.4 Timeline
A specific action plan will be developed via the WP6 TEAMS channel using TRELLO. The action plan will allow tracking key milestones of the exploitation activity.

	Activity	S1	S2	S3	S4	S5	S6
Preparation	**Management of intellectual properties rights (IPRs)**						
	Guidance to partners on policy brief development and presentation						
Implementation	**Exploitation mainstreaming**						
	Interaction, clustering and engagement with similar projects						
	Training and capacity building						
	Direct coaching activities on the DSS tool						
	Existing digital and open business support services						

4.2.5 Performance Indicators and targets
Measuring performance is needed to assess whether exploitation contents are getting to planned targets and the quality of the exploitation flows. Results for exploitation will be measured following 2 key variables:

- **Engagement**

- **Mobilization**

Setting Targets

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The CCU will set specific targets, once the initial phases of the communication and dissemination activities have been prototyped and tested. The exploitation monitoring scheme will be the following:

Performance Segment	Starting Month	Frequency	Reported to
Engagement	M12	Every 3 Months	CCU Meeting
Mobilization	M12	Every 3 Months	CCU Meeting

Key performance indicators will be displayed as follows:

Action	KPI (target, total)	Target per semester					
		S1	S2	S3	S4	S5	S6
Exploitation mainstreaming	Number of policy briefs published (5)			3	2		
	Number of national participatory (co-creation) workshops (5)			3	2		
	Number of participants on national participatory (co-creation) workshops (375)			225	150		
Interaction, clustering and coordination with projects	Number of projects engaged (11)			11			
	Joint actions with projects (15)				5	5	5
Training and capacity building	Number of DSS international trainings (3)				2	1	
	Number of participants on the DSS international trainings (225)				150	75	
	Number of policy makers participating on the DSS international trainings (75)				50	25	
Direct coaching activities on DSS	Number of DSS coaching sessions implemented (6)					3	3
	Number of policy makers participating on coaching sessions (6)					25	25
Existing digital and open business	Number of companies accessing JUST2CE services					50	50

support services	Number of companies accessing JUST2CE outputs					100	100

Gender and age markers and users' localization will be applied to monitor and inform exploitation strategies.

Annex I - SOPs

SOP1- Digital Marketing and Community Engagement

JUST2CE

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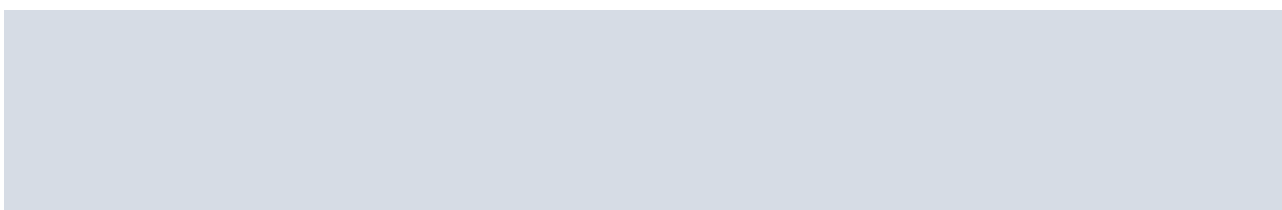
Version: 1.0

Title: **Digital Marketing and Community Engagement Standards**

Approval Date: 17/02/2022

Revision Date(s):

RACI Matrix:

Responsible	Accountable	Consulted	Informed
Communication Officer	WP6 Coordinator	Requesting partner	Consortium if needed

A. Purpose & Scope

The purpose of this SOP is to establish general guidelines for requesting digital marketing and community engagement assistance.

Colleagues, researchers and Project Managers can at any time request specific support to develop digital marketing contents, conveying messages, targeting specific stakeholders as part of:

1. Existing Communication & Visibility Project Plans

2. Prioritised issues via the Communication Strategy or the Project Document

3. Networking, advocacy or dissemination issues requested by the partners

This SOP offers our partners general guidelines on how they can expect to work with the Communication Team to trigger action on social media and/or engaging JUST2CE's broader community.

B. Definitions

Digital Marketing (DM): We refer to digital marketing as the combination of strategies and activities which use digital and virtual tools to promote JUST2CE's vision, action and services. Digital marketing approach shall be consistent with the general JUST2CE's strategy.

Community Engagement (CE): We define community engagement as the process and products through which JUST2CE identifies, selects and targets like-minded institutions and stakeholders to facilitate interaction and involvement on specific issues of interest. Community Engagement is important to uphold JUST2CE's vision and positioning.

C. Procedures

1. Request for DM or CE support should begin with an email explaining briefly the objective and product, at least two weeks before deliverables are due.

2. Depending on the specific deliverables, the Communication team will propose a meeting with the requesting person to design an ad-hoc roadmap. The Comm team will review your proposal and respond within 3 working days.

3. The roadmap will be monitored via TEAMS to allow planning and full traceability.

D. Responsibilities and Requirements

Once internal coordination steps are taken, depending on the specific subject, the person from the Communication Team takes on the responsibility to follow the established roadmap, securing agreed deliverables. These can include, but are not limited to:

1. Social media and web micro-campaigns. Activities which needs to articulate different products/tasks in a given time.

2. Ad hoc marketing emails to be sent to the JUST2CE's Action Network database.

3. Micro-web site development. Landing pages specifically designed for a campaign or micro-campaign or specific sections of existing web pages managed by JUST2CE.

Digital Marketing covers integrated and organic contents which need to be deployed using multiples channels and tools. The combination of these strategies will have to be clearly devised by a roadmap and monitored by both the project holder and the communication team officer. The key idea is to apply a project cycle management approach to DM and CE activities, fully integrating, programming, identification, implementation and monitoring phases.

E. Toolbox

- Campaign Roadmap

F. FAQ:

What is Marketing?

"Marketing is more than creating brochures, postcards and videos. It's about knowing who your audience is and understanding the best tactics for talking to them. Marketing and Communications is here to help with the entire marketing process, from gaining a better understanding of your audience, to developing a strategy to reach them and then implementing the tactics dictated in that strategy" (Creighton University, Marketing & Communication).

What is Community Engagement?

"Social media community management defines a process by which your business engages with its audience on social media. This most immediately pertains to your own social media profiles, but can also include additional profiles you are monitoring like influencers or industry-related pages. Effective community management often requires social media marketing tools that allow you to easily view, organize, and prioritize all incoming communications and conversations happening around your brand. Social media community management begins at the very start of the customer journey, when the brand and customer relationship is established" (Social Bakers, 5 Stages for Effective Social Media Community Management).

What are examples of work the Communication Team can assist me with?

The Communication Team can assist you throughout the whole process, from developing the initial concept through the very execution of the marketing activity. The project holder and the Communication Team will have to set specific roles and contributions. Once the Roadmap has been established, the Communication Team will monitor and execute agreed tasks (drafting posts, newsletters, short video production, social media, etc.).

G: Contact Person:

To: ramontormo@gencat.cat, Communication Officer

CC: amiraglia@gencat.cat, Team Leader N&C Facility

SOP2- Communication Content Development

Version: 1.0

Title: **Communication Content Development**

Approval Date: 17/02/2022

Revision Date(s):

RACI Matrix:

Responsible	Accountable	Consulted	Informed
Communication Officer	WP6 Coordinator	Requesting partner	Consortium if needed

A. Purpose & Scope

The purpose of this SOP is to establish guidelines to generate quality content and to ensure that all information shared is clear, verified, in line with JUST2CE's strategy; and responds to visibility rules & requirements if any.

The second purpose of this SOP is to integrate the Communication Team into the whole process of content development, from the ideation stage to the final approval and uploading.

Outsourced content, similar to in-house productions, require Communication Officer clearance at all stages, as follows:

- Planning stage: each proposal and/or creative brief by an outsourced vendor must be cleared by the CO before development begins;
- Content development stage: all information that are to be published must have their content cleared by the CO before the text is laid out or posted or before video goes to final cut;
- Production stage: products that are to be published and/or uploaded should be re-cleared after the final edits or final cut. Edited text should be re-cleared once it has been laid out by the designer but before printing or production.

B. Definitions

Content development: we define the content development by the process of gathering, producing (creating), editing, reviewing and publishing information to meet a strategic goal.

Content: by content we refer to visual or written assets such as articles, social media posts, videos, infographics, press releases, presentations, leaflets and other communication materials, banners, posters, …

C. Procedures

If the content is outsourced:

<u>Planning stage:</u>

1. Request for Content Development support should begin with an email explaining briefly the objective and product, <u>at least one week before deliverables are due</u>.

The communication officer will clear the proposal with you through email or with a meeting, before liaising with the external provider.

<u>Content development stage:</u> The provider sends you a first draft based on the agreed brief. The Comm team, through your liaison point, clears and reviews the content. It can either validate the content or send comments and request the production of a new version, that must be submitted to the Comm team and re-reviewed until the final approbation is given. Your team leader must be copied at this stage.

<u>Final production stage:</u> Edited content should be re-cleared once it has been laid out by the designer but before printing or production.

If you or your team produce the content:

<u>Content development stage:</u> You send a first draft of the content that you produced to the Communication Officer and WP6 Coordinator who clears and reviews the content. It can either validate it or send comments and edits a new version, that must be submitted to the Communication Officer and WP6 Coordinator and re-reviewed until the final approbation Is given.

<u>Final production stage:</u> Edited text should be re-cleared once it has been laid out by the designer but before printing or production.

If you seek support from the Communication Officer to produce the content:

<u>Planning stage:</u> requests support to the Communication Officer and WP6 Coordinator is sent by email at <u>least 7 days before the content publication</u>, who identified a liaison point within the communication team.

The Communication Officer collects all the information needed by requesting it to you by email or during an agreed meeting.

<u>Content development stage:</u> The Communication Officer sends to you a first draft of the content at least 3 days after the information is collected.

You can either validate the content or send comments and request the production of a new version that must be submitted your team leader and re-reviewed until the final approbation is given.

<u>Final production stage:</u> If approbation is given by the requesting partner, the content is re-cleared by the Communication Officer for final approbation and production.

D. Responsibilities and Requirements

The Communication Officer is the liaison person for gathering requests of support or review for content development, informing the CCU and coordinating with them. Once internal coordination steps are taken, depending on the specific subject, the Communication Officer takes on the responsibility to follow up with the colleague seeking support.

It is recommended to put the WP6 Coordinator in copy to this requests.

E. Toolbox

- Guidelines on visibility rules (brandbook)

- Creative Brief

F. FAQ:

What is content development?

Content development is researching, producing, and publishing information to meet a strategic goal. That goal will either be to build a connection with an audience or to encourage some kind of marketing. Content development is therefore a vital part of a content marketing strategy.

Which is the difference between the Digital Marketing SoP and Content Development?

Digital Marketing (DM) and Community Engagement (CE) support requires longer and more structured programming cycles, including the identification of specific target(s) and different channels. SoP on DM&CE shall be employed to **run micro-campaigns and campaigns** with a medium/long-term objective.

We consider Content Development to be stand-alone communication activities covering actions which are not necessarily linked to project activities nor have a long-term objective. Contents developed with the support of the CCU will result into more structured and strategic communication activities.

G: Contact Person

To: lguiheneuf@gencat.cat, Communications officer MedWaves

CC: amiraglia@scprac.org, Team Leader N&C Facility

Annex II – Visual Identity

This project will be benefitted from having several countries and their voices coming together. In this union exists the benefit that JUST2CE can bring, the idea of showing different perspectives for a great unified cause. In this particular event we find the coming together of the north and south hemisphere of the world. We want to focus on this union and highlight it.

Visual conceptualization

Visuals:

The main visual element of the system are shapes. We use them to represent the union of the north and south. Use rounded shapes (with little to no straight edges) to play around and mix around this concept. These can be then combined with coloured or neutral backgrounds.

As a brand, JUST2CE is direct and empathetic. It strives for union and facilitation of different voices being heard. It is strong and it is not bland. It uses powerful messages accompanied by colours to convey its messages

Logo

The project's logo builds upon twin actions, such as RETRACE, with elements of continuity and cumulative knowledge. The logo is essential and direct.

The JUST2CE logo is an important graphic element which was created at the beginning of the project in order to create a common visual identity to all of the work arising from the project. It is used on all materials and communications issued by members of the project. The graphical elements within the logo were design in order to express the project vision.

Brand Booklet

A brand booklet has been delivered to guide partners to correctly exploit the project's logo and its main identity elements.
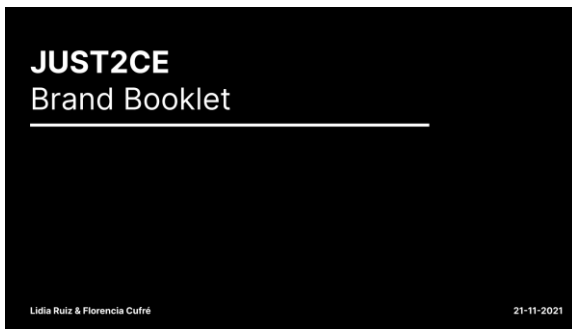
Colors variations are allowed with specific restrictions:

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"C" with colour - Regular options

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Colour palette for visuals and logo.
Use for backgrounds if needed

Neutral backgrounds

Solid colour logo with colour background

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Solid black or white logo with neutral backgrounds

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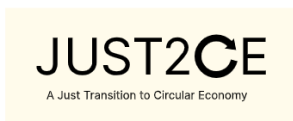
Complex background example

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Templates

A wide number of templates have been codified and delivered to be used freely by partners or with the support of the CCU.

Templates cover:

1. Deliverables

2. Report and Briefs

3. Letters and simple documents

4. Power Point Presentations format

5. Social media cards

6. Visual assets for other use
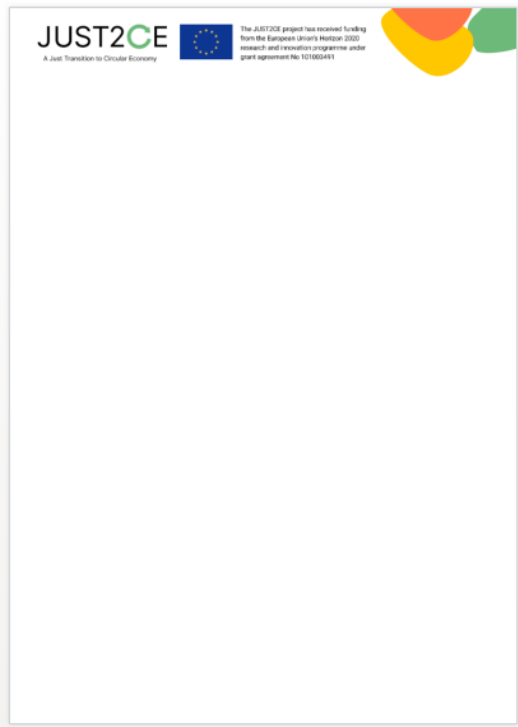
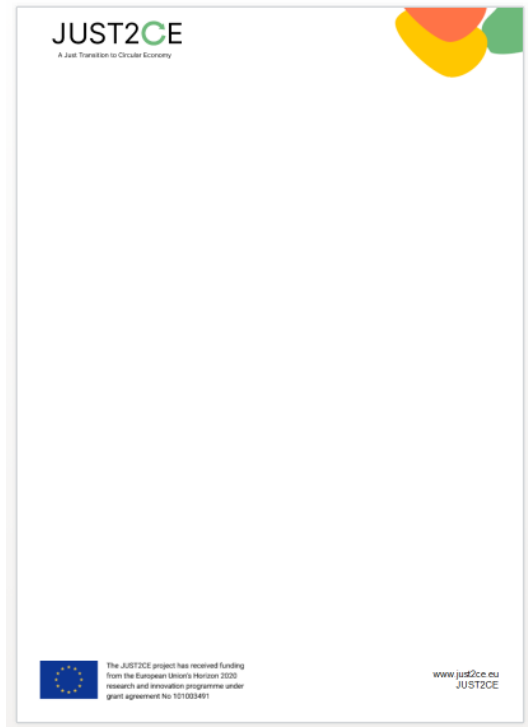Figure 3. Letter Template

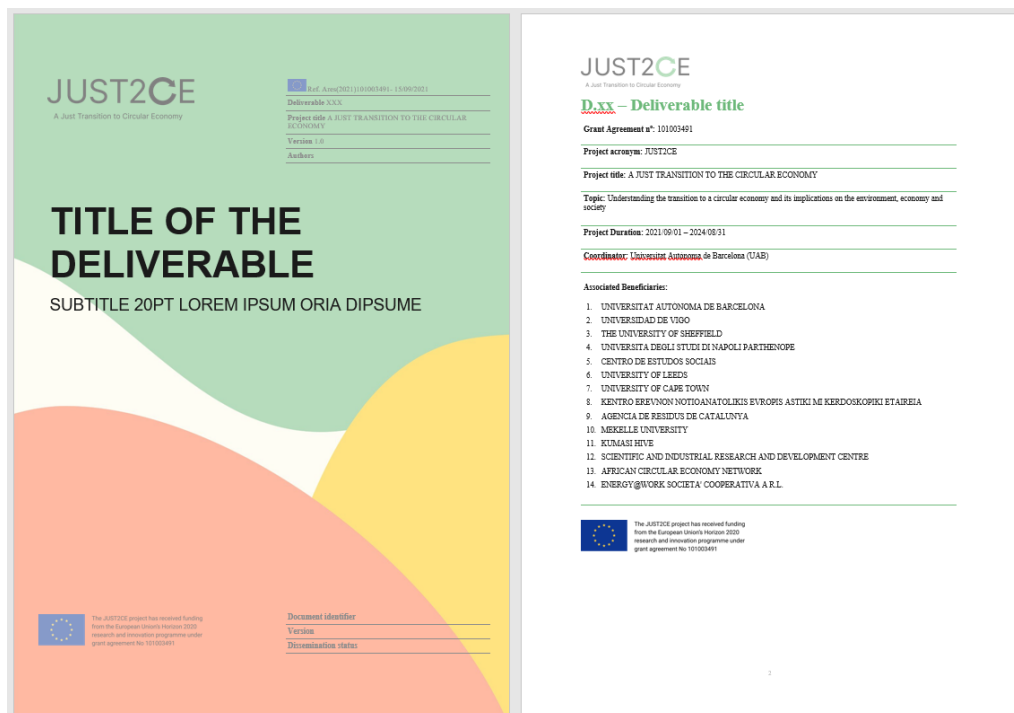Figure 4. Headed Paper

Figure 5. Deliverable Template

Figure 6. Report Template
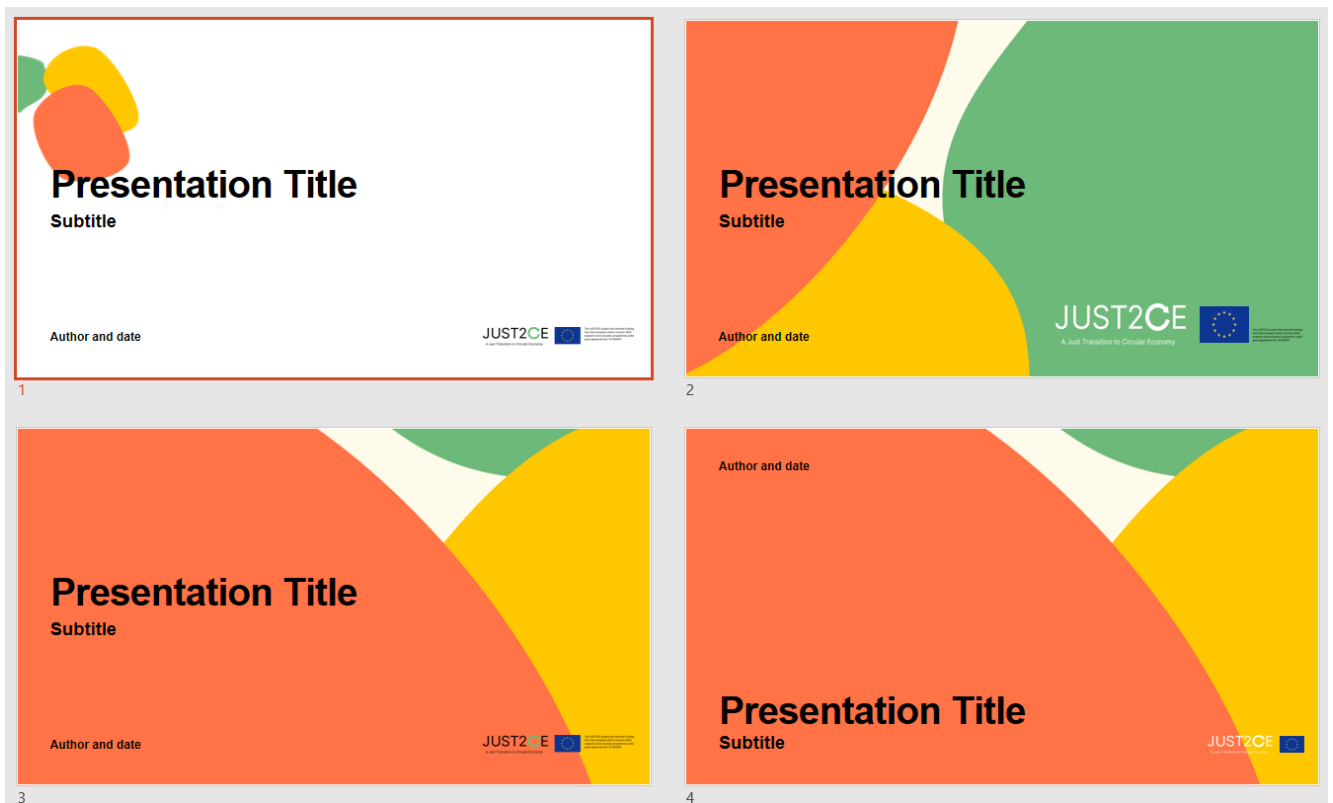
Figure 7. PPT Templates
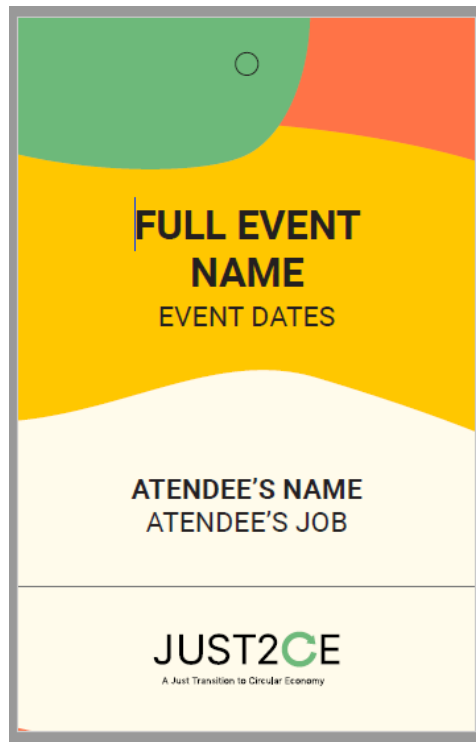
Figure 8. JUST2CE Badge
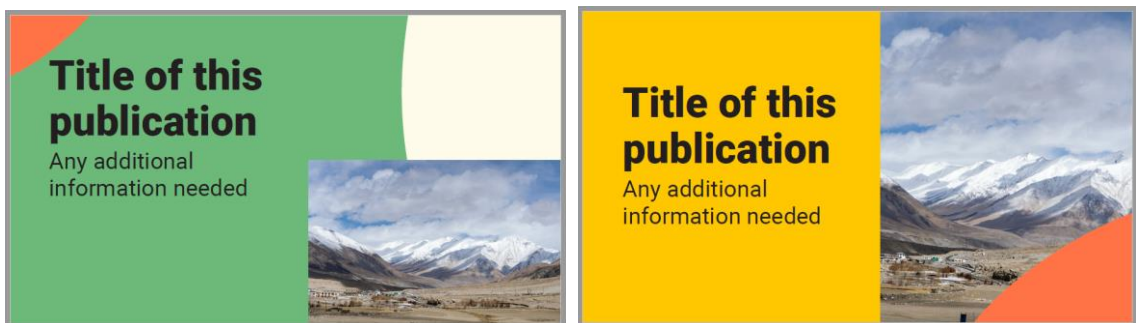
Figure 9. Social Media Cards

Figure 10. Project Leaflet

All the templates and documents are available on the project's [WP6 TEAMS Channel](#).

Through the CCU and with the support of the project's communication team all partners will be able to produce their own visual assets and communication items to balance visibility and messages, promoting the whole consortium, positioning the JUST2CE's brand.

Annex III - EC Rights and Obligations Related to Results

Ownership of results

Results are owned by the beneficiary that generates them. Two or more beneficiary's jointly own results if they have jointly generated them and it is not possible to establish the respective contribution of each beneficiary, or separate them for the purpose of applying for, obtaining or maintaining their protection (see GA Article 27). The joint owners must agree (in writing) on the allocation and terms of exercise of their joint ownership ('joint ownership agreement'), to ensure compliance with their obligations under the Grant Agreement. If valuable results are not protected the Commission may, under certain circumstances, assume ownership of the results (for further details, please consult GA Article 26).

Protection of results

Each beneficiary has an obligation to protect its results. For any results that can reasonably be expected to be commercially or industrially exploited, beneficiaries must examine the possibility of protecting them and if possible, protect them even if this requires further research and development or private investment. If a beneficiary intends not to protect its results, to stop protecting them or not seek an extension of protection, the EU may under certain conditions (see GA Article 26.4) assume ownership to ensure their (continued) protection.

Exploitation of results

Each beneficiary has an obligation to exploit its results. Each beneficiary must – up to four years after the period set out in GA Article 3 - take measures aiming to ensure 'exploitation' of its results by: (a) using them in further research activities; (b) developing, creating or marketing a product or process; (c) creating and providing a service, or (d) using them in standardisation activities. For further details, please consult GA Article 28.

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced in accordance with Article 43.

Dissemination of results — Open access — Visibility of EU funding

Obligation to disseminate:

Each beneficiary must 'disseminate' their results as soon as possible by disclosing them to the public. However, no dissemination may take place before a decision is made regarding possible protection (see paragraph 2.2). Other participants may object if their legitimate interests in relation to their foreground or background could potentially suffer harm. The beneficiary that intends to disseminate must give the other beneficiaries at least 45 days' notice (together with sufficient information on the dissemination) (GA Article 8.3).

Open access:

For Horizon 2020, providing open access (free of charge, online access for any user) to publications in funded projects is an obligation for all grants. Each beneficiary must ensure open access (OA) to all peer-reviewed scientific publications relating to its results (GA Article 29.2).

In particular, beneficiaries must:

a) As soon as possible and at the latest on publication, deposit a machine-readable electronic copy of the published version or final peer-reviewed manuscript accepted for publication in a repository for scientific publications;

Moreover, the beneficiary must aim to deposit at the same time the research data needed to validate the results presented in the deposited scientific publications.

b) Ensure open access to the deposited publication — via the repository —at the latest: • on publication, if an electronic version is available for free via the publisher, or • within six months of publication in any other case.

c) Ensure open access — via the repository — to the bibliographic metadata that identify the deposited publication.

There are two main routes towards open access to publications:

A. Self-archiving (also referred to as 'green' open access) means that the published article or the final peer-reviewed manuscript is archived (deposited) by the author - or a representative - in an online repository before, alongside or after its publication. Repository software usually allows authors to delay access to the article ('embargo period')

B. Open access publishing (also referred to as 'gold' open access) means that an article is immediately provided in open access mode as published. In this model, the payment of publication costs is shifted away from readers paying via subscriptions.

For more information on open access, please consult the Guidelines on Open Access to Scientific Publications and Research Data in Horizon 2020 (http://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/hi/oa_pilot/h2020-hi-oapilot-guide_en.pdf)

Obligation and right to use the EU emblem:

Any dissemination of results must display the EU emblem and include the following text:

The JUST2CE project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101003491

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