

## Stakeholder Engagement, Communication and Dissemination Plan, with timelines and design

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## About

REGILIENCE is committed to supporting the European Green Deal and the EU Mission “Adaptation to Climate Change” by fostering the adoption of regional climate resilience development pathways.

The project develops, compiles, shares, and promotes tools and scientific knowledge to support European regions in identifying and addressing their climate-related risks. We work closely with sister projects, such as ARSINOE, IMPETUS, and TransformAr to enhance the capacity of 7 focus regions to tackle the unavoidable impacts of climate change.

The project has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 101036560.

## Project partners





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## Abbreviations

CDP	Communication and Dissemination Plan
C&D	Communication and Dissemination
EC	European Commission
GA	Grant Agreement
H2020	Horizon 2020 programme
IAs	Innovation Action projects (under the same call)
KPI	Key Performance Indicators
Tx.x	Task x.x
WP	Work Package



## Executive Summary

Dissemination, communication, and stakeholder engagement activities are key to a successful project, and this is an enhanced statement in the case of REGILIENCE where a great share of the project budget lies in these activities, with an approximate 50% of the overall project budget. WP1 overall manages the engagement of stakeholders and citizens, identifies their needs, and develops activities such as dissemination, network strengthening, capacity building and engagement, with an active demand-driven approach. REGILIENCE also ensures that results from the 3 Innovation Actions ARSINOE, IMPETUS and TransformAr are disseminated widely and used by the intended audience.

This report is developed as part of T1.2 for the outreach, dissemination, and capacity building activities in engaging stakeholders which will be the main guideline throughout the WP1 activities. The Stakeholder Engagement, Communication and Dissemination Plan was elaborated as a process: a first draft was developed at M3 of the project, to support partners in the first steps communicating about the project. This version is an update, building on the project first 18 months of work and communication experience, including now stakeholder engagement for a comprehensive approach. It includes the administrative structures in each partner region, methods of engagement and feedback, as well as timeframe for the establishment of the REGILIENCE Stakeholder Community.

The document is structured as follows:

- Introduction: explains how the T1.2 activities contribute to the project's objectives, targets and indicators;
- Communication and dissemination plan: provides project partners with a clear and detailed plan on REGILIENCE communication and dissemination actions, assigns roles and responsibilities, presents the identity guidelines and templates developed, and brainstorms additional activities. Moreover, the *dissemination activities* targeting our audiences (local and regional decision makers, public-private development institutions, research groups on climate adaptation and institutional governance and change, related think tanks, civil society organisations and citizens, etc.) with specific and detailed information on the four projects' results, to maximise the impact of the projects are included. Finally, *communication activities* targeting larger audiences with the goal to promote REGILIENCE and enhance its visibility are described.
- Stakeholder engagement plan: presents the stakeholder analysis which is based on information gathered from vulnerable regions and the project partners and the 7 focus regions that are supported in REGILIENCE. It further describes general guidelines for the stakeholder engagement strategy, such as the approach and an introduction about the activities that are performed in tasks 1.3, 1.4 and 1.5.
- Coordination and monitoring: explains how the communication, dissemination and stakeholder engagement activities are coordinated and monitored; and
- Risk management: which risks are expected and how they are minimised.

The communication and dissemination strategy takes a 4-step approach, answering the following questions: "What, When, To whom and How?" It answers these questions ensuring a successful dissemination and communication throughout the project, detailing to partners a strategy that all can follow, pick from and complete, to increase outreach and engage audiences. It will be important that all partners feel – and are - involved, as many activities will perform better if adapted in national languages and to national markets and if all partners know what is happening next.





Especially as the plan builds on activities from the whole project, not only the first Work Package **“Engagement, communication and dissemination”**.

The strategy includes a list of our target groups together with detailed actions on how to effectively reach them, for example which tools and distribution channels should be used, with which expected objectives and impacts. The KPIs and evaluation mechanisms, risks, and challenges as well as modus operandi are also detailed. The plan includes some events to be targeted during the project lifetime allowing reaching the project communications’ objectives, lists of stakeholders to be engaged and networks to use as potential levers, as well as strategies to reach them. To achieve impact in terms of gaining interest from both local and regional governments and key stakeholders as well as national decision-makers, focus will be placed on building intensive cooperation with existing initiatives, events, media outlets, and platforms, focusing on energy and climate, thus securing a wide audience and key stakeholder endorsement.

The report is subject to modifications and updates in line with the project progress and the experience that will be gathered through the various project activities. As such, the strategy presented here is not static. Instead, it will be continuously reviewed in specific time intervals to account for any challenge or opportunity that may arise. Other versions of the “Stakeholder Engagement, Communication and Dissemination Plan, with timelines and design” are already foreseen for M36 v.2 (D1.6) and M48 v.3 (D1.7). The project dissemination and communication results will be reported in a final deliverable to be published by M48 including a summary of WP1 activities and impact.

To conclude, we invite readers to get a comprehensive picture of REGILIENCE communication, dissemination and stakeholder engagement actions by reading the set of reports produced by partners in this scope (D1.1, 1.3, 1.4 and 1.5), focusing on the selection of regions, capacity building and citizens engagement.



## Gender Statement

The need for gender mainstreaming arises from persistent inequalities in power distribution and access to services and opportunities between people of different sex and/or gender identities. As demonstrated by literature and advocated in the European and international arena, this influences the understanding and perception of climate change dynamics and effects. Women and men, but also people in the LGBTQI+ community, are differently affected by the accelerated change of climate. Only by taking into consideration their diverse visions can scientific research reach meaningful and universal conclusions that properly inform climate action.

For these reasons, the REGILIENCE consortium is committed to including gender and intersectionality as a transversal aspect in the project's activities. In line with EU guidelines and objectives, all partners – including the authors of this deliverable – recognise the importance of advancing gender analysis and sex-disaggregated data collection in the development of scientific research. We commit to paying specific attention to including, monitoring and periodically evaluating the participation of different genders in all activities developed within the project, including workshops, webinars, and events but also surveys, interviews and research, in general. While applying a non-binary approach to data collection and promoting the participation of all genders in the activities, the partners will periodically reflect and inform about the limitations of their approach. Through an iterative learning process, they commit to plan and implement strategies that maximise the inclusion of more and more intersectional perspectives in their activities.

This deliverable highlights the importance of communication and dissemination to get have equal balance of different gender identities. The stakeholder engagement plan also illustrates different types of engagement/ approach at a different step of the process. This is developed with a consideration of various dynamics and interests of women, men, and people in the LGBTQI+.



# 1 Introduction

Communication, dissemination, and stakeholder engagement activities are key to a successful project, and this is an enhanced statement in the case of REGILIENCE where a great share of the project budget lies in these activities: approximately 50% of the overall project budget. WP1 manages the overall engagement of stakeholders and citizens, which are then detailed under specific tasks and reports. The WP identifies their needs and develops activities as dissemination, network strengthening, capacity building and engagement, with an active demand-driven approach. It was stated in the Grant Agreement that Deliverable 1.2 would be: “a *Stakeholder Engagement, Communication and Dissemination Plan, with timelines and design*” - the report will be updated periodically.

The deliverable is part of T1.2 (led by IEECP), which develops the strategy and coordinates the implementation of the communication, dissemination, and stakeholder engagement activities in REGILIENCE, which are performed by different partners in T1.3 Network knowledge exchange (ICLEI), T1.4 Capacity building of regions (FEDARENE), and T1.5 Engagement of citizens and wider dissemination (F6S).

The activities described in this document are:

**Dissemination activities** targeting our audiences (local and regional decision makers, public-private development institutions, research groups on climate adaptation and institutional governance and change, related think tanks, civil society organisations and citizens, etc.) with specific and detailed information on project results, to maximize the impact of the project.

**Communication activities** targeting broader audiences with the goal to promote the project and enhance its visibility.

**Stakeholder engagement activities** targeting local and regional authorities, citizens and, mainly, the 7 focus regions supported by REGILIENCE.

The deliverable presents a guidance for the project's communication, dissemination and stakeholder engagement strategy and activities. It provides though a somehow general structure and introductory information for activities that are further detailed in the following deliverables:

D1.3 Networking activities, including their description and evaluation v.1, by *ICLEI*.

D1.4 Capacity building activities, including their description & evaluation, v.1, by *FEDARENE*.

D1.5 Engagement of citizens, v.1, by *F6S*.

The partners have exchanged and coordinated to avoid overlaps in developing the WP1 deliverables, however, some overlaps of content are expected to provide enough information to the readers.

In month 36 of the project (October 2024), this report will be updated with lessons learned and KPIs achievement included in D1.6 Stakeholder Engagement, Communication and Dissemination Plan, with timelines and design v.2.



## 1.1 Contribution to objectives, targets, and indicators

More than 50% of REGILIENCE planned budget is directly associated to the project’s communication and dissemination, including capacity building, training, education, helpdesk, and other support, reflecting the expected impact of 100,000 individuals. The overview of project objectives, impact targets and KPIs is presented below – note that, while at the beginning of the project a KPI of 10 regions was set, REGILIENCE focus regions, are, at M18, at the number of 7 (read more in D1.1).

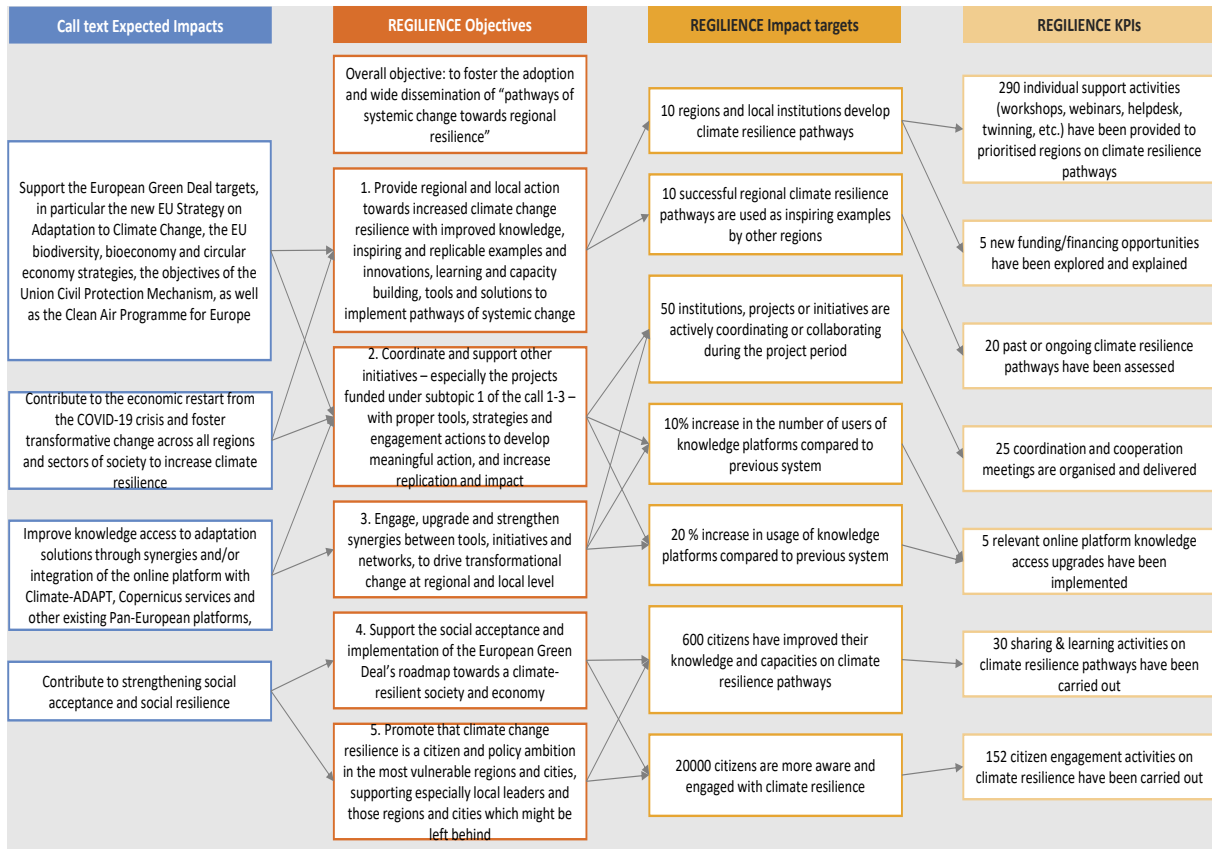


Figure 1. Schematic representation of the links between the call text's expected impacts and the project's objectives, impact targets and key performance indicators.

The work performed in T1.2 for the communication, dissemination, and stakeholder engagement activities is further detailed and implemented in T1.3 (by ICLEI), T1.4 (by FEDARENE) and T1.5 (by F6S). T1.2 contribute to the overall project objective: **"to foster coordination and coherence between the different call-related projects and related initiatives as well as to boost replication and impact of these"**.

Furthermore, the task 1.2 also contributes to the **specific objectives**:

- Provide regional and local action towards increased climate change resilience with improved knowledge, inspiring and replicable examples, and innovations, learning and capacity building, tools, and solutions to implement pathways of systemic change.
- Coordinate and support other initiatives – especially the projects funded under subtopic 1 of the call 1-3 – with proper tools, strategies, and engagement actions to develop meaningful action, and increase replication and impact.
- Engage, upgrade, and strengthen synergies between tools, initiatives, and networks, to drive transformational change at regional and local level.



- Support the social acceptance and implementation of the European Green Deal's roadmap towards a climate-resilient society and economy.
- Promote that climate change resilience is a citizen and policy ambition in the most vulnerable regions and cities, supporting especially local leaders and those regions and cities which might be left behind.

Mainly, T1.2 creates the strategy and monitors implementation of the activities in the other tasks, including the achievement of the following **impact targets**:

**7 regions** (or provinces, counties or equivalent) co-design climate resilience pathways, supported by REGILIENCE in addition to the regions targeted by the Innovation Packages, as a previous step to sign a climate resilience contract.

**50 institutions**, projects or initiatives are actively coordinating or cooperating during the project period.

**600 citizens** have improved their knowledge and capacities on climate resilience pathways.

**20,000 citizens** are more aware and engaged with climate resilience (a sub-indicator on gender and/or minorities will be developed after the T1.1 needs assessment).

The related **KPIs** for T1.2 (and also T1.3, T1.4, and T1.5) are:

**290 individual support activities** have been provided to prioritised regions on climate resilience pathways, including 8 major events, 50 workshops/webinars, 30 twinning and 200 helpdesk activities.

**30 sharing and learning activities** on climate resilience pathways have been carried out.

**152 citizen engagement activities** on climate resilience have been carried out.

REGILIENCE also ensures that results from the 3 IA projects, also referred in this document as sister projects, (ARSINOE, IMPETUS and TransformAr) are disseminated widely and used by the intended audience.



## 2 Communication and Dissemination

The Communication and Dissemination strategy takes a 4-step approach, answering the following questions: "What, When, To whom and How?" It answers these questions ensuring a successful dissemination and communication throughout the project, detailing to partners a strategy that all can follow, pick from and complete, to increase outreach and engage audiences. It is important that all partners are involved, as many activities will perform better if adapted in national languages and to national markets and if all partners know what is happening next. Especially as the plan builds on activities from the whole project, not only the first Work Package.

The strategy includes a list of our target groups with actions on how to effectively reach them. This includes for example which tools and distribution channels should be used, with which expected objectives and impacts. KPIs and evaluation mechanisms, risks, and challenges as well as modus operandi between partners are also detailed. It includes some events to be targeted during the project lifetime allowing reaching the project communications' objectives, lists of (social) networks to use as potential levers, and strategies to reach them. The annexes include the first press release which has guided partners with a starting message to translate and disseminate to make the project known, the IA projects' lists of deliverables, and others. Finally, the strategy includes the project identity and guidelines, to ensure a better recognition and visibility for the project and be used on/for all material and outputs.

*Table 1. Milestones and means of verification*

Nr	Milestone name	WP	M	Means of verification
1.1	Needs survey	1	3	Collection of at least 20 questionnaires from the 50 most vulnerable regions
1.2	Citizen surveys	1	47	Collection of a sample of 1,000 citizens in the two surveys
3.1	Regional resilience indicators workshop	3	7	Participation of at least 30 experts and evaluation surveys returned
3.2	Maladaptation workshop	3	9	Participation of at least 30 experts and evaluation surveys returned
4.1	All three T4.1 workshops successfully completed	4	7	Participation of at least 100 participants and evaluation surveys returned

Partners have access to an Excel file where they are asked to keep track of all the dissemination work undertaken over the project lifetime: this includes press coverage, specialised journal contributions, events' presentations, mentions by relevant stakeholders in different kinds of public files and more. The monitoring file will be updated constantly during the project to check if we are in line with our communication KPIs. Screenshot from the template is available below in **Error! Reference source not found.** Partners will also add links and screenshots of their activities in a dedicated file.



Activity	Task																		Sum	Nr. Citizens/ stakeholders	Expected impact
	1.1	1.2	1.3	1.4	1.5	2.1	2.2	2.3	3.1	3.2	3.3	4.1	4.2	4.3	4.4	5.1	5.2	5.3			
Survey	1				2	1						1						1	6	50 to 5000	10000
Interview	30							20	20		70	30							170	1	170
Workshop/webinar				40		1			2	5	1	3							52	30	1560
Large event			8																8	8000	64000
Meetings																	25		25	20	500
Helpdesk support				200	100														300	1	300
Mentorship				30															30	2	60
Testing				10															10	20	200
Website					1														1	500	500
Newsletter					8														8	100	800
Training					30														30	20	600
Media					40														40	500	20000
Citizen science					1														1	2000	2000
<b>Total</b>	<b>32</b>	<b>1.2</b>	<b>9.3</b>	<b>281</b>	<b>184</b>	<b>4.1</b>	<b>2.2</b>	<b>22</b>	<b>25</b>	<b>8.2</b>	<b>74</b>	<b>38</b>	<b>4.2</b>	<b>4.3</b>	<b>4.4</b>	<b>5.1</b>	<b>5.2</b>	<b>31</b>	<b>681</b>		<b>100690</b>

Figure 2. Overall number of REGILIENCE communication and dissemination activities, and estimated number of reached audience (conservative estimation)

## 2.1 Objectives

This strategy/plan aims at securing actions to increase dissemination and communication of the project results and activities and will be closely linked to all other project tasks which will feed into it.

The project communication and dissemination actions plan will define:

1. **Objectives** – Why REGILIENCE (what specific need does this project aim to address and how)?
2. **Audiences** – Who needs to know about REGILIENCE and/or the cluster activities/results?
3. **Messages** – What are its messages?
4. **Communication Methods** – How will REGILIENCE inform the stakeholders?
5. **When Communication Should Occur** – What is the best period/time to communicate with whom?
6. **Cost** – What are the cost-effective methods to be used?
7. **Impact** – How to measure the effectiveness of the communication activities?

While communication activities are focused on creating awareness about the project and its activities, the main goal of our dissemination activities is to facilitate the widespread adoption of REGILIENCE results, thus, maximizing the project impact. WP1 involves the design and implementation of a broad range of communication and dissemination activities with the target groups, the enabling actors and broader community. More specifically it aims at:

- Thorough and ongoing needs assessment of regional authorities for embedding IAs in their resilience pathways.
- Preparation and launching of engagement activities with a diversity of stakeholders to elicit their preferences on the IAs.
- Customized exchanges with citizen groups to increase public participation in the adoption of the IAs (and the testing of public-private partnership approaches).



Capacity-building activities in regional authorities and agencies to support them in implementing the measures proposed in the IAs and develop regional resilience pathways.

Communicating to broader audiences about REGILIENCE topic, results, and building synergies with other initiatives and projects.

In terms of support, REGILIENCE provides wide dissemination of the solutions and approaches within networks, regional authorities, and key stakeholders including civil society organisations and citizens. Overall, we plan for almost 700 specific activities with an estimated audience of 100,000 individuals, including 8 large network events, 52 workshops/webinars, 30 twinning, 300 helpdesks, 10 testing, and 40 media activities, amongst others.

These aim to **share experiences, learn from failure, provide guidance and disseminate knowledge and REGILIENCE tools**, such as the Resilience Fundamentals Course, a citizen Resilience Scan Tool, information about resilience funding and financing, including recommendations for the inclusion of climate resilience in the national and regional plans for the EU Recovery Package, on overcoming barriers and obstacles, maladaptation and the running of 10 tests for innovative public-private partnership approaches. Complementary to wide dissemination, we plan to facilitate the replication of IAs in 7 focus regions. We also intend to have a maximised impact based on thorough and stakeholder-participated decision-making.

All these actions and more are detailed in the document with a tentative planning and assigned responsibilities.

It is key to be noted that WP1 is at the bridge and basis of all other work areas. The plan therefore ensures the coordination of the activities developed under T1.3 - T1.5 and is the entry door for regional actors to engage with REGILIENCE and for broader categories of stakeholders to get to know the project and access its results. The reasoning behind the central coordination of the various engagement activities is to better monitor the outcomes of each activity, allocate the resources required and optimize surveys and events (in terms of resources and topics, to hold several back-to-back physical and online events and don't overload our audiences). Furthermore, it will ascertain that the objectives can be met and identify possible issues that can be fed to the launching of the IAs in regions.

## 2.2 Setting the scene

### 2.2.1 Tasks, deliverables, milestones, and languages

WP1 is the main WP of REGILIENCE and entails many communication activities. This chapter reminds the Work Package tasks, deliverables and milestones.

REGILIENCE will develop a broad set of communication and dissemination activities, including stakeholder engagement: they consist of **educational and training activities across relevant sectors and for citizens** (T1.4 and T1.5), **target regions and communities to benefit from the Innovation Actions by (adapted) replication** (T1.3 and T1.4), and **provide support to regions and communities** (T1.3 and T1.4) for identifying and possibly overcoming institutional, regulatory and financial barriers preventing the implementation of IAs, maximising funding and financing opportunities and including the testing of innovative public-private partnerships prioritising greater citizen involvement throughout the process (T1.4).

The activities include collecting relevant information (T1.1), the early engagement of regions and citizens (T1.1), multi-stakeholder dialogue and citizens engagement and surveys, engagement,





and cooperation with pan-European regional and cities networks as well as partnerships from the beginning (T1.3).

As seen below, WP1 is linked to all WPs of REGILIENCE. For instance, WP4 (Implementation pathways and long-term exploitation) is a task at the centre of REGILIENCE. It will develop guidance to maximise the impact of the WP1 activities. This is also to be noted that several other tasks will feed their results into the communication and dissemination work. T4.3 will focus on systemising and communicating WP4 results to WP1 and WP2 to align the results with the needs of the key stakeholders. It will also highlight risks for resilience pathways in the prioritised regions, such as on maladaptation.

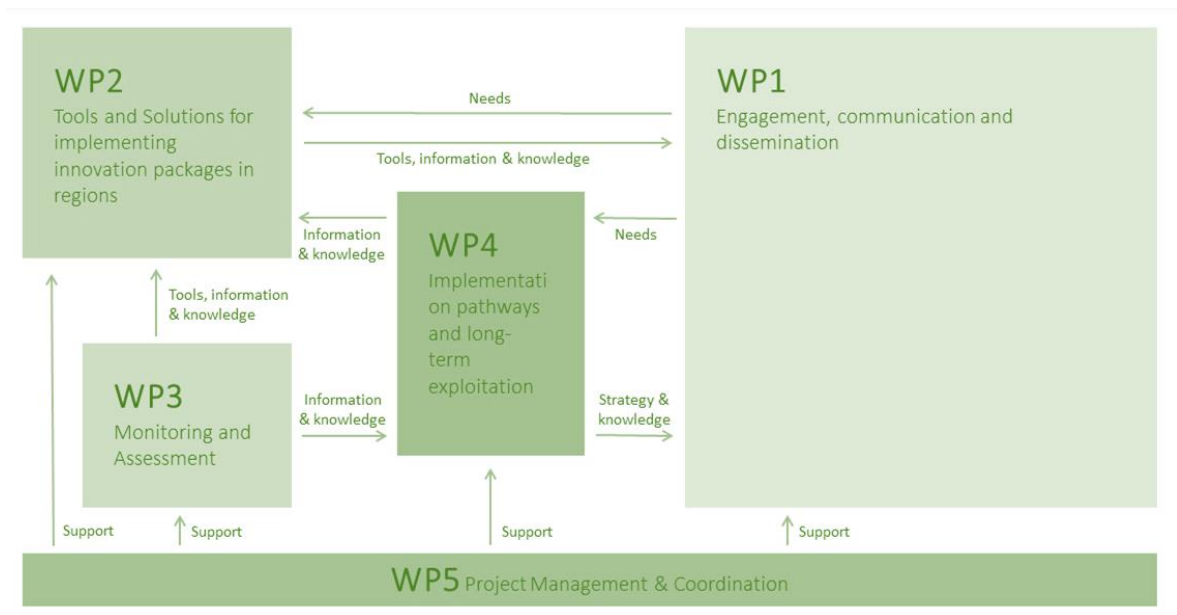


Figure 3. Overview of the REGILIENCE WP structure, reflecting budgetary weights and key interactions.

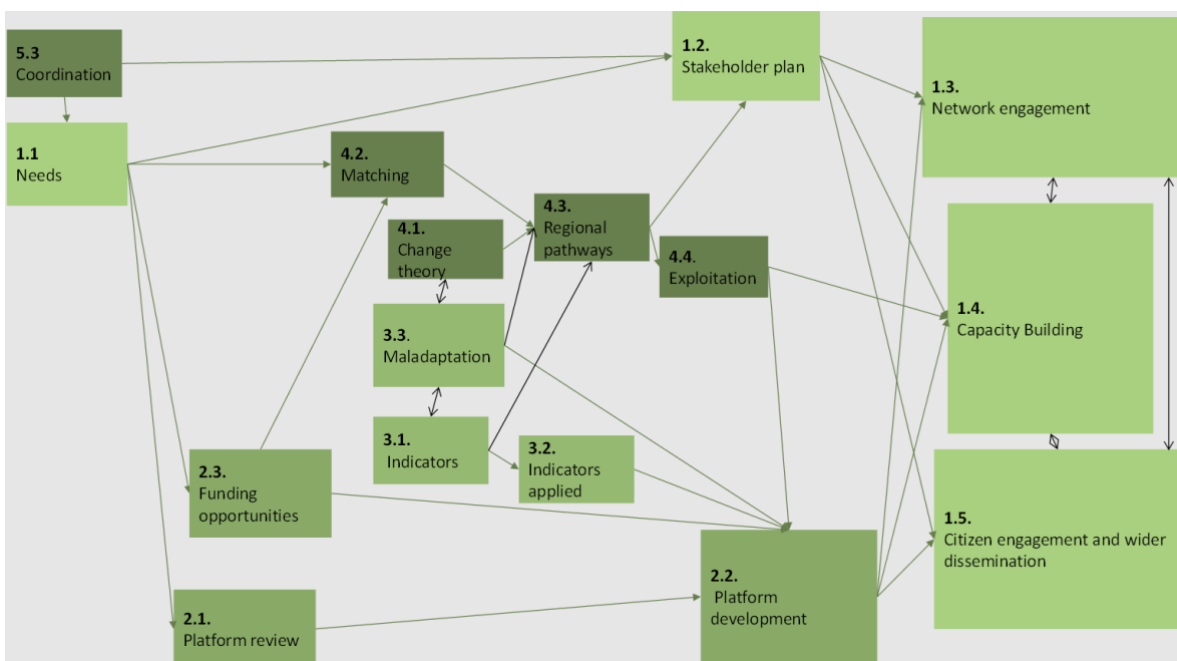




Figure 4. Detailed task-level Pert diagram workplan, reflecting the interactions and dependencies, as well as the approximate budget weighting (reflected in the size of the task boxes).

Table 2. WP1 Tasks, lead participants and timing

Tasks	Lead Participant	Start	End
T1.1 Stakeholder needs	ICLEI	M1	M9
T1.2 Stakeholder engagement, communication and dissemination plan	IEECP	M3	M48
T1.3 Network and knowledge exchange	ICLEI	M9	M47
T1.4 Capacity building	FEDARENE	M19	M47
T1.5 Citizen Engagement and wider dissemination	F6S	M1	M47

Table 3. WP1 Deliverables

Deliverables	Lead participant	Category	Diss. level	Due MM
D1.1 Resilience planning & development needs of regional authorities and stakeholders	ICLEI EUROPE	Report	Public	9
D1.2 Stakeholder Engagement, Communication and Dissemination Plan, with timelines and design v1	IEECP	Report	Public	3 and 18
D1.3 Networking activities, including their description and evaluation v1	ICLEI EUROPE	Report	Public	18
D1.4 Capacity building activities, including their description & evaluation, v.1	FEDARENE	Report	Public	18
D1.5 Engagement of citizens, v.1	FS6 IE	Report	Public	18
D1.6 Stakeholder Engagement, Communication and Dissemination Plan, with timelines and design_v.2	IEECP	Report	Public	36
D1.7 Stakeholder Engagement, Communication and Dissemination Plan, with timelines and design_v.3	IEECP	Report	Public	48
D1.8 Networking activities, including their description and evaluation_v.2	ICLEI EUROPE	Report	Public	36
D1.9 Networking activities, including their description and evaluation_v.3	ICLEI EUROPE	Report	Public	47
D1.10 Capacity building activities, including their description & evaluation_v.2	FEDARENE	Report	Public	36
D1.11 Capacity building activities, including their description & evaluation_v.3	FEDARENE	Report	Public	47
D1.12 Engagement of citizens_v.2	FS6 IE	Report	Public	36
D1.13 Engagement of citizens_v.3	FS6 IE	Report	Public	47



**Table 4. WP1 Milestones**

Milestones	Lead Participant	Due Date	Means of verification
MS1 Needs survey	ICLEI EURO	3	Collection of at least 20 questionnaires from the 50 most vulnerable regions
MS2 Citizen Surveys	FS6 IE	47	Collection of a sample of 1,000 citizens in the two surveys

**Table 5. Languages spoken in the team and responsible partner**

Languages	Lead Participant	Responsible person (and supporter)
Portuguese	F6S (+ FC.ID)	Diana Guardado (Hugo Pires Costa + Jen Heemann)
Spanish	ICLEI (+ IEECP)	Jole Lutz (Giulia Viero)
French	IEECP (+ FEDARENE)	Marine Faber Perrio (Nadège Seguel)
Italian	IEECP (+ ICLEI)	Giulia Viero (Jole Lutz)
Greek	ICLEI	Vasileios Latinos
Croatian	REGEA	Tomislav Novosel and Josipa Arapovic

## 2.2.2 What, why, to whom, when and how

As mentioned, the project dissemination and communication activities are defined on a 4-step approach, answering 4 questions: what to disseminate? To whom? By when? And by what means? The below answers can be considered as a short version of the REGILIENCE dissemination and communication strategy, further detailed in the next chapters.

### Step 1 – What and why to disseminate?

We can consider 2 streams in what REGILIENCE partners will disseminate – both equally important:

- the first one includes the project as a whole, with its vision and strategic relevance (communication actions), and
- the second is content-based, building on the project results as well as results from the three Innovation Action projects (the processes are detailed later – these are more dissemination actions).

REGILIENCE is structured in 5 work packages with 18 tasks. WP1 focuses on the engagement of citizens and regions towards resilience, including communication and dissemination activities. Yet many project activities and results across all WPs are to be disseminated. They are summarised below under 3 categories of content:



**Citizens and regions engagement outputs** - REGILIENCE will develop educational and training activities across relevant sectors and for citizens (T1.4 and 1.5), target regions and communities to benefit from the IAs by capacity building activities (T1.3 and 1.4), and provide support to regions and communities (T1.3 and 1.4) for identifying and possibly overcoming institutional, regulatory and financial barriers (T4.2 and 4.3), promoting the implementation of IAs (T1.3, 1.4 and 1.5, T2.2), maximising the uptake of funding and financing opportunities (T2.3) and including the testing of innovative public-private partnerships prioritizing greater citizen involvement throughout the process (T1.4). The activities include the early engagement of regions and citizens (T1.1 and 1.2), multi-stakeholder dialogue and citizens engagement and surveys, and engagement and cooperation with pan-European regional and cities networks and established partnerships (T1.3). The activities will be guided by a strategy (T4.3) based on needs (T1.1) especially of those regions requiring radical and transformative ways of reducing climate vulnerability and building resilience, diagnosis-based knowledge and experiences as successes and failures (T3.1, T3.3, T4.1, T4.2).

**Monitoring and assessment results** - REGILIENCE will propose a set of indicators (T3.1) in collaboration with Innovation Packages, and allow planners to identify and analyse cases and causes of maladaptation at regional level in practice (T3.3), assess the replicability (scale) and sustainability (time) of cross-sectoral solutions and regional pathways (T4.3 and T4.4) and formulate region-specific recommendations to address such challenges (T4.3).

**Portfolio of solutions** - REGILIENCE will develop a prioritised strategy (T4.3) based on needs (T1.1), diagnosis-based knowledge and experiences (T2.3, 3.1, 3.3, 4.1 and 4.2) to guide the preparation of portfolios of solutions. Given its relevance, this will be undertaken transparently in close cooperation with regional actors, networks, and the Innovation Actions. Following a performance and impact review of existing knowledge-exchange platforms (T2.1), proposed alternatives for new development or upgrading of free-access online platforms will be discussed and agreed with the relevant stakeholders, resulting in easy-access user-friendly information on IAs (T2.2) covering all relevant aspects (financial, social, technological and regulatory) and priority multi-sector areas (health, agriculture, water, environment including biodiversity, and infrastructure including energy, etc.). The online platform (T2.2) and activities under WP1 will also build on the review of EU and national funding schemes and third-party financing to support the deployment of the IAs (T2.3) and foster an enabling environment for the demonstration projects implemented under subtopic 1, including digital services; citizen engagement, education, and capacity building; business and insurance models, resource leveraging; innovative coordination approaches, etc. REGILIENCE will also provide prioritised and customised tools and matching opportunities for dissemination and uptake of solutions developed by Innovation Packages, as well as other related Horizon 2020 projects and further initiatives (T1.3, T1.5, T2.2, T5.3).

In addition to specific dissemination and communication material or actions produced by the dedicated Dissemination and Communication Work Package, public results from other packages will be used to increase outreach, generate interest about the project and share results regularly. For instance, content produced in other WPs, in the first 18 months of the project, have been the basis for specific campaigns on social media, for the production of infographics or press releases, etc.

## Step 2 – To whom disseminate? – target audiences and selected regions

The project will focus on the following key actors as **target audiences**:



**Decision-makers and political representatives:** Technical preparators of decision-making (head of units), local and regional administration, regional inter-sectorial decision-makers, planners, and local authorities, e.g., prime ministers and their supporting (cabinet) teams, EU and national policymakers, cities and regions networks, EU, regional and local associations and networks of local and regional authorities and finally energy, climate and development agencies.

**Citizens / NGOs:** Related associations, civil society organizations (with focused policy and awareness activities on climate adaptation, such as on community building, the environment, consumer advice and the evaluation and transparency of public policies, citizen groups, urban and regional planners, observatories (CSOs).

**Businesses and private sector:** ESR or sustainability managers, various industries – buildings, farming and all addressed particularly by the IAs and their sector organizations (e.g., irrigators, fishermen, portuary), financing institutions and banks, ESCOs, water operators and more, public-private development institutions, climate adaptation-related technology or services offering SMEs.

**Universities and research centres:** On climate adaptation, on institutional governance and change, related think tanks, initiatives, and projects, etc. – professors and students as future researchers.

**Media:** Targeted local early multi-stakeholder dialogue in local language and adapted to the local situation will invariably lead to more profound engagement. It is worthwhile to note that regional government differs across Europe with some regions having strong regional structures whereas in others, although the regional tier exists, it has fewer competencies.

### Step 3 - when to disseminate

Needs reviews, assessments and strategy setting is planned primarily for the first 18 months of REGILIENCE, whilst the engagement and dissemination activities will mainly be carried out in the remaining 30 months.

In order to ensure that the timing of the dissemination activities is appropriate, REGILIENCE identified stages along the lifespan of the project and beyond: the first stage is carried out throughout the duration of the project and the other 2 will take place by the end and after the grant's duration.

During the project: several activities will take place, organised by all partners supporting the action and organising capacity building and awareness actions. Main activities include the use of our website and WP2 tool and newsletter, social media campaigns, the events organized and more (basically most activities described in the next chapters). Finally, the organisation of several cross-promotion actions with other initiatives and projects will be key.

By the end of the project: REGILIENCE has foreseen replication activities to ensure additional cases are considered. Workshops will also bring together all relevant decision-makers and ensure the co-design of recommendations. Many events will gather all stakeholders and showcase outputs and lessons learned and ensure engagement for the follow up activities.

Beyond the end of the project: partners are committed to continue disseminating the project results through their everyday activities and networks – the project website will stay live for 2 years after the end of the project. The stakeholders that will have participated in the project activities are also expected to act as multipliers for the wide-spread adoption of project results beyond the project lifespan. Finally, the REGILIENCE Platform, if



developed, will be sustained as well, acting as a strong dissemination channel for the project results.

#### Step 4: By what means to disseminate?

To reach a wide pool of relevant stakeholders, we will leverage our extensive networks and employ tailored dissemination channels. The following actions are foreseen, with more details provided in the next chapters.

International / National events: building on our networks.

On top of our own events, REGILIENCE partners are expected to attend major exhibitions, fairs and events with a view to disseminating the project's outcomes to its stakeholders. REGILIENCE's partners are frequently attending high ranked international conferences and thus have the necessary access to disseminate REGILIENCE's outcomes and relevant research output to the targeted audiences. These will be tracked in the monitoring file and promoted widely to REGILIENCE's community. A broad agenda of events, including several workshops, is foreseen by the project, addressing all its targeted stakeholders, disseminating its outcomes, and promoting their adoption across Europe and as much as possible globally.

Digital actions

A variety of communication channels and actions are foreseen that will synergise with the dissemination activities of the project. They are also detailed further in this document. We plan on reshaping many of the project outputs in various informational and communication material (briefings, articles, infographics, etc.). Our website and, if developed, platform, will be highly leveraged.

Publications in scientific journals

Even though our project is funded under a Coordination and Support Action, relevant research could be expected, and scientific publications authored by partners. The Dissemination and Communication Manager as well as the Project Coordinators will ensure that they are done so respecting open access.

Other channels include the dissemination of the events of our capacity building actions, our helpdesks and forum, etc.

## 2.2.3 Target audiences: messages, channels, and tone of voice

### 2.2.3.1 Target audiences, messages, and channels

As described in the "to whom" section in the previous chapter 3.2 (step 2), REGILIENCE activities are targeted, using either specific / mass channels or direct contacts (surveys, interviews, capacity building events, etc.). The target groups for REGILIENCE are listed here, each will be approached using specific messages highlighting the relevance of the project, the potential benefit for the target and return of knowledge, with a set of channels.

To maximise its results, REGILIENCE must ensure the involvement and buy-in of the right actors, prepare assessments and generate knowledge, develop adequate (publicly accepted) tools and



to ensure the wide deployment and integration of IAs by different engagement means such as training, capacity building, sharing of information and experiences, support and testing of innovative approaches such as public-private partnerships.

REGILIENCE will make use of the consortium’s wide variety of contacts (especially ICLEI, reaching out to more than 170 of Europe’s cities, FEDARENE, targeting over 80 regions and energy agencies, and the Resilient Cities Network, bringing together more than 90 cities from all over the world) to reach out to various stakeholders EU-wide (and beyond) with tailored messages, ensuring that communication activities target their respective interests.

The table below presents in a compiled format our audience, their needs, the channels to reach them and key messages. Although these messages will be specified as the project progresses, based on the actual data and outcomes, an initial list is provided in the table as a reference point. If necessary, the messages can be refined, and more messages be added based on the experience gathered during the project.

*Table 6. Target audiences, messages, and channels*

Target groups	Why / Messages	Channels	Partners with point of contact
Decision-makers and political representatives	<p>Cities are key catalysers and/or experimental area for regional strategies</p> <p>They can mobilise their peers and act as ambassadors</p> <p>Provide feedback on all the steps of the adoption of IAs and their solutions / REGILIENCE wants to understand their needs / share solutions with them in the most adapted ways</p> <p>REGILIENCE can guide them on how to include climate resilience in the national and regional plans for the EU Recovery Package and the Multiannual Finance Framework</p> <p>They can / should lead systemic change, establish local governance platforms to enable inclusive and deliberative processes and foster citizen engagement to navigate through the transformations</p> <p>Importance of shared and cooperative learning and</p>	<p>Initiatives, Platforms &amp; Conferences such as the Covenant of Mayors for Climate and Energy, the European City Facility, ERA-NET Smart Energy Systems, the Global Women Network for the Energy Transition, European Energy Efficiency Platform, EUFORES</p> <p>Events, such as the European Energy Transition Conference, the WSED, EUSEW, the European Week of Regions and Cities (EUWRC), climate-focused events, COPs, EURESFO, etc.</p> <p>Social media</p> <p>Newsletter</p> <p>Website</p> <p>Helpdesk</p> <p>Peer-to-peer support</p>	<p>ICLEI, FEDARENE, Resilient Cities Network, IEECP for EU and national levels</p> <p>FEDARENE currently manages the Covenant Coordinators helpdesk i.e., supporting more than 200 provinces and regions in their climate transition.</p>



	<p>coordination amongst regions and communities</p> <p>They can improve (existing) adaptation strategies based on the work REGILIENCE does, or work together on it (at least for the 7 replication regions)</p>		
<p><b>Citizens, communities and NGOs, agencies</b></p>	<p>They can receive easy-to-understand and motivating messages and provide feedback on all the steps of the adoption of IAs and their solutions</p> <p>Explain the EU Mission, adaptation needs and show what it means for them</p> <p>Receive tips on how to act at all levels / ages</p> <p>Citizen engagement is necessary for the adoption of social resilience contracts, providing political support, enabling co-creation and fostering behavioural changes</p> <p>To enable the adoption of the IAs in the target regions and increase social acceptance, as well as the advertisement of the project methodology that can be used in other regions beyond the project scope.</p>	<p>Events, such as the European Energy Transition Conference, local events and fairs</p> <p>National and regional / local media (print, digital, radio)</p> <p>Social media</p> <p>Website</p> <p>Newsletters</p> <p>Training events</p> <p>Webinars</p>	<p>F6S will lead the activities and mobilise citizen engagement via the F6S platform of over 4 million users.</p>
<p><b>Businesses and private sector</b></p>	<p>Need of an enabling environment</p> <p>Needs of specific, adaptative models</p> <p>Get acquainted with topics such as resilience / adaptation pathways</p>	<p>Initiatives, Platforms &amp; Conferences such as the Covenant of Mayors for Climate and Energy, the European City Facility</p> <p>Advisory forums such as the Energy Efficiency Financial Institutions Group (EEFIG), the De-risking Energy Efficiency platform (DEEP), the Sustainable Energy Investment Forums</p>	<p>IEECP, FT</p>





		Events such as the World Business Council for Sustainable Development	
Research centres, think tanks, universities	Benefit from the REGILIENCE and IA projects solutions / knowledge transfer Exploit results in further projects and studies Get acquainted with topics such as resilience / adaptation pathways	Initiatives, platforms and conferences, such as the Smart Specialisation Platform for Energy and ERA-NET Smart Energy Systems, events such as the WSED, EUSEW  Networks and information hubs such as the Coalition for Energy Savings, Energy In Demand  Media (specialized and generic)	IEECP, FC.ID, FT

The elimination of inequalities and the fostering of equal participation of women and men in all activities, including policymaking and research, is a broadly accepted objective in the EU as in REGILIENCE. The project will foster and monitor gender balance in its activities, including the access to training, capacity building and support, as well as speaking and other visibility options – for example in the promotion of solutions - offered.

REGILIENCE’s mission is to multiply the reach at different levels, with all actions listed in the next chapters.

### 2.2.3.2 Language and tone of voice

The Sustainable Development Goals are supported by strong communication,<sup>1</sup> and some of the lessons learned and recommendations for strengthening its communications apply also to the inter-sectoral pathways, such as:

Crafting new narratives for sustainable development, work with myth-busting and challenging people’s views, lead to developing political will, involving people to act for themselves locally, target emotionally driven action by creating empathy, innovate in presenting results and performance data, and last but not least be positive.<sup>1</sup>

These are some guiding principles we aim to apply in REGILIENCE, through several actions:

Fresh Thoughts developed a **common glossary** of key terminologies (internal use). The idea being to address our audience with an understandable tone and agreed terms between Innovation Action projects. We for instance consider the IPCC definition: "Climate-resilient pathways include strategies, choices, and actions that reduce climate change and its impacts".

Our communication adapts to **sector-specific** requirements and aims to be well understood in inter-sectorial settings.

<sup>1</sup> E.g. <https://www.sdgactioncampaign.org/>



Data storytelling communication methods will mainly be used in the capacity building activities for regional authorities and citizens engagement, **combining narrative storytelling with data** in a format that makes the data easily accessible through high-level visuals and infographics.

Depicting **best practices and examples of IAs** for stakeholder to take stock from and initiate consultation,

Debunking myths and fake news.

In terms of languages, the project will make use as needed as possible, of the consortium skills, and especially ensure that a maximum of communication documents is available in our focus region countries' languages (or summaries).

ICLEI Europe as WP lead, but also many other partners involved in the project are city/region networks and organisations with staff and network members based in different countries and/or fluent in different languages. Therefore, the consortium will identify the most appropriate way of fostering the dialogues, even if the network organisation headquarters are not based in the regions which have been preliminarily identified as vulnerable.

## 2.2.4 Links with other Innovation Action projects

REGILIENCE collaborates directly with the LC-GD-1-3-2020 subtopic 1 IA projects, disseminating and fostering replication of their results in vulnerable regions. In other words, that means that REGILIENCE, especially the team in Work Package 1, will ensure that results from the projects ARSINOE, IMPETUS and TransformAr are disseminated and reused.

REGILIENCE is leading the effort to coordinate with the other projects on any mutually beneficial and synergistic efforts that can achieve maximum visibility and impact for us all individually and collectively. Two strands are allowing this collaboration:

In WP5, task 5.3 is the main link between all projects, ensuring coordination and cooperation, organising regular bi-monthly meetings with IA leaders (of the subtopic 1 project consortia) and relevant interested institutions and preparing relevant documents (such as a common glossary, a map of targeted regions, etc.). Fresh Thoughts, responsible for this task, takes care of the overall, institutional, and cross-topic aspects, and ensures to inform WP1 of coming important results, so that they can either be disseminated as such, or be reshaped, as REGILIENCE results, in other formats (press release, briefing, graphics, etc.). A dedicated folder was created on SharePoint.

In WP1, a taskforce was set from the early days, gathering people working on the communication actions of all projects into first an email exchange, and very fast, into monthly calls focusing on communication and dissemination. We have a dedicated folder on SharePoint. The calls discuss the coming activities, need for common actions, and have led to the creation of a shared editorial calendar.

The goal was here also to ensure we:

- Align planning and activities for maximised reach,
- Gain synergies and avoid conflicts / duplicating effort, and
- Support these projects to disseminate their key outputs (see annexes for the full list) and if needed, summarize them in briefings or other material.

By identifying common goals, challenges and work areas and coordinating to achieve efficiencies and synergies, IMPETUS, REGILIENCE, ARSINOE and TransformAr will achieve the best possible outcomes for communities impacted by climate change.

For further details on how REGILIENCE will build up synergies with other projects, see section 6.



### 2.2.4.1 Process and results

IEECP contacted all three projects in January 2022, to ask, in anticipation, the kind of support they were expecting from the REGILIENCE communication team. All projects replied and detailed their first plans (website development, dedicated teams, etc.). As projects quickly realised that we could benefit from each other’s knowledge, skills, and reach, it was agreed to start from then on, having monthly calls (moving to a bi-monthly rhythm from M18 onwards).

In terms of support, REGILIENCE:

- Provides a framework with an editorial calendar: from April 2023 onwards, projects can all contribute to the Miro board where activities have been divided per quarterly topics, to guide activities.

- Be a force of proposal for common actions (joint events, social media campaigns, etc.).

- Gives them a voice in REGILIENCE networks, through for instance opinion articles.

- Provides wide dissemination of the solutions and approaches within networks, regional authorities, and key stakeholders, including civil society organisations and citizens,

- Foresee a shared newsletter not only to achieve efficiencies and wider reach during the projects, but also to support their long-term legacy ambitions: in 2022, it was therefore decided that the REGILIENCE newsletter would be turned into a common one. We brainstormed a name, identity and frequency and agreed on The Climate Resilience Post, since then already issued 3 times.

- Plan shared graphics, infographics and other materials may also be useful if they are ‘white-labelled’ for project branding to be used.

If press releases are required that relate to more than one project, the relevant teams will work together with REGILIENCE taking the lead where relevant. Complementary to wide dissemination, we plan to facilitate the replication of IAs in 7 vulnerable and low-capacity regions, additional to those targeted by the IA projects. This ambition is aligned with the Horizon Europe proposed Mission “Prepare Europe for climate disruptions and accelerate the transformation to a climate-resilient and just Europe by 2030”.

*Table 7. Opinion articles*

No	Opinion article title	Author	Date of publication
1	<u>What is climate resilience and why it is so urgent to strengthen it?</u>	Guido Schmidt, FT	June 10, 2022
2	<u>Adapting to climate change: the example of France fighting fires and heatwaves</u>	Marine Fabio Perrio, IEECP	July 21, 2022
3	<u>Heat is here: how maps across Europe may help citizens keep cool in extreme heat</u>	Teresa Geidel, FT	July 25, 2022
4	<u>Being “creative” about collaboration for climate resilience</u>	Jen Heeman, IEECP	October 6, 2022
5	<u>Resilient Cities and Regions ahead of COP27; what should they expect from COP27 and what should be done to emphasize on adaptation and resilience action?</u>	Vasileios Latinos, ICLEI	October 20, 2022
6	<u>Melting glaciers require mitigation and adaptation</u>	Matthias Watzak-Helmer, FEDARENE	December 9, 2022



7	<a href="#"><u>How are European regions adapting to climate change and embracing resilience?</u></a>	Jole Lutz, ICLEI	January 9, 2023
8	<a href="#"><u>Web-based climate change adaptation platforms in Europe: why should we use them?</u></a>	Diana Guardado, F6S	February 28, 2023
9	<a href="#"><u>Water in Systems Thinking</u></a>	Dimitris Kofinas, University of Thessaly	May 19, 2023
10	<a href="#"><u>The true cost of water</u></a>	Marine Faber Perrio, IEECP	June 28, 2023

### 2.2.4.2 What REGILIENCE plans to disseminate from the projects

When the first version of this plan was issued, we imagined supporting sister projects by sharing their results, for instance embedding the videos they would develop on REGILIENCE website. At M18 of the REGILIENCE life, we can see that this ambition was exceeded and have gone further into supporting / working hand in hand with the projects. We have submitted joint applications to events, are collaborating to present results whenever possible and at each other's events, on social media, and in the Climate Resilience Post. Yet, mapped publications and tools, that were listed at the early stages of the project, remain valid, and can still feed the editorial calendar (to support articles, further joint events, the development of graphics, etc.). They are therefore available below:

#### PUBLICATIONS and TOOLS

**IMPETUS** will create and deliver learning content, and the following public project deliverables / tools are already seen as important to disseminate:

- D1.3 – Assessment of the capacities of multi-level policy and governance institutions, M12 and D1.4 as the results of the assessment, M48
- D2.2 – Semantic Context Broker Tool, M14
- D3.1 – Metrics for climate change vulnerability, resilience and adaptation, M8
- D3.3 – Methodology for resilience assessment of key systems, M24
- D3.5 – Integrative systemic risk analyses and management framework, M42
- D3.9 – Methodology for building adaptative capacity into the adaptation pathways, M42
- D4.1 – Assessment of baseline conditions of DSs, M6
- D4.2, 4.3, 4.4 and 4.5 – Enabling rapid and far-reaching change through NBS, innovative technologies implementation, by financing and insurance, by governance models, awareness and behavioural change, M42
- D5.1 – Design criteria and methodology for Regional Adaptation Pathways, M22
- D5.2 – Regional Adaptation Pathways, M36
- D5.4 – Evaluation of regional Innovation Packages, M48
- D6.1 – Guidelines for decision-makers for business opportunities, financing mechanisms and policy and market instruments, M18, M36 and M48
- D6.2 – Market perspectives report, M18, M36 and M48
- D6.10 – Policy briefings on business opportunities, M42
- D7.13 – IMPETUS multi-sided platform, M36

#### *TransformAr*

The following deliverables can be disseminated:



- D1.3 - Innovation Ecosystems activity final report, M48
- D1.4 - Beliefs towards transformational adaptation Conceptual Map, M24
- D1.5, 1.6, 1.7 - Thematic Best Practice reports, M24, 36, 48
- D2.1 - Consolidated data framework, M12
- D2.2 - Modelling customization and implementation report, M36
- D2.3 - Systematic review of economic evaluation of CC and loss damage functions for KCS, M24
- D2.4 - Report on full-scale socio-economic impacts of CC and TA in EU, national and sub-national levels , M24
- D2.5 - Integrated Comparative Risk Assessment, M36
- D2.6 - Prioritisation of the most vulnerable regions and KCS to CC, M36
- D3.1 - Governance framework tool and report, M8
- D3.2 - Catalogue tool to identify best available solutions, M8
- D3.10 - Dedicated toolkit and web service for Adaptive pathway transformation Playbook, M8
- D3.3 - Set of adaptation transformation pathways per demo, M14
- D3.4 - Tools on the avoided damages and benefits per demo, M22
- D3.5 - Good practices and guidelines for avoiding damages and other direct costs in regional governance scale, M30
- D3.6 - Replicable Socio-economic impact assessment tools of transformational pathways, M28
- D3.7 - Toolkit for adaptive action planning, M30
- D3.8 - 6 region-specific portfolios of solutions M30
- D3.9 - Compendium of pathways and action plans, M36
- D4.1, 4.2, 4.3, 4.4 and 4.5 - Learning stories on behavioural change solutions, Governance schemes, NBS & Book of NBS, on digital and techno solutions and on Insurance and financial solutions, M36
- D4.6 - Assessment method for solutions' replication potential M42
- D5.9 - Sustainability rating methodology, M44
- D5.3 - Sustainability profiles of solutions, M42
- D5.8 - Ex-post assessment of the solution reports (LCA), M48
- D5.5 - Report on willingness to pay for solutions, M48
- D5.6 - Bankability reports, M45
- D6.1 - Results on the public acceptance and preferences, M16
- D6.2 - Costs and benefits of climate change adaptation solutions, M28
- D6.3 - Catalogue of solutions, M45
- D6.4 - Guidance document on transformational adaptation, M45
- D6.5 - 7 Innovation Packages, M45
- D7.1 - Benchmark and Policy guide documents, M40

**ARSINOE** key outcomes:

- D4.5 - ARSINOE Data Hub
- D2.1 - Living labs
- D4.6 - ARSINOE Collective Environmental Intelligence -Knowledge Graph
- D3.2 - Agent Based Modelling
- D2.6 and D2.7 - Virtual Reality
- D3.5 - ARSINOE Multi-System Dynamic Modelling Framework
- D2.3 - Governance Assessment Tool

From M18, the **background knowledge** will be ready to be transferred / disseminated (solutions, pathways, etc.).



<b>content pillars</b>	<b>Spring   April-June</b> flooding, frost, heavy precipitation, sea level rise, coastal flood	<b>Summer   June-September</b> extreme heat; wild fires, rising sea water temperatures, drought
<b>Topics</b>	Nature based solutions, Outdoor air quality water management, agriculture, increased precipitation	Nature based solutions (e.g. green spaces, forests), Outdoor air quality health effects; fisheries and agriculture, decrease of summer tourism, increased risk of forest fires, decrease of summer precipitation, coastline erosion
	<b>Autumn   September-December</b> Severe wind and thunderstorms	<b>Winter   December-March</b> Snowfall, frost, extreme positive temperatures
	Nature based solutions, Outdoor air quality biodiversity loss, energy, melting glaciers	Nature based solutions (e.g. wetlands, water) Outdoor air quality climate modelling, temperature rise, decrease of winter tourism, Topics of COP 28, Paris Agreement and carbon strategy, smog and air pollution

Figure 5. Content pillars and topics from the joint editorial calendar

## 2.3 Communication and dissemination - Tools and activities

All project specific dissemination and communication tools (identity, digital and physical actions, synergies, etc.) are detailed in this chapter. In addition to IEECP drafting the document, it was requested that all consortium partners provided input so that refined media and events' lists could be generated.

The creation of identity guidelines, the first step towards building a strong project presence and recognition, was prepared by IEECP, after input received before the first project meeting (votes and feedback round).

While ICLEI and IEECP will *coordinate* communication, all consortium partners will be involved in communication activities, especially F6S who have the lead on communication tools (website, social media, newsletter) and citizens focus. It will be a continuous process carried out throughout the project. Focus is given on creating multiplicative effects by creating synergies with sister projects and other EU funded initiatives. The existing network of partners members is mobilised to either engage with the programme on different topics or invite their contacts as interested stakeholders and networks to enrol bringing in new participants to the capacity building and engagement. EU-wide highly followed partner channels and specifically the ones of the networks allow reaching hundreds of relevant public authorities, energy agencies, national networks of local/regional authorities through the networks' annual events where dedicated engagement sessions can be organised.

The key tools for REGILIENCE to communicate its activities to the target audiences and further will work across digital media, print media, event organization and presentations. Next to the regional policy stakeholders and implementing bodies, the importance of the citizens' engagement throughout this process is highlighted and some first actions are envisaged to continuously convey the messages to the citizen groups and receive feedback on all the steps of the adoption of IAs and their solutions. Specific dissemination activities will be targeted using relevant forums, where local and regional strategic planning, climate change and climate change resilience are discussed. Each partner will remain committed and mobilise stakeholders to multiply the effects of the dissemination actions throughout the project in their country/region and within their wider network.

Please note that, even though we lay down some ideas for engaging citizens, F6S will refine further ideas and planning in T1.5 / D1.5.



### 2.3.1 REGILIENCE Identity, templates, and guidelines

Just before the project kick off, a first batch of logos was provided to partners with options they could comment and vote on. The most popular option was then refined. The project identity set includes our logo (in various formats), colours, fonts as well as PPT, Excel and Word templates to be used throughout the project lifetime, to ensure brand recognition. All are available, together with some photos and graphics, on the project drive (folder WP1 Engagement, communication and dissemination\Identity and templates).

The EU emblem and funding source have a prominent space in the project templates and should never be deleted.



Figure 6. REGILIENCE in different settings

Color codes Main & secondary				
	#8bc34a	#545454	#ffde59	#ffa028
Fonts	Main: Cooper Hewitt Alternative Pack Office: Arial Nova light or Source Sans Pro Light			



Figure 7. Colour scheme, fonts and icons

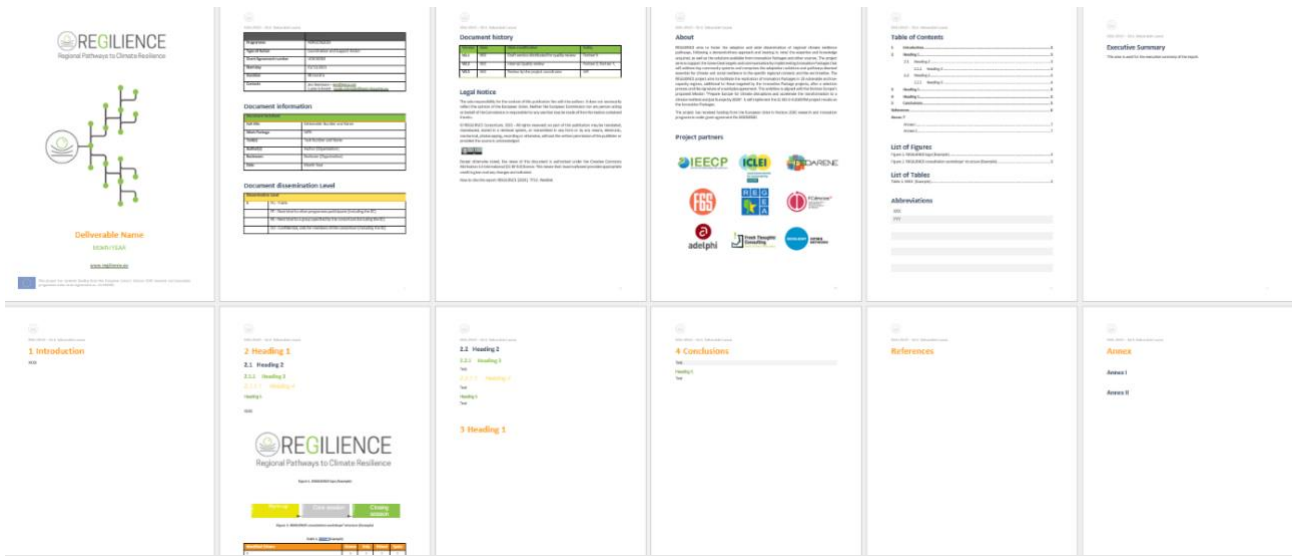


Figure 8. REGILIENCE Word template

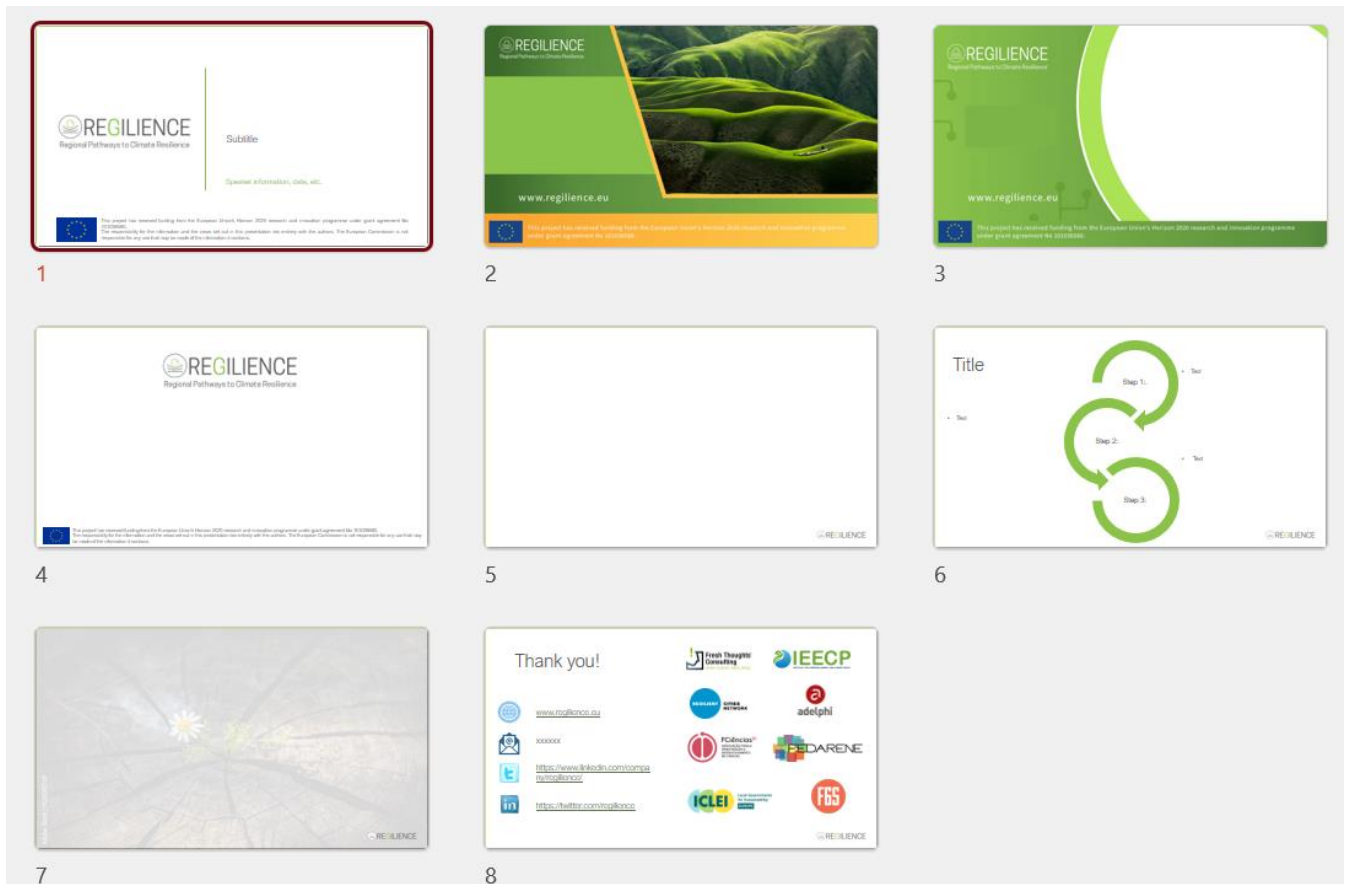


Figure 9. REGILIENCE PowerPoint template





Additional templates were developed as turnkey for social media posts, with the possibility to add photos, quotes, for general announcements, partners' presentations, and others.



Figure 10. REGILIENCE social media templates

In line with the European Commission's policy on corporate visual identity, Horizon 2020 will be promoted as a verbal brand, meaning no "visual mark" or logotype. When Horizon 2020 is promoted by beneficiaries and other third parties, the EU emblem (flag) can be used in conjunction with the words "Horizon 2020", as in the below:



REGILIENCE has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101036560.

Figure 11. EU Horizon 2020 disclaimer

In the case of other material than purely "promotional" (publication / presentation or other action deemed controversial or taking a stand), the disclaimer should include further wording, excluding the Agency responsibility:



*“The sole responsibility for the content of this publication lies with the authors. It does not necessarily reflect the opinion of the European Union. Neither the European Commission nor any person acting on behalf of the Commission is responsible for any use that may be made of the information contained therein.”*

## 2.3.2 Making use of the European Commission tools

At the Kick-off meeting, it was reminded that we can rely on the European Commission project officer to help amplify our reach, sharing with her our key actions (posts, articles, etc), that could indeed feed into several Commission tools:

News updates and newsletters, on DG CLIMA, on the CLIMATE-ADAPT platform, of CINEA, and other DGs.

[https://ec.europa.eu/clima/news-your-voice/news\\_en](https://ec.europa.eu/clima/news-your-voice/news_en)

<https://ec.europa.eu/newsroom/clima/user-subscriptions/1843/create>

Project stories, <https://ec.europa.eu/programmes/horizon2020/en/newsroom/551/>

Headlines on the Commission’s Research & Innovation website,

[www.ec.europa.eu/research/infocentre/all\\_headlines\\_en.cfm](http://www.ec.europa.eu/research/infocentre/all_headlines_en.cfm)

Journals / magazines such as:

ICYMI – Horizon Magazine, the EU Research and Innovation, <https://ec.europa.eu/research-and-innovation/en/horizon-magazine>

research\*eu results magazine, [www.cordis.europa.eu/research-eu/magazine\\_en.html](http://www.cordis.europa.eu/research-eu/magazine_en.html)

research\*eu focus, [www.cordis.europa.eu/research-eu/research-focus\\_en.html](http://www.cordis.europa.eu/research-eu/research-focus_en.html)

Social media accounts (see specific section)

Videos / YouTube channels: <https://www.youtube.com/c/EUScienceInnovation>

REGILIENCE has created and maintains good contacts in DG CLIMA and RTD, the European Environment Agency and, Climate-ADAPT Lead Adaptation.

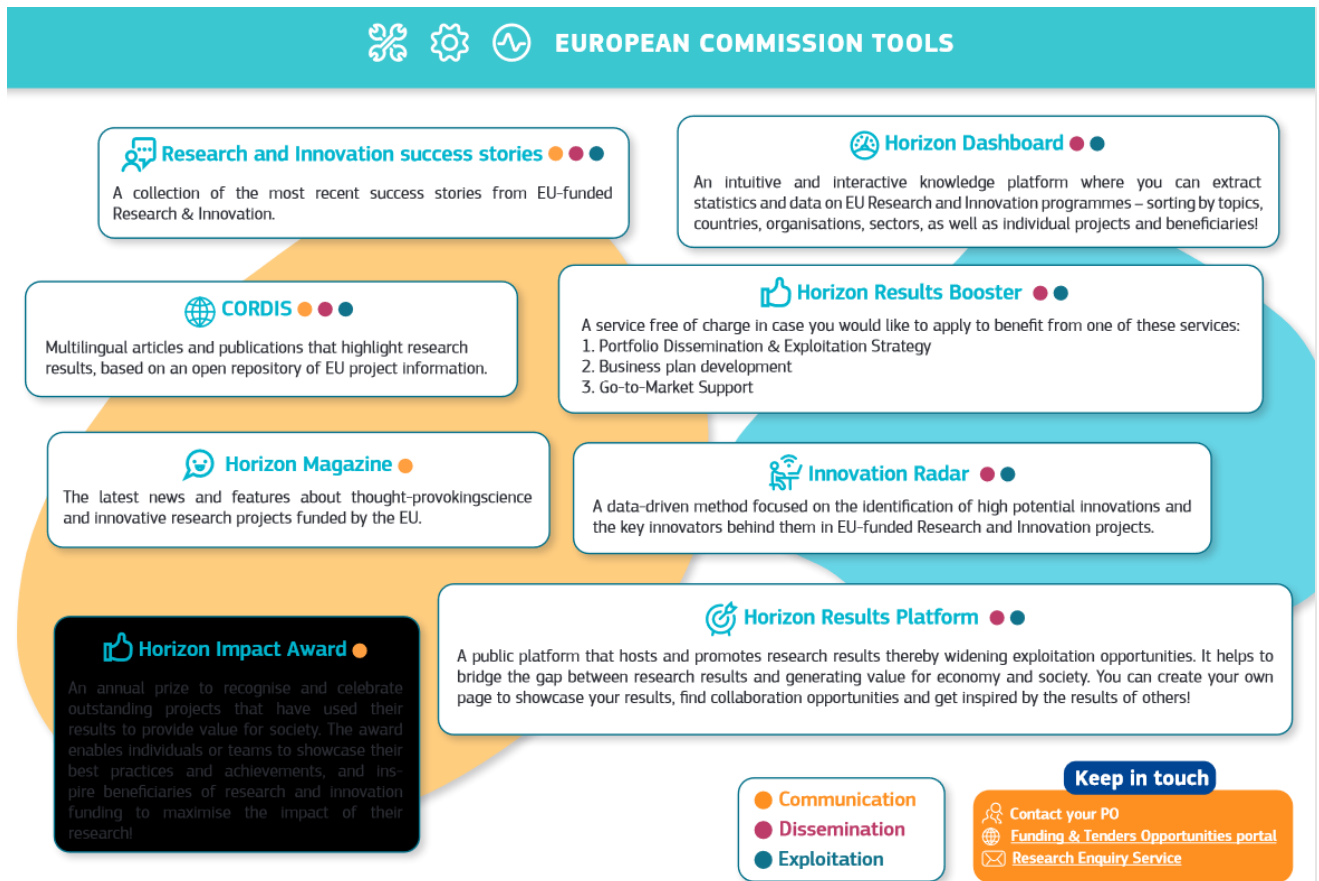


Figure 12. European Commission tools

The REGILIENCE project, along with its 3 sister projects (ARSINOE, IMPETUS and TransformAr) applied and were accepted for the Horizon Results Booster support. At this time, they are submitting the form for the module A support. The support also includes, in the future, the module B.

### 2.3.3 Promotional and informational material

REGILIENCE will result in 27 deliverables, most of them reports, and all – except those 7 for project management – with public character.

#### 2.3.3.1 Project outputs: reports and tools

Below outputs will be widely reused, in their original format or transformed (in banners, briefs, factsheets, videos, infographics, posters, etc.). We will investigate whether they should have specific dissemination activities / launch events, campaigns, during the project communication monthly calls. Project management or communication reporting are not included below.

#### YEAR 1 – Nov 2021 – Oct 2022

- D3.1 Structured overview of activities in Innovation Packages, adelphi, M3
- D3.2 Concept note for the indicator set, adelphi, M3
- D2.4 Guidance for the inclusion of climate resilience in the national and regional plans for the EU Recovery Package & the MFF, IEECP, M7
- D4.1 Principles and practices of transformational pathways, REGEA, M8



- D1.1 Resilience planning & development needs of regional authorities and stakeholders, M9
- D3.4 Report/manual 'Failing forward: How to avoid maladaptation', FT, M11
- D2.1 Performance and impact review of online platforms, REGEA, M12
- D2.3 Mapping of relevant funding and financing opportunities, FEDARENE, Other, 12

#### YEAR 2 - Oct 2022- Oct 2023

- D3.3 Indicator set, adelphi, M13
- D4.2 Decision support matrices, FC.ID, M13
- D4.3 Prioritisation strategy, REGEA, M16
- D5.3 Institutional coordination and cooperation with Innovation Packages, other H2020 projects and initiatives, v.1, FT, M18
- D5.3 Institutional coordination and cooperation with Innovation Packages, other H2020 projects and initiatives, v2 at M 36 (D5.5), FT, M18
- D4.4 Long-term sustainability and exploitation strategy, R-Cities, M20
- D2.5 Sustainability plan for the continuation and uptake of the platform, F6S IE, M24

#### YEAR 3 – Oct 2023 – Oct 2024

- No publication

#### YEAR 4 – Oct 2024- Oct 2025

- D2.2 New platform or enhancement tools, F6S IE, M47
- D3.5 Finalised indicator set and monitoring roadmaps, adelphi, M47

### 2.3.3.2 Promotional and informational material

To further increase the impact of our activities, REGILIENCE plans to produce diverse promotional and informational material, including brochures, posters, graphics and more.

The materials will be developed from the project start and updated throughout the project life, as support tools to communicate about the concept and results and present the project to the target groups. The first ones are available on the project website, such as an [infographics](#) focusing on the maladaptation tool.

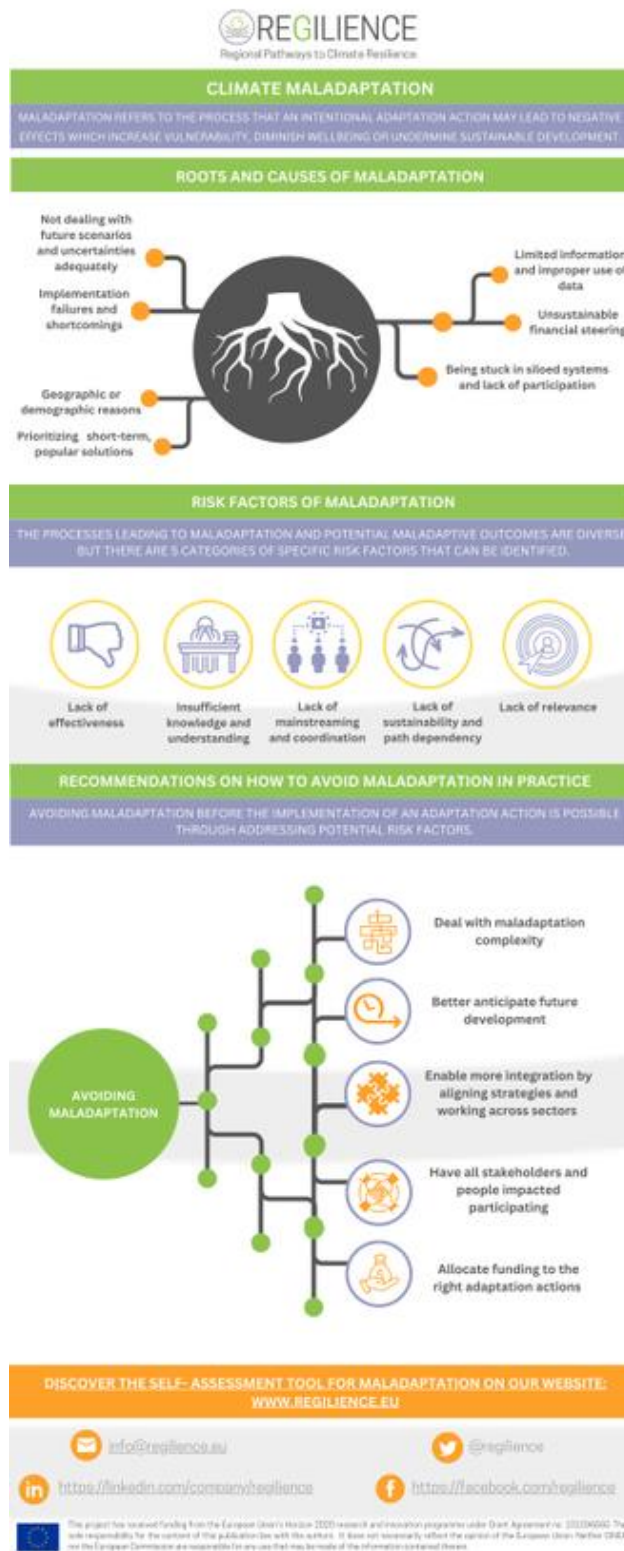


Figure 13. Maladaptation infographics

Approaching citizens is key in REGILIENCE, we want to involve them and ensure outreach. Additional actions than the ones listed in our Grant Agreement could for instance include debunking myths around climate change mitigation and adaptation, presenting fake news and explaining shortly / with impactful graphics why they are wrong. More on this is available in D1.5.



**Table 8. Target audiences, messages, and channels**

What?	Topic(s)	Who?	When?	Translation needed?
Project brochure and poster	Project focus, and update	IEECP	M3 + M30	On demand
Additional posters	WP4 results, guidelines, policy recommendations	IEECP	M3-48	If possible
15 Infographics and good practices briefings or graphics	<p>On the means of implementing IAs at regional level, best-practice cases and related barriers.</p> <p style="text-align: center;">+</p> <p>on the citizens survey results</p> <p style="text-align: center;">+</p> <p>Media activities will be supported by adequate graphic tools as e.g. videos and infographics</p> <p style="text-align: center;">+</p> <p>WP4 results</p> <p>Partners are asked to support in this process by submitting new ideas for content to IEECP.</p>	IEECP / F6S	M1-48	Yes
Community building handbook /playbook	Briefs and case studies, on building resilience at the community level	R-CITIES	TBC	
20 articles and media pieces	Major achievements (excluding our project referred to in articles, amounting to 40 in total)	F6S, IEECP	M1-48	Yes if major ones
Promotional videos	Media activities will be supported by adequate graphic tools as e.g. videos and infographics.	IEECP	M1-48	Yes, at least subtitles
Policy briefings	Based on T4.2 & T 4.3, guidance for supporting regional climate resilience pathways	IEECP/ REGEA	M8-16	Yes, in Portuguese, German, Dutch, French, Croatian
Scientific and policy articles	accompanying the key deliverables (executive summaries) and compiled in a final booklet	All	M1-48	X
Indicator factsheets	WP3, T3.1	adelphi	M13	
Training and guidance material	T3.3	FT	M11	X
Debunking myths graphics		IEECP and whomever interested	M12-48	



## 2.3.4 Digital activities

### 2.3.4.1 REGILIENCE website

The aim of the REGILIENCE project website is to provide a centralized online location for information and resources related to the project activities and serve as a hub for project stakeholders, including citizens, to access project updates, documents, and other relevant information.

The REGILIENCE project website was ready at month 3 and include information such as partners, objectives, upcoming events, news, major project developments. It will be maintained during the project lifetime and will be online 5 years beyond.

The website domain is: [www.regilience.eu](http://www.regilience.eu).

F6S opened the website commenting to all partners, who provided feedback in January 2022. The idea was to simplify the language used so that all stakeholders could understand what REGILIENCE is about, and how it can support authorities and communities.

The project website is divided into the following sections:

- REGILIENCE Homepage
  - Supporting the EU Mission
  - Available Resources
- The project
- About us
- Resources
  - Community Building
  - Funding Opportunities
  - Maps
  - Self-assessment tool for maladaptation
  - Tools and Solutions
  - Reports and Findings
  - Promotion Materials
- News
  - News
  - Events
- Newsletter
  - Newsletter archive
- Contact us



Figure 14. Print screen of the project website homepage





The first version of the website included:

- a section describing the project (The Project),
- a section which will showcase the partners and the teams behind them (About us),
- a news section will all the up-to-date news articles and press releases,
- an events section, where we will post information about all the REGILIENCE activities,
- a Newsletter section, which will make it easy for us to acquire signees, as well as a Contact us page.

It is planned to update the project website (even the structure/map) on a regular basis, according to the project and partner's needs. Complementary information about the website can be seen on the D1.5 Citizen Engagement.

### 2.3.4.2 REGILIENCE newsletters

A newsletter aims to provide regular updates and information to a specific audience, typically subscribers who have opted-in to receive the newsletter. Newsletters can be distributed through a variety of channels, including email, print, or digital formats, and may serve various purposes depending on the context and goals of the organization or individual creating the newsletter.

During the proposal phase it was agreed to release eight newsletters (at least twice per year) to be designed based on the identity guidelines and sent to people who subscribed on the website. Project findings and results from IAs would be included among the good practices in the newsletters and presented during other project events.

Mailchimp is being used as the provider, allowing for monitoring and maintenance of the newsletter list while respecting GDPR and REGILIENCE's privacy policy. All issues are accessible through an updated archive on the project website. Each newsletter will be published via email, social media channels and disseminated via the partners' own tools as well (either fully in English or in national languages or integrating some items in their own newsletters). While F6S is responsible for preparing the newsletters, contribution by all partners is expected. Interested stakeholders can register to the newsletter from the website through a GDPR-compliant form. To get more subscribers while respecting GDPR, REGILIENCE will leverage the project-organised events, adding the following informed consent text to the respective registration forms.

During a monthly communication team call in February 2022, it was suggested to move focus from REGILIENCE only to a topical newsletter, gathering under the adaptation thematic all 4 project results and activities, and include focus in each on a chosen region (in collaboration with IAs). The first release of REGILIENCE Newsletter was in March 2022, and the main objective was to disseminate: a) information about exciting REGILIENCE news; b) updates about other climate adaptation projects: Arsinoe, Climate Impetus and TransformAr; c) news and upcoming events related to climate resilience. The same month (March 2022), the joint Communication and Dissemination group of the four projects decided to join forces and have only one called "The Climate Resilience Post". It was also decided to have 4 newsletters a year, instead of the 2 proposed in the REGILIENCE Grant Agreement.

The joint newsletter is managed by REGILIENCE project (F6S) and aims to share the latest activities of the four projects, interventions and opportunities related to climate change, adaptation and resilience. Its first edition was in November 2022, and it was composed of seven sections, namely:



Welcome, Meet the four projects, community news, cases from our regions, interviews, good news, and upcoming events.

The second issue was released in February 2023 and the third joint newsletter in May 2023. A newsletter archive that can be visited on the REGILIENCE website: <https://regilience.eu/newsletter-archive>.

REGILIENCE has sent out 3 newsletters throughout the first reporting period. One is under the REGILIENCE brand and 2 are under the flag of The Climate Resilience Post, which is a joint initiative between the four sister projects and managed by the REGILIENCE team.

The agreed sections:

*Table 9. Agreed sections for the joint Newsletter*

SECTION	CONTRIBUTION
In focus - introduction	REGILIENCE
Community news	at least one per project
Good practices/cases from our Regions	one per project
Interview/opinion articles	REGILIENCE (feel free to suggest)
Events / Agenda	all
Good news! Inspiration from across the globe / On the spotlight (news from other projects, other resources, etc.)	all

REGILIENCE articles should also be regularly included in the partners' newsletters expecting to reach on average 10,000 recipients (for instance FEDARENE Info only has 5,000+ recipients). This will be tracked thanks to detailed reporting in our monitoring tools.

### 2.3.4.3 Social media: accounts and strategy

A mix of social media tools are being used to broaden outreach and to create awareness about the project and its outcomes: for this purpose, both accounts, LinkedIn, and Twitter, were already available from M1. Social media communication will build on the popularity of the partners' networks and associated initiatives (over 150.000 relevant users).



### REGILIENCE Twitter account

The project has its own **Twitter** account where news from the project but also related to our topics are shared on a regular basis: <https://twitter.com/REGILIENCEH2020>. Most tweets are re-directing followers back to the website to boost traffic. All REGILIENCE partners are invited to use their own accounts to share project updates and events where they are participating in.

REGILIENCE is also engaging with the group of IA projects in supporting activities on social media, sharing each other’s posts. Hashtags and posts will be regularly shared with partners to ensure consistency.

At this date (June 2023), REGILIENCE has reached 846 followers.

*Reminder: Partners shall always tag the project and the European Commission: @Energy4Europe, @EU\_Commission, @EU\_H2020 and @EUClimateAction).*



Figure 15. REGILIENCE Twitter account

### REGILIENCE LinkedIn account

Most content published will be the same as, in general, contacts who follow the project on each of the 2 accounts are not the same.

The social media impact is being measured through each media statistics (Twitter analytics for the project-owned account, each partner’s own social media analytics for other accounts). The number of followers, retweets / tweets and impressions will be reported.

In terms of voice and message the project is using a tone and nudges destined to trigger change and action. We are varying contents, sharing news, publications, videos, polls, and adding whenever possible graphs and images as they tend to increase the reader’s attention. To involve citizens, specific actions can also be planned here, such as organising “competitions” on social media, involving people in sharing their best practices / tips, organising drawing contests and sharing the results on REGILIENCE own accounts. etc.

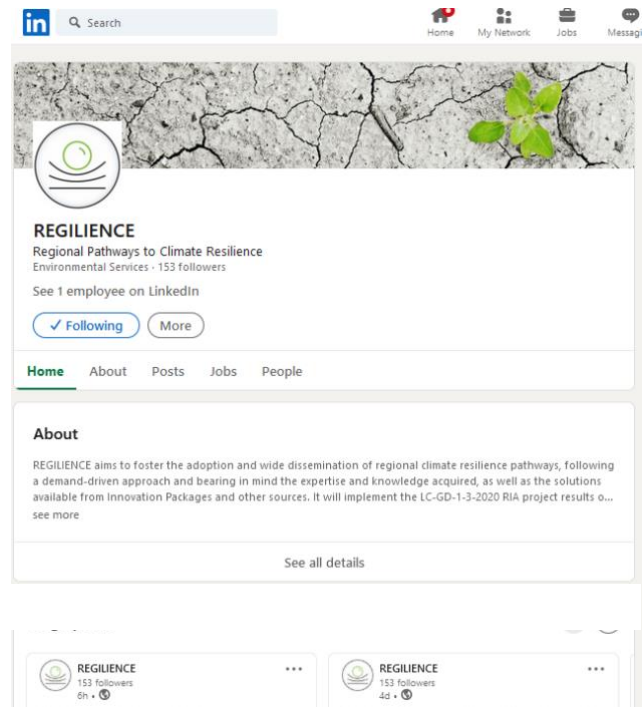


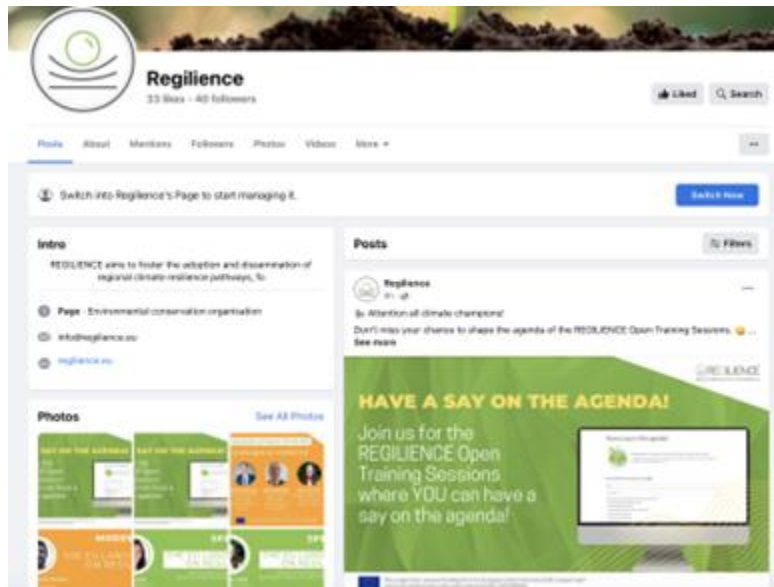
Figure 16. REGILIENCE Twitter account



F6S is the main responsible for social media work, yet all partners are invited to share news on their accounts and can contribute with content whenever possible.

### REGILIENCE Facebook account

Some months after creating the REGILIENCE LinkedIn and Twitter accounts, the Facebook page was created:



*Figure 17. Print screen of the REGILIENCE Facebook page*

The Facebook page is being actively managed, by posting regularly updates, responding to comments and messages, and engaging with the audience. The team is also using analytics to track engagement, reach, and audience demographics to optimize content and outreach strategies.

The Facebook page is serving as a platform to raise awareness about the project and its objectives. It is providing information about the importance of climate change adaptation, the specific goals of the project, and the actions being taken to address adaptation challenges in Europe. This helps educate the public and stakeholders about the project's significance.

The Facebook page can inspire behaviour change and encourage individuals and communities to take action towards climate change adaptation. It can provide practical tips, guidelines, and initiatives that people can adopt in their daily lives to become more resilient to climate impacts. The page can also promote citizen engagement in local adaptation efforts and mobilize support for broader climate action.

### 2.3.4.4 REGILIENCE social media results achieved so far

Throughout the reporting period, REGILIENCE has implemented 9 main social media communication activities to engage with its community and disseminate information about the project's goals and progress:

Dissemination of resources:



- **Funding Opportunities** - a funding tool, aiming to raise awareness of available financial on European and national level dedicated to support regional climate resilience;
- **Map** showcasing the regions covered by REGILIENCE and sister projects ARSINOE, IMPETUS and TransformAr. The map contains information about the resilience topic covered by the regions, the existing conditions, their ambitions, and solutions to be tested;
- **The Self-Assessment Tool for Maladaptation**, which is a checklist for users to self-assess the maladaptation potential of their planned adaptation actions, based on selected risk factors, and spot those factors where further action to avoid maladaptation is needed;
- **The Tools and Solutions page**, compiling different tools which are in process of development by the first four EU Climate Adaptation Mission projects ARSINOE, IMPETUS, REGILIENCE and TransformAr.

These resources provided valuable information to the project's community and helped to raise awareness of the project's goals and activities and facilitated collaboration with other organizations working in the field of climate resilience.

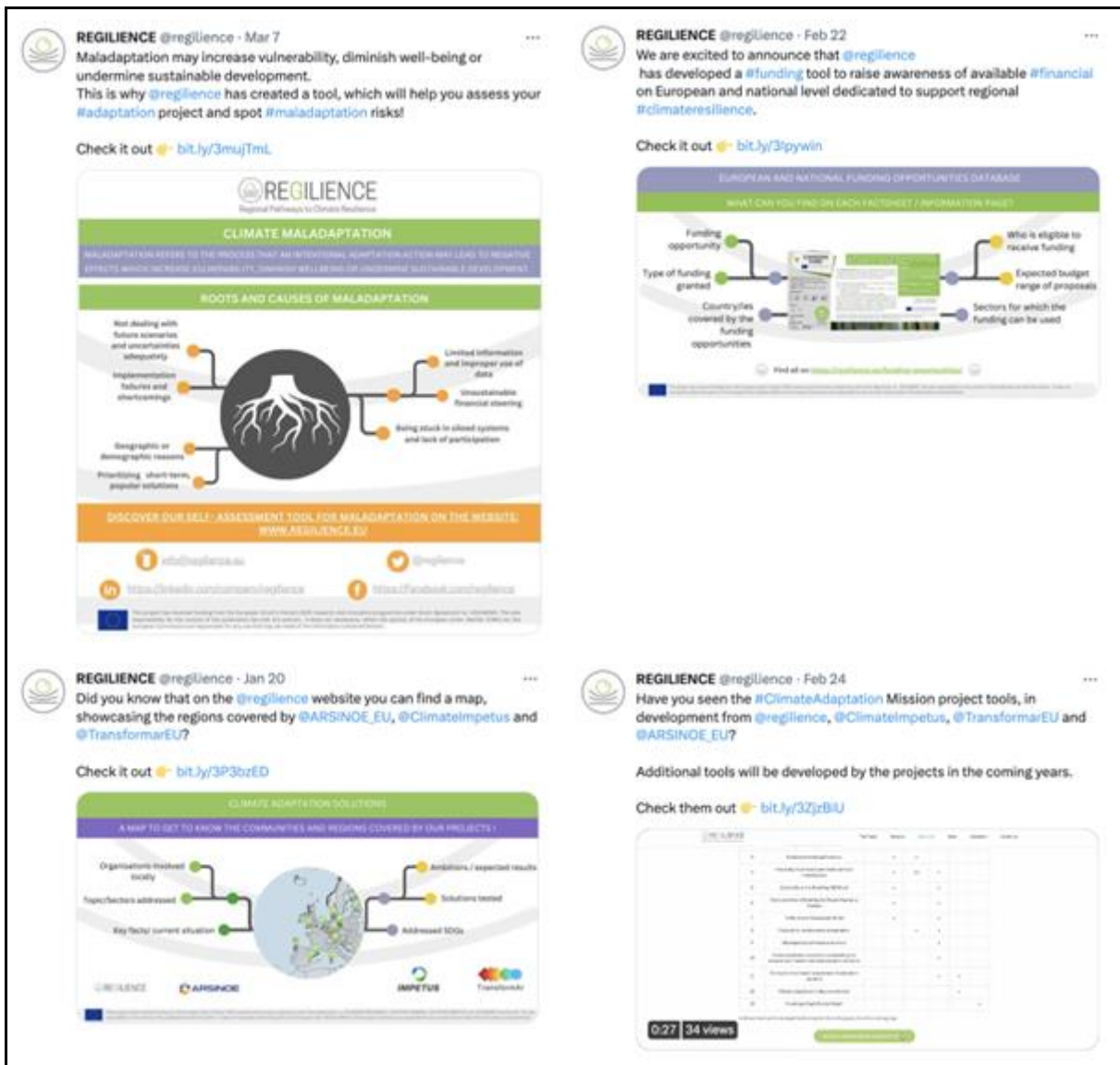


Figure 18. Some print screens of posts with the dissemination of resources produced by the REGILIENCE project



Open Training Sessions are part of the capacity-building activities of the project, and REGILIENCE disseminated social media visuals for each session, featuring the speakers and the title of the session. The goal of the campaign was to promote the capacity-building activities of the project and encourage participation from the community. The Training Sessions facilitated knowledge-sharing and collaboration and provided support among the attendees.



Figure 19. Some print screens of posts disseminating the REGILIENCE Open Training Sessions

Dissemination of events and webinars, which are of interest to our followers.

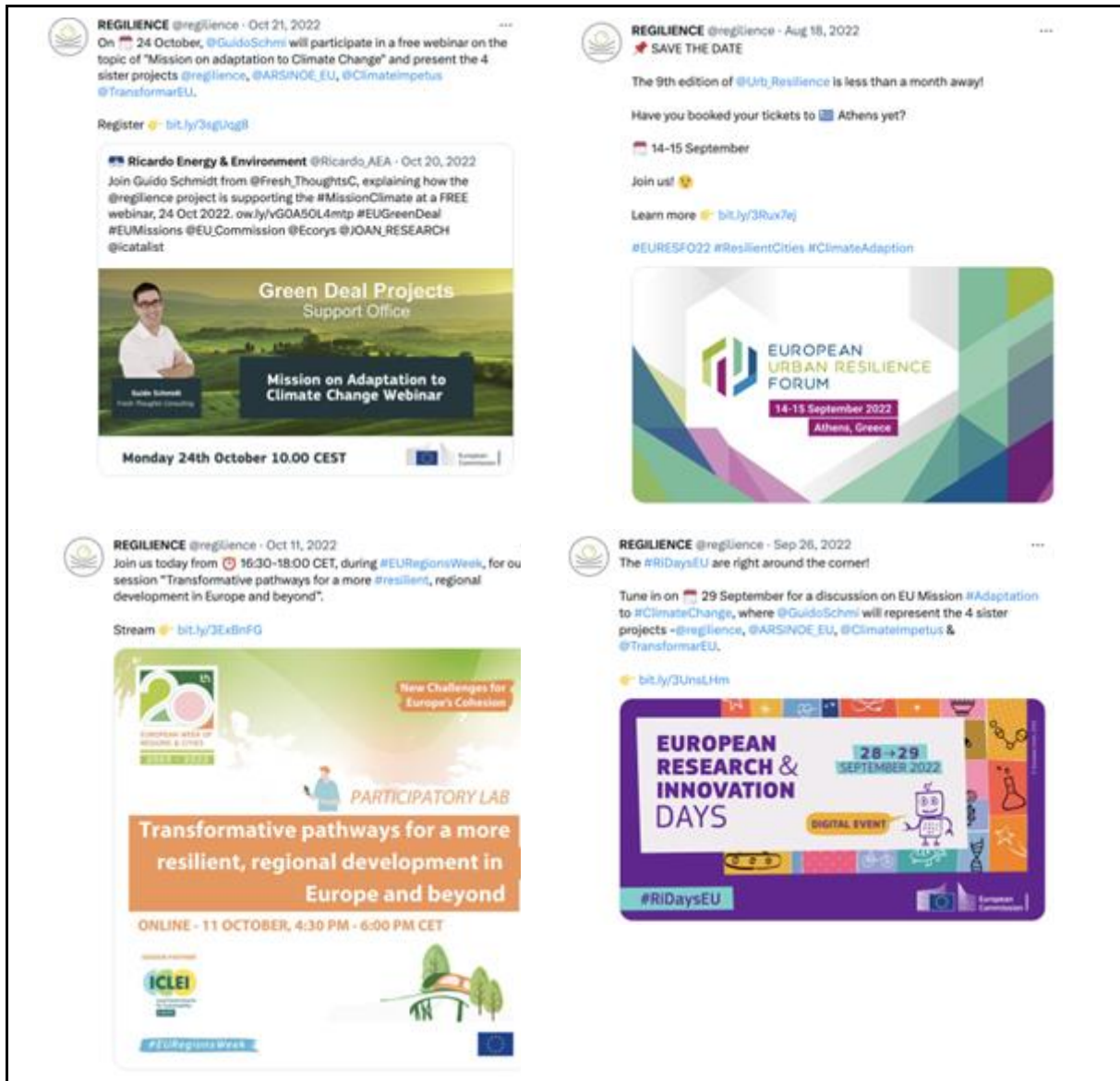


Figure 20. Print Screen of some events and webinars social media posts

### 2.3.4.5 Digital networking and partners – Amplifying our work

Digital Networking refers to the outreach to interesting organisations (such as platforms, blogs, associations, NGOs, etc.) that can help us spread REGILIENCE’s messages. A table with first booster targets is available below. These platforms will be used regularly to share /upload every project news and can be a media channel as well.

#### Climate-ADAPT

Climate-ADAPT is a platform for sharing and integrating information on adaptation to climate change. It hosts the European Climate and Health Observatory. We will rely on the platform and contribute different types of information to Climate-ADAPT, the first one should be to add generic information about the project. ICLEI is the organisation taking care of this activity.

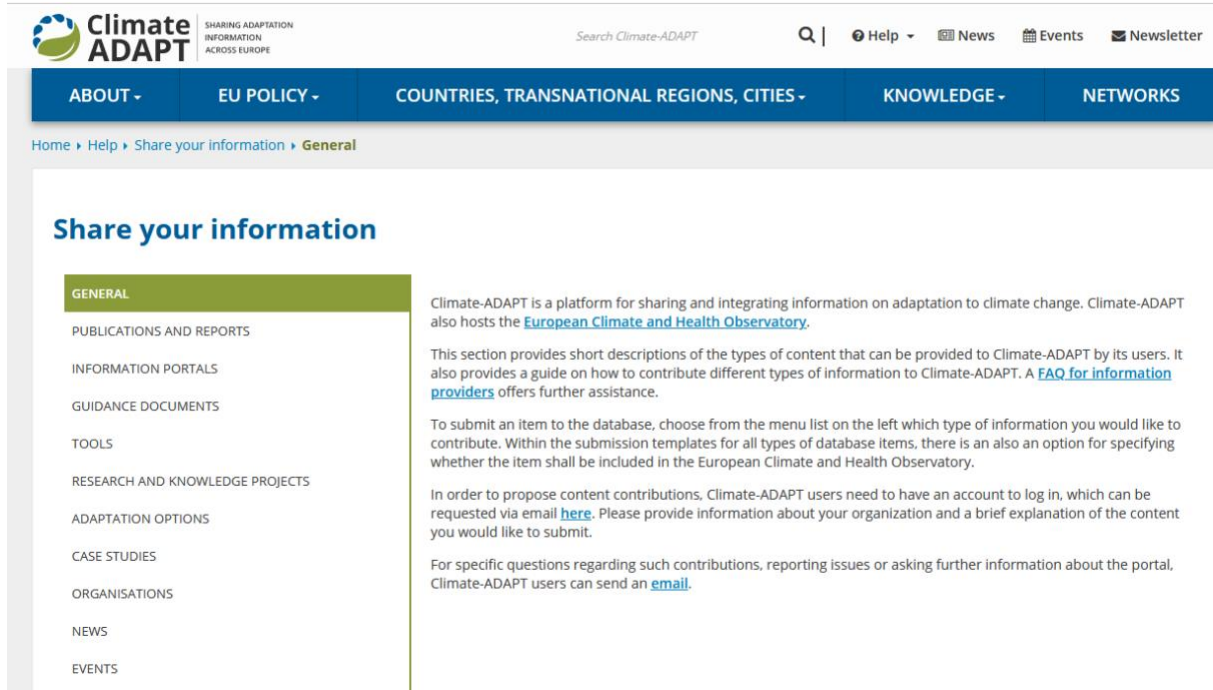


Figure 21. Climate-ADAPT submission page

### Other networks

The impact of our awareness raising actions will be significantly enhanced by networks of cities and regions as well as RESCoop federations with which REGILIENCE has close contacts and cooperation, e.g., FEDARENE, ENERGY CITIES, EUROCITIES, Climate Alliance, etc.

T1.3 (ICLEI) aims to foster knowledge management cooperation amongst the existing networks, strengthen the knowledge of the EU Community of Practice on regional resilience pathways, and to benefit from its knowledge for the implementation of the IAs and the development of pathways in the REGILIENCE priority regions. It will also foster shared and cooperative learning and coordination amongst regions and communities where common needs, priorities or interests have been identified.

REGILIENCE will disseminate, discuss, and upgrade existing knowledge on policies, the regulatory framework and governance structures regarding resilience and climate adaptation, taking into account the national, regional and also local level for all regions included in the IAs and those prioritised under this project, especially through workshops.

Table 10. Platforms, portals, and stakeholder associations – first listing (a more complete one is drafted in T2.1)

<p>Platforms and portals</p>	<ul style="list-style-type: none"> <li>• Covenant of Mayors for Climate and Energy</li> <li>• UN Environment Programme</li> <li>• BUILD UP</li> <li>• EU Commission DGs (see specific section)</li> <li>• Climate chance</li> <li>• CAN – the Climate Action Network</li> <li>• The European Climate Foundation</li> <li>• Construction 21</li> <li>• Energy Post</li> </ul>
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	<ul style="list-style-type: none"> <li>• Energy In Demand</li> <li>• ECEEE</li> <li>• Fleishmann Hillard</li> <li>• Coalition for Energy Savings</li> <li>• BYInnovation</li> <li>• SCP Clearinghouse</li> <li>• Climate KIC (EU climate innovation initiative)</li> <li>• Energy Centres Agency (EUREC)</li> <li>• European Technology and Innovation Platform</li> <li>• Smart Networks for Energy Transition</li> <li>• European Forum for Renewable Energy Sources (EUFORES)</li> <li>• European Zero Emissions Platform (ETP ZEP)</li> </ul>
Stakeholders' associations	<ul style="list-style-type: none"> <li>• Council of European Municipalities and Regions</li> <li>• European Energy Research Alliance (EERA)</li> <li>• ICLEI</li> <li>• Covenant of Mayors for Climate and Energy</li> <li>• BEUC</li> <li>• FEDARENE</li> <li>• Energy cities</li> <li>• EUROCITIES</li> <li>• RESCoop EU</li> <li>• UNCEM (Unione Nazionale Comuni Montani)</li> <li>• ANCI (Associazione Nazionale Comuni Italiani)</li> <li>• Federcooperative</li> <li>• Federforeste</li> <li>• Friends of the Earth (EU and local points)</li> <li>• Legambiente</li> <li>• Stati generali Green Economy</li> <li>• FIRE (Federazione Italiana per l'uso Razionale dell'Energia)</li> </ul>

### 2.3.4.6 Media

#### Mainstream and specialised media (coverage and articles)

IEECP and F6S will share the project results with EU media and English-speaking professional press at Member State level, through press releases and articles. We will identify relevant media channels to promote the project findings in specialised press, raising awareness about REGILIENCE and highlighting IAs and the challenges and solutions for policymakers to address and examine.

IEECP and F6S will coordinate efforts to ensure that the project is covered in outlets with a wider reach. Partners will support in getting closer to media contacts at the national level and to list other interesting media targets, as well as translate if deemed necessary media pieces.

We foresee to publish several articles and press releases in the project's course, completing the set of articles and editorials written for the newsletter and project website with the partners' support. A pre-selection of our key media targets, in EU and at member states level, is displayed below. This selection was made to ensure reaching all identified target groups (from policymakers to end-users, research, and academia, etc.). Later in the project course, once the 10 targeted regions have been confirmed, we will add media from the countries and local level.



We will foresee around 40 articles and press releases published in the project's course, including "success interviews" with community leaders in those regions that are advanced in the development of resilience strategies. The (many) first ones are available on the project website.

Media activities will be supported by adequate graphic tools as e.g., videos, good practices, briefings, and infographics (around 15).

We will add national media later on for the countries where our targeted regions will be.

*Table 11. Mainstream and specialised press*

EU and international level
<ul style="list-style-type: none"><li>• Euractiv</li><li>• The Guardian</li><li>• POLITICO Europe</li><li>• MLex</li><li>• Foresight climate &amp; energy</li><li>• Voice of renewables</li><li>• Renewables now</li><li>• Renewable Energy Magazine</li><li>• Energy Monitor</li><li>• EU Energy Innovation</li><li>• REVOLVE</li><li>• Carbon Pulse</li><li>• Energy Intelligence</li><li>• REHVA Journal</li><li>• Energy Post</li><li>• European Energy Review</li><li>• Alternenergymag.com</li><li>• Recharge</li><li>• Energetica international</li><li>• EIBI</li><li>• EnergyZINE</li><li>• Energy Matters briefing</li><li>• EU Energy review</li><li>• Business Green</li><li>• Elektor Energy</li><li>• Guardian ENVIRO</li><li>• EKOenergy</li><li>• The Innovation Platform</li><li>• Climate Home news</li><li>• Duurzaam</li><li>• Energy Monitor</li><li>• FuturENERGY</li><li>• Imeas</li></ul>

### Scientific publications

The consortium commits itself to publish the overall project results on the project website, publications and seminars, without charging intellectual property rights.



To demonstrate the research findings and raise awareness in the scientific community, publications in technical literature and dedicated journals could be foreseen through publications in peer-reviewed journals and magazines and through papers presented at conferences and other events. IEECP and the partner responsible for the publication will ensure the papers follow the open access standards (through self-archiving (green open access) or open access publishing (gold open access)), i.e., without costs for the readers. It is to be noted that Article Processing Charges (APCs) for Open-Access-Publications are eligible costs for project accounting.

Depending on the selected journal or other type of publication, project partners will have to use one of the three different possibilities for open access, namely:

- Open access publishing (without author processing charges): partners may opt for publishing directly in OA journals, i.e., journals which provide open access immediately, by default, without any charges,
- 'Gold' OA publishing: partners may also decide to publish in journals that sell subscriptions, offering the possibility of making individual articles openly accessible (hybrid journals). In such a case, authors will pay the fee to publish the material for open access, whereby most high-level journals offer this option.
- Self-archiving ('green' OA): alternatively, beneficiaries may deposit the final peer-reviewed article or manuscript in an online disciplinary, institutional or public repository of their choice, ensuring open access to the publication within a maximum of six months. When relevant, beneficiaries will moreover deposit at the same time the research data needed to validate the results presented in the deposited scientific publication into a data repository.

At a minimum, all publications will be available via Green Open Access, for instance through OpenAIRE, Research Gate and repositories supported by individual institutions. The consortium has foreseen appropriate resources to ensure OA to research data and peer-reviewed publications. However, consortium partners will be encouraged to publish via Gold Open Access, using in-kind contributions from their institutions to fund this where possible and only if necessary.

Another opportunity arose in 2020, a new way to disseminate the papers: [Open Research Europe](#) provides all Horizon 2020 and Horizon Europe beneficiaries and their researchers with an easy, high-quality peer-reviewed venue to publish their results in open access, at no cost to them, and in full compliance with open access policies.

## 2.3.5 Events

### 2.3.5.1 Project-led events

REGIANCE strongly believes in the power of scientific, professional and citizen networks - including with IAs - and its added value to internal discussions within the consortium team. Therefore, we plan to develop specific (online or mixed) workshops, webinars and other events on the main knowledge elements we will develop, listed in table 11. Their aim is to discuss our findings, their validity and to identify remaining gaps and uncertainties, including how these can be addressed within REGIANCE or other parallel initiatives, but also to engage stakeholders, share our results and inform citizens.

Partners are skilled in innovative management of events and hence collective problem-solving approaches will be used in the EU workshops securing the participants' attention and enabling tailoring of the input. This can also safeguard the sustained interest of the engaged stakeholders, as they can feel ownership of the results and they can attest that their voice has an impact in the



implementation of the IAs in their regions. The several events to be carried out in other WPs of the project will also be used to promote the project and its outcomes and can therefore be added to this strategy. A more comprehensive plan and details are available in D1.3.

**Table 12. Project-led events**

Event	Work Package, Task, partner responsible	Description, goal, audience	Partner	Tentative month (estimation)
Workshop	WP1 – T1.1	Workshop with the Advisory Board and platform owners	REGEA	M10
Workshops (8)	WP1 – T1.3	<p>Large-scale workshops (stand alone or tagged to events with sub-focus on regional resilience).</p> <p>Four of the workshops will serve as a series of annual events to bring all IAs together.</p> <p>An annual event which will invite all regions involved in the IAs will take place back-to-back with the ICLEI-led European Urban Resilience Forum.</p>	ICLEI	M9 (1 <sup>st</sup> event) Then annually until M47
General webinars and workshops (about 10)	WP1 – T1.4	<p>Visioning workshops between regional authorities and private sector stakeholders to create awareness and test some of the identified public-private partnerships approaches, fostering citizen engagement. To inform interested regions and their key actors about different topics, such as inspiring experiences (including the Innovation Packages), funding opportunities, indicators, barriers and risks such as maladaptation, open to all interested parties and in English.</p>	FEDARENE	M19-47
Region-specific webinars and workshops (about 30, 3/region)	WP1 – T1.4	<p>To provide information or dialogue opportunities on specific topics to one or several regions. They will be as much as possible demand-driven and hosted by regional partners with contribution from the consortium partners.</p>	FEDARENE	M19-47
Training activities (30)	WP1 – T1.5	<p>Online and offline events, central to ensure that citizens have the opportunity to actively participate in the development of the resilience pathways.</p> <p>REGILIENCE training activities will possibly include a “<b>Resilience Fundamentals Course</b>” (training course to build the foundations of resilience</p>	R-CITIES	M21-26



		thinking), adapted to the different citizen groups (i.e. community leaders, educators, children / elderly, women's groups, migrant communities etc.), with lead by R-CITIES.		
Open seminars (4)	WP1 -T1.5	F6S will run <b>4 open seminars online</b> highlighting the importance of maximising the resilience and adaptation of regions, local communities and the extent of the transformations and innovation in social, economic and environmental and economic institutions and relationships likely to be required.	F6S	Year 4
Workshop	WP3	Regional resilience indicators – two rounds of focus groups grouped by regions or type of solutions	adelphi	M10-12
Workshops (digital)	WP3 – T3.2	Monitoring and assessment of Innovation Packages, to discuss experiences and adelphi offering guidance	adelphi	M13-47
Workshop	WP3	Maladaptation cases and their causes, findings discussed and validated with experts and practitioners	FT + FC.ID	M9
Workshops (3)	WP4 – t4.1	1 at EU level (IEECP), 2 at regional level (FEDARENE) to discuss the topics related to the Success and failure theory (of implementation pathways).  Existing methodologies for the development of pathways will be discussed during the workshops organised in T4.1 as a preparation for the development process.	IEECP, FEDARENE, REGEA	By M7

### 2.3.5.2 External events

Partners are invited to present the REGILIENCE project in at least one conference/workshop/fair/university summer course that they will attend at a national and/or EU level if applicable, also linking in as far as possible with other related EU-funded projects.

For partners travelling to attend events, an active role at those events is best (i.e., info stand, presentation, meetings with key stakeholders, etc). Partners can use brochures, posters or presentations, and can always ask support to the WP1 team for the design of a poster or other needed graphics, to ensure it is adapted to the audience.

Partners will have to report and document their participation using the indicated monitoring tools, and to communicate after they participate to events a tentative number of participants, presentations or website link, target group reached, etc. to be added to the monitoring file (WP1 > task 1.5 > REGILIENCE\_Dissemination\_Activity\_EC\_Report of our shared drive).

Potential conferences are shared regularly during the project internal calls and by email.



Moreover, project partners will contribute, upon invitation by the European Commission, to common information and dissemination activities to increase the visibility and synergies between Innovation Actions and other H2020 supported actions.

To reach out to citizens, we could envisage additional actions such as organising exhibitions in museums (natural history museums), arts and sport facilities and others – the imagination is our limit!

## 2.4 Key contacts and effort per partner

Though ICLEI is leading WP1, allowing REGILIENCE to benefit from its well-established European dissemination and communication channels, nevertheless all partners' participation and engagement is key in REGILIENCE. All should use their own channels to increase the communications outreach and include news items in newsletters when available, post news on social media, as well as include information on their website. Each partner's networks should be leveraged, and relevant social media groups used to share information. All partners will carry out national dissemination activities (including translations of abstracts of deliverables, press releases and key outcomes when required). Our 10 selected regions languages could also be used to increase outreach, especially for media (press releases) and short outputs (briefings). Partners' contribution will be a natural by-product of the project's development as most activities, results, milestones, and progress will either involve communication activities and engagement or turn into communication assets. Furthermore, partners are expected to help with the online presence of REGILIENCE by providing content for the website and the project's social media accounts, sharing them with F6S for inclusion.

As mentioned earlier in this document, it is to be noted that all WPs are strongly linked: WP1 provides relevant bottom-up baseline information to WPs 2 and 4. It is closely related to WP4 which provides a prioritised strategy for developing WP1 actions, to WP3 providing knowledge on barriers and opportunities, to WP2 providing online tools to be used and to WP5 regarding the institutional cooperation with other projects and institutions.

At the beginning of the project, we defined that we would regularly meet as a "Communication and Dissemination task force" to discuss ongoing and planned action, debrief past ones, and share ideas. We hold monthly calls organised by ICLEI, and minutes are taken and stored on the project drive: \H2020 REGILIENCE - Documents\General\WP1 Engagement, communication, and dissemination\Meetings.

Another taskforce involves IEECP and F6S, with a dedicated chat channel on TEAMS, sharing ideas for posts (social media and website), planning actions, and more.

The most involved communication contacts are also invited to join the WP leaders calls, to support ICLEI in the WP management and learn from the latest project activities and results. Even if regular calls are planned for WP1 participants, it is to be noted that important posts or releases should occur, dedicated emails will be sent to all to alert and allow sharing / reposts, etc. Informing partners about activities ensures their engagement.

WP1 partners' key strengths and responsibilities include:

- **IEECP** will lead the project and task 1.2, as it brings together top experts in energy and climate policy issues from various EU research organisations and has extensive experience with project management and coordination tasks of over 15 EU FP7, IEE and H2020 funded projects. Through its extensive work in the regional and local authorities,



it has created an outstanding Peer to Peer learning and knowledge exchange process for local and regional authorities for energy and climate issues.

- **ICLEI EUROPE** is recognized at European level, working with local and regional governments and is well equipped to effectively reach out to European regions. ICLEI Europe is effectively working on climate adaptation, disaster risk management and urban resilience, while it has a lot of experience in capacity building, co-creation, citizen engagement and reaching out to local stakeholders in all the regions the organisation is active in.
- **FEDARENE** has an extensive experience in running capacity building activities for public authorities and energy and climate agencies. For the past 10 years FEDARENE has also been running the Covenant of Mayors Helpdesk first only for the provinces and regions and since 2017 for the whole Covenant of Mayors community providing support and advice to more than 10,000 organisations. In addition, FEDARENE can rely on its very active network of energy agencies to disseminate information, collect national-related content and support capacity building activities for public authorities.
- **F6S** is the largest growth company community. It delivers billions in growth to millions of tech founders, growth companies and most of the global start-up ecosystem. The F6S community includes 16,000 of the world's top corporates, governments, and start-up programs. The community delivers company growth through investment, pilots, grants, partnerships and services. In the frame of REGILIENCE, F6S will mobilize citizen engagement, including the over than 4 million users from the F6S platform. We will build on our experience to kick-off systemic inter-sector change in regions citizens get involved in science and how researchers and policymakers are able together to design solutions for local policy challenges based on scientific evidence by highlighting how these benefits improve citizens' lives and address societal challenges.
- **REGEA** is a highly experienced Regional Energy Agency and is currently in the process of transforming itself into an Energy and Climate one. Its core activities are planning and implementing energy, climate and sustainability projects, measures and initiatives making them an ideal partner for the bottom-up development of the guidelines for the regional climate resilience pathways
- **FCiências.ID** team of the Lisbon University has expertise across sectors, scales and disciplines and integrating multiple areas of knowledge related to climate adaptation, climate risk management and environmental decision-making. With a strong scientific experience within R&D activities developed both at National and International levels, FCiências.ID will bring to the project a strong scientific experience by coordinating the CIRCLE-2 ERA-Net (FP7 2010-2014) and on decision-support tools under climate change adaptation.
- **adelphi** provides in-depth expertise on designing and applying indicators sets related to adaptation and resilience, demonstrated in, for example, the recent development of the first indicator set for urban resilience for German cities. Furthermore, adelphi has extensive experience in communication and dissemination of climate change related information and in vulnerability analysis (as shown in past analyses for the German government and as convener of the ISO norm on the topic, ISO 14091).
- **Fresh Thoughts Consulting GmbH (FT)** is an independent and forward-thinking policy consultancy with experience in cross-sector projects, and as such will develop the technical coordination. In a wide range of our projects e.g. for the European Environmental Agency and the European Commission DG Environment and previous Horizon 2020 projects as the Oasis Innovation Hub for Catastrophe and Climate Extremes Risk Assessment<sup>2</sup>, maladaptation has shown up as an “easy way” investment

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<sup>2</sup> <https://cordis.europa.eu/project/id/730381>



whilst building obstacles to societal resilience – this hands-on expertise constitutes a basis for the work led by FT in task 3.3.

- **Resilient Cities Network** is the world’s leading organization working in urban resilience with extensive experience in building resilience within cities and regions across geographies. Resilient Cities Network and its predecessor “100 Resilient Cities” enabled 100 cities from across the world to appoint Chief Resilience Officers, develop ambitious resilience strategies, and kick start innovative resilience actions through multi stakeholder partnerships and transformative peer to peer learning.

At the project kick off, ICLEI has organised a poll to request all partners to list their “superpowers”, contributing to the project. Below cloud map gathers our answers.



Figure 22. REGILIENCE team “superpowers”

Below table lists our key WP1 contacts, and their role in the Work Package.

Table 13. WP1 taskforce contacts

Organisation	Name	Role
IIECP	Jen Heemann	Co-lead of stakeholder actions
	Indriany Lionggo	Co-lead of stakeholder actions
	Marine Perrio	Lead of T1.2 C&D actions, graphics, and briefings
	Roberta D’Angiolella	Support in T1.2 on graphics and briefings
ICLEI	Vasileios Latinos	WP1 lead
	Luca Arbau	Lead of T1.3 Network knowledge exchange
	Jole Lutz	Lead of T1.1 Collecting bottom-up baseline information and needs from regions





	Erica Manuelli	Support in T1.1 and T1.3
<b>FEDARENE</b>	<b>Matthias Watzak-Helmer</b>	Lead of T1.4 Capacity building of regions
	Nadège Seguel	Support in T1.4
<b>F6S</b>	<b>Diana Guardado</b>	Lead of T1.5 Engagement of citizens and wider dissemination
	Admira Boshnyaku	Communication Manager
<b>REGEA</b>	<b>Tomislav Novosel</b>	Support in T1.1
	Josipa Arapović	Support in T1.1
<b>FC.ID</b>	<b>Tiago Capela Lourenço</b>	Support in T1.1
	Hugo Pires Costa	Support in T1.1
<b>adelphi</b>	<b>Christian Kind</b>	Support in T1.1
	Stephanie Bilgram	Support in T1.1
<b>R-Cities</b>	<b>Federico Aili</b>	Support in T1.1 and T1.4

*N.B.: Fresh Thoughts project lead Guido Schmidt is not involved in WP1, yet he will be informed of major WP developments and his opinion on material / actions will be looked for.*

Below table lists the partners' effort and budget available for the activities. Partners' budget was defined as ballpark figure in the proposal and Grant Agreement stages, it was therefore decided during the project kick off that partners are responsible for their own budget, to split as needed for the activities to be performed, but should inform the project coordinators when spending occurs, and the European Commission if switching categories of amounts above 10 000€.

**Table 14. Effort per partner in man-months**

Partner	Effort in man-months (WP1)
IIECP	19
ICLEI EUROPE	25
FEDARENE	25
F6S	25
REGEA	19
FC.ID	13
adelphi	12.5
FT	15
R-Cities	14.5
<b>TOTAL</b>	<b>168</b>



## 3 Stakeholder engagement

While the first part of the document focused on how REGILIENCE communicates about the project and disseminates its results to the target audiences, the second part explains the project's strategy to engage stakeholders in several activities developed in tasks 1.3 to 1.5. Differently from the communication and dissemination that reach a wider audience, the stakeholder engagement activities are mainly focused on the 7 regions supported by REGILIENCE and their stakeholders; however, it also includes activities for stakeholders not included in these regions (from EU, national, regional, and local levels).

The Stakeholder Engagement Plan presents the following:

- a) Objectives
- b) Stakeholder analysis
- c) Engagement activities (including the engagement approach and timeframe)

The plan serves first and foremost as an internal document, nonetheless, it will be made public to inform locals about the projects' approach and plans for engagement.

### 3.1 Objectives

The Stakeholder engagement plan's main objectives are:

- i) to **foster knowledge exchange, cooperation and learning** amongst existing networks and the EU Community of Practice on regional resilience pathways.
- ii) to **build capacities of 7 focus regions** selected by REGILIENCE in the development of resilience pathways and ensure ownership of the solutions for climate resilience in regions.
- iii) to **enable the engagement of citizens** in regional and community actions to develop resilience pathways.

To do so, the plan details the stakeholder groups and activities to be performed in REGILIENCE, as well as the methods used for feedback and coordination of the activities.

### 3.2 Stakeholders

#### 3.2.1 Stakeholder analysis

In order to aim for successful engagements and avoid potential risks, a few criteria need to take into account such as avoiding a mismatch between topics and stakeholder groups, or an imbalanced consideration of stakeholders' perspectives. The stakeholder analysis is a crucial step to design the next step which is the stakeholders' activities and future collaboration. It is the step to determine their positions, interests, influence, focus, networks, liaisons and other characteristics for potential contribution and relevancy in the REGILIENCE project as well as for future engagement with similar topics. This can possibly create long-lasting cooperation between stakeholders and put emphasises that it is important to build partnerships with stakeholders in increasing the outcomes of a project. Further, two exercises were conducted to gather input from the most vulnerable regions in Europe (needs survey) and from REGILIENCE partners (power-interest matrix).



From February to July 2022, ICLEI conducted an online survey among regional stakeholders (its detailed methodology and results can be found in *D1.1 Resilience planning & development needs of regional authorities and stakeholders*). The total number of respondents was 50, among these, 32 belong to the list of preliminarily “Targeted Regions” by REGILIENCE (see chapter 2.2.2, *step 2 – to whom...*). In this survey, regional stakeholders had the opportunity to select the stakeholder groups that are relevant to the REGILIENCE activities, and their answers are summarised below:

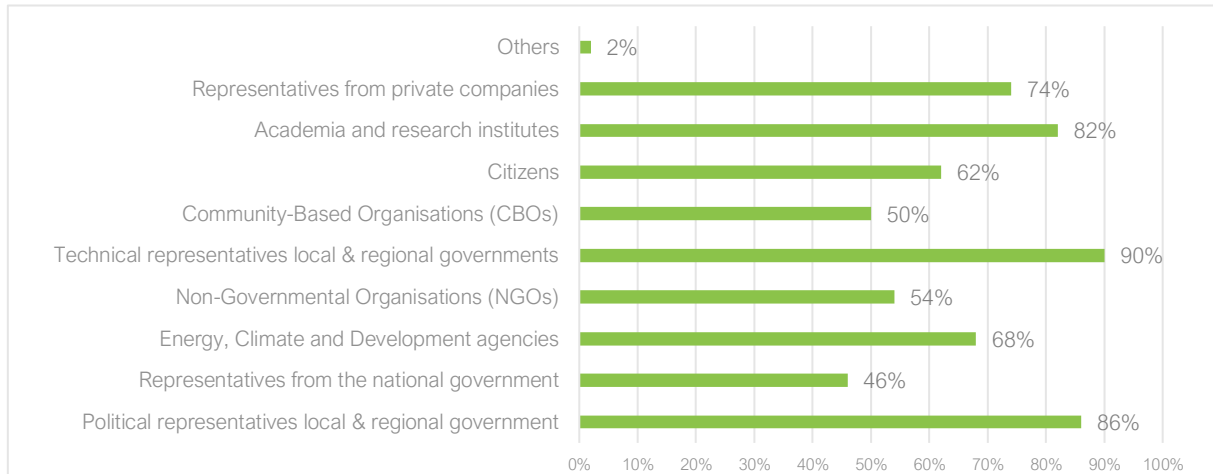


Figure 23. Stakeholder groups from the needs survey

The involvement of citizens and communities is not considered very high, potentially hampering or reducing the space for bottom-up initiatives. At the same time, the involvement of representatives from the national government is considered the least relevant among the category of stakeholders. This outcome could be linked to the general performance of horizontal and vertical coordination, where the cooperation between regional and sub-regional bodies is seen as more effective than the cooperation between national and regional levels.

More than half of the interviewees highlighted that stakeholders from the majority of the relevant sectors are identified and some engagement processes have already been kickstarted. In most of the regions, participation took place only in the diagnostic and planning phase, in order to collect proposals and define courses of action. These processes were generally considered to be very successful, but for all the interviewees, it was clear how the regions are still very far from involving stakeholders – especially the private sector - to commit to the implementation of measures, and no process in this sense is envisioned yet.

As a second step, these stakeholder groups were further classified and expanded through a **Power-Interest matrix** exercise conducted with the project partners during the project meeting in Vienna, in May 2022.

Power is significant to influence actions, although interest is a much motivational strategy. The combination of the two creates a powerful approach to bring to light different perspectives which feed into the stakeholder’s process based on different groups. The project partners participated in a dedicated sessions for the stakeholder groups. In the project meeting, the partners mentioned stakeholder groups and organisations which were organised according to their level of power and interest regarding the topics and activities covered in REGILIENCE, as shown below (Figure 24).

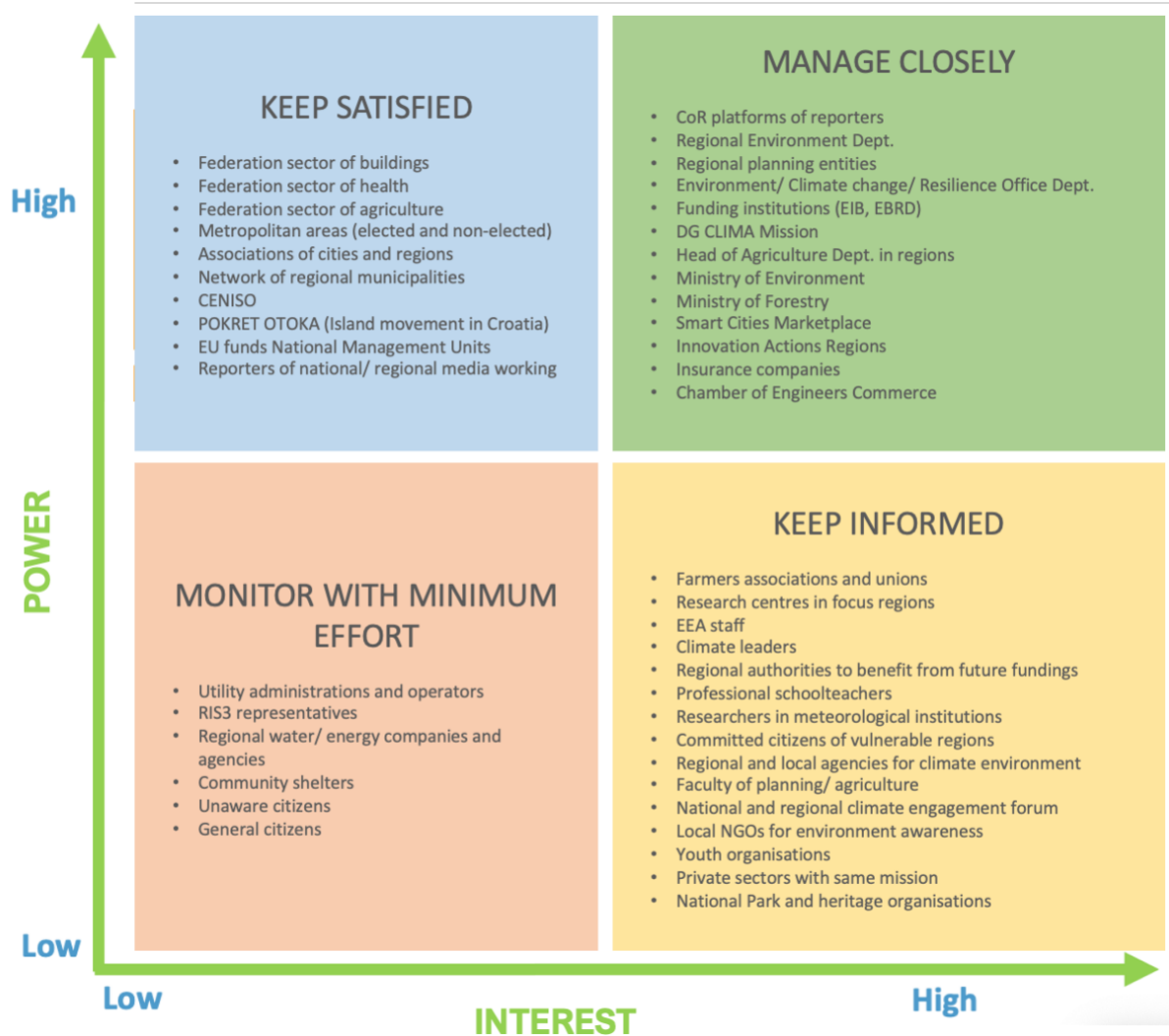


Figure 24. Power Interest Matrix

Based on the classification of stakeholders, we can further plan their involvement and engagement in the different project activities. General guidance is provided below, for each quadrant:

**Manage closely (high power / high interest)**

Highlighted in green in which the stakeholders have a significant level of power and highly interested in the objectives, activities, and solutions offered within REGILIENCE as well as willingness to have a success story towards climate resilience. These stakeholders are identified to be the key decision-makers and significant impact to the outcomes of the project. It is important to manage these stakeholders closely and engage them throughout the process from the beginning to end, not only by getting their inputs but also involving them in every step of the progress as part of the team.

**Keep satisfied (high power / low interest)**

Highlighted in blue in which the stakeholders have a significant level of power but may not be particularly interested in the objectives, activities, and solutions offered within REGILIENCE. It is essential to keep the stakeholders in this quadrant satisfied by involving them in the topic. Communication with them needs to be tailored and concise to highlight the relevance and



potential impact of an activity emphasizing on the achievements. A form of recognition, rewards, or opportunities for collaboration and networking may provide incentives and increase their interest.

**Keep informed (low power / high interest)**

Highlighted in yellow in which the stakeholders may not have a significant level of power but are highly interested in the objectives, activities, and solutions offered within REGILIENCE. The high interest stakeholders in this quadrant need to be kept well-informed about the project or outcomes of the project. Promoting collaborations by providing support in resources, training, or educational opportunities to empower their capacity potential. Additionally, this could involve participation in advisory committees, working groups, or task forces as their involvement provide valuable perspectives in effective decision-making processes and make significant contributions to the project or effort.

**Monitor with minimum effort (low power / low interest)**

Highlighted in pink in which the stakeholders may not have a significant level of power, nor particularly interested in the objectives, activities, and solutions offered within REGILIENCE. Different formats or channels may need to be tailored to the stakeholders of this quadrant that resonate with them, e.g., face-to-face conversations, small group meetings, or visual infographics on brochures. These stakeholders will be monitored at a minimum effort, engaging them will require simplified and specific tasks or roles with clear benefits to attract their attention. It is advised to let them know that their opinions are valued and taken into consideration.

The following diagram (Figure 25) shows the link between the power-interest quadrants, the objectives of REGILIENCE, the list of activities as stated from the Grant Agreement, tasks, and deliverables related.

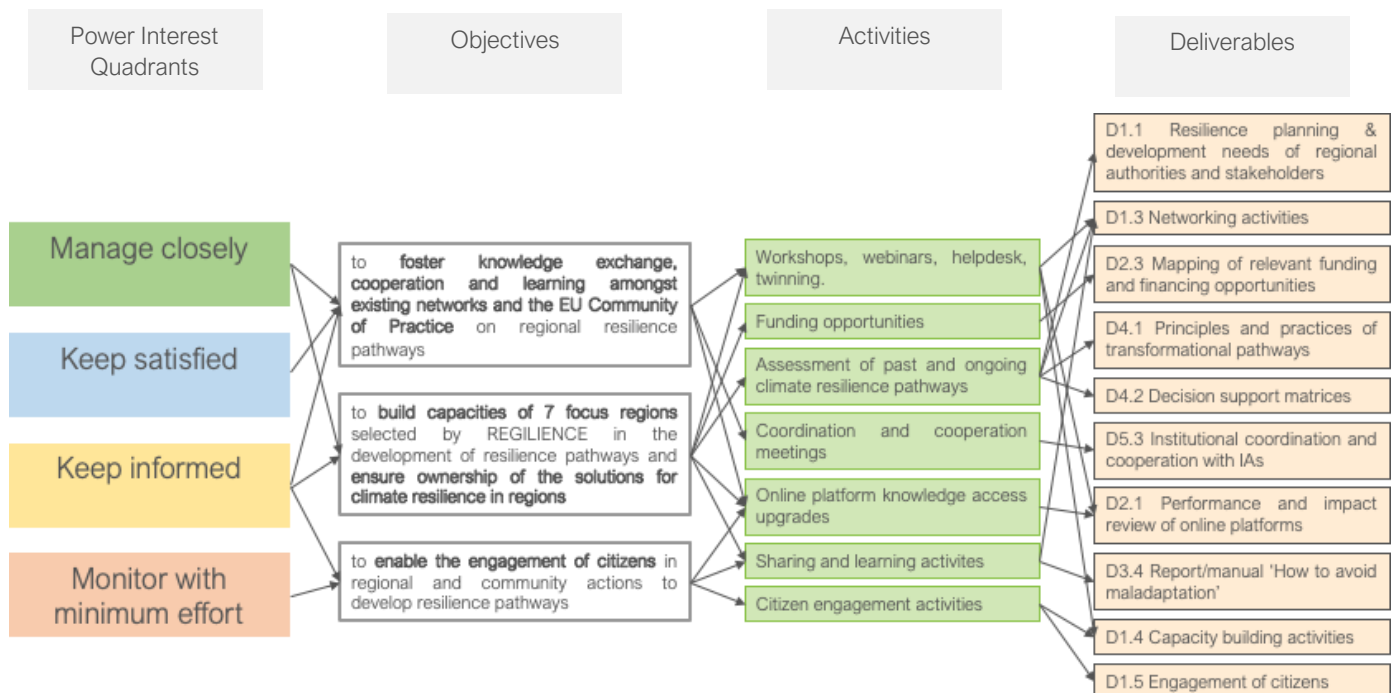


Figure 25. Interlinkages of the Power Interest Matrix and activities/ reports related to REGILIENCE objectives



### 3.2.2 7 focus regions

As mentioned previously, one of the main objectives of REGILIENCE is to build the capacity of 7 focus regions, which are vulnerable European regions selected by the project. These focus regions are among the most important stakeholders to be engaged throughout the project and, therefore, this section presents the regions selected and briefly explains the selection process.

Originally, the project aimed at supporting 10 focus regions; however, out of the 10 invited regions, 3 declined the invitation due to the lack of capacity to engage with the project activities. The other 7 regions successfully signed the cooperation agreement (see Annex I - Project Cooperation Agreement (PCA)) with REGILIENCE. This agreement is meant to ensure a smooth cooperation and the commitment of regions to engage with the consortium.

The 7 focus regions (Figure 26) supported in the project are Comunitat Valenciana (Spain), Comunidad Autónoma de la Región de Murcia (Spain), Regão Autónoma da Madeira (Portugal), La Réunion (France), **Jadranska Hrvatska** Istrian County Area (Croatia), Yuzhen tsentralen (Bulgaria), Central Macedonia (Greece).

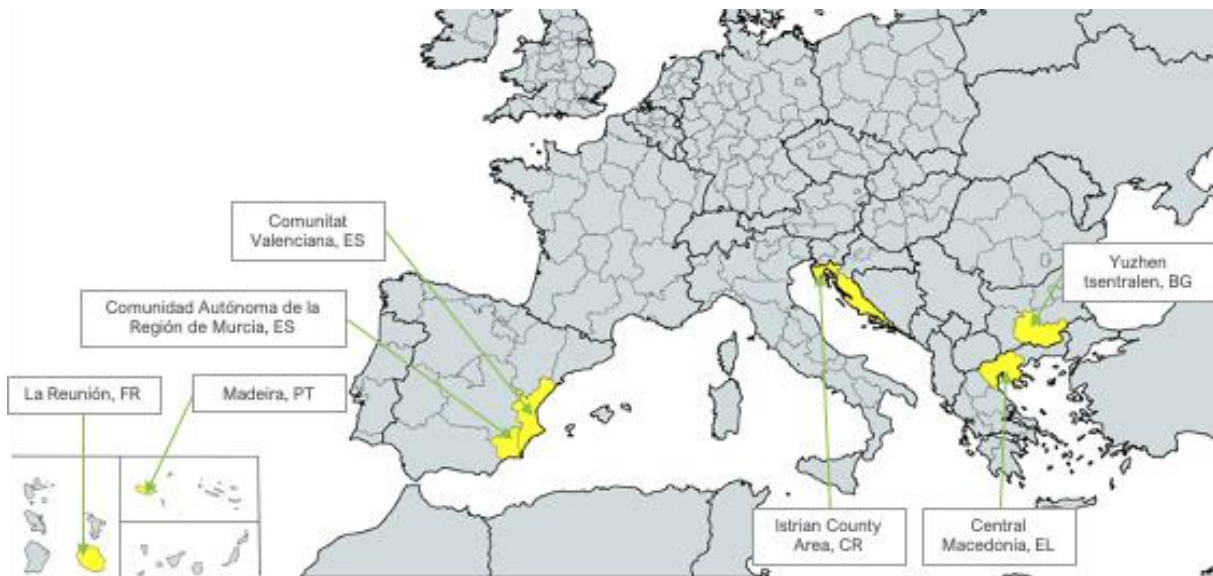


Figure 26. Map of seven focus regions of REGILIENCE  
(Created with mapchart.net)

**Region:** Comunitat Valenciana (Spain)

**Local Project Partner Organisation:** [Generalitat Valenciana](#)

Resilience topic or sector addressed includes disaster risk reduction (flood and fires) protection of biodiversity and silviculture coastal management. Additionally, the key community's systems of this region are about the ecosystems and nature-based solutions, critical infrastructure, water management, as well as land-used and food systems. The engagement of stakeholders consists of large events (i.e. conferences/ forums/ in-person workshops), general online webinars and workshops, region-specific webinars and workshops, peer-to-peer mentorship, innovative public-private partnerships.

**Region:** Comunidad Autónoma de la Región de Murcia (Spain)

**Local Project Partner Organisation:** [Comunidad Autónoma de la Región de Murcia](#)



Resilience topic or sector addressed includes water management and coastal areas, buildings and energy, high temperatures and health. Additionally, the key community's systems of this region are about the ecosystems and nature-based solutions, critical infrastructure, water management, as well as land-used and food systems. The engagement of stakeholders consists of general online webinars and workshops, region-specific webinars and workshops, helpdesk (individual support).

**Region:** Região Autónoma da Madeira (Portugal)

**Local Project Partner Organisation:** [Atlas de Energias Renováveis Offshore \(AREAM\)](#)

Resilience topic or sector addressed includes coastal areas and tourism energy. Additionally, the key community's systems of this region are about the ecosystems and nature-based solutions, critical infrastructure, as well as health and wellbeing. The engagement of stakeholders consists of large events (i.e. conferences/ forums/ in-person workshops), general online webinars and workshops, region-specific webinars and workshops, peer-to-peer mentorship, innovative public-private partnerships.

**Region:** La Réunion (France)

**Local Project Partner Organisation:** [Horizon Réunion](#)

Resilience topic or sector addressed includes energy, biodiversity protection, and buildings. Additionally, the key community's systems of this region are about the ecosystems and nature-based solutions, as well as critical infrastructure. The engagement of stakeholders consists of large events (i.e. conferences/ forums/ in-person workshops), region-specific webinars and workshops.

**Region:** Jadranska Hrvatska, Istrian County Area (Croatia)

**Local Project Partner Organisation:** [Regionalna energetska agencija Kvarner](#)

**Cities:** Grad Vodice, City of Rovinj, Grad Biograd na Moru

Resilience topic or sector addressed includes tourism, buildings, water management, energy, and coastal areas. Additionally, the key community's systems of this region are about the ecosystems and nature-based solutions, critical infrastructure, as well as water management. The engagement of stakeholders consists of large events (i.e. conferences/ forums/ in-person workshops), general online webinars and workshops, region-specific webinars and workshops, helpdesk (individual support), peer-to-peer mentorship, innovative public-private partnerships.

**Region:** Yuzhen tsentralen (Bulgaria)

**Local Project Partner Organisation:** [Energy Agency of Plovdiv](#) and [Green Synergy](#)

Resilience topic or sector addressed includes buildings energy consumption, disaster risk reduction, and ecosystem-based approaches. Additionally, the key community's systems of this region are about the ecosystems and nature-based solutions and critical infrastructure. The engagement of stakeholders consists of large events (i.e. conferences/ forums/ in-person workshops), region-specific webinars and workshops, and peer-to-peer mentorship.

**Region:** Central Macedonia (Greece)

**Local Project Partner Organisation:** [Regional Development Fund of Central Macedonia](#)

Resilience topic or sector addressed includes flooding, transportation, as well as energy and buildings. Additionally, the key community's systems of this region are about the ecosystems and nature-based solutions and critical infrastructure. The engagement of stakeholders consists of large events (i.e. conferences/ forums/ in-person workshops), general online webinars and



workshops, region-specific webinars and workshops, peer-to-peer mentorship, innovative public-private partnerships.

### ***Selection process***

The selection process was conducted in T1.1 and is summarised below.

An online survey was conducted from February to July 2022 among regional stakeholders, and its detailed methodology and results can be found in [\*D1.1 Resilience planning & development needs of regional authorities and stakeholders\*](#). The total number of respondents was 50, among these, 32 belong to the list of preliminarily “Targeted Regions” by REGILIENCE (see chapter 2.2.2, *step 2 – to whom...*).

The survey was further complimented by a round of 30 personalised semi-structured interviews to get a deeper understanding of the regional needs in some targeted contexts. The objective was also to expand and clarify some information provided within the survey answers that required additional remarks. This second round of engagement represented the opportunity to hear from key actors in certain regions, where no responses were collected in the first round of dissemination of the online survey.

The analysis developed within Task 1.1 – i.e., through the survey and personalised interviews - has provided relevant information for the project partners to **highlight needs to accelerate transformative pathways** towards regional resilience and **define criteria to identify the target regions** in Europe that should access tailored REGILIENCE activities.

The stepwise approach started with a set of preconditions that refer to:

- Location within the EU or associated countries.
- Regional scope (NUTS 2 or 3).
- Positive response to REGILIENCE contacts (i.e. survey and/or interview).
- Regions not receiving funding as part of existing Innovation Actions.

The results collected informed the selection process that consisted of three stages:

- Eligibility of regions meeting the necessary requirements to participate.
- Selection of the most suitable regions.
- Award of up to 10 selected regions.

Eligibility criteria:

- Willingness/high interest to be involved: in terms of time availability and human resources (as confirmed during the survey and interviews).
- Interview carried out successfully.
- Agenda setting capacity, including political leadership: depending on the type of stakeholder engaged and information provided during the interview.

Selection criteria:

- Vulnerability to climate change negative impacts: according to ESPON report<sup>1</sup> or additional information from the interviews. Regions with the higher level of vulnerability has been prioritised.
- Resource availability and adaptive capacity: according to ESPON report or additional information from the interviews. Regions experiencing scarcity in terms of resources and capacity will be prioritised.





- Ambition and sustainability levels: to identify the regions with potential to take leadership on their own transformative adaptation pathways by utilizing the services provided by the consortium, including capacity building. Prioritization will empower the regions with demonstrated commitment and activities clearly contributing to the achievement of the desired impacts, but that may currently face challenges in the implementation.
- Type of stakeholders engaged: linked to the agenda setting capacity and good reach of stakeholders and further contacts in the region.

The following weighing factors have been assigned depending on the stakeholder, which has engaged with REGILIENCE in the survey and interviews.

Award:

- Select regions with similar typology and challenges addressed: to support and ensure fruitful peer exchange activities.
- Ensure geographical regional balance and coverage.

On a preliminary basis in the project proposal stage, 51 vulnerable regions have received specific attention. This includes 9 European Union Outermost Regions and Just Transition Regions. Though all these regions can benefit from REGILIENCE, there will be a special focus on up to 10 prioritised and targeted regions, to develop specific and agreed engagement and support actions with them. The awarded regions (10) have then been invited to confirm their interest in taking part in the programme.

## 3.3 Engagement activities

### 3.3.1 Approach

In her mission-oriented strategy for the European Union, Mariana Mazzucato highlights the importance of developing new forms of collaboration among actors from varied disciplines, sectors, and backgrounds. This is not an easy task, as it entails openness and cooperation among people with diverse interests and perspectives. Therefore, it is crucial to understand how such processes can become spaces that allow the integration of different forms of knowledge while exploring commonalities and complementarities.

Although not common in the field of climate resilience, the concept of **creativity** (and social creativity) can be helpful in the design of stakeholder engagement strategies. The conditions that encourage the emergence of creativity in a group entail space of trust and open dialogue, which are also necessary for truly engaging stakeholders in REGILIENCE activities.

Recently, creativity has been linked to complex thinking, in which creativity is related to human interactions and work processes that lead to the creation of something (such as a policy, a strategy, knowledge, etc.). Authors such as Montuori (2017) and Runco (2007) argue that, rather than an isolated phenomenon, creativity is understood as a networked, collaborative, “bottom-up” process arising out of interactions of a given system.

In Nature of Creativity, Montuori describes the environments that support creativity, which are often **not authoritarian**, promoting the **independence of judgment**, **problem-finding**, and **flatter organisational structures**, among other attributes presented below.

The stakeholder engagement activities in REGILIENCE will get inspiration from the creativity concept to create environments that support truthful exchanges and interesting discussions among the stakeholders. We will do so by, as much as possible, applying the following attributes:



- **Creative tensions:** activities can acknowledge creative tensions, such as between specialisation and a broad outlook, autonomy and the need for respect and approval, certainty and uncertainty.
- **Not stressing over specialisation:** activities should allow the freedom to tap into several disciplines and knowledge bases.
- **No one's view is ignored:** activities should be designed in a way that the actors feel and know that their views will not be ignored and be given a serious hearing.
- **Isolation and interaction:** the activity should permit and encourage the participants to experience both moments of isolation (reflection) and interaction with others.
- **Matching peoples' interests and skills with the right assignments:** activities should be designed based on good knowledge about the actors involved and the nature of the assignment.
- **Challenging tasks:** activities should include challenging tasks to elicit intrinsic motivation (see below), bearing in mind that too much challenge can result in high levels of anxiety, inhibiting the capacity for creative thought and participation.
- **Heuristic tasks:** activities should make sure the participants have clear expectations and considerable autonomy and avoid specific or pre-established steps (with one right way and one right answer), which tend to constrain creativity.

From the participants' side, it seems essential that they have both **intrinsic motivation** for the subject (such as fascination, enjoyment while performing the task, or feeling of accomplishment) and **extrinsic motivation** (such as financial incentives and social approval). Therefore, the selection of participants should take this into account.

### 3.3.2 Timeframe for the establishment of the REGILIENCE stakeholder community

This section presents the timeframe for the establishment of the REGILIENCE Stakeholder Community. Check out the stakeholder engagement planning on [Miro board](#).

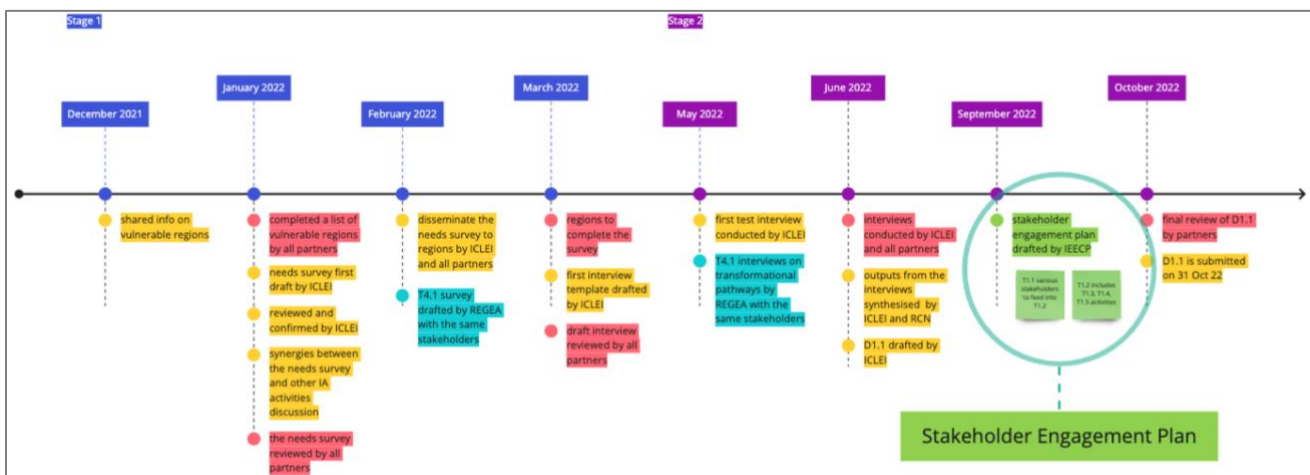


Figure 27. Stakeholder engagement plan, stage 1 and 2



Figure 27 shows the starting point of the stakeholder engagement plan which was planned with the consortium in early 2022. The plan is to start developing with allocating resources, scheduling, and setup the activities from November 2022 onwards (Figure 28). During the Management Board meeting in November 2022, which was held online, the consortium was brainstorming on the activities for the upcoming 6 months. The engagement with regions started in March 2023, where webinars, seminars, and workshops started to be implemented. More detailed schedule and activities can be found on <https://regilience.eu/events/>.

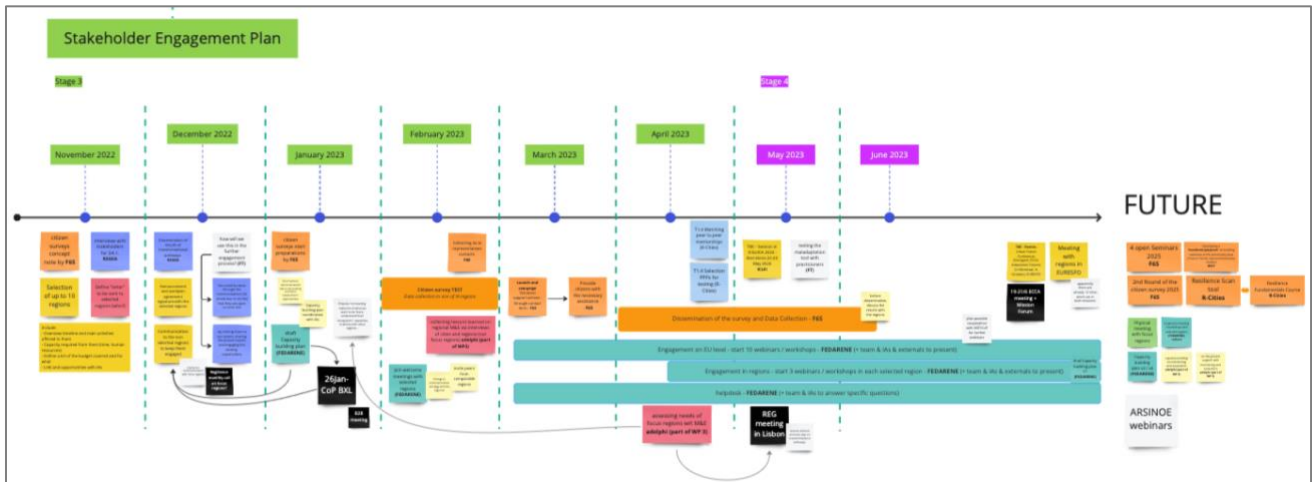


Figure 28. Schedule of related events and activities

### 3.3.3 Engagement activities

From February to July 2022, ICLEI conducted an online survey among regional stakeholders (its detailed methodology and results can be found in *D1.1 Resilience planning & development needs of regional authorities and stakeholders*). The total number of respondents was 50, and they were asked about their preferred activities. The respondents mainly showed interest by region-specific webinars and workshops and large events such as conferences and forums, as showed in Figure 29. Error! Reference source not found..

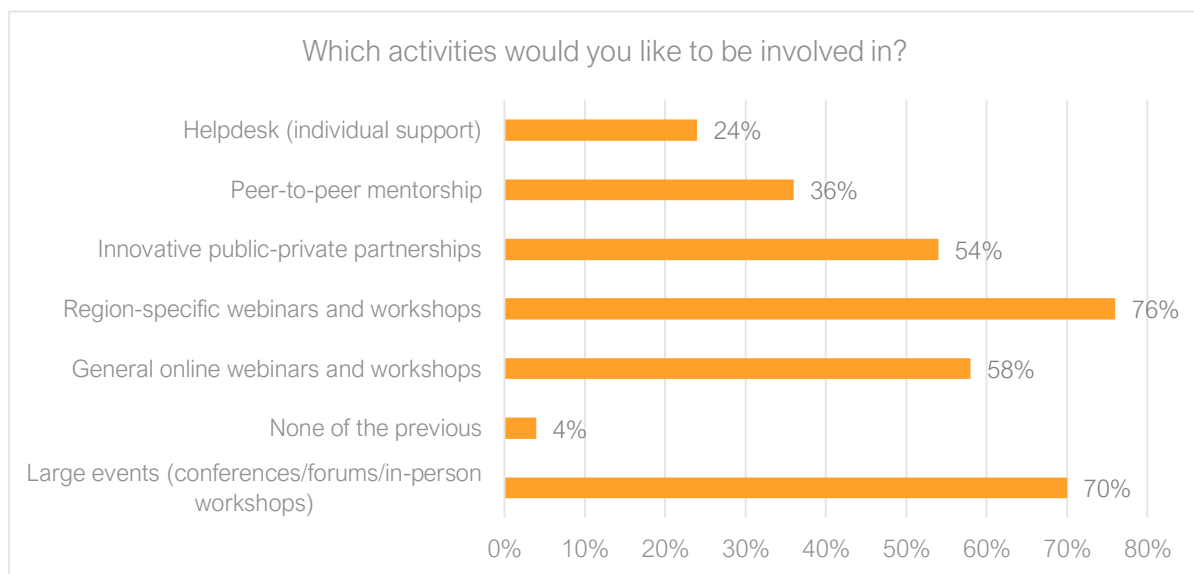


Figure 29. Stakeholders' interest in willingness to engage in the REGILIENCE activities



Other activities which proved to be interesting are general online webinars and workshops and the involvement in innovative public-private partnerships. Peer-to-peer mentorship and helpdesk/individual support scored as the least interesting activities. A partial explanation, confirmed during the round of interviews, is the lack of details in describing these activities, making it more difficult for the respondents to fully understand the benefits of these activities.

The activities part of WP1 are further detailed below.

### 3.3.3.1 Fostering knowledge exchange, cooperation, and learning

REGILIENCE, together with the Horizon 2020 projects ARSINOE, IMPETUS and TransformAr, started a series of cooperation activities and broader exchanges, in the format of large-scale workshops, with the aim of strengthening the existing networks at European level. These events aim to gather regional and local adaptation practitioners, national representatives, academia, and stakeholders from the private sector.

Through joint meetings, the consortia of the four projects will periodically review and discuss opportunities to engage and participate in different events.

While REGILIENCE and the IAs representatives have attended many activities both online and in-person, independently as a project or in a multi-project collaboration, so far, the report [\*D1.3 Networking activities, including their description and evaluation v1\*](#) focuses and provides detailed information on three large-scale events, carried out within the first 18 months of the project: the 3<sup>rd</sup> EU Macro-Regional Strategies Week; the 9<sup>th</sup> European Urban Resilience Forum; the 20<sup>th</sup> European Week of Regions and Cities. These events have been selected for a few main reasons:

- Topic of the event and opportunity for cross-project contributions.
- Opportunity to learn from others and disseminate the projects outcomes to a relevant audience.
- Relevance of the event in the European and international arena.
- Networking opportunities.
- Availability of partners.

The above-mentioned report only focuses on the first group of a total of 8 large events that the project will engage in. Indeed, it is foreseen that ICLEI Europe will lead the development of other two public reports, Deliverable 1.8 in October 2024, and Deliverable 1.9 in November 2025, which represent the updated versions of this document with further activities to be developed in the following months. This iterative process establishes a monitoring framework to periodically review the achievements and limitations of the REGILIENCE approach to networking activities, dissemination and exploitation sessions and events. In particular, it allows maximising innovative formats and a deepen unexplored topics but also to fulfil needs identified in previous experiences.

Building on the results and achievements of the three above-mentioned sessions, REGILIENCE wants to further explore in the next years of the project duration topics that resulted of particular interest for the audience, such as funding regional resilience (through new collaborations with EU Mission projects), nature-based solutions, and just transition. Learning from the past events, REGILIENCE will increase collaboration with EU bodies, projects, and international organisations at events in order to collaboratively communicate innovations, tools, resources and opportunities to accelerate resilience, thus minimising the stakeholders' fatigue.

The consortium, and particularly ICLEI as leading partner, is committed to take advantage of upcoming and future relevant large-scale events for accelerating knowledge sharing and contribute to a successful development and acceleration of the project expected outcomes. A



mapping of the conferences and interest has been developed and will continue be updated throughout the duration of the project. The main upcoming events that the REGILIENCE consortium is interested in, have been applied or intends to apply for participation are:

- European Climate Change Adaptation Conference (ECCA), 19-21 June 2023, Dublin (Ireland)
- 10<sup>th</sup> Conference for Sustainable Cities and Towns, 1-3 October 2024, Aalborg (Denmark)
- Adaptation Futures, 2-6 October 2023, Montréal (Canada)
- 10<sup>th</sup> European Urban Resilience Forum, 18-20 October 2023, Cascais (Portugal)
- UN Climate Change Conference (COP28), 30 November – 12 December 2023, Dubai (UAE)
- 11<sup>th</sup> European Urban Resilience Forum, date and venue TBD (2024)

The list above is meant to grow with time, according to available opportunities. More than ICLEI, all partners are involved in the co-design of a strategic agenda for the engagement of REGILIENCE and the innovation action projects in further upcoming events.

For a detailed overview of the activities, please check [D1.3 Networking activities, including their description and evaluation v1](#).

### 3.3.3.2 Building capacity

Regions/communities selected will need to define a clear set of objectives and a workplan and will be co-owners of some of the below activities (i.e., organisations of workshops, webinars). Evaluations will be carried out with the participants, drawing lessons learned which will be reflected in the adaptation of the following activities. The capacity-building activities will also make use of the database of financing instruments for IAs through EU, national and third-party financing developed in task 2.3. Partners are, as mentioned, invited to contribute to this section, sharing ideas, timelines, and discussing content, and IEECP will present the results in the next version of the plan.

The capacity building will include the following activities:

- **General webinars and workshops** (estimated 10), to inform interested regions and their key actors about different topics, such as inspiring experiences (including the Innovation Packages), funding opportunities, indicators, barriers and risks as maladaptation, open to all interested parties and in English.
- **Region-specific webinars and workshops** (estimated 30, indicatively 3 per selected regions), to provide information or dialogue opportunities on specific topics to one or several regions. The invited participants will be defined between REGILIENCE and the concerned region(s) and the language will be adapted to participants. They will be as much as possible demand-driven and hosted by regional partners with contribution from the consortium partners.
- **Helpdesk** (estimated up to 200 individual support actions), providing specific information or support to individual regions or key actors on-demand, and oriented to paving the way for developing regional resilience pathways, e.g., regarding institutional, regulatory, technical, and financial barriers. For example, specific support can be provided to identify appropriate funding and financing opportunities, following the review in T2.3, or for the establishment of local governance platforms to enable inclusive and deliberative



processes and foster citizen engagement to navigate through the transformations, as it is foreseen under Horizon Europe. The helpdesk can also link the demander with third-party offerings of advice, as e.g., by the Innovation Packages.

- **Peer-to-peer (twinning) mentorship** (estimated 30): We will support the development of dedicated resilience communities of practice (CoP) among different user groups (i.e., regional authorities, civil society, private sector) across regions to support knowledge exchange, and facilitate peer-to-peer learning, bringing together innovation leaders and more modest performers. The support will be mostly provided via videoconference exchanges. We will also ensure the active involvement of the European network of City Resilience Officers that can support the CoPs as mentors.
- **Testing** (estimated 10) of innovative public-private partnerships (PPP). We will organize consensus building and visioning workshops between regional authorities and private sector stakeholders to create awareness and test some of the identified PPP approaches, fostering citizen engagement. These workshops will also strengthen the enabling environment for further uptake of these innovations.

REGILIENCE together with the IAs (ARSINOE, IMPETUS, and TransformAr) will further develop the collaboration by identifying opportunities and synergies in the capacity building activities for the focus regions. The objective of the Capacity Building Plan (CBP) is to enable regions to co-design and finalize climate resilience pathways and to offer comprehensive support to regional and local changemakers. To do so, the plan will provide a helpdesk and peer-to-peer mentorship but also to test public-private partnerships (PPPs) and to organise ten open training sessions, three region-specific training sessions per focus region, peer-to-peer activities, testing innovative PPP, and a helpdesk as a customised support service. The training sessions aim to inform interested regions and stakeholders about different topics covered by these four projects.

- **Open training sessions** (estimated 10), to inform interested regions and their key actors about different topics, such as inspiring experiences, funding opportunities, indicators, barriers and risks as maladaptation. These sessions will be open to all interested parties (in English) and will be split in two cycles taking place between March 2023 and summer 2025.
- **Region-specific training sessions** (estimated 3 per REGILIENCE focus regions), to provide information or dialogue opportunities on specific topics to one or several regions based on their demand. The invited participants will be defined between REGILIENCE and the concerned region(s) and the language will be adapted to participants if possible. They will be as much as possible demand-driven and hosted by regional partners with contribution from the consortium partners.

For a detailed overview of the activities, please check D1.4 Capacity building activities, including their description & evaluation, v.1

### 3.3.3.3 Engaging citizens

Led by F6S, estimated 100 **direct support actions** provide citizens with the necessary assistance to overcome problems, misunderstandings, and give answer to their immediate questions. It



creates a sense of partnership in a project when direct support and feedback are given and increases their confidence and commitment to the project.

The platform solution, integrated or developed in WP2, will allow **peer-to-peer support** through the chat or forum, and will allow the support of a helpdesk administered by the project partners. Another element can be (live and online) **demonstration activities** showcasing new tasks, features, or data. Such direct support can include the facilitation of downloadable resilience strategies and important information for citizens, and a comparison of best practices across EU regions (based on work under T3.3 and T4.1). All of these actions will increase the engagement with the project and with the implemented activities.

In addition, citizens will be engaged with regarding the extent of the changes in the behaviour of individuals, households, and communities likely to be required; and the value of a “regional approach” as key elements in innovative and effective climate change mitigation and adaptation strategies. Cost savings, health and well-being positives will be drawn upon from shining examples of best practice across Europe in a comparative approach. Citizens will be encouraged to become **replicators** to create a positive domino effect. One of the most important strategies to engage citizens is through communication activities which will determine the types of information to be shared and used to engage individuals within REGILIENCE.

The first step in this Stakeholder Analysis was to brainstorm who REGILIENCE stakeholders are, and could be affected by the project’s work, who have influence or power over it, or have an interest in its successful or unsuccessful conclusion. According to the stakeholder mapping activity done under T1.2, the involvement of citizens and communities is not considered very high, potentially hampering, or reducing the space for bottom-up initiatives. Furthermore, based on Figure 24, a selection of stakeholder’s type has been chosen which are farmers associations and unions, climate leaders, professional schoolteachers, research centres, overall citizens, local NGOs for environment awareness, national parks and heritage organisations, utility operators, community shelters, and youth organisations.

Several other communication channels promoted by the project consist of social media channels, REGILIENCE website, the climate resilience post newsletter, campaigns, community events, public meetings, media applications, public arts, documentaries, press media/ television (Figure 30). the team aims to produce recommendations to regions to support them on engagement of citizens on their activities.

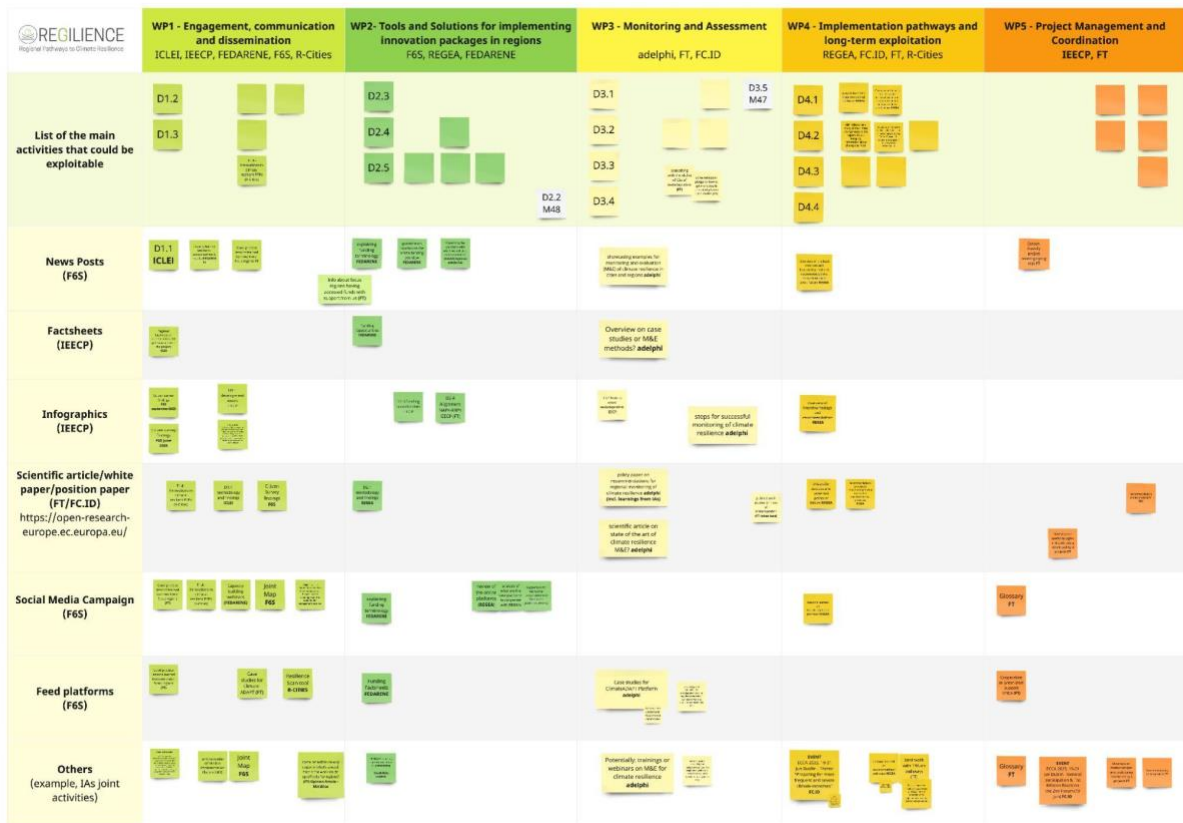


Figure 30. Exploitable assets to share through REGILIENCE communication channels

For a detailed overview of the activities, please check D1.5 Engagement of citizens, v.1





## 4 Coordination and monitoring

The coordination and monitoring of the communication, dissemination and stakeholder engagement activities implemented in REGILIENCE is done through:

**WP1 meetings and ad-hoc meetings**, in which the partners provide updates and exchange doubts and ideas for the development and implementation of the activities.

**Management Board meetings**, where dedicated sessions were planned to brainstorm, plan and coordinate the partners efforts; and

**Monitoring file** (Excel file), which is saved on SharePoint and accessible to the entire consortium, in which partners add detailed information about all communication, dissemination, and stakeholder engagement activities, including from other WPs (see Annex II - Monitoring activities table).

Several activities are monitored, such as organisation of conferences, workshops, press release & article of non-scientific and non-peer-reviewed publication (popularised publication), exhibition, flyer, training, social media, website, communication campaign (e.g. radio, tv), participation to a conference, participation to a workshop, participation to an event other than a conference or a workshop, video/film, brokerage event, pitch event, trade fair, participation in activities organised jointly with other EU project(s).

The monitoring table includes all past, ongoing, and future activities of REGILIENCE along with criteria such as partner(s) involved, activity, country of implementation or online, language, date, number of participants, gender (when identified), description of the activity, target audience and reach, importance level, proof in images or links to the activity carried out.

Partner	Activity	Related task	Country	Language	Date	OUTREACH/participants (total n° of reached people, even if estimated)	GENDER		Description / title (name of event, title of the article, etc)																							
							N° of Female	N° of Male																								
<table border="1"> <thead> <tr> <th colspan="10">TARGET AUDIENCE &amp; REACH</th> </tr> </thead> <tbody> <tr> <td>Scientific Community</td> <td>Industry</td> <td>Civil Society &amp; NGOs</td> <td>General Public</td> <td>Policy makers at local, regional, national &amp; EU levels</td> <td>Media</td> <td>Investors</td> <td>Customers</td> <td>Others</td> <td>Importance level 1 - not so important 2 - important 3 - very important</td> <td>PROOF (Y/N) if Yes, upload it in TEAMS folder</td> <td>Additional comments</td> <td>LINK</td> </tr> </tbody> </table>										TARGET AUDIENCE & REACH										Scientific Community	Industry	Civil Society & NGOs	General Public	Policy makers at local, regional, national & EU levels	Media	Investors	Customers	Others	Importance level 1 - not so important 2 - important 3 - very important	PROOF (Y/N) if Yes, upload it in TEAMS folder	Additional comments	LINK
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Figure 31. Screenshot of the Monitoring table criteria

### 4.1 Lessons learned

The WP1 partners created The Climate Resilience Post Newsletter as a testing action with the IAs which provides feedback loops for improving the project implementation on time and includes external input. This Newsletter is a joint activity from 4 Horizon 2020 projects supporting the EU Mission: REGILIENCE, ARSINOE, IMPETUS, and TransformAr, coming together to share the latest activities, interventions and opportunities related to climate change, adaptation, and resilience.

In the context of REGILIENCE, negotiated agreements was set up for the implementation of workplans with regions (T1.4), synergies within the online platforms (T2.2) and the long-term sustainability of REGILIENCE core actions including the post-project exploitation (T4.4). This is to overcome one of the primary challenges in the complexity and difficulty to promote systemic change within the regional authorities and stakeholders where their receptive and willingness to the results and participate in the adoption process of transformational resilience pathways.



Another lesson learnt is how the regional planning procedures of the regions connect to achieving REGILIENCE intended impacts. Numerous, operating at various territorial scales, with a variety of tasks and competencies are the administrative institutions involved in resilience planning. Decision-makers may be reluctant to incorporate new inventive settings in their strategy formulation since they take time and training and are not always supported by sufficient staff. REGILIENCE develops a supporting structure that takes into account stakeholders' needs for the improvement of their decision-making processes by i) involving stakeholders (vertical and horizontal) since the development's phase so to foster ownership and ensure their needs are included by planning demand-based activities in T1.3-1.5; ii) training stakeholders and the regional authorities on the benefits of the IAs that go beyond the status quo and can help them achieve stronger resilience; and iii) making user-friendly tools available on the project website for public use which presents reasonable results and valuable information even in a scenario of data scarcity, and support the further development and implementation of current regional pathways.

Additionally, REGILIENCE monitors and evaluates its achievement of KPIs and Impact Targets. Given the project's CSA nature, this requires engagement from the IAs and other key stakeholders. Monitoring and evaluation are shared and discussed with the project partners, and its considerations are built into the upcoming workplans. This also applies to the expected project mid-term evaluation.

Furthermore, REGILIENCE reached out to various stakeholders EU-wide (and beyond) with tailored messages, ensuring that communication activities target their respective interests by using the networks of project partners specifically ICLEI and FEDARENE. The communication focus is given on a mechanism to create multiplicative effects by creating synergies with other projects and initiatives with relevant H2020 projects and related activities under Erasmus +, LIFE, INTERREG and other EU funded initiatives. A close contact has been built with EU Climate Adaptation Mission secretariat, EEA, Climate ADAPT, GDSO coordination working group, CoCliCo, NetZeroCities., REACHOUT, I-CISK, LOCALISED, PROVIDE, Pathways to Resilience, AGORA, CLIMAAX, etc. More information can be found in [D5.3 Institutional coordination and cooperation with Innovation Packages, other H2020 projects and initiatives – v1](#).

## 4.2 Achievement of KPIs and impact targets

The following table shows REGILIENCE impact targets and Key Performance Indicators (KPIs) and explains the extent of KPIs achievement until M18. It shows the changes made to the initial plan in M3 and a reference to the degree of the achievement of KPIs and impact targets. This table will be updated in the next Reporting Period.

*Table 15. Achievement of KPIs and impact targets*

Impact Targets	KPIs	Achievement by M18
10 regions (or provinces, counties or equivalent) co-design climate resilience pathways, supported by REGILIENCE in addition to the regions targeted by the Innovation Packages, as a previous step to sign a climate resilience contract.	290 individual support activities have been provided to prioritised regions on climate resilience pathways, including 8 major events, 50 workshops/webinars, 30 twinning and 200 helpdesk activities.	<ul style="list-style-type: none"> <li>- Organisation of 3 (out of 8) large-scale workshops within the European Urban Resilience Forum 2022, the European Week for Regions and Cities, and the 3<sup>rd</sup> EU Macro-Regional Strategies Week</li> <li>- Organisation of 9 workshops/webinars for more than 700 participants</li> </ul>



	5 new funding/financing opportunities have been explored and explained	24 European and national-level funding opportunities have been explained within the online available funding tool
10 successful regional climate resilience pathways are used as inspiring examples by other regions.	20 past or ongoing climate resilience pathways have been assessed	7 successful regional climate resilience pathways used for developing the insights for transformative pathways
50 institutions, projects, or initiatives are actively coordinating or cooperating during the project period.	25 coordination and cooperation meetings are organised and delivered	46+ coordination and cooperation meetings held.  19+ institutions, projects or initiatives coordinating/cooperating
10% increase in the number of users of knowledge platforms compared to previous system.	5 relevant online platform knowledge access upgrades have been implemented	Currently working on updating CIW and weADAPT, and defining the strategy for cooperation with MIP4Adapt.  Cooperating with Climate-ADAPT (through the forms available in the platform)
20% increase in usage of knowledge platforms compared to previous system.		
600 citizens have improved their knowledge and capacities on climate resilience pathways.	30 sharing & learning activities on climate resilience pathways have been implemented	- 2 Open Training Sessions organised on the EU landscape and the steps towards climate resilience  - 4 workshops (2 regional level and 2 EU level) organised on climate resilience pathways  - 3 conference sessions on transformative pathways at the European Urban Resilience Forum 2022, the European Week for Regions and Cities, and the 3 <sup>rd</sup> EU Macro-Regional Strategies Week
2000 citizens are more aware and engaged with climate resilience	152 citizen engagement activities on climate resilience have been carried out	- 2 Open Training Sessions organised on the EU landscape and the steps towards climate resilience;  - 8 Opinion Articles shared on REGILIENCE website and social media;  - 3 newsletters published;  - 4 Social Media campaigns aiming to increase citizen's environmental literacy;  - 7 videos produced under the project (3 videos wrapping up the REGILIENCE meetings, 1 attendance to the EURESFO; 2 Open Training Sessions, 1 workshop) and uploaded to the Youtube channel;



## 5 Risk management

There are considerable complexities in this project, due to the different governance levels included (from regions to cities), country situations, local characteristics, policy consistency and technical needs of the various regions in the EU.

**The activities in REGILIENCE are to have an impact, they need to acknowledge the genuine diversity of perspectives, interests and preferences from regional authorities towards the various options in related investments required that can fulfil their ambition of the resilience plans.**

>> This is a first thing that REGILIENCE will need to keep in mind all along the project life. The strategy for overcoming such barriers is to develop a supporting structure in REGILIENCE that takes into account stakeholders' needs for the improvement of their decision-making processes by: i) involving stakeholders (vertical and horizontal) since the development's phase so to foster ownership and ensure their needs are included by planning demand-based activities in T1.3-1.5; ii) training stakeholders and the regional authorities on the benefits of the IAs that go beyond the status quo and can help them achieve stronger resilience; and iii) making user-friendly tools that will present reasonable results and valuable information even in a scenario of data scarcity, and that can support the further development and implementation of current regional pathways.

**Another risk lies in the continuity or occurrence of situations and epidemics like the COVID-19, which prevents from organising “in presence” events.**

>> Mitigation measures are to move events / workshops online, restrict the number of participants, or organise them in Spring and towards Summer, when the virus seems “quieter”. Here it will be important to act timely. Our communication methods presented in WP1, through extensive interactive online communication are a way to keep participants interested.

**Low motivation of relevant regional authorities and other stakeholders** (e.g. online platform owners, subtopic 1 projects) **to engage in our actions** is another.

>> The selection of the prioritised regions (in addition to the subtopic 1 regions) will therefore follow a gradual process, with needs and interest/commitment assessment, including a survey and interviews.

**Another risk is the Complexity and difficulty to promote systemic change**, which could be mitigated through the generation and dissemination of knowledge on success and failure, the creation of momentums through consultation between REGILIENCE prioritised regions and FEDARENE, ICLEI and R-CITIES members; capacity building and engagement of stakeholders and citizens; and networking events aligned with the European Green Deal.



## 6 Conclusion

The stakeholder engagement, dissemination, and communication plan is a living document that serves as a guide to all partners for stakeholder engagement, dissemination, and communication activities, with suggested approaches and actions so that REGILIENCE benefits from a general effort to increase the project's outreach. REGILIENCE seeks to promote open dialogue, create connections, collect feedback, address issues, and make sure stakeholders' interests are considered and incorporated into the activities.

In the first part, the document presents a tailored strategy and plan for dissemination and communication with a view to effectively conveying the key messages of REGILIENCE to its target audiences as well as increasing the visibility of the project along with its activities and results, thus paving the road for their post-project deployment and uptake.

The second part is focused on the stakeholder engagement plan which outlines the approach and types of activities that can be used to engage stakeholders in REGILIENCE project. It is important to note that each stakeholder engagement activity should be tailored to the specific context, objectives, and stakeholders involved. As such activities are further defined and implemented in tasks 1.3, 1.4, and 1.5, more details on how REGILIENCE engages stakeholders can be found in the following deliverables:

- D1.3 Networking activities, including their description and evaluation v1,
- D1.4 Capacity building activities, including their description & evaluation, v.1, and
- D1.5 Engagement of citizens, v.1.

All partners are committed to maximise the potential impact of the REGILIENCE outputs in terms of its dissemination to all relevant stakeholders. Therefore, REGILIENCE partners are committed to being flexible and adapting to ensure meaningful engagement and build positive relationships with the stakeholders over time. Thus, the partners actively took part in the development of the strategy, but also in monitoring and evaluating the proposed activities within the project lifetime.

Exploitation is led separately, with a dedicated task focusing on the long-term sustainability and exploitation of the REGILIENCE results. The exploitation strategy will determine the most notable impacts to be sustained, success and failure theory and practice, main responsibilities, and necessary actions, how to motivate replicators, community uptake, and progress tracking indicators beyond the project duration. A detailed Sustainability and long-term exploitation strategy will be developed to define the needed activities and links between the actions and stakeholders as well as to identify the key institutions which must take up these learnings and continue utilizing them. The objective of the Sustainability and Long-Term Exploitation Strategy is to ensure that the solutions and processes developed through the Innovation Packages are utilized by the relevant institutions and stakeholders facilitating not only the uptake of these solutions but their further adaptation and evolution to the ever-changing needs creating in turn new innovations.

The stakeholder engagement, dissemination, and communication plan is a living document and will be continuously updated in line with the project's progress. A second version will be delivered in M36 on the updated version from M19-M36 and will be based on the experience and activities implemented within REGILIENCE. The dissemination and communication approach will be adjusted and regularly evaluated, in order to increase and improve the project's outreach to the targeted stakeholders and the effectiveness of the plan through feedback mechanisms,



monitoring progress, and measuring outcomes against the defined objectives. Lastly by doing so, the report serves to better convey the REGILIENCE vision to the European community.



# Annex

## Annex I - Project Cooperation Agreement (PCA)

This Project Cooperation Agreement (PCA) is made on **\*\*date \*\*month** 2023.

Between **\*\*region, represented by XXX** and the **REGILIENCE** Project, funded by the European Union's Horizon 2020 research and innovation programme under grant agreement No 101036560.

### 1. Purpose of the PCA

1.1 This PCA will establish the guidelines for the collaboration between **\*\*region** and the REGILIENCE Project Consortium.

1.2 Under the PCA, the **\*\*region** participates in the REGILIENCE Project and **both partners** will work together as laid out in this PCA and any other complementary agreement made between them.

### 2. Partners

2.1 **\*\*region** agrees to work with nine consortium partners which are the Institute for European Energy and Climate Policy, the ICLEI European Secretariat, the European Federation of Agencies and Regions for Energy and Environment, the F6S Network Ireland, the Croatian Regional Energy Agency (REGEA), FCIências.ID, adelphi, Fresh Thoughts Consulting and the Resilient Cities Network as part of REGILIENCE.

2.2 via REGILIENCE, other three sister projects (Innovation Actions) - ARSINOE, IMPETUS and TransformAr – are included in the cooperation to maximise reach and impact of results and coordinate actions. This entails communication, sharing knowledge and good practices to achieve the best possible outcomes for communities and regions impacted by climate change.

2.3 **\*\*region** nominates the following representatives as the two main points of contacts for the upcoming communications and project activities:

Name: **\*\*name**

Position: **\*\*position**

Name: **\*\*name**

Position: **\*\*position**

### 3. Commitments

3.1 The Project Consortium commits to include the **\*\*region** in a series of activities aimed at sharing the knowledge gained by REGILIENCE and the sister projects and equipping the **\*\*region** to be able to use the tools and resources developed by the project. **\*\*region** will participate in activities dedicated to exchanging results and experiences with REGILIENCE and the Innovation Actions. The activities are as follows:

- 10 open training sessions on the European landscape and technical solutions for Climate resilience.
- 3 tailored region-specific training sessions and peer to peer support according to the needs of **\*\*city/region**.



- Opportunity to test public private partnerships concept.
- 3.2 Furthermore, in line with the objectives of the activities, the Project Consortium commits to deliver following support actions during the REGILIENCE Project duration:
- Provide access to a network of regions, communities and practitioners increasing the chances for future collaborations and networking.
  - Deliver expert advice on how to apply REGILIENCE and other tools and outcomes for the benefits of **\*\*region**, get training on how to use them.
  - Provide access to tailored applications for upcoming funding under the Mission Adaptation to Climate Change.
  - Use REGILIENCE communication channels to leverage and disseminate the regional initiatives, including the REGILIENCE website and social media accounts.
  - Invitation to speak and participate in workshops, seminars, and sessions organized on the topic of climate adaptation and resilience.
  - Provide funding for travel and accommodation to attend up to two face-to-face events.
- 3.3 By signing this PCA, **\*\*region** commits to:
- Participate in the aforementioned project activities.
  - Provide regional knowledge and regional information in the context of **\*\*region**.
  - Contribute to discussions and share experiences with REGILIENCE and the Innovation Actions.
4. General
- 4.1 This PCA shall commence upon the signature of this PCA as of the date written above and upon termination of this PCA, all obligations shall terminate, except those which by implication survive such termination including clause 3.2.
- 4.2 **\*\*region** does not have any reporting or administrative obligations.
5. Duration
- 5.1 Once signed by **\*\*region**, this PCA shall remain in effect until the end of REGILIENCE Project in October 2025.

Please submit a signed electronic copy of the PCA to [info@regilience.eu](mailto:info@regilience.eu) by 20.01.2023.  
A countersigned copy will be returned upon reception of it.

Signed on behalf of **\*\*organisation** of **\*\*region** by:

Name: **\*\*name**

Position: **\*\*position**

Date: **\*\*date \*\*month** 2023

Signed on behalf of **REGILIENCE** Project Consortium by:

Name: **\*\*name**

Position: **\*\*position**

Date: **\*\*date \*\*month** 2023





## Annex II - Monitoring activities table

Partner	Activity	Related task	Country	Language	Date	OUTREACH/participants (total n° of reached people, even if estimated)	GENDER		Description / title (name of event, title of the article, etc)			
							N° of Female	N° of Male				
adephi	Workshop		Online	English	28-Feb-23	11			monitoring and indicators			
F6S	Communication Campaign (e.g. Radio, TV)		Online	English	8-Mar-23				Women in STEM: International Day of Women and Girls in Science. Joint campaign with IMPETUS			
F6S	Communication Campaign (e.g. Radio, TV)		Online	English	7-Mar-23				Women's Day: Lina Liakou Interview			
FEDARENE	Organisation of a Workshop		Online	English	22-Mar-23	125 attendees + additional video views			Open Training Session 1: EU Landscape on resilience			
IEECP	Participation in activities organised jointly with other EU project(s)		Online	English	28-Mar-23				PROVIDE's General Assembly on H2020 cross-project synergy discussion			
FT	Participation in activities organised jointly with other EU project(s)		Online	English	19-Apr-23				ARSINOE Seminar series: Climate change and its impact on water and public health			
	Social Media		Online	English	19-Apr-23				EU Mission on Adaption to Climate Change			
FEDARENE	Organisation of a Workshop		Online	English	21-Apr-23	52 attendees + additional video views			Open Training Session 2: Step by step towards climate resilience			
all	Organisation of a Workshop		Online	English	3-May-23	70	44	26	Climate-ADAPT for Adaptation Mission projects			
	Participation to a Conference			English	13-Jun-23				Mission Adaptation Forum			
ICLEI	Participation in activities organised jointly with other EU project(s)		Dublin	English	19-21 June 23				ECCA 6th European Climate Change Adaptation Conference 2023			
ICLEI	Participation to an Event other than a Conference or a Workshop		Stuttgart	English	21-23 June 23				Urban Future			
ICLEI	Participation to a Conference		Montreal	English	2-6 Oct 23				The Adaptation Future			
ICLEI	Organisation of a Conference		Cascais	English	18-20 Oct				EURESFO 2023: 10th edition of the European Urban Resilience Forum			
TARGET AUDIENCE & REACH												
Scientific Community	Industry	Civil Society & NGOs	General Public	Policy makers at local, regional, national & EU levels	Media	Investors	Customers	Others	Importance level 1 - not so important 2 - important 3 - very important	PROOF (Y/N) if Yes, upload it in TEAMS folder	Additional comments	LINK
x		x							2			
x	x	x	x	x	x	x	x	x	1	Yes		<a href="https://regilience.eu/celebrating-female-talent-in-the-context-of-the-international-day-of-women-and-girls-in-science/">https://regilience.eu/celebrating-female-talent-in-the-context-of-the-international-day-of-women-and-girls-in-science/</a>
x	x	x	x	x	x	x	x	x	1	Yes		<a href="https://regilience.eu/lina-liakou-interview/">https://regilience.eu/lina-liakou-interview/</a>
x	x	x	x	x	x	x	x	x	3	Yes		<a href="https://www.linkedin.com/posts/regilience_climateadaptation-climate-resilience-opentraining-session-activity-7048944194135937024-uQXP?utm_source=share&amp;utm_medium=member_desktop">https://www.linkedin.com/posts/regilience_climateadaptation-climate-resilience-opentraining-session-activity-7048944194135937024-uQXP?utm_source=share&amp;utm_medium=member_desktop</a>
x	x								3	Yes		
x	x	x	x	x					2	Yes		<a href="https://watereurope.glueup.com/event/arsinoe-seminar-series-75242/">https://watereurope.glueup.com/event/arsinoe-seminar-series-75242/</a>
x	x	x	x	x	x	x	x	x	2	Yes		<a href="https://climate-adapt.eea.europa.eu/en/mission/the-mission/mission-projects">https://climate-adapt.eea.europa.eu/en/mission/the-mission/mission-projects</a>
x	x	x	x	x	x	x	x	x	3	Yes		<a href="https://www.linkedin.com/posts/regilience_ots2-step-by-step-towards-climate-resilience-activity-7049636129100173312-VJNQ?utm_source=share&amp;utm_medium=member_desktop">https://www.linkedin.com/posts/regilience_ots2-step-by-step-towards-climate-resilience-activity-7049636129100173312-VJNQ?utm_source=share&amp;utm_medium=member_desktop</a>
x	x	x	x	x	x	x	x	x	2	Yes		<a href="https://research-and-innovation.ec.europa.eu/events/upcoming-events/second-forum-mission-adaptation-climate-change-2023-06-13_en">https://research-and-innovation.ec.europa.eu/events/upcoming-events/second-forum-mission-adaptation-climate-change-2023-06-13_en</a>
x	x	x	x	x	x	x	x	x	3			<a href="https://www.ecca2023.eu/conference-programme">https://www.ecca2023.eu/conference-programme</a>
x	x	x	x	x	x	x	x	x	3			<a href="https://urban-future.org/">https://urban-future.org/</a>
x	x	x	x	x	x	x	x	x	3			<a href="https://adaptationfutures.com/">https://adaptationfutures.com/</a>
x	x	x	x	x	x	x	x	x	3			<a href="https://iclei-europe.org/calendar/?c=search&amp;uid=qePpxLHS">https://iclei-europe.org/calendar/?c=search&amp;uid=qePpxLHS</a>