RESOURCE

Regional project development assistance for the uptake of an Aragonese circular economy

D5.1– Communication, dissemination and outreach strategy

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Abstract	The present document *D5.1 Communication and dissemination plan* is the first deliverable part of Work Package 5 – Impact maximisation. This deliverable intends to present an overall strategy dedicated to raising awareness about RESOURCE: engaging with relevant target audiences identified, promoting the project and its results. A sound communication and dissemination (C&D) strategy will be set in motion, notably via different networks the project identified

	across the thematic areas covered by the project and its five application domains. This document identifies objectives, responsibilities and metrics set for ensuring a swift implementation of communication and dissemination activities. It also presents relevant tools and channels for communication and dissemination, and it serves the purpose of defining a communication toolkit composed of the project logo, templates and communication and dissemination material.
Keywords	Communication strategy, dissemination, outreach, social media strategy, exploitation, communication toolkit, target group, awareness raising, impact, project results, strategy, planning
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V1.0	30/09/2022	Final review	Geraldine Quetin and Pilar Izquierdo Fortea

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EXECUTIVE SUMMARY

Communication and dissemination are of paramount importance to the success and impact of RESOURCE. Continuously sharing internal and external information is a transversal element that should be smoothly conducted throughout the project and which should consider all communities relevant for and possibly interested in the project.

It shall make use of the EC H2020 and Horizon Europe projects' communication best practices and follow the 6W approach: What, Why, When, hoW, Where, and to Whom to communicate/to disseminate.

The purpose of this deliverable is to provide a reference document for strategically and effectively communicating and disseminating knowledge and information throughout the project. This document aims to go a step further than what was described in RESOURCE's Description of Action, in terms of what should be done to assure effective communication about the project and its outcomes. It also defines the target audiences for dissemination in more detail.

Communication and dissemination are key levers to maximise the impact of the project. They are nevertheless two different concepts. Communication is about increasing the visibility of the project, while dissemination is about preparing the ground for the exploitation of the project results. In this communication and dissemination plan, both activities will be addressed, as they have some common audiences and will use the same promotional and dissemination tools. At the end of the report, an initial plan for disseminating results will be presented to bring forward the dissemination activities which are instrumental to the exploitation of the project results.

In addition, this report describes all the necessary tools to be used by the RESOURCE project. It guides project partners on how to promote the project and maximise its impact using the right promotional tools and dissemination channels. This document further indicates the roles and responsibilities of the partners related to communication and dissemination activities and identifies the target audiences and the key messages that should be adapted and delivered to them.

The objective of communication and dissemination activities is to support the project activities through targeted outreach to relevant stakeholder groups

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ABBREVIATIONS

CEEI................. Centro Europeo de Empresas e Innovación (BIC: Business Innovation Center)

CCRI   Circular Cities and Regions Initiative

CCRI-CSO   Circular Cities and Regions Initiative - Coordination and Support Office

DoA   Description of the action

EC   European Commission

EIP   European Innovation Partnership

GAC   G.A.C. Group (project coordinator)

GoA   Government of Aragon (project partner)

GDPR   General Data Protection Regulation

KPIs   Key Performance Indicators

PDA   Project Development Assistance

PPP   Public-Private Partnerships

SMEs   Small and Medium Sized Enterprises

ULEI   University of Leiden (project partner)

WP   Work Package

EBN   European Business and Innovation Centre Network

....

Introduction and overall strategy

1.1. Context and background

Circularity is an essential aspect of the industry transformation towards resource-efficiency, climate neutrality and long-term competitiveness.

The RESOURCE project will study the private funding opportunities needed in circular projects and facilitate their development. RESOURCE's overarching objective is to develop new Project Development Assistance (PDA) services to fund regional circular economy investment projects. More precisely RESOURCE will:

- build an integrated expertise pool to support technically, economically, and legally the regional circular economy pilots SMEs,
- develop innovative financing schemes and business models;
- launch concrete investments.

The RESOURCE project is designed to ensure a high degree of replicability of the PDA and related services. Results will be disseminated to maximize their impact in Aragon and beyond.

Circular economy is a priority for the Region of Aragon. The Region has launched a manifestation of interest and identified a portfolio of circular projects in need of funding. Nine of these projects will serve as pilots in the RESOURCE project.

The methodology that will be developed for the RESOURCE project will ensure the sustainability of those circular economy projects by potentially completing their private funding with other sources of financing (European, national, and regional public funds).

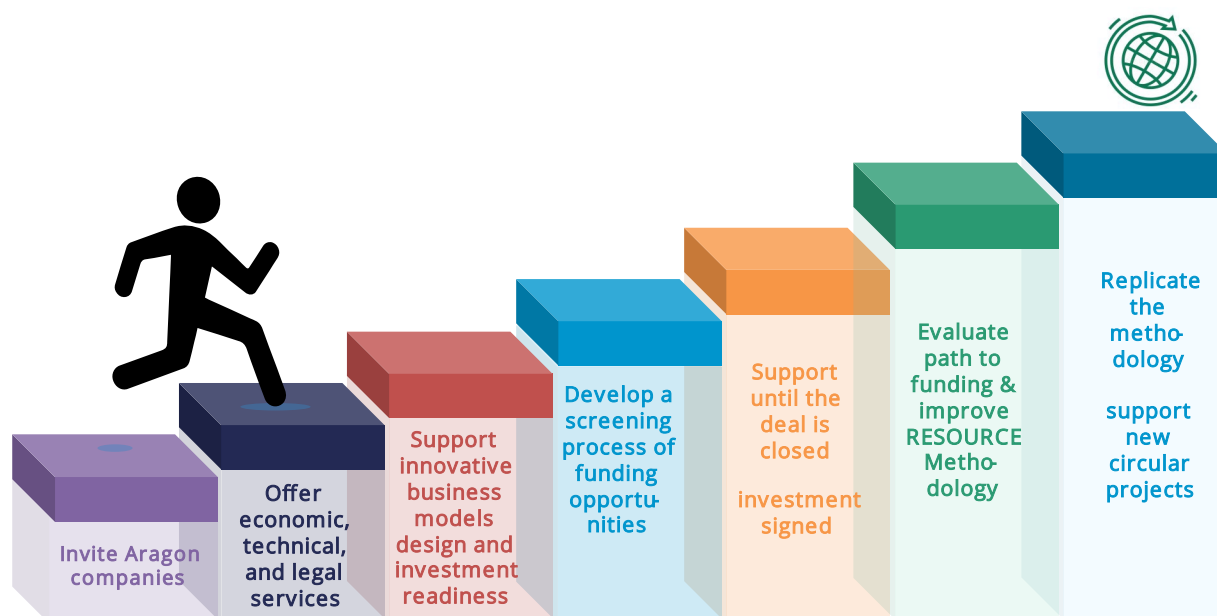The RESOURCE methodology consists of seven steps:

Figure 1 - The RESOURCE methodology in 7 steps

The strong interest coming from Aragon companies to shift towards circular practices will guarantee a sustainable pipeline of projects to test the RESOURCE methodology. The final and overall objective of the RESOURCE project through the creation of a portfolio of project

development assistance services, is to accelerate the development of the circular economy in Aragon and to reach €20M direct private investment in circular projects over a period of 36 months, until end of June 2025.

To achieve this objective, impact maximisation activities, including communication and dissemination, will be strategically important to onboard the right stakeholders on time and keep them engaged throughout the whole project and beyond.

RESOURCE will notably **reach out to and gather a circular economy community to develop an innovative regional** process and ecosystem to remove the technical, economic, legal, regulatory, and financial barriers the circular economy projects face.

The innovative RESOURCE solution will be co-created with **public institutions, intermediary organisations, finance stakeholders and beneficiaries**. A specific **outreach and communication campaign** will be conducted from the beginning of the RESOURCE project and throughout its entire duration **to engage the largest possible number of regional stakeholders** in the community. A set of **market intelligence and awareness-raising materials** (factsheets, publications, informational videos, etc.) and **knowledge and capacity-building activities** (including online training webinars, exchange of good practices and peer experiences, etc.) will be specifically developed.

A similar campaign will be conducted to reach out to and engage with other circular economy ecosystems in the EU interested in replication. Another (similar and updated) set of **market intelligence and awareness-raising materials** and **knowledge and capacity-building activities** will also be developed.

Finally, **communication and dissemination activities will target regional, national, and European policy makers, civil society, and the general public** in a different yet adequate manner.

1.2. Expected outcomes

RESOURCE will strive to achieve four expected outcomes stemming from the topic description of the call, namely:

1. Delivery of innovative financing schemes that are operational and ready to finance circular economy investments at a local and regional scale
2. Delivery of a series of sustainable circular economy projects and innovative financing solutions/schemes at a local and regional scale across Europe
3. Demonstration of innovative and replicable investment financing solutions, documenting feedback/uptake from potential replicators
4. Best practices and replicable policy recommendations regarding financing of CE projects

The first three expected outcomes were given into the DoA and we are adding this fourth one as it was already in the RESOURCE Impact Pathway (see graph below), and it will be a real and important outcome of the RESOURCE project.

Through its different operational activities, RESOURCE will aim to achieve the above-mentioned outcomes, whilst the transversal work of "impact maximisation", which includes both communication and dissemination activities (and beyond), will act in support: the aim

being to **leverage results and bring them to an upper level, reaching the broadest possible audience of relevant stakeholders and engaging them into the RESOURCE project activities and the exploitation of results**.

1.3.   Expected impacts

In addition to the above-listed expected outcomes, RESOURCE will contribute to the European Green Deal strategy and its main cornerstone, the new circular economy action plan (CEAP), by contributing to the following three expected impacts listed in the DoA as Expected Wide Impacts**:**

1. Regional, rural, local/urban, and consumer-based transitions towards a sustainable, regenerative, inclusive, and just circular economy and bioeconomy across all regions of Europe
2. European industrial sustainability, competitiveness, and resource independence
3. Improved consumer and citizen benefits, including in rural settings, by establishing circular and bio-based systems

But more specifically as expressed in the above figure, we are expecting those direct impacts:

- ECONOMIC: Increase CE Project funded and therefore increase in CE related Jobs in the Aragon region
- SCIENTIFIC: Provide a new innovative funding and investment mechanism
- ENVIROMENT: Increase in the volume of recycled, reused and recovered waste therefore get reduction in emissions avoided.
- SOCIAL: Increase the awareness in circular actions.

The successful monitoring and evaluation of the dissemination, communication and exploitation strategy will be assessed through a set of KPIs described in the DoA.

1 Communication and dissemination objectives

1.1 Overall strategy

Communication and dissemination are essential to the success of RESOURCE objectives, its expected results, and impacts. Continuously sharing internal and external information is a transversal element that partners should strategically and effectively conduct throughout the project by considering all relevant and interested communities.

Hence, the present report first evokes RESOURCE's objectives and expected outcomes and defines its key stakeholder and target audiences and the related key messages addressed to them. It further describes partners' roles and responsibilities regarding communication and dissemination activities, the relevant processes, and procedures to follow and ensure a smooth implementation and monitoring of such activities. All the RESOURCE project's communication and promotional tools, including all branding elements, and favourable communication activities to be organised, are detailed in the two following sections. At the same time, an initial dissemination plan is presented in the very last section of the report.

> **What is the difference between communication, dissemination, and exploitation in the context of Horizon Europe[1]?**
>
> **Communication** means informing, promoting, and communicating about the project activities and results in reaching out to multiple audiences (citizens, the media, etc.). Communication, therefore, requires a well-designed strategy, conveying clear messages, and using the right communication channels from the very start of the project until its end.
>
> **Dissemination** is about making the project results public and available to all stakeholders who can learn about and possibly be interested in using the project results. Such stakeholders include but are not limited to public authorities, industry, policymakers, sectors of interest, civil society etc. Dissemination can translate into the publication of project results in scientific magazines, scientific or targeted conferences and events, and databases.
>
> **Exploitation** makes concrete use of project results for commercial, societal and/or political purposes. Exploitation of results can be performed by researchers, industry, and generally, all stakeholders that can make use of them, including public authorities, industrial authorities, policymakers, civil society etc. Exploitation activities can take the form of roadmap, prototypes, and software creation, as well as knowledge, skills, and data sharing. It usually takes place towards the end of the project and beyond but can be activated as soon as the project has produced exploitable results.
>
> **Communication, dissemination, and exploitation** of project results are closely intertwined. Communication and dissemination can use the same tools and channels while addressing different audiences for different matters. Dissemination prepares the use, i.e., the future exploitation of project results, as it raises awareness among key target groups, which might later become involved in the exploitation paths of certain project results. This report, therefore, describes elements that can address at least two of these aspects simultaneously while clarifying the distinguishing elements.

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[1]https://rea.ec.europa.eu/system/files/2021-11/Communication%2C%20Dissemination%20and%20%20Exploitation-2021.pdf

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The proposed communication and dissemination strategy will follow a 6W approach to ensure that every communication and dissemination opportunity is adequately exploited during and by the RESOURCE project. The 6W strategy aims to clearly identify:

- **Why to communicate and disseminate**: For efficient communication and dissemination activities, the first point to be identified are the objectives of the communication and dissemination;
- **To Whom to communicate and disseminate**: Different communication and dissemination objectives will have to target different audiences; these different audiences have to be defined;
- **What to communicate and disseminate**: Different audiences have different interests and needs and will need to be addressed with different key messages defined according to the expected outcomes and impacts of the RESOURCE project;
- **HoW to communicate and disseminate**: Different audiences must be reached and addressed through different channels. To be efficient, communication and dissemination activities must be well-coordinated and monitored;
- **Where to communicate and disseminate**: To fully reach its objectives, the RESOURCE project has to communicate and disseminate to all its target audiences all over Europe; and
- **When to communicate and disseminate**: RESOURCE's communication and dissemination must run throughout the project's duration, with long-lasting and scheduled actions, and take advantage of opportunities that may arise during the project.

This report starts with identifying the dissemination and communication objectives of the RESOURCE project, answering the **Why** disseminate question in **section 1.2**. This dissemination plan further defines the RESOURCE project's key stakeholders and the derived target audience and associated messages in **section 2**, answering hereby to the **to Whom** and **What** questions.

Based on the identified targeted audiences, **section 3** further answers the **What** to disseminate/communicate questions by describing the various project communication and dissemination tools and channels, and further presenting the opportune communication activities, listing the events and networking activities of the RESOURCE project, thereby answering to the **Where** and **When** to disseminate/communicate questions. This is completed in **section 4** by the presentation of a dissemination plan for preparing the future exploitation of project results and channels.

Finally, **section 5** answers the **hoW to disseminate/communicate** question by describing the roles and responsibilities of project partners, together with the processes and procedures to be followed for planning, coordinating, and monitoring communication and dissemination activities.

1.2 Communication and dissemination objectives

To produce a coherent and efficient communication strategy, the first question to be answered is **Why should we communicate? What are the communication objectives of the project?**

Communication about the RESOURCE project, dissemination of knowledge and project achievements are therefore crucial parts of RESOURCE activities. In order to provide the ground for the growth and success of future circular economy projects, it is essential to raise awareness about the activities and services of RESOURCE and present its results to relevant target groups, notably the

- Policy makers, networks, and intermediary organisations, notably in the finance sector (primarily investors and lenders, but also grant providers and alternative funding)
- RESOURCE beneficiaries/ project owners (Public Authorities, PPP, utilities, and industry)
- European stakeholders interested in replication and the general public.

The overarching goals of the RESOURCE communication and dissemination plan are to:

- Maximise the impact of the RESOURCE project; and
- Enhance synergies of the RESOURCE project by establishing relationships between the RESOURCE project and other initiatives and networks, focusing on Circular Economy, start-up financing and alternative finance, identifying networking opportunities and possible synergies and engaging in collaboration activities.

The specific objectives of RESOURCE's communication and dissemination activities primarily consist of the following:

- Raise awareness of the circular economy's impact and attract funding, and more specifically, attract 20 million euros for 9 (at least) pilot projects;
- Provide circular economy project holders (or potential holders), investors, relevant networks (e.g., clusters) and policy makers with relevant insights for fostering further circular economy's development and deployment;
- Establish all the necessary promotional material and communication channels to ensure those objectives through the visibility and access to the stakeholders;
- Support engagement of stakeholders in other WPs;
- Communicate about RESOURCE project activities in an efficient, consistent, and timely manner;
- Ensure dissemination activities that support the exploitation, sustainability, and added-value creation of project results during and beyond the RESOURCE project;
- Organise specific activities around RESOURCE developments targeting relevant communities; and
- Inspire a new culture encouraging investment into circular economy projects, both from the investors' and projects' perspectives (proving to investors that it is possible and fruitful to invest in circular projects and showing that circular projects can attract more investments).

2 Stakeholders, target audiences and key messages

As presented in section 2, the communication and dissemination strategy of the project answers different needs and objectives, and therefore different audiences will be targeted. It is essential that different communities are addressed with messages and tools adapted to their interests and uses. This section answers the "**to Whom to communicate and disseminate**" and "**What to communicate and disseminate**" questions.

The RESOURCE project short introduction has been simplified and redesigned as follows, to be more engaging and better attract the attention of stakeholders, especially the potential investors, supporters, and the circular projects themselves:

> *Circularity is an essential aspect of the industry transformation towards resource-efficiency, climate neutrality and long-term competitiveness.*
>
> *The RESOURCE project will study the private funding opportunities needed in circular projects and facilitate those projects' development by developing new PDA (Project Development Assistance) services.*
>
> *More precisely RESOURCE will:*
> - *build an integrated expertise pool to support technically, economically, and legally the regional circular economy pilots SMEs,*
> - *develop innovative financing schemes and business models;*
> - *facilitate concrete investments.*
>
> *While choosing a circular economy as a priority, the Region of Aragon has identified a portfolio of circular projects that need funding. Those projects will serve as pilots in the RESOURCE project as bootstraps to ensure a solid and sustainable circular-friendly ecosystem in Aragon and ultimately ensure a high degree of replicability of the PDA and related services beyond the Aragon Region.*

This is the strapline used on the homepage of the website. It will be further refined in the coming months to be even more engaging and adapted to each type of stakeholder.

For instance, the following strapline will be used in the project brochure or short needed explanation:

"RESOURCE supports the investment readiness of circular projects as a key point for the industry transformation towards resource-efficiency, climate neutrality and long-term competitiveness."

During the project's first months, the partners will focus on communicating on the general information and the project's main aim and participating in events and conferences of interest. The key messages highlighted during these first months shall include:

- What is the project about, and what is its expected impact?
- What are the project objectives?
- Who is involved in the project?

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- What main activities, methodology and results are planned?
- Who is addressed by the project/who can benefit from its activities and results, and how?

The messages listed above should be addressed through all promotional channels, such as the RESOURCE website, social media channels, leaflets, etc. For detailed information about these publication channels, please see the following sections.

Other messages that will also be relevant and create communication opportunities as the project develops are:

- Public deliverables, and
- Milestones achieved.

2.1 Stakeholders and target audiences

Besides the general messages, RESOURCE will engage with specific stakeholder groups in the EU and adapt its communication messages and channels accordingly. RESOURCE stakeholder groups are further defined in the D1.1 "Stakeholder mapping" report and include:

Public authorities/regional and local governments, specifically those responsible for implementing policies and actions related to circularity and/or economic development. Those are, for instance, the Government of Aragon, CEEI Aragon, and other public and para-public stakeholders, especially local entities of Aragón (Provincial Councils, counties, and municipalities), as well as those beyond Aragon at the national and European level, mainly those interested in the replicability of RESOURCE's solution (that are involved in circular projects, might be interested in joining one, or in developing or supporting such projects)

Networks, clusters, intermediary organisations, and facilitators, such as research centres and clusters, in charge of sectoral innovation, key research institutes, including finance networks, associations and socio-economic networks. This category includes RESOURCE partners or those involved in other EU projects (CCRI[2], BioBoost, the "Hubs For Circularity" initiative, Agro2Circular project, Interreg MED Green Growth Community[3]), SME4Smartcities[4], S3P/ ReConfirm, etc.) or having close links with EU wide or national initiatives, networks, and associations in the fields of circularity. It tackles Aragon players and beyond, national, and international networks and relevant organizations, clusters, such as support organizations within the 140+ certified EU BICs network.

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[2] CCRI and BioBoost are further explained in 3.9.3 Opportune communication synergies , page 17
[3] Green Growth project mainstreaming process: to include the EMBRACE Toolkit on Circular Economy as a best practice for the implementation of the Circular Economy Strategy of Aragon. The Interreg MED Green Growth Community (GGC) is a community of 17 innovation projects clustered around 4 focus areas (Food Systems, Eco-innovation, Smart Cities, Waste Management) tackling the key priorities of the EIJ Green Deal and the EU Circular Economy Action Plan. The GGC promotes sustainable development of the Mediterranean region by inspiring innovative, green, and circular business models and informing public policies for a climate-neutral and a more competitive Mediterranean region.
[4] https://sme4smartcities.eu/ and https://www.bic.es/eng/view-project/25

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RESOURCE beneficiaries (the selected pilot projects) and other circular project owners, including Public Authorities, PPP, utilities, and industry (small and large businesses) or startups.

FINANCE sector players that include public/private institutions, traditional credit institutions specially linked to Aragon territory, and alternative investor like Business Angels, funding Accelerators, Equity Crowdfunding Platforms, Family offices, Media for Equity, Venture Capital and Private Equity, and Corporate Entrepreneurship support.

Citizens and civil society organisations are to be involved in project developments contributing to the development of circular culture. **The general public** may be interested in understanding how circularity becomes a sustainable concern. They will be touched through networking, events and online tools dedicated to reaching out to the general public.

RESOURCE intends to reach out to the stakeholders listed above based on their interests. For this reason, the project identified three groups of stakeholders to address tailored messages and knowledge.

The stakeholders are divided into Tier 1, Tier 2, and Tier 3, more specifically:

TIER LEVEL 1: This tier includes stakeholders that will be directly engaged in the project implementation and/or outcomes and are strongly case-specific (e.g., pilots, regional or governmental public institutions, investors, etc.);

TIER LEVEL 2: This tier includes stakeholders with interest in the application of project results and products and, as such, a broader constellation of interested stakeholders (e.g., policy makers, Intermediary organisations and facilitators, final beneficiaries, etc.); and,

TIER LEVEL 3: This tier includes stakeholders with a general interest in the project. This is a wide group of stakeholders for the dissemination of outcomes which could include policy makers, civil society organisations, and citizens

Stakeholders' interests will be assessed with respect to the project objectives, and incentives and benefits that can drive their engagement will be identified. The following graph and table present the above-mentioned tiers differentiated by categories with examples of stakeholders from each tier category.

Tier 1	Tier 2	Tier 3
- **Pilots involved** in RESOURCE project - **Public authorities** involved in RESOURCE project - **Private finance sector,** Spanish and more specifically from Aragon - **Intermediary organisations and facilitators** working with the pilot projects	- **Public authorities not participating in** RESOURCE activities - **Investors** outside Aragon region - Intermediary organisations and facilitators not working with the pilots, networks, clusters, multipliers	- **Policymakers** and governmental and non-governmental organisations - **Civil society** and citizens - General public

Table 1: Stakeholder per Tier level
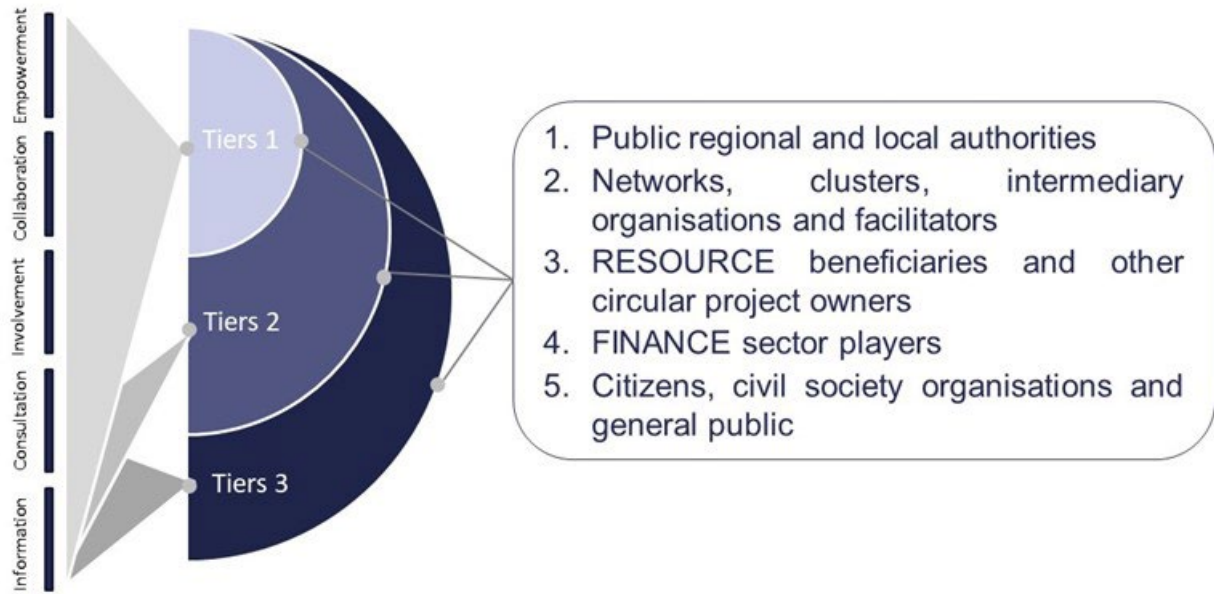
Figure 2 - RESOURCE stakeholder groups

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2.2 Targeted audiences, associated tools and key messages

Depending on the targeted stakeholders mapped in the coming D1.1 report, the consortium will define the associated tools and messages for each targeted audience. Thus, the following table will be completed

TIER	Stakeholder type	Key message	Website	Social media	Publication Repository	Newsletter	co creation workshops	Training Webinars	Factsheets policy briefs	Videos	Project events
TIER 1	Pilots	To spread the word about the project, to create success stories and attract investors, to participate in the demo-day and in any public speaking opportunity to disseminate results and impactful activities realized during the project	x	x		x	x	x	x	x	x
	Public authorities	To know the reality of the circular projects and their needs (economical, financial, infrastructures, ecosystem, etc.)	x	x	x	x	x		x	x	x
	Investors and private finance sector from Spain	They will be invited to participate in the events, webinars, demo-days organized to meet the projects, meetings. They shall be informed about the project and its results (specifically once business models have been refined to fit investors criteria) to ensure their strong interest in investing in the project and diversify their investments.	x	x		x	x		x	x	x
	Intermediary organisations and facilitators working with the pilots	To be informed and familiarised with the economic benefits and feasibility of circular economy projects and activities	x	x	x	x	x		x	x	x

TIER	Stakeholder type	Key message	Website	Social media	Publication Repository	Newsletter	co creation workshops	Training Webinars	Factsheets policy briefs	Videos	Project events
TIER 2	Intermediary organisations, networks, clusters, multipliers, and facilitators not working with the first pilots	These stakeholders will be reached and mobilised for cross-communication activities that aim to build RESOURCE's visibility and when promoting and communicating about project activities and/ or results to a large number of stakeholders. They will be interested in getting RESOURCE results in the phase of replication of the outcomes for potential future circular projects they would support.	x	x	x	x			x	x	x
	Public authorities not participating in RESOURCE	They will be interested in getting RESOURCE results in the phase of replication of the outcomes.	x	x	x	x			x	x	x
	Investors outside Spain	They will be interested in any support facilitating the replicability of the successful piloting activity.	x	x	x	x			x	x	
TIER 3	Policymakers, governmental and non-governmental organisations	They will be informed about how the RESOURCE project contributes to effectively increasing and facilitating investment readiness for CE projects and about particular bottlenecks at the policy level or administrative level that could be lifted	x	x	x	x			x	x	x
	Civil society	Civil society will be engaged in collecting complementary data	x	x					x	x	
	General public	The general public will be informed about the project's objectives and activities	x	x					x	x	

3 Communication and dissemination tools and channels

> As presented in section 2, different target audiences have different uses and interests and must therefore be addressed by a complementary set of tools. This section presents the tools set-up for the project communication and dissemination as it further answers the "**hoW** to communicate and disseminate" and "**What** to communicate and disseminate" questions.

Publications by RESOURCE will aim to consolidate information about the project's goals, activities and results and motivate the relevant communities to provide feedback, communicate their requirements and get involved in relevant activities.

Most tools and channels for communication and dissemination are generated during the first six months of the RESOURCE project. The majority of this work is focused on the creation of media, which will be maintained and used throughout the project as vehicles to disseminate information about the project and its achievements.

The dissemination efforts will aim to show how the results and outcomes of the project will influence or educate the policymaking or decision-making in the context of circular economy growth and changing the culture of financing such projects and attracting investors on those subjects.

The envisaged communication and dissemination tools and channels will be:

- The RESOURCE website: http://www.resource-invest.eu (available from M3);
- RESOURCE social media channels: Twitter and LinkedIn (available from M1) and YouTube channels (available at a later stage);
- Project news and communications published on the website and social media channels and press releases distributed by partners and their networks;
- Project newsletters, made available on all channels and disseminated through partners and their networks, GDPR compliant;
- Project public presentation with a generic overview of RESOURCE to be used in events;
- Commission's communication channels will also be used widely;
- Project flyer giving an overview of the project objectives, main activities and expected results (digital distribution maximized);
- Project roll-ups (available at a later stage);
- Project videos (available at a later stage);
- Project publications, developed through the operational activities;
- Project conferences and public events, the first circular economy congress planned end of November, the 5 workshops to be organised by EBN with the objective to benchmark and tailor RESOURCE offer;
- Participation in major external events and conferences of interest; and
- Information and knowledge exchange with and through other relevant initiatives to exploit synergies.

3.1 Project branding and toolkit

During the first month of the project, the major activity related to communication and dissemination concerns the establishment of a project branding, i.e., recognition.

In this regard, RESOURCE branding elements have been defined to make the project easily recognisable. The branding elements have been gathered into a "communication toolkit" which shall represent the stable visual element for project presentation and promotion, and which includes the project logo and visual ID, templates (Word, PPT), a graphical banner, a flyer, poster/roll-up, and a generic project overview in PPT format.

The toolkit has been prepared by GAC with the support of a professional designer and is to be used by all project partners.

3.1.1   Project logo and visual identity

The project logo has been designed by a professional designer. The logo has been designed to be easily recognisable and is composed of elements representing the core aspects of RESOURCE: finance and circularity.

The logo is as follows:

Figure 3 - RESOURCE logo and baseline

Different versions of the RESOURCE logo have been produced, adapted to different backgrounds and displays (screen, print, white background, etc.), notably one with the white set, shown as follows with a grey background as an example:

The logo has also been adapted to be shared upon the partners' use via the project's shared platform.

| Picto social media | Picto social media light | Logo social media | Logo social media white |

Figure 4 - RESOURCE visual logos and pictos

The visual identity is based on the main logo colours and should be respected in all official communication supports. The colour codes are as follows:

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Figure 5 - RESOURCE visual ID colour codes

R37 G55 B141
C100 M88 J0 N0
#25378d

R197 G211 B0
C31 M0 J100 N0
#c5d300

R162 G198 B23
C45 M0 J100 N0
#a2c617

R47 G172 B102
C75 M0 J75 N0
#2fac66

3.1.2   Other branding elements: communication toolkit

Based on the project logo and visual identity, other branding elements have been developed:

- Notably, a **graphical template for Word and PowerPoint**. This aims to ensure coherence and a professional level of quality in terms of design and presentation in all the project documents and communications.
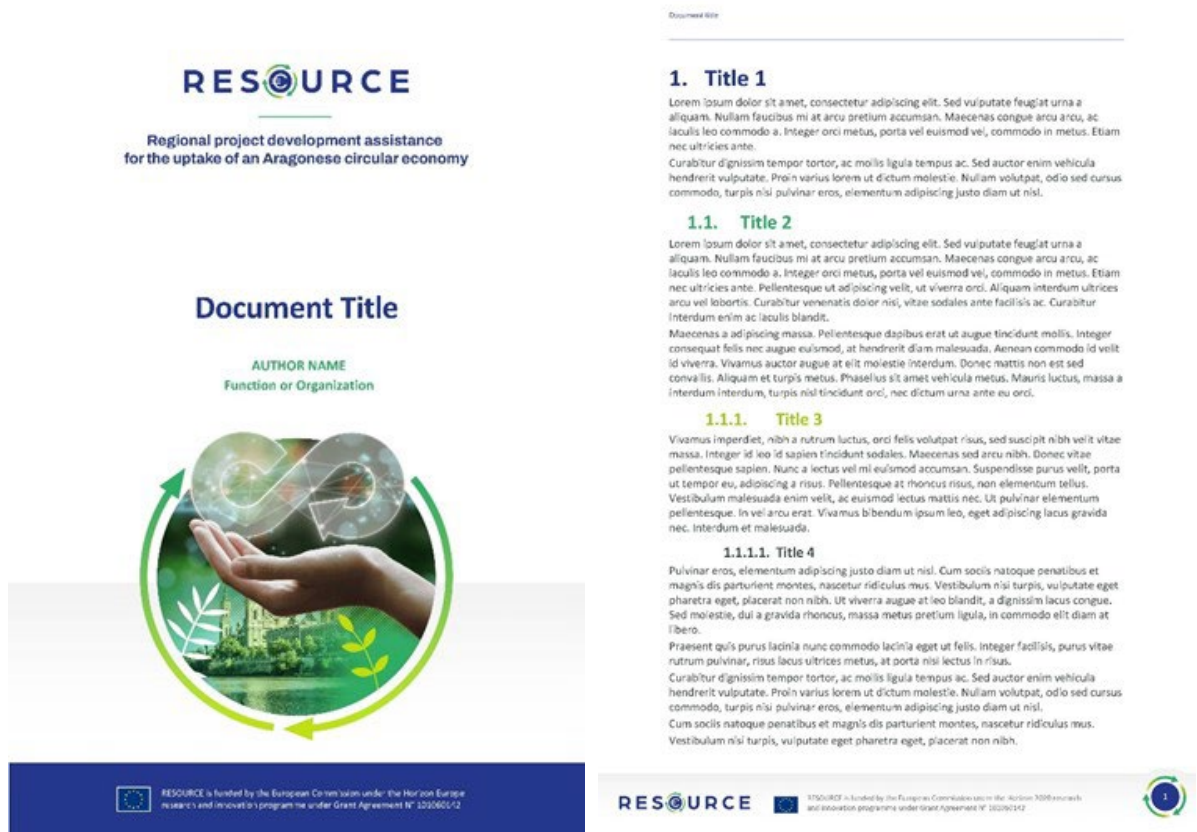
Figure 6 - RESOURCE Word and PPT templates

- In addition, a **project banner** has been developed for use on social media channels, as well as for future use in events:

Figure 7 - RESOURCE banners for social media (LinkedIn and Twitter formats)

- **A generic project presentation:** Following the RESOURCE branding, a generic RESOURCE presentation will be developed for awareness-raising and project information at events and via the partners' networks. It can be used by all people involved in the project to disseminate the project objectives, its status, and the expected results. It can be easily adapted by partners for specific audiences and updated with new information. It will, in the beginning, detail the structure of the project in terms of objectives, main results that the project aims to achieve and the tools the project will use, and be updated as the project advances. The presentation aims at attracting the interest of relevant communities and stakeholders etc.

  It will also be made available on the project website.

- **Flyer/ Brochure**: A RESOURCE flyer will be developed and used to present the project, its goals, and the consortium. The project flyer shall reflect the ideas and planned activities

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of the project in a first step and might be updated with information about major outcomes and results in the second step if deemed useful.

It shall serve as a calling card for presentations to influential stakeholders – investors, national and local authorities, media representatives, circular economy, or innovative finance experts, etc. Produced early in the lifetime of a project, the first version of the flyer will have the objective to:

- Explain the background for undertaking the initiative;
- Indicate the targeted results; and
- Provide an overview of the consortium and contacts: primary contacts, website.

Following the Green Deal strategy, an electronic distribution will be preferred. A post-card might be printed if necessary but in a limited quantity and will use a QR code for deeper information limitedly shown on the flyer.

- **Posters/Roll-ups:** For the use during events, it is also planned to develop one or several project posters in a roll-up format. The roll-ups will give a glimpse at the project aim and inform about major communication channels such as the website URL and social media accounts to allow anyone to get in touch with the RESOURCE team quickly and find more information about the project.

  The roll-ups will be aligned with the visual project ID and take up major design elements already used for the templates and banners.

  The best sustainable way to optimize visibility while reducing paper waste will be discussed. They will be made very generic to be reusable as much as possible, and there will be limited printing, only for the sake of optimized visibility. Oriflammes might be preferred, and this option will be studied to ensure the best sustainable material.

3.2 Website

The first version of the RESOURCE website will be available by the end of M3. It provides a responsive design to be correctly displayed on any type of device (from regular PC to mobile devices).

The website will be accessible through the following URL: http://www.resource-invest.eu/me instead of a "resource-project" type in order to be more operational and pragmatic, showing a "target", a "goal", and an "achievement".

This URL has been chosen with a long-term vision, as it could be used for a potential project follow-up after the project's end. It was also created to attract our primary audience: investors and projects.

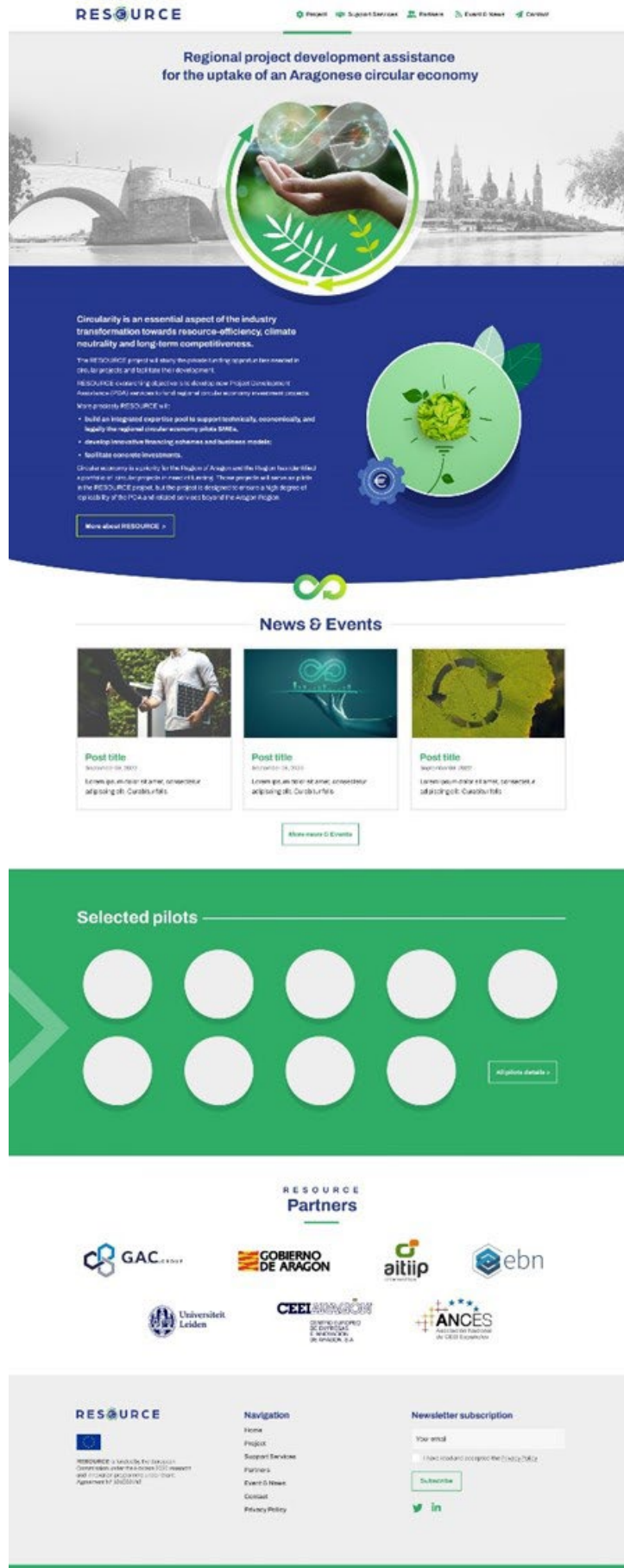The following image presents the home page:

Figure 8 - RESOURCE homepage

The website represents the first vehicle in raising awareness of the project and contains a general presentation of the project objectives and the consortium, as well as all public information related to the project activities, results, events etc. It will also give information to stakeholders about what are the concreate "support services", provide access to the pilots' projects, access to the partners involved (under development), those being not only the consortium ones, and an option to subscribe to the project newsletter, as well as share interesting reports publicly available and gathered through RESOURCE which are deemed of interest to the stakeholders addressed.

The website follows the RESOURCE branding and plays a vital role in the information campaign.

The website's content will be updated continuously, e.g., whenever new information becomes available. The project website addresses all targeted audiences of the project, including the general public. It will present a general introduction to the project and its potential impact, even for an audience unfamiliar with the subject. Visitors will find news of the project and access to publications, public deliverables, and events.

3.3 Social media

The project team will place great emphasis on creating a RESOURCE community consisting of people likely to be interested in implementations. In this context, the project team will exploit the power of social networks and internet tools to enable more active communication and dissemination to the community.

Specifically,

- RESOURCE has already established profiles in professional social networks such as LinkedIn and Twitter. These will be used as direct communication channels to address dissemination to other professionals from relevant fields. Updates on events, news or advancement of the project will be published in the networks to increase awareness and, finally, the impact of RESOURCE. Previous experience has shown LinkedIn as a good way to communicate events and publications, whilst Twitter enables it to reach a large audience.
    - RESOURCE has already started identifying the most appropriate social network communities on circular economy and innovative finance (e.g., Aragón Circular, EU green research, ERINN Innovation, EU circular economy stakeholder platform @CEStakeholderEU, Circular Economy European Summit @circulareconomysummit, the HGIF Global Equity Circular Economy fund, etc.). These communities are approached to attract their members and subsequently enrich the RESOURCE community.
- In addition, a YouTube channel will be created when deemed necessary to support the dissemination of future project videos.

3.3.1 Twitter

RESOURCE's Twitter page: https://twitter.com/resource_invest

Twitter is extremely useful for informing and engaging with the project's target audience groups and their respective communities. Building a community and becoming part of existing communities is crucial for communication and dissemination via social media platforms.

Information about the latest updates on the website, new events, discussions, and news will be provided via Twitter.

In order to connect to already existing communities and build our own, RESOURCE is going to use the available hashtags such as #circulareconomy #InnovativeFinance #investment #Funding #circularity #sustainability #greentech #greenstartups #techwithpurpose #greenjobs #climatetech #SocialEquity #reuse #repair #recycling #VentureCapital #startup #CCRIEurope and #CCRIpilots. In addition, we will build our own hashtag (e.g., #RESOURCE-Invest) to gather all tweets concerning RESOURCE.

If successful, Twitter can help grow the popularity among the audience groups and make RESOURCE better known. Via the RESOURCE Twitter channel, it is easy for followers to engage with the project, either by following, mentioning, retweeting, or commenting on tweets.

The project will use Twitter's own analytics system, which gives a very good overview of current conversations and interactions with followers.

Objective	Promote the project news and related activities as well as reach out to a wide range of communities; establish connections and communication with – e.g. – other related projects, academia and civil society, industry, media, etc.
Content and Messages	Project news, related news, discussion topics
Target Audience	All Stakeholders
Information Required	Project updates, current news, low-level detail
Information Provider	All Partners
Activities	Encouraging new users to join, adding new tweets, and responding to others' comments
Schedule	Updated on an ad-hoc basis throughout the project
Monitoring	GAC is monitoring the group; each partner is responsible for sending news to be added on twitter when relevant as per the provided plan
Responsible Partner	GAC and all partners

Table 2: RESOURCE Twitter account overview

Figure 9 - RESOURCE Twitter Channel

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3.3.2   LinkedIn

A RESOURCE LinkedIn company page as been created: https://www.linkedin.com/company/resource-invest with the headline "RESOURCE - Financing Circular Economy in Aragon"

LinkedIn is a professional network through which RESOURCE can address particular professional target groups. It is mainly functional for targeted networking and to create a sustainable network in which the status of the project but also project outcomes can be shared. The main aim will be to constitute an interested community for future investors and circular economy investment facilitation.

Figure 10 - RESOURCE LinkedIn profile

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The RESOURCE profile has been set up as a LinkedIn company profile, which seemed the best option to interact easily with existing other networks and exploit synergies with them. The profile will be filled with more details and content over the coming months, building more connections to people within the topic scope.

Objective	To announce RESOURCE achievements to other professionals from relevant fields of action, raise awareness and questions and obtain feedback that can contribute to the project's development. Also, announce events and gather interest from other people that join our community.
Content and Messages	Keep in contact and inform professionals; create a community
Target Audience	All Stakeholders
Information Required	Project updates, current news, discussions for receiving further feedback and suggestions on the project's approach and results
Information Provider	All Partners and users
Activities	Encouraging new members to join, regularly adding new posts, and responding to others' comments
Schedule	On a weekly basis, or as we have content to add
Monitoring	GAC is monitoring the page a minimum of twice a month
Responsible Partner	GAC and all partners

Table 3: RESOURCE LinkedIn profile overview

3.3.3   YouTube

YouTube is a popular video-sharing website where registered users can upload and share videos, with anyone being able to view them, even without registering an account.

For this matter, YouTube is an excellent platform for saving project videos and sharing them with a broad audience. Targeted audiences will receive specific messages – through email, other social media channels, website news, in direct exchange – to invite them to watch the videos RESOURCE will place on YouTube. As such, YouTube will only be a "deposit" platform for RESOURCE, and it will, for instance, be used to present pilot projects in a short capsule.

The RESOURCE YouTube account will be created once the first project video has been developed within the first project year.

3.4 Newsletter

During its lifetime, the project will develop and send six newsletters summarising RESOURCE's main achievements (activities, results and information produced). They have been planned at M6, M12, M18, M24, M30, and a final one at M36.

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Newsletters will be drafted in a direct, journalistic language, sent to targeted stakeholders through the consortium partner's networks (GDPR compliant) and subscribers to the newsletters, and also be made available for download in the 'News' Section of the project website. Tentatively, a newsletter shall be edited every six months (this schedule might be adjusted according to the planning of the project's major events and/or advancements). Subscription to the newsletters will be made possible through various means, including but not limited to the RESOURCE's website, twitter, LinkedIn, partners' newsletters, etc.

3.4.1   Mailing System

The newsletters will probably be sent via a professional emailing solution, https://mailchimp.com/fr/?currency=EUR. This includes integrated services in support of marketing emails, automated messages, and targeted campaigns. It allows easy customisation of templates, integration with social media sharing options, and a monitoring system. The tool (e.g., MailChimp) will provide statistics for every newsletter sent (number of messages opened, clicked, etc.).

3.4.2   Editorial Choices and Flow

About two months prior to the expected publication of an issue of the newsletter, the editorial responsible (GAC) will coordinate an internal "call for ideas" in order to select the newsletter's topics. Press releases will be included in the newsletters and on the website through articles. Partners in charge of activities or having first-hand knowledge of the topics to be reported on will then be requested to provide a ready-to-publish article within four weeks. GAC will then take care of editing and harmonising the contributions, setting up the newsletter, and circulating it to:

- Stakeholders having registered to the project mailing list; and
- RESOURCE partners for dissemination through their own networks.

Being available on the project website, the link to the online version of the newsletter shall further be shared via the project's social media channels. Where possible, information on the newsletter or specific articles shall further be embedded in partners' institutional newsletters or related projects' communication channels.

3.4.3   External Mailing List

A mailing list for external communication will be set-up, and subscriptions shall be obtained by different means.

- Subscription via the project website;
- Participants of RESOURCE events, workshops, training sessions, and webinars shall be invited to join the RESOURCE mailing list;
- Promotion to subscribe via Social Media Channels; and
- Existing networks and individual contacts of project partners (such as the great network of EBN) considered potentially interested in receiving the newsletter might be approached with a personal informative email, providing information about how to subscribe.

The aim is to ensure that any subscription to the newsletter will be intentional. The whole process set up will be entirely GDPR compliant. Moreover, the newsletter will display an "unsubscribe" button and disclaimer, ensuring that all privacy requirements are met.

3.5 Publication repository

To promote the activities undertaken by the project (mapping, collection of thematic reports, but also the development of own analyses, etc.), a complete publication repository shall be maintained on the RESOURCE website. It will contain:

- Project communications and newsletters;
- Conference papers/presentations;
- Publicly available reports and analyses relevant to the RESOURCE target groups; and
- Publications from RESOURCE.

3.6 Commission's communication channels

The various Commission's communication channels will also be used to disseminate news, results, and reports through different supports:

- Posting articles on CORDIS and within the CORDIS Results Packs;
- Posting resulting innovative knowledge from RESOURCE on the EIP-Agri website - European Innovation Partnership 'Agricultural Productivity and Sustainability' for broad dissemination to practitioners. The end-user material will be produced in the form of summaries for practitioners in the EIP standard format ("practice abstracts")
- Posting best stories on the horizon-magazine.eu/ platform, either through articles or short videos;
- Posting success stories and potential press releases on the Research and innovation europa.eu portal after the first reporting period;
- Tagging the EC twitter accounts with our key results and events tweets: @REA_research, @HorizonEU and @EUGreenResearch, as well as on the LinkedIn account of EU Science Research and Innovation; and
- After getting key results, the Horizon Results Booster services (horizonresultsbooster.eu) will be used to support maximizing the impact of the outcomes and exploitation of the project.

3.7 Factsheets and policy briefs

Policy briefs will be developed to effectively communicate and disseminate key information and result from RESOURCE to policymakers on European and local levels, environmental agencies, and local and national authorities. In addition, factsheets consisting of one or two-pager documents highlighting key information and/or takeaways of specific project activities will be developed.

Factsheets and policy briefs will be targeting Tier 2 and Tier 3 stakeholders. However, Tier 1 pilots will also be interested in Factsheets highlighting recommendations for investment

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readiness of their projects. Moreover, Tier 1 investors will be interested in Factsheets highlighting benefits or interests in investing in circular projects.

A set of good practices will be designed during the project. While some of them will be developed in detail in deliverables, all good practices will take the form of a communicative document that will be shared, for instance, with the CCRI for knowledge capitalisation, methodology buildings and information sharing. It will also be shared in the form of a factsheet and can be disseminated trough social media and potentially the newsletter, website, etc. These cases will be used for communication and dissemination purposes to raise awareness, inform, and inspire future projects, policy makers, investors, etc.

3.8 Videos

Videos will be developed throughout the RESOURCE project to reach all three Tiers stakeholders. The first type of video, very short, will give a general, short, and concise presentation of the RESOURCE project. Indicatively, another type of video may present the pilots to help them present a brief and attractive presentation to potential investors and funding actors. Another type of video could be recorded in the second half of the RESOURCE project to promote and highlight specific activities and results of the project, as well as key results and impacts created by the project.

3.9 Project events

A series of planned and opportune events will serve different communication and dissemination objectives intended for different target groups. They are described in the following sections.

3.9.1   Planned RESOURCE events

Diverse project events, such as workshops, conferences, webinars, and training sessions, are planned in the frame of RESOURCE, either online or as physical gatherings, in order to allow the partners to meet regularly and exchange with the target groups, present project ideas and findings and collect feedback.

The first one will be held end of November: on November 23rd the Aragon region is organizing a congress on Circular Economy. Our team will be organizing a meeting with the pilot projects in the morning of the following day and a consortium meeting in the afternoon.

This type of event will also aim to inform and train the target audiences, notably regarding financing circular economy projects and attracting innovative finance funds.

These physical events shall, wherever possible and relevant, be organised in conjunction with a relevant external event (conference) to allow synergies with the event participants and content, as this will be the case for the first one in November 2022.

Below is an overview of events planned so far – with more to be added over time.

Name of Event	Number of events	Type of Event	Location	Target audience (total)	Target Group
November 23rd, 2022, the **International congress on Circular Economy**	1	On-line and in person	Zaragoza	150-200 presential and +100 on-line	Tier 2 stakeholders and specifically other CE initiatives, clusters, and networks
Best practices session	5	Webinar	TBC	10-15	Tier 2 stakeholders and specifically other CE initiatives, clusters, and networks
Co-Creation Workshop 1 "Selection of the Circular Economy projects"	1	Online or in-person	Online or Zaragoza	20-30	Tier 1 stakeholders (mainly investors, and business support organizations)
Co-Creation Workshops 2 "Creation of a sustainable CE project pipeline"	1	Online or in-person	Online or Zaragoza	20-30	Tier 1 and 2 stakeholders and specifically investors and business support organizations
Co-Creation Workshops 3 "Creation of a new governance model to fund CE projects"	1	Online or in-person	Online or Zaragoza	20-30	Tier 1 stakeholders and specifically investors and business support organizations
Demo Days	2	In-person and online	Zaragoza	25-40	Tier 1 and 2 stakeholders
CCRI-CSO specific and common events	4	In-person and online	TBC	30-80	Tier 3 stakeholders and specifically Policy makers
Collocated event in international conferences/events	2	In-person and online	TBC	100	Tier 2 and 3
Benchmarking and tailored coaching	5	Workshops	TBC	10-15	Tier 2 stakeholders and specifically other CE initiatives, clusters, and networks

Table 4:   List of planned RESOURCE events

The International congress on Circular Economy will be held on November 23, jointly between the Government of Aragon and the Spanish delegation of the Club of Rome. Its title is "Aragon before the Social Economy" and its main objective is to value the actions carried out by the Government of Aragon through the "Circular Aragon" Strategy, aligning the vision of the two organizing entities. During the day, a participatory workshop will be held with the name "Circular Economy in the Aragon business sector, where are we and where do we want to go?" and in another session entrepreneurship in circular economy will be promoted. At the end of the congress, a document will be approved that will include a clear commitment to the development of the Circular Economy in a transversal way in Aragon. The conference will be held in person and via streaming.

The consortium will identify **five European circular economy best practices** to benchmark with the RESOURCE-identified projects. The selection process **will happen in sessions organised in five European countries** through EBN members. Five projects per session will be presented, and project partners will select one best practice per session based on criteria, including geographic coverage. Ultimately five best practices will be selected as benchmarks for the RESOURCE project. Those sessions will primarily address the Tier 2 audience and will be an occasion for dissemination and communication about the project, enlarging the RESOURCE Community.

Three co-creation workshops will be held at M9, M15, and M22 as follows:
1. The first one on the process for selecting projects, establishing guidelines, determining evaluation parameters, etc.
2. The second one will create a sustainable Circular Economy project pipeline, defining an optimal methodology based on the first workshop to identify and select projects.
3. The third one will create a new governance model to fund Circular Economy projects based on the outcomes of the first two workshops.

Those three workshops will primarily address the Tier1 and Tier 2 audiences and will also be an occasion for dissemination and communication about the project, enlarging the RESOURCE Community.

The Demo Days

Two Demo Days will be organized towards the end of the project M30 and M32 to attract investors and get the required funding for the selected pilots.

CCRI-CSO specific events

A specific event about RESOURCE will be organised at the end of the project in an international conference within the CCRI's annual event, if possible, to provide high-level visibility of the project's results and exploitation opportunities.

The International conferences

RESOURCE partners are tightly linked to the research ecosystem and will participate in scientific conferences such as the International Society for Industrial Ecology Biennal Conference. Collocative events will be organized in that frame to promote RESOURCE results and get insights from other research teams.

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3.9.2   Outreach through other events

In addition to the events organised by RESOURCE, project partners will take the opportunity to communicate about the project developments towards specific/specialised stakeholders during events they organise in another frame or during external events they attend.

Partners might take the opportunity as much as possible to present the project, activities, and outcomes in conferences they will be attending throughout the project (e.g., conferences related to Circularity, smart regions, investment, etc.), use the opportunities for awareness-raising, making use of communication material such as the flyers, as well as creating connections and thus nourishing the RESOURCE community over time.

Whilst the outreach during external events will be based on opportunities arising during the project runtime, some relevant events are already known, such as:

Name of Conference/ Workshop (Participate / Organize)	Start date	Venue/Platform + Weblink	Lead Partner	Target audience (total)	Target Group
Circular Economy event "Aragón Circular: hacia un nuevo modelo económico"[5]	14 July 2022	Huesca, Aragon	CEEI Aragon/GoA	55	Projects and public authorities
Circular Economy event "Un mundo infinito. El evento de economía circular y sostenibilidad de Aragón"[6]	21 Sept 2022	Zaragoza, Aragon	CEEI Aragon	70	All stakeholders, including investors
2022 European Week Regions and Cities	12 Oct 2022	Online Shaping the Next Generation of Regional Innovation Policies: Open, Responsible, and Inclusive' Conferences and expo	EBN	1000	Cities and regions, policy, and decision-makers
2022 EBN TechCamp	19 Oct 2022	Sežana, Slovenia 'Untapped Innovation Potential'	EBN	100	EU|BIC community, Business support

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[5] "Circular Aragon: towards a new economic model"
[6] "An infinite world. The circular economy and sustainability event of Aragon"

Name of Conference/ Workshop (Participate / Organize)	Start date	Venue/Platform + Weblink	Lead Partner	Target audience (total)	Target Group
					organisations and business experts
Advanced Manufacturing (P)	19-20 Oct. 2022	Madrid Advanced Manufacturing Madrid | Vive la transformación industrial	Aitiip	15,000	Professionals in the fields of metalworking, robotics and automation and composite materials and their applications.
Circular Economy event "Emprendimient o circular, una necesaria oportunidad para proyectos empresariales"[7]	25 oct 2022	Teruel, Aragon	CEEI Aragon/G oA	50	Projects and authorities
Smart City Expo World Congress (P)	15-17 Nov 2022	Barcelona, SP Conference and expo www.smartcityexpo.com /	CEEI Aragon & GAC	24,000	High-level representatives of local and regional public authorities, policy makers, clusters, networks,…
COMPOSIFORU M 2022 (O)	17 Nov 2022	Zaragoza, COMPOSIFORUM 2022 – Foro industrial internacional dedicado a los materiales compuestos y sus aplicaciones	Aitiip	150	Researchers and industry in composites
European Bioplastic Forum (P)	06-07 Dec 2022	Berlin- Online Programme – European Bioplastics e.V. (european-bioplastics.org)	Aitiip	150-300	Policy makers, academy, and industry in bio-based and biodegradable plastics

[7] Circular entrepreneurship, a necessary opportunity for business projects

Name of Conference/ Workshop (Participate / Organize)	Start date	Venue/Platform + Weblink	Lead Partner	Target audience (total)	Target Group
CITIES FORUM	16-17 March 2023	Conference and expo	GAC	500	Cities and regions, policy, and decision-makers
SETAC 2023	30 Apr – 04 May 2023	Dublin, IRL Weblink	ULEI	5000	scientific community, policymakers, industry players
ISIE 2023	03-07 Jul 2023	Leiden, NL Weblink	ULEI	250	scientific community
Investment forums (such as IESE, ESADE, Keiretsu...)	TBC	Spain	ANCES/ CEEI Aragon	50-100	Investors and finance players

Table 5: External events used for RESOURCE outreach

3.9.3   Opportune communication synergies

To maximise regional and global visibility and enhance long-term synergies, the RESOURCE partners will actively work on establishing relationships with strategic EU actors.

First and foremost, RESOURCE will create synergies with the CCRI-CSO (Circular Cities and Regions Initiative Coordination and Support Office) that will support **12 Pilots (cities, regions, and territorial clusters)** to improve their Circular Economy Action Plans and Circular Economy Investment Plans, focusing on the implementation of their Circular Systemic Solutions. The RESOURCE coordinators and partners will:

- Participate in regular CCRI workshops and biannual general CCRI conference.
- Invite the CCRI-CSO to RESOURCE's events.
- Participate in CCRI Clustering activities further defined and agreed with the CCRI-CSO at the beginning of the project. One key aspect of the clustering activities will be providing timely policy feedback to the CCRI-CSO regarding EU policies and identifying research and innovation gaps.
- Organise joint dissemination and/or exploitation of such activities with CCRI-CSO

The RESOURCE partners contacted the CCRI-CSO team and the two teams had a first teleconference meeting on August 26th, 2022 to discuss collaboration activities. The first action is RESOURCE being invited and participating in the Coordination and Support Workshop, a physical event held in Brussels on 19 October.

Also, the collaboration will be discussed and organized with the BioBoost sister project, which supports and catalyses investment for developing Bioeconomy projects in the Catalan territory. We have already contacted and had a meeting with the BioBoost team to introduce each other and discuss collaboration. We will meet in person during the CCRI Coordination and Support Workshop in November in Brussels.

Figure 11 - Meeting between BIOBOOST & RESOURCE teams for mutual presentation and synergies initiation on September 28th, 2022

Beyond those two priorities, the project aims to create synergies with other H2020 and Horizon Europe (HE) projects such as the Interreg Europe SCALE UP project, the "Hubs For Circularity" initiative, Agro2Circular project, the VANGUARD Initiative, the EIP-AGRI, the InterregMED EMBRACE project, and other successful projects to be selected through ongoing HE calls on CE, as well as relevant Interreg projects.

It is also estimated that synergies shall be levered in programmes developed with the city, regional and national authorities, and innovation clusters where the circular economy is addressed.

Where possible, synergies will also be created with initiatives and organisations (even if relevant outside Europe, such as the Stockholm+50 International Meeting[8] organised by the United Nations General Assembly) that are working on the same topics to enlarge not only inputs but also the dissemination activities of RESOURCE and to establish win-win partnerships wherever possible in order to realise economies of scale and exploit synergies.

The EuroQuity online matchmaking platform for investors, companies and their partners will also be used to disseminate the project profiles.

The overall aim of the networking and exchange around synergies will be to raise awareness within relevant target groups, engage relevant actors in the project activities, and serve common goals, broadening the impact of RESOURCE and the initiatives it will be collaborating with.

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[8] A specific workshop was held on "Financing Circularity: For a sustainable recovery and green jobs" on June 3rd, 2022: https://enb.iisd.org/events/financing-circularity-sustainable-recovery-and-green-jobs. The outcomes will be followed.

4 Initial dissemination plan to prepare exploitation

At this very preliminary stage of the project development, RESOURCE partners have already identified the following project assets that could be exploited beyond the end of the project. Their target for exploitation and the dissemination activities that will help prepare the ground for their possible exploitation path are indicated in the table below.

Category of asset	Project asset	Possible exploitation path beyond the project	Target for exploitation	Dissemination activities
Intangible asset	Community of investors	Community of circular economy startups and networks or initiatives	Existing networks of circular economy players and investors	Newsletter, exploitation workshops, targeted mailing, social media
Tangible asset	Recordings of trainings and webinars	Training and webinar recordings will be made available to any stakeholders interested in watching them and reusing the recordings	Circular economy startups and project owners, networks, clusters	Publication repository, news on project website, social media
Tangible asset	Recordings of pilot videos	Pilot videos will be made available to any stakeholders interested in watching them and reusing the recordings	Private and public finance and networks, public authorities	Publication repository, news on project website, social media
Intangible asset	Lessons learnt from investors feedbacks (demo-days, events, Advisory board…)	Best practice and recommendation documents will be made publicly available and could be further reused by other projects	Communities of circular economy players and investors	Factsheets and policy briefs, publication repository, training webinars, social media, project news, second high-level conference
Tangible asset	Policy recommendations	A report summarising RESOURCE policy and regulatory recommendations for the uptake/ implementation of public supports	Local, regional, national, and EU-level authorities/network of decision-makers (e.g., Government of Aragon, EU regions, Horizon Europe…). European Standards institutions (e.g., CEN, REACH and ECHA)	News on website, targeted mailing to relevant stakeholders and multipliers, social media, publication repository, second high-level conference

5 Partners roles and responsibilities, and processes and procedures

> To achieve the communication objectives described above, concrete processes and procedures should be implemented for coordinating and implementing the communication and dissemination strategy. This section answers the **"hoW to disseminate/communicate"** question.

To ensure and cross-check the performance of the dissemination activities against the strategic goals, it is necessary to nominate the responsible partners, follow up the implementation of activities, and control the process. More specifically, communication on the project and dissemination of knowledge gained during the project lifetime is expected to occur through the consortium members, their networks, the relevant initiatives approached for exploiting synergies and organisations engaged in the RESOURCE Advisory Board.

5.1 Partners' responsibilities

Partners have agreed on the following roles regarding RESOURCE's communication and dissemination activities. Work package 5 is led by GAC. All partners will work closely with GAC to provide input to all the communication and dissemination activities, therefore playing an essential role in spreading information. The work task responsibilities are distributed as follows:

GAC, the work package leader

Leads the management and coordination of the work package, including:

- Setting up of the communication strategy;
- Monitoring and coordinating the dissemination and communication activities throughout Europe;
- Interacting with all partners for the dissemination and communication activities;
- and
- Stimulating partners to provide communication and dissemination input, such as news for publication on the project website or social media, newsletters, etc.

Drives the dissemination and communication activities, including:

- Providing text of relevant news and publications related to general project activities;
- Ensuring quality control of the information provided;
- Creation of a visual identity and provision of templates (Word and PowerPoint);
- Production of promotional material based on the contributions from partners;
- Set up and update the project website; and
- Managing the RESOURCE social media accounts, YouTube channel, and project website.
- Making policy recommendations to relevant institutional stakeholders.

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All project partners

All partners shall:

- Use the project's visual identity for any communication on the project;
- Provide contributions/material for public use on the project website and communication material upon request (e.g., use case descriptions, logos, etc.);
- Provide news and/or communications on essential activities and achievements related to RESOURCE;
- Inform GAC about possible participation in conferences, workshops, etc. related to RESOURCE;
- Developing RESOURCE's ecosystem relations and creating synergies with relevant initiatives and projects;
- Provide short texts about participation in events for the news section of the project website (accompanied by related links and pictures whenever available);
- Disseminate RESOURCE information, materials and deliverables through their channels and networks;
- Regularly inform GAC about which communication channels and networks were used; and
- Provide the required information for the reporting for the EC (see the template in the Excel sheet provided by separate mail to the partners).

The partners will fulfil their responsibilities autonomously and provide input in time to all the dissemination activities driven by GAC, but also proactively disseminate information on the project activities and outcomes via their channels and networks. The entire consortium plays a vital role in disseminating information.

All partners will be asked to report regularly on their dissemination and communication activities, using a template (excel file that GAC shall provide). An update on communication and dissemination activities reported by the partners will be part of the agenda of the plenary meetings.

A list of dedicated communication/dissemination contacts within the project partners will be set up and maintained by GAC.

5.2 Planning, coordinating, and monitoring communication and dissemination activities

To ensure the communication and dissemination strategy stays up to date, internal planning, coordination, and monitoring process shall be followed. In addition, all partners must report on their activities and opportunities. GAC as WP5 leader, will regularly check the progress and, if needed, adjust the planning of communication and dissemination activities. GAC will also supervise all activities and provide strategic direction when needed. GAC will further coordinate the collection of updates and news content from partners in order to produce news on the project website and posts on social media pages.

A single 'Communication and Dissemination (C&D) planning and monitoring' Excel file will be developed by GAC and used by all partners to **plan, coordinate, and report** on all communication and dissemination activities, as well as on the preparation and publishing of

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news and social media posts. This Excel file will be monthly reviewed and updated by GAC with the support of consortium partners, indicating:

- Actions
- Person in charge
- Channel to be used
- Purpose of the action
- Content to be conveyed
- Targeted audience
- Etc.

This file will also provide monthly planning of communication and dissemination activities and actions to be taken that will be constantly updated.

In addition, every month, two partners will be selected and asked to share a minimum of two news items related to the project. To do so, GAC will provide partners with a specific template to ensure the right level of information is provided.

As indicated in the table below, the template email will require partners to indicate several categories of information.

Dissemination **Activity**: *Participation to a Conference or *Participation to a Workshop or *Organisation of a Conference or *Organisation of a Workshop or	**Start date and End date** *(if different)* (yyyy/mm/dd)	**Venue/** Platform…	Name of the *Conference *Workshop **Title** of the *Presentation *Poster *other…	**Type of Audience** => *out of list below - multiple selection is possible:* *Scientific Community (Higher Education, Research) *Industry *Civil Society *General Public *Policy Makers *Media *Investors *Customers *Other	Number of persons reached (*estimated* => by type of audience, if several types were reached)	Regions adressed (EU, US, others)	**Partner**	News website

Authors	**Title of Journal/ Proceedings /Book series**	**Number, date or frequency of Journal/ Proceedings/ Book**	**Relevant Pages**	**ISBN**	**Publisher**	**Place of Public ation**	Year of Publication	Is available in Open-Access or will be?	Peer-reviewed ?	Joint public / private publication?	Partner	**Info availabl e on EC platfor m?**

Activity: *Non-scientific and non-peer-reviewed Publication (e.g., Policy Brief; Guide on EU-US opportunities, etc.) *Exhibition *Press Release *Flyer *Training *Social Media *Website *Communication Campaign (e.g. Radio, TV)	Date	Title	Type of Audience (general public, industry, academia, institutions)	Number of persons reached (estimated - by type)	Regions addressed (EU, US, others)	Link, if any	Partner Author

Table 6: Templates for collecting news content from partners (events, publications, other activity)

To ensure the timely reception of partners' contribution of news content, GAC will send reminder emails twice a month. In addition, WP4 activities will be discussed during consortium General Assembly meetings, and dedicated WP4 teleconference calls are set up to provide a platform to discuss any relevant issues.

Moreover, and in line with D5.1 Project procedures and quality plan, each event to be organised as part of the RESOURCE project will be first defined and described in an event concept note. The template for the event concept note is available in Annex I.

5.3 Key Performance Indicators

Measurable targets and performance indicators are set for the communication and dissemination work. Besides the Key Performance Indicators (KPIs) listed in the table below, a number of project activities naturally feed into the dissemination work (activities conducted in the gap analysis, workshops, reports, etc.) The monitoring will be based on the expected outcomes specified in the Introduction section.

#	KPI	Target	WP	Verification means
1	Website's visits	4000+	5	Google Analytics
2	Number of followers on social media	300+	5	Twitter analytics and LinkedIn
3	Number of newsletters	6	1-5	Publication on the website
4	Number of newsletters subscribers	200+	5	Newsletter contact database
5	Number of videos	6	5	Publication on the website
6	Number of news about the internal co-creation exploitation workshops	2	1-4	Pictures and report
8	Number of project publications/ press releases	4+		Final report on dissemination
7	Policy briefs and communications	4	4	Publications on the website
8	Number of events partners participated in	10	1-3-4-5	Partners' reporting
9	Number of flyers/posters/ factsheets /roll-ups created	6	4	Electronic and printable flyers/posters
10	Number of organised events	8	1-3-4-5	Publications on the website
11	Number of participants in the organised events	50+	1-3-4-5	Attendance lists

Table 7: RESOURCE project's KPIs for Dissemination and Communication

The communication and dissemination activities will be updated during the consortium General Assembly meetings, and all dissemination activities will be kept in the dedicated monitoring file for reporting purposes.

6 Conclusion

This deliverable provides a framework based on the 6W methodology to all consortium partners for promoting RESOURCE's project activities and maximising their impacts through planned, coordinated and monitored communication and dissemination activities. It also describes the roles and responsibilities of partners in this regard and further identifies the project's target audiences and the key messages to be delivered to them. While GAC is the leader, all project partners will be continuously involved in the communication and dissemination activities.

The communication and dissemination strategy outlined in this report will be updated and adjusted, and a D5.2 Dissemination and outreach strategy update will be delivered at M24.

Annex I – Concept note for events

Concept Note for
<Event Title>

Summary information of the event/activity (publishable)

Title of the event	E. g. Circular Economy workshop "xxxx" (title)
Responsible Person	
Dates (Start-End) and duration	E.g., August 10 to August 20, 2022; 10 days in total
Location	E.g., Brussels, Belgium
Back-to-back event	Yes (if so, indicate) or no
Sectorial focus	Yes (if so, indicate) or no
Target Group	E.g., European start ups
Indicative number of participants	E.g., maximum 20

Description of the proposed event (publishable)

Brief description of the event (additional information to the public announcement above):

1. Aim and objectives:
2. Background and context:
3. Application process, selection criteria:
4. Expected outcomes and impact:

Internal information (not published)

Indicative budget and major budget items (if needed)	
Maximum reimbursement to participants?	E.g., 100% of their travel cost within the limit 2000 EUR/participant
Public announcement	Give 5-10 lines for web publication
Latest date when the public announcement should be published	At least 2 months before the event; give date DD.MM.YYYY
Specific additional dissemination channels	If any additional to the "usual" project channels

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Main contributing partners and responsibilities	Indicate very briefly, to show who is involved
Planned associated partners/external org. to be involved	e.g., host: XX, trainers from X Y Z organisations
Work package	WP5
Contribution to sustainability of the project	Explain very briefly

Next Steps & Indicative Agenda (not published):

Concept agreed	**When? DD.MM.YYYY**
Event published	When? DD.MM.YYYY
Registration launched	When? DD.MM.YYYY
Participants informed	When? DD.MM.YYYY
Agenda fixed	
Logistics fixed	

Report:

Report due	E.g., +1 month after event
Report responsible	
Review responsible	E.g., contributing partners and/or associated partners
Report submission	Submission date to the coordinator DD.MM.YYYY
Report publication	Yes/No; if Yes date DD.MM.YYYY; if yes link to publication

Annex II – Circular Economy Day 23 November 2022 - preliminary agenda

Place: CaixaForum Zaragoza.

Possible title: "Aragon and the Circular Economy".

Programme:

15:30 - 16:00 Accreditations

16:00 - 16:20 Inauguration of the Conference. Mr. Carlos Álvarez - Representative Club of Rome

16:20 - 16:40 Presentation of the Aragon Circular Strategy through a European vision and innovation. Miguel Luis Lapeña - Director General of Planning and Economic Development of the Government of Aragon

16:40 - 17:00 What could we do in Aragon for the Circular Economy? Professor Antonio Valero - CIRCE Institute

17:00 - 17:20 Europe and the Circular Economy. Representative of the European Commission

17:20 - 17:30   Break

17:30 - 18:50 Participatory workshop: The Circular Economy in the Aragon business sector: where are we and where do we want to go?

- 3/4 sectorial groups of companies and civil society agents.
- Dynamics in World Café format: 3 tables moderated by a rapporteur who will gather the conclusions. Table rotation after 15-20 minutes. Axes:
    1. Active and deactivated barriers to the development of CE in the Aragon business sphere
    2. What do we want to happen? Where are we going together?
    3. What role should public support play? What public tools are needed?

Then 15 minutes of sharing of the conclusions of each axis in each group.

18:50 - 19:05 Presentation of the conclusions of the participatory workshop. With the participation of the rapporteurs of each sectoral group of the workshop.

19:05 - 19:20 The Circular Economy and Startup Entrepreneurship. Celia García Director, Manager of CEEI Aragón.

19:20 - 19:40 Signing of the Commitment for the development of the Circular Economy in Aragon.

19:40 - 20:00 Closing of the Conference. Regional Minister of Economy, Planning and Employment of the Government of Aragon. Ms. Marta Gastón Menal.