CATCH

an Interreg North Sea Region project

PROJECT COMMUNICATION
Strategies & guidelines

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ABOUT CATCH

CATCH stands for '*water sensitive Cities: the Answer To CHallenges of extreme weather events*'. The overall objective of CATCH is to demonstrate and accelerate the redesign of urban water management of midsize cities in the North Sea Region in order to become climate resilient cities that are sustainable, liveable and profitable on the long term. This will be achieved by the joint development of decision support tools that will support midsize cities to formulate long term climate adaptation strategies. The design of the tools is based on the specific needs and characteristics of midsize cities. The tools will be tested in the formulation, execution and evaluation of 7 pilots.

www.northsearegion.eu/catch | @CATCH_interreg

ABOUT THIS DOCUMENT

This document is the guideline for communications regarding the North Sea Region Interreg project CATCH. In it you will find the general communication strategy of CATCH, references to important documents, and the communication guideline for regional project communication surrounding the CATCH activities in the pilot cities. This document is created in order to support the communication strategy of each partner.

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1   Introduction

The communication objectives and proposed activities of the Interreg North Sea Region project CATCH, are written out in work package 2 and includes the following points:
- Development of internal and external communication plan
- Project kick-off
- Organisation of community involvement at pilot level
- Design of project website
- Design of communication channels and tools
- Presentations and written contributions
- Closing event

I will clarify these points below in chapter 1.2, after the chapter about the overall objectives of the project.

1.1   Overall objective of CATCH

As stated in the proposal: **the overall objective is to demonstrate and accelerate the redesign of urban water management of midsize cities in the North Sea Region in order to become climate resilient cities that are sustainable, liveable and profitable on the long term.** This will be achieved by the joint development of a decision support tool and roadmap that will help midsize cities to formulate long term climate adaptation strategies.

The design of the decision support tool is based on the specific needs and characteristics of midsize cities. The tool will be tested in the formulation, execution and evaluation of 7 pilots. By creating this learning cycle between the development of the tool and the pilots, a new innovative tool will be made available for all North Sea Region cities combined with inspiring practical examples and long term climate adaptation strategies.

The partnership will actively invest in the wide uptake of the project's innovations and experiences through the whole project life cycle. The overall objective is divided into 5 detailed project objectives that will be delivered by 5 work packages. Together with the work packages' project management, the integrated and interlinked work packages show the strategy and transnational approach of the CATCH project.

1.1.1   5 main objectives

Identifying state of the art and scoping needs of midsize cities

To engage partner cities at the start of the project to identify their needs in climate adaptation, to determine the current situation and to perform a baseline study in these midsize cities. Stakeholder involvement on this level will be organised via existing partner networks and an advisory group of midsize cities and water authorities.

Design a tool for re-designing urban water management

The aim is to design a decision support tool for midsize cities that will help to formulate long term climate adaptation strategies with the highest impact on climate resilience related to the desired situation of a WSC. The dashboard will be based on the specific needs of midsize cities and will be user friendly to ensure adoption of the tool.

Valuation of decision support tools and joint development and implementation of pilots

The aim is to come to a joint development and implementation of pilots with help of the benchmark and the draft version of the dashboard. The actual outcomes will be tested, allowing the project to

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evaluate the accuracy of the tools and to refine/combine them to provide the optimum solutions for midsize cities.

Building the climate adaptation strategy
The aim is to build a climate adaptation strategy for the local partners by analysing the lessons learned from the pilots and evaluating all knowledge gained in the project and to develop a generic roadmap to support other midsize cities in this process.

Uptake of project innovations and dissemination
The aim is to promote the wide uptake of the project's innovations and experiences by addressing the main target groups inside the project on the pilot level and outside the project with a specific focus on midsize cities and water authorities.

1.2   Work package 2

The aim of this work package is to promote the wide uptake of the project's innovations and experiences by addressing the main target groups of the CATCH project on the pilot level, regional level and NSR level. The communication message on all levels will focus on stimulating the use of the decision support tool, the roadmap and co-creation of pilots and climate strategies with the highest impact on climate resilience based on the desired situation of a water sensitive city

The lead partner will appoint a communication manager who will be responsible for the communication strategy of the CATCH project. The communication strategy will be tailor made and suitable for all relevant target groups. The communication manager will be in close contact with the responsible communication officers of each partner involved to fine tune the common messages and activities within the pilots.
The project website that the NSR program facilitates will be used to share information among partners and to raise awareness of the project to a broader audience. To accelerate the uptake of project innovations, important influential will be addressed via the Advisory Group and existing networks of partners. A special role is given to the regional partners who are the linking pin to national authorities and have their own European networks. Presentations, publications and social media will be used to inform different target groups about the projects progress and to facilitate continue interaction with stakeholders.

1.2.1   Development of the external and internal communication plan
This document is a guideline for the various communication professionals and project managers working on CATCH. It is expected that every partner provides his/her own internal and external communication plan on national and/or regional scale.
This document does not only include a general external and internal communication strategy, but also offers an outline for the development of a national or regional communication plan. The document is created by the appointed communication advisor of the lead partner. If you have remarks, please do not hesitate to provide feedback; this is a working document and the guidelines provided are not set in stone (with exception to the communication rules provided by NSR of course!).

1.2.2   Project kick-off
On the 17th of November 2017 the CATCH project celebrated its starting event. More information can be found on these webpages:

- http://www.northsearegion.eu/catch/news/kick-off-photos/
- http://www.northsearegion.eu/catch/news/kicking-off-catch/

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1.2.3 Organisation of community involvement at pilot level

There are seven pilot projects which are the responsibility of seven of the CATCH partners. These partners are responsible for the organisation of community involvement and consequently the communication strategy of the pilot. Some of the pilot projects of CATCH are part of larger regional projects (such as the 'Pinkeltjesplein' square in Enschede, which is part of the project 'Stadsbeek'). The other pilot projects stand alone and are solely made possible by the monetary support provided by the CATCH project. Nevertheless, the NSR rules state that CATCH should be clearly visible in all pilot projects. This means that regional projects that are only partially financed by CATCH, such as the Stadsbeek in Enschede, need to implement a communication strategy for CATCH when it comes to the 'Pinkeltjesplein' square.

1.2.4 Design of project website

The project website is maintained by the communication advisor assigned by the lead partner regional water authority Vechtstromen. Partners are free –and advised to- provide the communication advisor of the lead partner with content for the website. The design of the website will be according to Interreg NSR regulations and contain elements of the visual identity of CATCH.

- www.northsearegion.eu/catch

1.2.5 Design of communication channels and tools

Design of communication channels and communication tools is coordinated by the communication advisor assigned by the lead partner regional water authority Vechtstromen. Partners are encouraged to generate own ideas and express their needs and wishes with regards to communication.

The following channels and tools have already been created (04.01.2018):
- Project webpage (on www.northsearegion.eu)
- Twitter account: @CATCH_interreg
- Official CATCH poster for internal visibility (based on template provided by NSR)
- An online storage platform for internal documents (OwnCloud)
- CATCH templates for Word and PowerPoint
- High quality images with CATCH logo and visual identity
- A flyer/folder format for Word. Currently only available in Dutch (14.05.2018)

Number of users: 2000

1.2.6 Presentations and written contributions

During the project regional partners address national and European decision makers. Universities publish findings in scientific journals. Pilot partners use their networks to share in relevant knowledge.

Dissemination Event Number of contributions: 50
Number of Participants Estimated: 8000

1.2.7 Closing event

At the closing event the web-based decision support tool for midsize cities and other interested parties will be officially released. Furthermore the closing event will be used to disseminate final results and address policy changes at NSR level.

Dissemination Event Number of events: 1
Number of Participants Estimated: 120

2 General Communication Strategy NSR

The base communication document of the North Sea Region Interreg program is a document titled: _Communication Strategy of the North Sea Region_. Before you start reading this communication plan, please read that document so that you get a feeling of the manner in which NSR aims to communicate (it also mentions the NSR communication activities; you might be able to make use of these in your own communication strategy).

The Communication strategy of the North Sea Region mentions the following with regards to communication of individual projects: projects are responsible for communicating their aims and results and contributing to communicating overall Programme results. Each project's communication plan must be clearly described in work package 2 of the application form and regularly reported on to the secretariat. Projects are furthermore encouraged to draft a more detailed communication plan for their own use.

Projects should maintain and update their designated project web space hosted by the Programme. Projects can use the project web space as their main website or, if they prefer to create their own website, simply use the project web space as the place to store results and output. Projects are expected to follow the rules and regulations as outlined in the Programme Manual and make use of the guidance, training and support measures offered by the Joint Secretariat.

3 Publicity requirements

Another important document you must read before you start, is *Fact Sheet 25 - Publicity Requirements*. It contains the rules for Interreg North Sea Region visual communication.

Below I formulated some additional requirements for regional communication:
-   Please include the original CATCH logo provided by NSR (fig. 1) in all forms of communication.
-   Disclose e-mail and phone number of the regional project management and the CATCH website (and/or webpage of your regional project) in all communications.
-   When you create a webpage regarding your regional CATCH project that is located on an alternative website (such as www.vechtstromen.nl/catch), make sure to include the CATCH NSR website (www.northsearegion.eu/catch) and general contact details of the project manager (Susan Lijzenga) on that page (in addition to your own contact details).
-   When possible, mention the fact that the project can be followed via Twitter (@CATCH_interreg).

4 CATCH's visual identity

4.1 Colour

The official CATCH logo has 3 basic colours:
- <u>NSR/EU blue</u>
  InDesign: #18478E
- <u>CATCH red/pink</u>
  InDesign: #DD3D60
- <u>White</u>
  InDesign: #FFFFFF

Note: *Logo is also available in black and in white*

Based on the official CATCH logo, 3 main colours have been selected for the visual identity of the CATCH project (for example in stationary or online documents):
- <u>Dark blue:</u> Word/PPT: RGB: 0, 30, 100
- <u>Coral red:</u> Word/PPT: RGB: 225, 0, 70
- White: Word/PPT: RGB: 255, 255, 255

Use these main colours in your communication. Any additional colours (for example for highlighting or creation of communication tools) can comprise of anything similar to, or in between the colours (e.g. light blue, marine blue, purple, magenta, dark coral red or light coral red). Make sure the colours are bright and do not approach a grey scale or pastel colour.

4.1.1 Logo use

NSR has defined several ground rules regarding the visibility of the CATCH logo. Breaking these rules can result in the withdrawal of funding:
- During the construction of a project, a building board should be visible on site. The CATCH logo should be clearly visible and at least be …. % of the board. (Manon/Susan check it please)
- All communication material regarding the pilot project should contain the official CATCH logo. Do not make the logo too small; the words EUROPEAN UNION within the logo should be readable at all times.
- During an activity, the CATCH logo should be clearly visible (for example on a banner). Other logos cannot be higher or broader than the EU flag within the CATCH logo.
- Mistakes in the representation of the CATCH logo, NSR Interreg logo, or the European flag, will not be tolerated (e.g. hanging the European flag upside down or adjusting the dimensions of a logo; stretching it).

4.1.1.1 Logo use during pilot projects

The pilot projects that will be execeuted within the pilot cities, and that form the source of information on which the decision tool will be created, are all part of larger projects. For example, the Spoorzone in Zwolle is an individual project executed by various Dutch partners, such as the municipality of Zwolle and the NS (Dutch National Railway Organisation). Only a smaller part of that project will be financed by the EU via the CATCH project. Thus, only for that part being financed by CATCH, logo use and communication is neccesary.

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4.2   Fonts / letter types

The preferred letter types for visual aids (such as banners) are

- Century Gothic
- Calibri Light

Use Century Gothic for headers or short pieces of text. The word 'CATCH' in the official logo resembles Century Gothic. I've decided to adopt it as a standard letter type to be used in the creation of visual communication aids (website banners, project boards, programme leaflets for events, etc).

Calibri light and Calibri are for longer pieces of text such as in documents or e-mail. You of course free to choose your own (as long as it isn't *Comic Sans* or any other obvious choices).

4.3   Banners

Make use of the provided CATCH banners (fig. 2,3, 4 and 5) created by the project management when possible. If you have pictures available that are suitable to use in the CATCH overall communication or if you want to have your own version/regional version of the banners below, please contact me.

4.4   Explanation creation of CATCH visual identity:

In order to make CATCH more recognizable and to make it 'stand out of the crowd' with regards to the other NSR Interreg projects, an additional and complementary style was created that incorporated the CATCH identity colours. The CATCH banner as shown on the pictures above isn't a logo but an additional element that complements the official CATCH logo.

4.5   Mandatory CATCH poster

It is obligatory for each partner to hang up a CATCH poster (minimal A3 format) on a visible location within the main building of the project. This poster needs to be visible at all times. Make sure the poster is not removed or destroyed. The template for the poster can be found in the OwnCloud (online storage system) of CATCH. Partners are allowed to redesign the poster format, as long as is adheres to the visual identity of CATCH and the rules of NSR.

5   CATCH visibility

The online and offline visibility of CATCH will be a combined effort of all those involved with the project. Not only the lead partner is responsible for the visibility of the project but also the CATCH partners and their appointed communication advisors/employees.

The project has its own webpage on the website of NSR (www.northsearegion.eu/catch) and a Twitter account (@CATCH_interreg). These are managed by the communication advisor appointed by the lead partner but can and should be employed by the partners involved with the CATCH project. All partners of the CATCH project are responsible for providing these channels with content. In addition, the CATCH project is mentioned on a webpage on the website of each partner organisation that will be managed by the partner in question.

All the individuals involved with the project are encouraged use their own personal (online) networks to spread the word and to stimulate discussion and involvement.

5.1   The effect of online visibility

The effect of online visibility depends on many variables such as time of posting, the quantity of communication activities, the size of the network in which the message is placed, content of the message, relevance to the audience, or type of tool and media channel used.

Media channels such as websites are "static" and will only be visited by those searching for CATCH or those that are redirected to it via links in posts or news messages. The same goes for Twitter; only followers of the project or those that follow someone that retweets or mentions CATCH, see our content. It is thus important to work on broadening our online network and to make use of the network or our followers.

One way to broaden our network is to be actively visible in places where we can find possibly interested stakeholders; think about articles in relevant magazines/newspapers or mentions of CATCH on a blog about urban climate adaptation.

More information on online visibility and social media use can be found in the chapter regarding the communication strategies.

6   Monitoring

As the CATCH project needs to reach a certain number of goals as formulated in work package 2, we are currently monitoring several online and offline activities:

- TWITTER
  Twitter: https://analytics.twitter.com/user/CATCH_interreg/tweets

- WEBSITE:
  NSR is currently keeping track of our page visits and sends the lead partner a monthly summary.

- GOOGLE TRENDS:
  With the help of Google Trends, we can see how many people have searched for CATCH interreg, and other related topics (https://trends.google.com/trends/)

- WEBPAGE VECHTSTROMEN
  The lead partner is currently monitoring the amount of visitors on the webpage www.vechtstromen.nl/catch

  Other partners are advised to create their own page and set up their own monitoring.

- MONITORING PLAN PARTNERS
  Partners are advised to create their own CATCH page (on their company website) and to set up their own monitoring plan, both online and offline. This can be integrated into their communication strategy

- PARTICIPANTS COUNT
  Please count the number of participants during a CATCH related event, lecture or meeting.

- MAGAZINE / ARTICLES / NEWSPAPERS
  We will count the number of times CATCH is mentioned in a magazine, newspaper or any other form of physical communication tool

- OBI4one
  This is an online monitoring tool used by the lead partners. Several key-words are used to track the online activity of CATCH. It gives a good indication on which channels CATCH is most active and on which channels CATCH is mentioned, and by whom.

7 Communication strategy guidelines

7.1 Introduction

In this chapter you will find the guidelines for the communication strategies for CATCH. Within these strategies, partners will have to include a plan for communication and stakeholder participation regarding the pilot projects, communication regarding CATCH as a whole, and communication/marketing regarding the dissemination of the tools that will be developed within CATCH. Universities have the responsibility to publish their results via relevant networks and to make sure these results reach the end-user.

In order to bring some structure, we have created four communication strategy outlines, each aimed at stakeholder groups on a different scale:
- An outline for a communication strategy on an European scale;
- An outline for a communication strategy on regional/national scale and pilots;
- An outline for a communication strategy for the pilot projects;
- and a rough guideline for the internal communication strategy.

Think about which stakeholders you need to reach. Some of you don't have a pilot, some of you do. Some of you have an European network, some of you don't. Each partner will have to decide for themselves which strategies are relevant for them. Below we will clearly state what each strategy entails, which responsibilities you have, and how it relates to the individual work package.

Tip: I would like to note that certain stakeholders can be both active on a regional and European level. It will be very likely that some of your stakeholders will be targeted by you on different scales (for example, you can communicate with the project leaders of organisation X regarding your activities in the city, and at the same time send out information regarding CATCH to the higher management of that same organisation, who happen to have a large European network.

7.1.1 General communication objectives

NSR states that communication should take place on all levels, with partners, during the whole project. There are various communication objectives: that are in line with the objectives of the project:

1. Inform stakeholders and keep them updated about the project
2. Involve stakeholders of the pilot project (when relevant)
3. Dissemination of the products, with special regard for the decision tool, that will be developed within CATCH

These objectives should of course be kept in line with the objectives of the project itself:
- Identifying state of the art and scoping needs of midsize cities
- Design a tool for re-designing urban water management
- Valuation of decision support tools and joint development and implementation of pilots
- Building the climate adaptation strategy
- Uptake of project innovations and dissemination

Communication regarding CATCH can thus be split into various facets:
1. The first consist of updates and news regarding the project process. These communication activities are aimed at the parties that provide financial support for CATCH and those closely involved with the project. It will be mostly a one sided type of communication in which we will inform interested parties.

2. The second is communication and participation regarding projects in the pilot cities. This is the responsibility of the partners executing those pilots. The way communication and participation will be executed, and in what degree, will be up to them. When possible and relevant, partners will involve the immediate surroundings and stakeholders of these pilot projects.

   Also keep in mind the internal communication regarding the pilot; relevant information will have to be relayed to the rest of the CATCH-team. The lead partner will for example use this information to keep interested international parties up to date.

3. The third facet regards communication and marketing of the products and tools created within CATCH. These communication activities are aimed towards creating awareness (what's in it for the user?) and dissemination of the products (where are they available/can they be found?).

7.1.1.1   Partners with pilot projects

The partners below are all responsible for the implementation of the pilot projects. For these partners, the citizens of the pilot cities are important stakeholders. Next to a general communication strategy they should work on a communication strategy and environmental management plan for their project.

As most of the pilot projects are part of already existing or bigger projects outside of CATCH, this communication plan can/should fit with / be integrated in the communication strategy of these projects.

- Danish Municipality Vejle
  Vejle Kommune
- Dutch Municipality Enschede
  Gemeente Enschede
- Dutch Municipality Zwolle
  Gemeente Zwolle
- Oldenburg and East Frisian Water Association (DE)
  Oldenburgisch-Ostfriesische Wasserverband (OOWV)
- Flanders Environment Agency
  Vlaamse Milieumaatschappij
- Norfolk County Council (UK)
- Swedish Municipality Arvika
  Arvika Teknik AB

7.1.1.2   Work package coördinators

The partners below are responsible for the work packages of CATCH. These are 1) project management and 2) communication (water authority Vechtstromen), 3) identifying state of the art and scoping needs of midsize cities (University of Twente), 4) designing the decision support tools for re-designing urban water management (Jade University), the 5) valuation of decision support tools and joint development of pilots (Flanders Environment Agency), and 6) building the climate adaptation strategy (Ländsstyrelsen Värmland).

One of their responsibilities is a successful (internal) communication regarding their work package. Their most important stakeholders are the other partners and the beneficiaries of the project. This aspect should be part of their individual communication plan.

- Local Water Authority Vechtstromen (NL)
  Waterschap Vechtstromen

- University of Twente (NL)
  Universiteit Twente
- Jade University (DE)
  Jade Hochschule
- Flanders Environment Agency
  Vlaamse Milieumaatschappij
- Swedish County Administrative Board Värmland
  Länsstyrelsen Värmland

7.1.2 Communication strategy responsibilities

7.1.2.1 European communication strategy

The execution of the strategy on European level is the main responsibility of the lead partner and those partners with an European network, such as provinces and universities.

7.1.2.2 National and regional communication strategy

The strategies for the national and regional level are the responsibility of all partners. Communication activities can be aimed at stakeholders in the national and/or regional network. Different activities aimed at each of these networks can complement each other (a national news article regarding CATCH or climate adaptation can increase the impact and perceived importance of an e-mail with related content aimed at regional partners).

Partners not responsible for a pilot, such as provinces, have their own networks in which they can promote CATCH. In addition, they can use their network to support the regional partners working on a pilot (for example, the province of Overijssel can support both Zwolle and Enschede in the communication of the pilots). Thus, their communication strategies differ but can complement each other).

Some partners have special obligations, such as universities. They will have to publish their results and write articles. These activities will need to be included in their communication strategy.

7.1.2.3 Pilot communication strategy

Seven partners have an additional strategy to create; the communication strategy for their pilot. This strategy is directed at a smaller stakeholder group but with a higher level of participation and interaction. Partners responsible for a pilot do not only have to create a national and regional communication strategy, but also the strategy with which they plan to reach their very local stakeholders that are affected by and included in the pilot project.

7.1.2.4 Internal communication strategy

The internal communication strategy is the main responsibility of the lead partner but at the same time, also the shared responsibility of all partners combined. A good cooperation depends on good communication, and good communication is often a co-creation.

In time, the CATCH partners will organically construct their own communication strategy as they get to know each other. The internal communication strategy is not included in this document and shall be developed over time.

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7.2 Communication strategy guidelines
7.2.1 Europe

Note: The guideline for the European communication strategy is not yet complete. The lead partner is responsible to further develop this part of the document. The stakeholder analysis for the EU communication strategy can be done in cooperation with partners if they feel to need to develop a collective strategy for the EU.

This chapter will focus on the general communication strategy of the CATCH project on an European scale. Partners with a European network can use this guideline to define their communication goals and activities on a European scale.

7.2.1.1 Core story EU/General

Due to exponential growth of the world population, rising economic activities, and the subsequent increase in harmful emissions, our climate has changed. This has led to more extreme weather conditions such as heavy downpours but also longer periods of insufficient rainfall. The increased number of floods and droughts have put severe pressure on our health, food supply, and has already caused large amounts of material damage (and will continue to do so in the future).

Note: *the first paragraph can of course be shortened to something like: "Due to climate change, we are experiencing more extreme weather conditions such as heavy rainfall and longer periods of drought."*

Solutions to better deal with these extreme weather conditions are particularly needed in urban areas as 80% of the European North Sea region population lives in urban areas, of which a majority in midsized cities. These midsized cities face specific challenges with regards to climate change adaptation due to their scale, limited resources and expertise, and their tight connection with the surrounding regions [1], and are thus in need of knowledge that can support their transition in becoming a climate resilient and water sensitive city.

CATCH stands for '*water sensitive Cities: the Answer To CHallenges of extreme weather events*'. The project addresses the above mentioned needs of the midsized cities in the North Sea region. The overall objective of CATCH is to demonstrate and accelerate the redesign of urban water management of midsize cities in the North Sea Region in order to become climate resilient cities that are sustainable, liveable and profitable on the long term.

This will be achieved by the joint development of decision support tools and roadmap inspired by the water sensitive cities theory. The tool will support midsize cities to formulate long term climate adaptation strategies. The design of the tools is based on the specific needs and characteristics of midsize cities. The tools will be tested in the formulation, execution and evaluation of 7 pilots, each of them in a different city (Arvika SE, Enschede NL, Herentals BE, Norwich UK, Oldenburg DE, Vejle DN and Zwolle NL)

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[1] Their issues are explained briefly in the following text: While future oriented creative and knowledge industries flourish in a few metropolitan regions and in the core of Europe, regions and towns beyond such conurbations, and in the periphery of Europe, are increasingly struggling to maintain their economic, social and cultural functions. Medium-sized towns in such regions are particularly hit by the increasingly competitive global economy. [...] In order to secure employment and to maintain their service function for a stagnating regional population, these medium-sized towns are forced to find their own profile between international orientation and local embeddedness. (Klaus R. Kunzmann, 2009, Medium-sized Towns, Strategic Planning and Creative Governance in the South Baltic Arc)

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The CATCH project offers the partnership the unique possibility to join forces (on European and regional level) and creates a unique momentum to change local behaviour, create European awareness, and support NSR midsize cities to make a significant step forward to become a water sensitive city.

The project will take up to four years to complete; it will start in 2017 en will finish in 2021.

Partners involved are:
- Danish Municipality of Vejle
- Dutch Municipality of Enschede
- Dutch Municipality of Zwolle
- Swedish Municipality of Arvika
- Dutch Province of Overijssel
- Norfolk County ~~Counsil~~Council (UK)
- Swedish County Administrative Board Värmland
- Dutch Water Authority Vechtstromen
- Oldenburg and East Frisian Water Association (Germany)
- Flanders Environment Agency
- Jade University (Germany)
- University of Twente (the Netherlands)

7.2.1.2   Stakeholder analysis – EU
Possible countries, organisations and individuals you can target:
- Germany
- Belgium
- The Netherlands
- Denmark
- Sweden
- The UK
- European Union
- European Commission: European Climate Change Programme (ECCP).
- Interreg Euregio
- Interreg North Sea Region
- UN Environment
- European Climate Adaptation Platform (http://climate-adapt.eea.europa.eu)
- Delta Alliance?
- European Investment Bank?
- Global Centre of Excellence on Climate Adaptation?
- Bureau Brussel (lobby office of VeWin and UvW) *(Can help with stakeholder analysis)*
- DG Climate
- DG Water
- European Environment Agency
- Other countries that experience similar climate adaptation issues

7.2.1.3   Tools & Media
Twitter
The CATCH Twitter account (@CATCH_interreg) has been created in order to inform the interreg community, project members, financial suppliers and other interested parties. It will be used to place short updates, links to news messages and tell water sensitive and climate adaptation related stories about the pilot cities and the CATCH partners.

On Twitter we can also easily connect with parties and projects that are related to the CATCH project such as the Spoorzone in Zwolle, of which a small part will be financed by CATCH.

LinkedIn
Partners and experts working on CATCH can use their professional network to share news messages and updates of the project. It is a part of the responsibility of those involved with CATCH to keep their own network informed and to promote CATCH and its products.

Visual aids
Currently the banners (and other visual material) of CATCH comprise of stock photo's related to the subjects 'water resilience' and 'climate adaptation'. When the projects develop, thus giving us chance to create visual material, these stock photos will be replaced with our own photos.

7.2.1.4 Planning
Website
News will be posted when relevant, there is no planning. Communication will coincide with the activities of the project (see project planning).
Once every month, one of the partners will

Social media
There will be a minimum of one tweet per week and a maximum of two tweets a day. These tweets will contain either information regarding the projects or the products developed within CATCH, fun water and climate adaptation related facts regarding the pilot cities and partners, or relevant research or articles regarding water sensitive cities or urban climate adaptation.

CATCH partners can and are advised to help expand this network (and thus the online reach) by mentioning @CATCH_interreg in relevant messages, retweeting our posts or by providing content for the CATCH Twitter account.

7.2.1.5 Organisation
Include CA's and project meetings

7.2.1.6 Financing
See budget lines. You can copy these for corporate com and for com activities of the partners

7.2.1.7 Monitoring & Evaluation
How will you monitor and evaluate your communication activities? Many social media tools and websites automatically keep track of the amount of views and interactions you had online. With off-line media this will be a lot harder. You can ask for example how many copies of a magazine got sold or how many readers the magazine has on average.

Online monitoring
The communication team has no direct insights in the activity on the website of CATCH. It will however receive regular reports of NSR. The communication team does have an overview of the Twitter activities of the project with the help of Google Analytics. With the insights from GA we will be able to see what type of messages have the most impact on our network.

7.2.2 National/regional

This chapter will focus on the communication strategy of the CATCH project on a national/regional scale (in this case, the Netherlands). This outline can be used by partners as a basis for their own national/regional communication strategy related to their project and region.

Each partner has different responsibilities and is involved in different work packages. Thus, in addition to a general part, this chapter also contains personalized content for partners with different types of responsibilities.

7.2.2.1 General

Communication objectives

What are your personal communication objectives and how do they relate to the communication objectives of CATCH and the guidelines of NSR? Keep in mind the general communication objectives: keeping stakeholders updated about the project, involve stakeholders of the pilot project (when relevant), and the dissemination of the products, with special regard for the decision tool, that will be developed within CATCH.

Create a core story

CATCH has a general story (see European communication guideline) but each partner has different motives as to why it is involved with CATCH or why it wants to work on climate adaptation. To make sure each all individuals in your organisation working on CATCH tell the same story, it is advised to (co)create your own core story for CATCH. To get you going, you can get started by answering the questions below:

- Why are we (the partner) working on this pilot project?
  (start your story by answering this 'why?' question)
- For whom is it relevant and why?
  (The reader needs to be able to answer the questions: what's in it for me?)
- What are the objectives of the project?
  (What are the targets you need to achieve in order to be successful?)
- When are you satisfied?
- When will it be finished?
- Who is working on it?
- How can people contact you on a regional level?

Make a stakeholder analysis

What are the stakeholders of your organisation regarding to CATCH? What is it that binds them together (shared interest)? Who do you need to inform and who do you need to involve? First make a list of all the stakeholders you can think of. Then fill in one of both of the stakeholder tables below. Make sure multiple colleagues involved with CATCH and urban resilience deliver input in the stakeholder analyses; each of their networks might include interesting parties they can add to the list.

All the partners involved with CATCH operate in a business-to-business or (semi)political environment. Important stakeholders for most partners are thus other political organisations and businesses in the same line of business (for example urban development and climate adaptation).

Decide on your tools and media channels

The CATCH project has developed several general communication tools and makes use of various media channels to disperse its stories and through which it communicates with its stakeholders. The partners of the CATCH project have their own networks, tools and channels which they can use for communication. Please describe these tools and media channels and clarify why you are using them (link to your stakeholder analysis and core story).

Partner/project webpage
Each partner has its own webpage on www.northsearegion.eu/catch. Fill it with content and share the news online. Partners are free to create their own webpage for CATCH on the website of their organisation (example: www.vechtstromen.nl/catch).

Social media
When relevant, make use of social media such as Twitter, LinkedIn, Facebook, Instagram, blogs and vlogs, etc.

Visual aids
The CATCH project has a basic set of banners and other visual aids (such as the introduction movie) which can be used by partners. Partners are free to develop their own as long as they comply with NSR Interreg regulations and the visual identity of the project.

Magazines and newspapers
Make use of your local newspapers and relevant professional magazines (regarding for example urban planning, climate change, water management or sustainability). These can be online of offline.
Tip: make a list of all the media channels with which you might be able to reach your selected stakeholder audience. Select a top 5 of the ones that most likely has the largest impact/audience and try to see whether you can interest them to publish an article by your hand regarding CATCH, urban water management and international cooperation.

Task division and those responsible
Your communication strategy should also contain a list of the tasks at hand and those responsible. Also describe how these tasks/activities support your communication objectives and strategy.

Communication strategy and activities
Based on the information above, formulate your personal communication strategy and communication activities for the upcoming period.

Time planning
When possible, make a (rough) time planning of your communication activities. This can be done in Excel; this program has various time planning templates which you can use.

Monitoring and evaluation
Please formulate how you will monitor and evaluate your communication activities and their effects.

7.2.2.2 CATCH tool dissemination
A part of the communication strategy is the dissemination of the tools that will be developed within the project. Each partner has the responsibility to do their utmost best to share and promote the tools with any stakeholders within their own network that might be interested in (a part) of the tools.
How this will be done by the partners should be part of their individual communication strategy. Nevertheless, it is not quite sure how these tools will look like of for whom they might be relevant. In this first communication plan, it is thus sufficient to include a simplified strategy for the dissemination, based on the prediction made by the partner.

7.2.2.3 Scientific publications
The universities have the responsibility to publish the scientific reports related to CATCH. Where these reports will be published is up to the partners, however, it should be within relevant communities. These partners are also advised to think outside the box when it comes to the dissemination of the knowledge within these reports. Certain information or conclusions within the project might be interesting to

amplify as they might be very relevant for an important group of stakeholders. These partners are encouraged to think about spreading these 'chunks' of information in a different matter (for example in the format of an infographic via social media, or a visually attractive animation).

Please note that the exact amount of publications that need to be published by the end of this project are described in work package 2.

7.2.3 Pilot projects

The guideline for the pilot communication strategy is similar to the national/regional one and will probably intertwine. The big difference is the level of interaction with your pilot project stakeholders; it will likely be a lot more intensive than with those stakeholders on a national/regional scale. You will need to create a detailed stakeholder analysis and create a plan of action on how, when and where you are going to interact with them.

Keep in mind that a communication plan will likely change during the course of time. You will need to adapt your strategy and activities as your surrounding changes and you gain new insights. This is even more relevant when you are entering a stakeholder participation process. Try to answer the following questions in your communication strategy:

- What is the level of participation your stakeholders will have in this project? (google: participation ladder)
- Within which boundaries can stakeholders participate?; define this well as you don't want to disappoint people afterwards (expectation management!)
- How will you facilitate this participation? (e.g. with co-creation meetings or a questionnaire)
- How will you make sure that every (relevant) stakeholder is heard (especially those that have a lot of power/influence on the project)?
- Is it clear where people can go if they have an idea or an complaint?
- How will you deal with ideas and complaints from your stakeholders?

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8 Tips

- **Match the style of your communication to the stakeholder(s)** you are directing your message to; try to think logically and to put yourself in the position of your stakeholder.

- When talking about your project or activities, **use practical examples to support your story** (don't simply talk about 'climate adaptation measures'; give a practical example)

- **Watch for jargon and abbreviations** that might not be understood by the readers (a wadi or retention area might not be understood; explain the function of the measure: 'an area that can catch/retain large amounts of excess water when it's raining').

- When possible, make use of pictures, infographics or short video clips to tell your story.

9 Contact

When you have any questions or are in need of feedback or advice, please do not hesitate to contact me. I'm available five days a week and can be reached via mail, phone, WhatsApp or Twitter.

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