



“NAture Insurance value: Assessment and Demonstration”

NAIAD

SC5-09-2016 Operationalising insurance value of ecosystems
Grant Agreement n° 730497

Deliverable 9.1

Communication and Dissemination plan

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EDITION INFORMATION

Table 1: Versions

VERSION	EDITION DATE	MODIFICATION	WRITTEN BY	CONTROLLED BY
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2		SECOND EDITION	(ISKRIVA)	
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EXECUTIVE SUMMARY

The NAIAD Communication and Dissemination Plan (CDP), includes concepts about research results uptake and defines WHO the target stakeholders are, HOW we will engage with them, WHAT we want to communicate and build capacity in and by WHICH methods and communication channels. The strategy defines communication and uptake activities to attract, inform and mobilize relevant stakeholders, not only to be informed about the project but also to mainstream its results and increase inclusion of relevant results to individual stakeholders' daily operations. The elaboration of the operational CDP is done in collaboration with all consortium members and in accordance with EC guidelines for "Communicating Research and Innovation". Monitoring and evaluation of performance of the activities will be done at regular intervals.

CDP is a live document and will be revised, updated and upgraded twice, during NAIAD project implementation. By allowing for upgrade of the CDP, project NAIAD will better address feedback from the public and stakeholder engagement and also pay close attention to changing environment (policy changes, opportunities/challenges arising at local level in connection with pilot cases implementation) and try to make use of it by upgrade of the communication activities.¹

¹ NAIAD Project has two target groups for C&D activities: Project Stakeholders (cities, towns, regional authorities, insurance sector, research and knowledge authorities) and Targeted audiences (general public, research communities, NGOs, infrastructure industry, insurance industry, public and private investors, municipalities and administrative regions, policy and decision makers at EU level and member state level). Project's first priority are the Stakeholders, but reaching also the listed targeted audiences is beneficial to the project's success.



ABBREVIATIONS

CDP	Communication and Dissemination Plan
NBS	Nature Based Solutions
WPL	Work Package Leader (e.g. WP9L = Work Package 9 Leader)
ISP	Internal Sharing Platform



1. STRATEGY OVERVIEW AND OBJECTIVES

NAIAD incorporates uptake as an explicitly impact oriented interpretation of dissemination and communication. NAIAD will enhance its uptake and impact through defining a research uptake strategy early in the project and rolling out a coordinated uptake plan as a base reference for project activities with contributions of all consortium partners as subsequent.



Fundamentally, NAIAD project ambition as whole, as well as all public and stakeholder engagement message formulation will follow the principle, that all **communication is a structured answer to stakeholders needs**, expectations or potential rejection at some point, based on our knowledge, experience and added value as international consortia, working in the field of delivering solutions for identified water risks in the form of Nature Based Solutions (NBS).²

Four key activities are distinguished in NAIAD Communication and Dissemination/uptake strategy (**Fig. 1**):

1. **Stakeholder engagement;** is an in-depth communication with a core group of stakeholders, whom project NAIAD has identified as being potentially most interested in solutions being researched and developed. At the moment core stakeholder groups are:
 - a. Cities, towns, regional authorities, having to deal with water risk management, who are in search of technically sound, economically viable and sustainable solutions to waters risk management,
 - b. Insurance sector, looking for novel business opportunities in light of their changing environment, due to societal and environmental changes that are rapidly developing,
 - c. Research and knowledge communities, adding to stat-of-art knowledge and experience available on NBS solutions design and implementation.

This does not exclude communication with other target groups, identified in Table 1, page 8, it merely demonstrates focused approach within available time and resources, where some target groups will be more closely involved in co-development and other will be more at the point of information sharing and awareness raising.

2. **Capacity building;** is aiming to increase the level of knowledge and competences in order to be able to reach goals set up. This address mainly to partnership internal capacity to implement local stakeholder engagement and implementation of

² The uptake strategy of the project is aligned with the guidelines published by the European Commission on “Communicating EU Research & Innovation” (EC, 2012²) and further builds on experiences from the consortium partners, the DFID research uptake guidelines (DFID, 2013) and the OECD (2010) message box.



communication and dissemination activities as whole as well as research uptake of NAIAD results along the project implementation,

3. **Communication through channels identified;** is a horizontal activity, implemented by all partners throughout the project implementation. It is an activity of scale, where we are ensuring that messages to identified target groups are regularly delivered, upgrading the message, building trust and making NAIAD ambition, delivering NBS solutions for water related risks, a topic at a large scale,
4. **Monitoring and evaluating uptake;** will deliver data and information of efficiency and effectiveness of CDP in implementation, enabling to modify the strategy in order to maximize the impact of CDP.

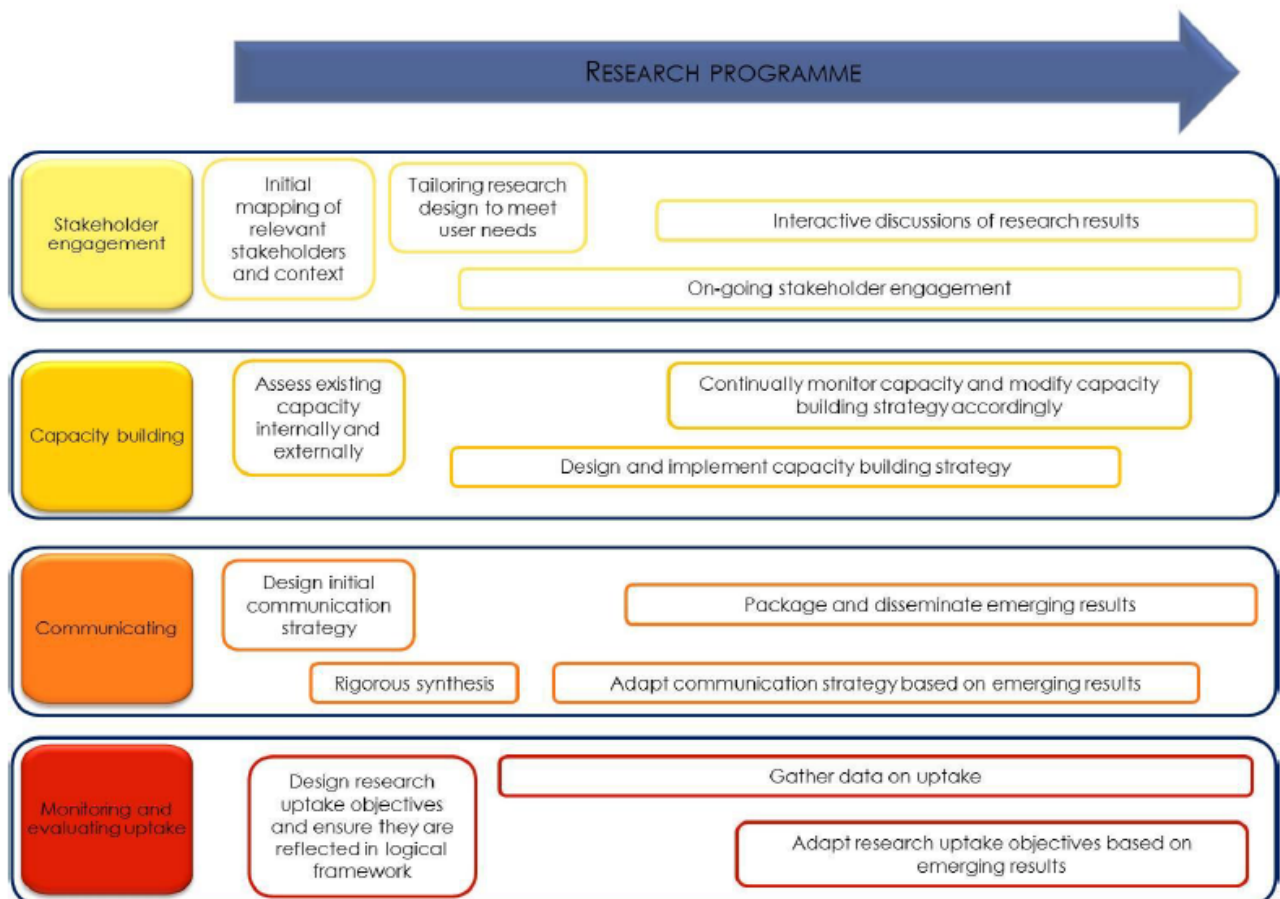


Figure 1. Key activities in NAIAD research and innovation uptake (source: DFID, 2013).



We propose a cascade approach to communication in three phases as shown in the picture below:

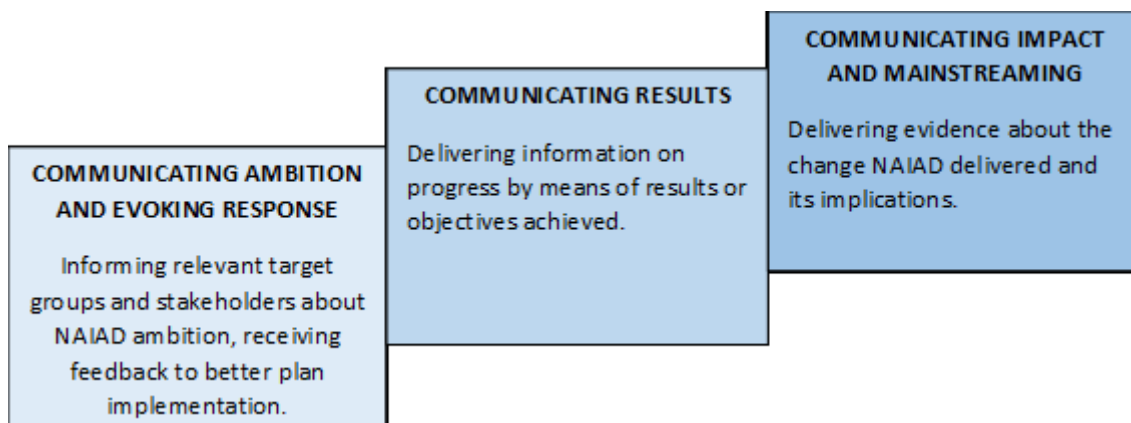


Figure 2. Phases of communication in NAIAD project.

Phases of communication coincide with project time plan for implementation, so the first phase is spanning approximately until M14, second until M30 and third phase is following. All tools should be used in all phases, with messages suited to support every phase.

The operationalization of these objectives, roles and responsibilities is further detailed in the following sections of the strategy.

2. STAKEHOLDER ENGAGEMENT

Stakeholder engagement is about knowing the stakeholders (through analysis and mapping), aligning research design to their needs and assuring on-going engagement. These are a fundamental part of NAIAD and translated in all its work packages, through;

1. **Importance given to the understanding of needs of different stakeholders** and underlying formal and informal challenges and opportunities for implementation of NBS insurance value (social network analysis in WP3, identification of people's based business models in WP7, institutional/formal analysis in WP8),
2. **Participatory modelling approach** in the development of models and tools underlying decision support to engage stakeholders with the information generation and analysis and assure trust (WP 2, 3, 4 and 5),



3. **Set-up of (trans-disciplinary and) multi-stakeholder platforms (MSPs)** in the DEMOs (WP6) to contextualize and adapt NAIAD methods and tools to the needs of local and regional stakeholders,
4. **Importance given to the translation of research findings into usable output for policy makers**, resulting in generation of policy briefs in WP8,
5. **Trans-disciplinary composition of the consortium** with key stakeholders such as river basin organizations (CHD), municipalities (Copenhagen) and insurance companies (CCR France) as coordinator and full partners.

In order to assure all relevant stakeholders are engaged in NAIAD research and DEMO activities, (ISKRIVA OR WP9) will perform stakeholder analysis and dynamic mapping for the different scales: international (linked to the advisory board), at EU level (consortium) and at DEMO level (DEMO MSPs).

On-going engagement will be facilitated by the communication activities and through the creation of an internationally renowned advisory board. Consultation with the advisory boards at regular intervals of the project, will allow to check alignment of NAIAD research with international stakeholder needs. It will also enhance engagement with a broader group of stakeholders, through the multiplier effect we expect from the advisory board's networks. In general NAIAD considers end-users of its research as potential vectors of change, both in their community and as interface between impact pillars (e.g. a municipality is a vector for the intake of communities, a river basin agency for the municipalities, etc.). As such they are more next users than end users.

UK and America are two countries, divided by common language (O Wilde)



Communication is establishing **relationships** and trust, so we must be able to **relate to our stakeholders**. Do not engage stakeholders without very **well structured questions**, aimed to establish their position in relation to what we want to offer. **Speaking their language** means that we **understand their point of view** and their view of solutions, to which we can respond.



3. COMMUNICATION PRODUCTS AND CHANNELS

Communication in NAIAD is seen as a portfolio of messages and media/means of delivery that are tailored to the targeted audience and the uptake objective, as summarized in the table below.

Table 1. Overview of target groups, media and means to contact them and general partners' responsibilities.

TARGET AUDIENCE	KEY MESSAGE related to role and NAIAD uptake objective – assumptions to be tested	MEDIA AND MEANS (tools and networks)	PARTNERS RESPONSIBILITIES (for first 12 months)
General public	The general public is both affected by and (politically) affecting the implementation of NBS insurance value. The objective is to increase the public awareness on the importance of ecosystem approach and the potential of Nature-Based Solutions (NBS). Initial message: “The use of green infrastructure in water management, as are riparian forests, the floodplain of a river, the increase of green areas in the cities, can provide different benefits to the society, the communities and the individuals, and eventually reduce the risk of flooding or drought at local level”³	Interviews and articles in local media (written and oral / audio) Public media of all partners to address public at local level in their native language Engagement of local media through the story of NAIAD	At least one interview in credible and relevant media with broad reach. Weekly communication on the NAIAD progress, informing your networks on the proceedings; engage your audience, ask questions on the topic, evoke response Ensure that you utilise networks you already participate in and deliver tailored messages about NAIAD to them regularly.
Research community (Water management water governance, hydrogeology, hydrology, social sciences, insurance in flooding and drought, etc.)	The research community is important for further development and mainstreaming of NBS development and planning approach. The objective is to share the methodological and technical advances and innovation by NAIAD with the research community. Initial message: “NAIAD develops ground-breaking innovation in implementation of NBS insurance value, building on state-of-the art”	Scientific publications (under gold or green rules for open access), participation in key conferences (e.g. EIP Water, World Water Week) OPPLA, social networks, cross diffusion with other research initiatives. Workshops focus on specific areas of expertise, e.g. modelling, hydrology, or a combination of disciplines (e.g. eco:engine or IVE platform training). As much as possible, try and promote NAIAD ambition also outside directly related sectors; e.g. RTD on green technologies.	Partners should be able to at least mainstream NAIAD messages at events they participate, report beforehand on their planned participation and report on results.

³ These initial messages, targeted towards the general public, were formulated at the start of the project and were in line with the research hypotheses. In the first phase of CDP, the objective was to adjust the key messages simultaneously with the project progress and research results.



Local communities (Demo-sites), NGOs etc.	Representatives of these groups will participate in social research activities in some cases around demos and in other cases around potential business models and compensation schemes. The objective is to enhance engagement of these stakeholders and to keep them updated on NAIAD progress. Initial message: “Solutions to water risk management, can have major co-benefits in development sense at the local level and outside. They can only be identified and co-develop by people directly influenced by these measures, so your participation, local knowledge and vision of the area is part of the planned solution”	MSPs and (online) discussion forums at DEMO and cross-demo scale. Website, reports, MOOC, dedicated translated and thematic communication materials, SLG, social media, crowdsourced monitoring. If possible, participate at events of local communities organise, communal meetings or local/communal councils, to introduce the topic and get initial feedback	Personal engagement at suitable local events, contribution to local media by means of interviews or short articles. Using public media to connect to local groups and introduce NAIAD and its (potential) impact on the community. Focus on evoking feedback through questions relating to specific group purpose.
Infrastructure industry	The infrastructure industry is a crucial next user for implementation of the NBS insurance value. The objective is to engage infrastructure industry to include NBS in their infrastructure portfolios and inform consortium and DEMOs on implementation opportunities and challenges. Initial message: “There is a business opportunity in NBS and NAIAD will support development of business and financial tools in support of its implementation”.	MOOC, implementation toolkit, partner’s municipalities, industry partners as part of MSPs and as members of the advisory groups. Participation at events, organised at sector level and connecting to network of sector stakeholders to share progress and results of NAIAD.	Establish connection to local, regional or national networks of respective sector stakeholders to share information on NAIAD. Participate on at least one event of the sector, presenting relevance of NAIAD and potential for future cooperation.
Insurance industry	The insurance industry is one of our key next users, in particular in terms of delivering the expected impacts. The objective is to engage insurance industry to assure maximal uptake of key results and outcomes of WPs (especially WP6 and WP7) and to co-create the methodological guidelines and related capacity building in WP9. Initial message: “NAIAD is operationalising solutions to water risk management, which respond to development trends in response to climate change and opens possibilities to co-develop insurance products that foster their implementation”.	Inclusion of insurance industry representatives in the consortium, with a role in all WPs (all activities and meetings). Additional presence in advisory board. Participation NAIAD in sectoral conferences and events. SLG, updated CLIMADA, OPPLA, OASIS loss modelling	Mapping of relevant stakeholder at local, regional, national level. Connecting to networks of respective stakeholders to increase awareness of the project and its ambition, in relation to the insurance sector. Participate at one event of the sector to present NAIAD.
Public and private investors	Investors (public and private) can facilitate the implementation of NAIAD research results and innovation. We will present new business models and approaches based on ecosystem approach and its market uptake potential in business and RTD development. The objective is to engage investors in the financing of implementation.	Evidence from Demos; participation in infrastructure conference, climate finance conference and dedicated reports.	Mapping of relevant stakeholder at local, regional, national level. Connecting to networks of respective stakeholders to increase awareness of the project and its ambition, in



	Initial message: “NAIAD is operationalising solutions to water risk management, which respond to development trends in response to climate change and opens possibilities to co-develop novel products and services that foster their implementation”.		relation to the potential investors.
Municipalities and administrative regions	Municipalities and administrative regions are crucial as local decision makers for implementation. Our objective and approach to this group will be analogue to the one used for insurance industry. Initial message: “NAIAD is developing tested, applicable, technically sound and financially viable solutions to drought management. Solutions that are in line with EU development trends, Millennium Development Goals and funding opportunities at EU level”	MOOC, cities network (ICLEI), partner cities, implementation guidelines, advisory groups	Mapping of relevant stakeholders and connecting to their networks, to distribute information on NAIAD. Participation on at least one event, gathering local administration representatives. Constant feed of information to networks.
Policy and decision makers at EU level and member state level	This target group is covered by a specific WP, e.g. WP8 Policy mainstreaming, and the dissemination and communication actions will be strongly linked to the planned activities and outcomes of this WP. Initial message: “NAIAD is operationalising development strategies at EU level, by cross-sector co-development approach. NAIAD is building social capital for implementation of further NBS solutions and opening the space for exchange of information among sectors, from local to EU level, contributing to sustainable growth and multilevel governance as well as natural capital concept”	EU level: Integration report, EU policy day, OPPLA, intermediate and final project report. Member state level: Recommendations, policy briefs, implementation guidelines, policy forums, dedicated translated publications	Mapping of relevant policy stakeholders and feeding information to those networks at national level.



Ensure the effectiveness of communications overall, including frequency and quality by planning your communication actions.

Timing, keep updates timely and concise, and respect stakeholder time, understand how you need to communicate with them.

Release coherent and quality information, define what you are communicating and what information is really needed, and care the communicate modes and styles, choose the channel depending on your stakeholder audience.



The messages and communication medium and means will be tailored to the audience in both capacity building and communication. The project will therefore deploy a range of different media and means:

1. **Project web site;** will serve as **point of departure** for all who wish to get relevant information, news and future development of NAIAD project and NBS concept itself. By adopting this approach, NAIAD web page can be established as best source of information by connecting the best input, rather than trying to duplicate efforts already made in compilation, systematization and delivering or complex information on NBS,
2. **Public media profiles, Facebook, Twitter, LinkedIn and video content;** they will be used as complementary to existing partners' public media profiles. Partners will be encouraged to connect to networks at local/regional/national level in respective countries, enhancing the communicating reach, beyond the reach of newly established NAIAD public profiles. All activities will be coordinated within WP9 and aligned with internal communication, together with WP1. Series of videos for all demo sites will be prepared, speaking to general public and core target groups,
3. **Participation at events;** partners, upon mapping of stakeholders and identification of relevant local/regional/national events, will be encouraged to participate at these events. Events at EU level will be individually address, individual presentations will be prepared by WP9 for every occasion, depending of the target groups. The goals are to reach masses and go outside the sector. We wish to utilize already renowned events, such as: gathering of mayors by Covenant of Mayors, regular meetings of insurance sector by Insurance Europe, EU events like Green Week, or events organized by Committee of Regions by EU, to name some examples,
4. **Publishing of results through credible media;** as most partners regularly contribute to variety of publications, we will utilize these channels to present NAID results, on academic level and also using media to reach masses at local/regional/national level.

Tailoring the communication message and media/means to the needs of the stakeholders will be done through continued consultation with the stakeholders themselves. In analogy, NAIAD will take advantage of the inclusion of a relevant number of public authorities within the consortium to prepare a specific uptake plan for this group.

Each partner will receive and/or have access to (all bellow mentioned materials will be available on ISP in WP9 section):

1. **General communication tools;** templates, public media profiles access of NAIAD project (Twitter, Facebook, LinkedIn), flyers, brochure (three upgrading versions will be made), project presentations and CDP, as core document stating objectives and purpose of NAIAD communication activities as well as Internal Sharing Platform, IT tool in support of communication and data sharing. Partners will be encouraged to translate core



- project information to respective national languages for better impact (*delivered by WP9L and WP9 Task Leaders*),
2. **Constant support of WP9 Leader and all partners participating in WP9 tasks implementation;** this will ensure coherent communication and support the monitoring and evaluation of communication activities at project level (*provided by all WP9 partners, coordinated by WP9L*),
 3. **Specific support in mapping and delivering tailored communication to demo site level stakeholders;** this applies to partners, responsible for implementation of pilot activities and entails: general project presentations and tailored project presentations, depending on the target audience, individual consultations on engagement of individual or groups of stakeholders, consultations of approach and follow up of stakeholder engagement (*provided by all WP9 partners, coordinated by WP9L*),
 4. **Calendar of events,** to which all partners will be asked to contribute their planned participation to various events, to contribute to promotion of NAIAD and make special attention to promote NAIAD outside the sector (water management, nature, climate change) and engage in presentation to other sectors also, to identify complementarity and potentially joint further co-development of NAIAD, especially at demo site level (*coordinated by WP9L, supported by all partners*).

Partners will have to follow their individual Uptake plan, which will be developed together with the support of WP9 participants, coordinated by WP9L (See annex 1). It will be elaborated with them by Skype communication, guiding individual partners and giving support in the preparation of their plans and then monitor the implementation and impact.

4. CAPACITY BUILDING

In order to support the usage of NAIAD research results, we will assure that both consortium members and (next) users have sufficient capacity to access, evaluate, synthesize and use the research evidence. Based on a needs assessment early in the project (and repeated at implementation stage), WP9 will deploy a series of activities and trainings to build capacity targeting various audiences.

The needs assessment will typically be linked to particular decision making processes (that might be DEMO specific) and will consider how these processes could be informed by a range of research evidence and innovative approaches. Capacity building also targets improved storytelling (through videos, infographics etc.) and the specific skills needed to engage in a transdisciplinary communication, which is something all WPs will do at different stages of the project.

Internal capacity will be built through the communication platform, regular exchanges and targeted training in for example stakeholder engagement, operationalisation of participatory



modelling in DEMOs etc. WP9 will hereby mainly assisting WP6. External capacity (of targeted stakeholder) will be enhanced by a series of capacity building activities, such as:

- Setting up and facilitating learning alliances (connection of different DEMOs through the project platform and exchange events where DEMO champions can take a leading role)
- Facilitating learning by doing in the DEMOs where stakeholders are involved in the use of NAIAD research evidence themselves
- Targeted trainings on street-level-guidelines for use of insurance value of ecosystems
- Development of a massive online open course to train a broader audience on how to integrate the insurance value of ecosystem in environmental planning and infrastructure investment.

5. MONITORING AND EVALUATION

In order to achieve outcomes, a monitoring and evaluation system will be deployed for NAIAD. The aim of the M&E is to ensure support of research (by setting clear objectives, identifying project stakeholders and increasing knowledge for learning and sharing) and correct resource planning.

Upon partners' individual uptake plans development, taking into consideration response and feedback from stakeholder engagement, V2 of CDP will be prepared including coordinated input from partners individual Uptake plans.

For the first 12-month period, we will employ analysis of partner's individual communication strategies/uptake plans, and evaluate them mostly in qualitative way by joint effort of WP9 partners.

6. SPECIFIC COMMUNICATION AND UPTAKE STRATEGY PER MILESTONE

This Chapter marks key milestones in CDP implementation, till December 2017. Core activities in this phase will be focused to:

1. **General promotion of NAIAD project**, through partners' channels, participation at events and public appearances through media interviews or articles, proposed in Table 1, page 8.

Table 2 summarizes partner obligations as regards to communication and dissemination activities. In case of any incomprehension or support in implementation of these activities, direct support from WP9 partners is provisioned by Skype, phone or other communication media chosen.



Table 2. Proposed partners' obligations and target values on communication activities till end of 2017.

	Facebook, LinkedIn, Twitter	Articles in local media	Participation at local events	Regular feed of information to personal or institutional networks (promotional, academic, professional)	Identification and regular feed of information to networks, groups or information hubs at local level	Identification of local (potential) investors, decision makers and public decision making bodies	Publishing of scientific articles / papers or other scientific engagement	Preparation of individual demo Stakeholder engagement plans	Participation at non-local events, e.g. EU level events
Partners	X			X	X		X		X
Partners + DEMOs	X	X	X	X	X	X	X	X	X
All partners	All partner should use all – or chose most appropriate - channels of communication to deliver basic info on NAIAD at local and national level in their respective languages. The goal is to inform wide masses about NAIAD in terms of the first phase of communication, with general presentation prepared and delivered to partners.								
All partners	All partners should report on 3-month basis to Project coordinator on content progress of their WP. Upon that new set of communication messages will be delivered to partner for promotion at local/regional/national level in respective languages.								
All partners	All partners should inform WP9L and Project coordinator on their communication activities; reports on achieving general dissemination targets and especially informal in advance on any participation at events, roundtables and conferences, articles in development or other means of communication, to be publish to other partners and made public at web page for information to general public and beyond.								
All partners	By end of June, all partners should report back to WP9L and Project coordinator on network engaged and open channels for communication, as available to them thorough their individual professional work or institutional reach.								
Indicator (minimum values)	1 post/per partner/ per media/per week	1 article/per demo partner	1 participation at local event, relevant to promote NAIAD	3 network/per partner 1 feed per month	1 network or group per partner 2 feeds per month	Identified networks and established communication (TBD by partners)	Will be set in communication with partners, target value is set at partnerships level	Demo partners will be supported in development of individual demo site Stakeholder engagement plans	Depends on events taking place, depends on input of all partners
Indicator value	600 +	8 +	8 +	70 +	60 +	Approx. 20	Approx. 2	8	Approx. 15



2. **Stakeholder engagement at demo sites**, will be planned individually with partners responsible for respective demos. Detailed identification of Stakeholders (combining results from D1.3), will be supported with planning the engagement itself; questions to be asked, NAIAD value proposition will be designed (based on key messages identified in Table 1, page 8), tactics and follow up will be planned together with demo partners. This plan will be based upon initial questionnaire that partners already returned, describing their communication capacity, networks and channels of communication and initial stakeholder mapping. This activity will be finalized in August.

Each partner will have full support in detail planning or addressing specific in the performing communication activities, from WP9 partners and WP9L especially.



Live is live! All partners are especially encouraged to make personal engagements at various events at local, regional and higher level, where there is a good opportunity for two-way communication. Especially look for opportunities to participate at events, that gather decision makers, investors, industry, policy makers, even though it is not an event directly linked to waters, climate change or similar.



ANNEX 1 – UPTAKE PLANNING TEMPLATES

Research Uptake Planning Templates:

Stakeholder engagement

Who are the relevant stakeholders? (Who will be interested in / affected by the outcomes of your research and why?) Focus on local and higher levels of potential impact, from your point of view.
What is the value proposition for stakeholder addressed? Focus on their perspective and feedback received in first phase of communication.
Upon the guidelines of CDP, please outline the specific approach to communication. Please share how you will communicate your research progress to interested parties.
Are there plans to facilitate evidence-informed discussions? Are there points in your research where you could engage its end users in discussions? For example, to discuss initial findings. Which forums could you use to discuss your research with those who will be interested? <i>For example, online, workshops, meetings etc.</i>



Capacity Building

Are there any challenges you might encounter in your ability to communicate with different groups?

For example, academic writing skills, presentation skills, skills in communicating to policy makers/non-experts/other groups.

How might you address these challenges? What additional skills/training/resources might you need to address them?

Will an assessment of external capacity to make use of research results be done? Are there any challenges you might encounter in communicating with the different groups interested in your research?

For example, will they understand the outcomes, are these groups easy to access?

How might you address these challenges? What additional skills/training/resources might you need to address them?



Communicating

Do you have a publication plan? Where and when do you hope to publish your research/work results?

Will outputs be published in peer review journals? How have you selected these journals?



Monitoring your progress

Now that you have considered who you will want to engage with and the ways you might communicate your research, try to draft a timeline of how you will communicate your progress relating to the stages of your research. For example, at the beginning of your work there may be several groups you would like to engage to discuss your planned research/work and the questions you will address, after you have initial findings you may consider initiating discussions with key policy makers to get their feedback, towards the end of your research you should be considering publishing your research and you may wish to present your research to various different stakeholders through different media (e.g. articles, policy briefs, presentations, etc.).

Planned actions	Timeline



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ANNEX 2 – REPORTING TEMPLATE

	Facebook, LinkedIn, Twitter	Articles in local media	Participation at local events	Regular feed of information to personal or institutional networks (promotional, academic, professional)	Identification and regular feed of information to networks, groups or information hubs at local level	Identification of local (potential) investors, decision makers and public decision making bodies	Publishing of scientific articles / papers or other scientific engagement	Preparation of individual demo Stakeholder engagement plans	Participation at non-local events, e.g. EU level events
Partners	x			x	x		x		x
Partners + DEMOs	x	x	x	x	x	x	x	x	x
All partners	All partner should use all – or chose most appropriate - channels of communication to deliver basic info on NAIAD at local and national level in their respective languages. The goal is to inform wide masses about NAIAD in terms of the first phase of communication, with general presentation prepared and delivered to partners.								
WP Leaders	All partners should report on 3-month basis to Project coordinator on content progress of their WP. Upon that new set of communication messages will be delivered to partner for promotion at local/regional/national level in respective languages.								
All partners	All partners should inform WP9L and Project coordinator on their communication activities; reports on achieving general dissemination targets and especially informal in advance on any participation at events, roundtables and conferences, articles in development or other means of communication, to be publish to other partners and made public at web page for information to general public and beyond.								
All partners	By end of June, all partners should report back to WP9L and Project coordinator on network engaged and open channels for communication, as available to them thorough their individual professional work or institutional reach.								
Indicator (minimum values)	1 post/per partner/ per media/per week	1 article/ per demo partner	1 participation at local event, relevant to promote NAIAD	3 network/per partner 1 feed per month	1 network or group per partner 2 feeds per month	Identified networks and established communication (TBD by partners)	Will be set in communication with partners, target value is set at partnerships level	Demo partners will be supported in development of individual demo site Stakeholder engagement plans	Depends on events taking place, depends on input of all partners
Indicator value	600 +	8 +	8 +	70 +	60 +	Approx. 10	Approx. 2	8	Approx. 15



Periodic report on Communication and Dissemination Activities:

1. Every 3 months: report to Project coordinator and WP9 Communication and Dissemination Leaders the progress made on communication, activities, actions, etc. in the format of the template provided.

Delete X in the light blue coloured boxes and instead put in actual values achieved

Delete text in green coloured boxes and insert your information

2. On Month 19 all partners should completed Table 1, section on *network engaged and open channels for communication, as available to them thorough their individual professional work or institutional reach* (yellow). The information shall be sent to the Project coordinator and WP9 Leaders.

Delete text in yellow coloured cells and replace it with actual information