

JUST2CE

A Just Transition to Circular Economy



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EXPLOITATION STRATEGY

JUST2CE PROJECT



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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
5. CENTRO DE ESTUDOS SOCIAIS
6. UNIVERSITY OF LEEDS
7. UNIVERSITY OF CAPE TOWN
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9. AGENCIA DE RESIDUS DE CATALUNYA
10. MEKELLE UNIVERSITY
11. KUMASI HIVE
12. SCIENTIFIC AND INDUSTRIAL RESEARCH AND DEVELOPMENT CENTRE
13. AFRICAN CIRCULAR ECONOMY NETWORK
14. ENERGY@WORK SOCIETA' COOPERATIVA A R.L.



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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.

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List of abbreviations

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

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 Agreement (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	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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 Influence	EU PMs working in the field of the EU Green Deal strategy and its external dimension	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)
		EU officers working in the field of international cooperation with Africa (DG NEAR, DG INTPA)	
		Governmental officers working at national level whose policies have a direct influence on topics related to JUST2CE	

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.

Policy briefs presentation

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 presentation training session for project partners.	Policy brief development and presentation of results by partners (presenters) in key workshops, events and trainings sessions to influence policymakers and other key stakeholders.	tbd		ARC-MEDWAVES

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	National Workshop 3.3.1 Spain	tbd	14.500	UAB/ ARC
		National Workshop 3.3.2	tbd	14.500	UAB

<p>and South Africa UK implementing future-oriented methods such as horizon scanning techniques, scenario building, transition design, involving associated partners of JUST2CE as well as members of civil society, industry representatives, academic and policy makers. (Task 3.3).</p>				
	National Workshop 3.3.3	tbd	14.500	UAB
	National Workshop 3.3.4	tbd	14.500	UAB
	National Workshop 3.3.5	tbd	14.500	UAB
<p>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).</p>	DSS project website	tbd		USFD
<p>WP5 2 Policy Briefs targeting EU and African Policy Makers about the Macroeconomic implications of the SFC analysis (D5.3).</p>	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
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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://switchmed.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	https://sharedgreendeal.eu/circular-economy	Contact and share policy briefs	ARC

6 Green Deal policy areas one of which is the circular economy. Micro, meso and macro levels.		Follow up contact for joint actions	
Sustainable Just Cities, Horizon 2020 project. Has the aim to overcome the tension between justice and sustainability to produce 'equitable transitions'. Influence EU policy making. Focused on urban development.	https://sustainablejustcities.eu/	Contact and share policy briefs Follow up contact for joint actions	ARC
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.	DSS International Training Workshop 1	tbd	13.333	ARC
	Implementation of 3 DSS	DSS International Training	tbd	13.333	ARC

International Training Workshops (2 days) targeting public and private stakeholders (D6.7) (Northern and Central Europe, Mediterranean area, Africa). A minimum of 75 participants representing policy makers , private stakeholders and industries will be reached.	Workshop 2 DSS International Training Workshop 3	tbd	13.333	ARC
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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 JUST2CE 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

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:

<i>Performance Segment</i>	<i>Starting Month</i>	<i>Frequency</i>	<i>Reported to</i>
<i>Engagement</i>	M12	Every 3 Months	CCU Meeting
<i>Mobilization</i>	M12	Every 3 Months	CCU Meeting

Key performance indicators will be displayed as follows:

<i>Action</i>	<i>KPI (target, total)</i>	<i>Target per semester</i>					
		S1	S2	S3	S4	S5	S6
<i>Exploitation mainstreaming</i>	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		
<i>Interaction, clustering and coordination with projects</i>	Number of projects engaged (11)			11			
	Joint actions with projects (15)				5	5	5
<i>Training and capacity building</i>	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	
<i>Direct coaching activities on DSS</i>	Number of DSS coaching sessions implemented (6)					3	3

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	Number of policy makers participating on coaching sessions (6)					25	25
<i>Existing digital and open business support services</i>	Number of companies accessing JUST2CE services					50	50
	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

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:

Planning stage:

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

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

Content development stage: 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.

Final production stage: 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:

Content development stage: 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.

Final production stage: 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:

Planning stage: requests support to the Communication Officer and WP6 Coordinator is sent by email at least 7 days before the content publication, 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.

Content development stage: 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.

Final production stage: 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.

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