BIOGEA

Testing BIOdiversity Gain of European Agriculture with CAP greening

D1c. Outreach Plan

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Abstract	The communication, dissemination and exploitation (outreach) plan describes the process of engaging with stakeholders throughout the project and disseminating the project results to the identified end users directly and by means of identified multipliers (such as specialised press and websites). It contains detailed information about the management, goals and objectives, selection of audience with the appropriate message and medium. It will be updated on a regular basis throughout the project.

Dissemination level of this document

X	PU	Public: This document reflects only the author's view.
	RE	Restricted to a group specified by the consortium (including the BiodivERsA Secretariat and Partners)
	CO	Confidential, only for members of the consortium (including the BiodivERsA Secretariat and Partners)

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1 Introduction

The intensification of agriculture and the conversion of semi-natural areas to cropland are considered as serious threats to biodiversity in Europe. They have led to a loss of Green and Blue Infrastructure (GBI) in agricultural landscapes. GBI includes landscape features such as hedges, water meadows, field margins and woodland, essential for ensuring connectivity between habitats and allowing the movement of species. GBI also provides a range of ecosystem services relevant for meeting environmental policy aims.

The “Greening” of the Common Agricultural Policy (CAP) - the introduction of compulsory agri-environment requirements in the 2014-20 CAP - should help support GBI by encouraging the introduction of supportive measures across the wider countryside. Farming systems across Europe are however highly variable and the impacts on different types of system have yet to be evaluated.

The project BIOGEA focuses on addressing this gap by examining the impacts of greening on GBI and of GBI on biodiversity and ecosystem services in different types of farming systems. This is carried out through a top-down analysis, from an EU wide scale to a local scale complemented by a more regional approach through comparative analysis in German, Spanish and Bulgarian case studies. On all governance levels, and at all stages of the project, engagement with stakeholders is regarded as being of highest importance for its success. For the reason, the establishment of a so-called “Participatory Research and Development Network” (PRDN) is proposed.

The communication, dissemination and exploitation (outreach) plan (Deliverable D1c) lays out the process of engaging with stakeholders throughout the project and disseminating the project results to the identified end users directly and by means of identified multipliers (such as specialised press and websites) with the help of the PRDN.

The outreach plan describes what is meant by the PRDN in more detail. It aims to:

- Describe the reasons for engaging stakeholders in the PRDN;
- Identify the stakeholders to be involved in the PRDN; when they should be involved and the level to which they should be engaged;
- Consider the communication channels at the project teams disposal and how and when they should be used;
- List key messages for the project and consider the best timing for transmitting them.

As part of the implementation of the strategy, an excel communication matrix has been established. This identifies key target groups, tools, channels, timing, messages and responsibilities among project partners and links the different activities planned with the PRDN. This will be updated on a regular basis throughout the project. The Outreach Plan itself will also be updated on an annual basis.

2 Background and the BIOGEA Project

2.1 Situation analysis

Together with climate change, biodiversity loss is a key threat to humanity. Despite global targets, loss of species, habitats and the related ecosystem services, essential to human life continue unabated. During the past decades, agriculture, while an essential provider of provisioning services, has also driven the loss of other ecosystem services through intensification of farming activities and conversion of natural land into cropland. Now the conservation of biodiversity globally depends on its coexisting with other economic uses in human-dominated landscapes. Biodiversity in the farmed landscapes is reliant on the maintenance of heterogeneous habitats and their connectivity to provide a habitat network (Benton et al. 2003). The term Green and Blue Infrastructure (GBI) is used to describe this structure. The variable farm landscapes across Europe, from highly intensive agriculture to more extensive “High Nature Value” farming systems mean that availability of GBI and the impacts of changes in land use practice on ecosystem services are likely to vary between these systems considerably. More information is needed on how GBI is linked to the provision of biodiversity and ecosystem services and what this means for policy implementation.

2.2 Policy response

Since the 1970s, the EU has established a number of policy mechanisms relevant to GBI, including the Natura 2000 network of protected areas and maintenance of habitat connectivity under the Habitats Directive, establishment of Natural Water Retention Measures (NWRM) through the Water Framework Directive and Floods Directive and improvements to infrastructure resilience under the Climate Change Adaptation Strategy. However, the Biodiversity Strategy for 2020 recognises that “the benefits of these actions have been outweighed by continued and growing pressures on Europe's biodiversity: land-use change, over-exploitation of biodiversity, invasive alien species, pollution and climate change [which] have remained constant or are increasing”. Recent reviews such as the latest Habitats Directive reporting (EEA 2015a), the European environment - State and Outlook 2015 (SOER) (EEA 2015b), the Mid-term review of the EU Biodiversity Strategy (European Commission 2015) and the results of the Nature Directives Fitness check (Milieu et al. 2016) have stressed that in the EU, ecosystems under agricultural management are amongst those in the poorest condition (only 12.3% are in favourable conservation status).

For this reason, the EU Biodiversity Strategy for 2020, places a strong focus on restoring ecosystems, linking them and improving agri-environmental management. Target 2 of the Biodiversity Strategy includes the establishment of a Green Infrastructure Strategy which describes plans to maintain and improve GBI across Europe through mainstreaming in policies and funding instruments. A number of existing mechanisms should help Member States understand and implement the Strategy as well as monitoring GBI (e.g. the MAES initiative and the TEEB (TEEB 2008; European Commission 2013) however, implementation and funding is reliant on drawing together resources from a range of policies and funding mechanisms. As the main influencer of land use change in the wider countryside, the CAP has an essential role to play in improving GBI between and within biodiverse areas. This is recognised in target 3 of the biodiversity strategy which focuses on the contribution of agriculture and forestry to biodiversity and includes targets for environmentally friendly agricultural management. GBI is also essential to a range of other EU policy targets, especially for water and climate change adaptation (see D2b for critical aspects of policy analysis).

The greening measures introduced into the CAP for the programming period 2014-2020 aim to actively contribute to combating biodiversity loss and mitigating and adapting to climate change. Initial reviews, however indicate that their environmental effectiveness will depend on the

conditions surrounding implementation of the specific measures, due to the additional flexibility which was granted to Member States and farmers in the Regulation. Several reviews have been carried out which describe Member States choices on the measures and requirements and make predictions about the likely environmental effects of greening (Ecorys et al. 2016; Underwood, Tucker 2016; EIP-AGRI 2016; Henke et al. 2015). Several reviews predict that the measures are likely to lead to very little in the way of positive changes for biodiversity (Pe'er et al. 2016; Underwood, Tucker 2016; Pe'er et al. 2014; Westhoek et al. 2012)). A further evaluation is planned by the European Commission by the end of 2017 (European Commission 2016).

None-the-less it is likely that "Greening" will continue in some form in both the CAP until 2020 and the CAP post-2020. An assessment of its impacts on the ground and particularly on GBI is therefore timely.

2.3 BiodivERsa

In light of the continued loss of biodiversity described above, there is a clear need for EU support for linking sciences with policy and in engaging actors in a variety of economic sectors and especially in land use.

BiodivERsA is a network of 31 public research funding organisations from 18 European countries supporting scientific research in the field of biodiversity (www.biodiversa.org). The network is funded as an ERA-NET Co-fund project under the European Union's Horizon 2020 Framework Programme.

BiodivERsA Partners aim to develop a durable collaboration in research funding policy and practice, thereby creating added value in high quality biodiversity research across national boundaries. One objective of BiodivERsA is to organise a Pan-European research programme on biodiversity research. The programme aims to support both scientific excellence and results of high societal and political reference. A focus is therefore placed on communicating results in a manner relevant to policy makers, stakeholders and wider society.

2.4 BiodivERsA 2015-16 COFUND call for proposals

24 national/regional funding organisations from 15 countries contributed to 2015 BiodivERsA joint call on "Understanding and managing biodiversity dynamics to improve ecosystem functioning and delivery of ecosystem services in a global change context."

BIOGEA was funded under theme 2 of the call: Understanding and managing biodiversity dynamics in land-, river- and sea-scapes (habitat connectivity, green and blue infrastructures, and naturing cities) to improve ecosystem functioning and delivery of ecosystem services. This part of the call focuses on the changes caused by decrease in area and fragmentation of natural and semi-natural areas through land use change and grey infrastructure as well as the fragmentation of blue networks by damming and river modification. The call identifies fragmentation as a cause of the loss of biodiversity and associated ecosystem services. While GBI is a potential solution, there are still a number of open research questions which should be addressed by respondents to the call. In particular, knowledge is lacking on the critical features of GBI including socio-economic aspects for guiding their establishment and management and evaluating impacts. The call also identified knowledge gaps in ecological and evolutionary consequences of GBI; the relationship between GBIs and ecosystem services and the impacts of Global Change Drivers (e.g. climate change and land use change).

BiodivERsA's aim is to generate research results which can be used by a range of stakeholders to manage biodiversity. Engaging stakeholders (persons or groups who influence or are influenced by the research) is therefore expected to be a core part of BiodivERsa funded projects.

According to the call text:

> In order to maximise the societal benefits from this research, projects should, where appropriate, interact closely with relevant stakeholders including, e.g., managers and users in the field, businesses, policy actors, local administrations, and citizens. This may include co-design of projects with stakeholders, analysing stakeholders' needs and preferences and other relevant societal (e.g. governance) aspects through social/economic science approaches as well as developing practical management tools, guidelines, knowledge bases, etc. to be directly used by or in relation with stakeholders.

However, engaging stakeholders has to be planned carefully in the project process. The BiodivERsA Secretariat provides full and well-referenced guidance on what needs to be considered when engaging stakeholders illustrated with examples from previously funded projects (Durham et al. 2014). It is important to consider at the start of the project the aims of engagement, the expectations of stakeholders and the resources available. These will be covered in more detail in this outreach plan.

2.5 BIOGEA

BIOGEA has the following main objectives:

- Understanding the effects of greening on GBI presence or absence in the agricultural landscape;
- Understanding the short-, medium- and long-term effects of GBIs on biodiversity and ecosystem services at different spatial scales and under different land uses;
- Examining the use of indicators to measure GBI and the linked biodiversity and ecosystem services;
- Exploring ways, in which this knowledge can be used to design, develop and manage more resilient GBIs.

In order to reach these objectives, an analysis is planned vertically (from EU-wide to local) as well as horizontally (example regions in Germany, Spain and Bulgaria). Deliverable D2a provides the project with an assessment framework to link the work on the different governance levels, different countries and different scientific disciplines.

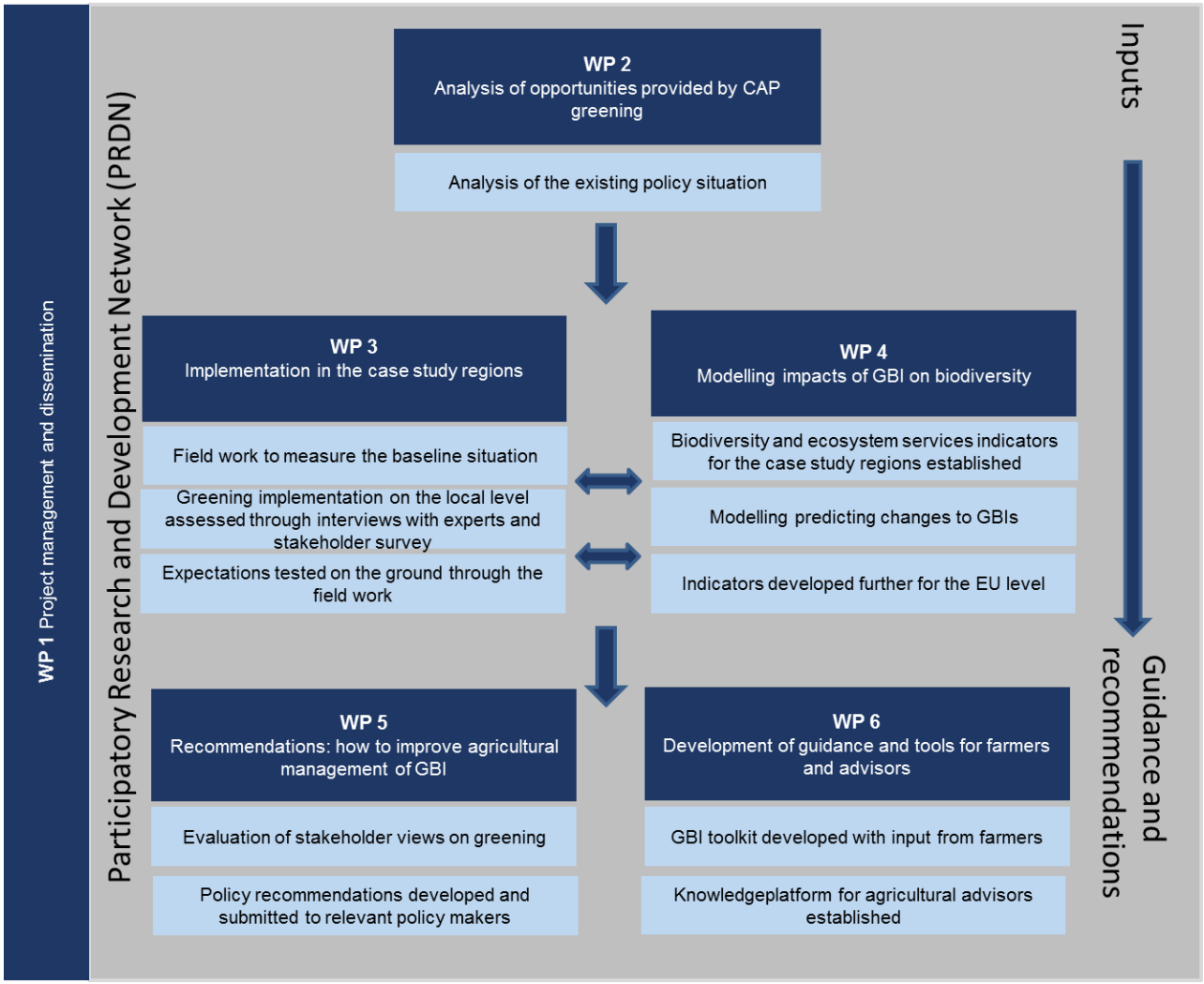


Figure 1. BIOGEA work packages and their main outputs

The project has high ambitions for engaging stakeholders with plans to involve them in almost every step and on a number of levels. The development and implementation of political instruments as well as guidance and tools for farmers and their advisors will be supported through the involvement of the PRDN. This will occur through a series of field inquires/interviews, workshops, round tables, local learning laboratories and a final conference.

3 Engaging stakeholders: the Participatory Research and Development Network

Environmental policy making increasingly includes the aspiration to use participatory processes environmental governance decision-making. Reasons include addressing diminishing public confidence in established expert-based analytic approaches to informing policy making; improving the decision-making process by including a wide breadth of information from different sources; as well as for democratic reasons (involving stakeholders in management decisions which potentially affect their lives and livelihoods) (Stirling 2006). Researchers are becoming more aware that their results are more credible and complete if they have involved a range of different economic interest groups in gathering evidence (Hauck et al. 2016).

It is important that the reasons for engaging with stakeholders are considered at every stage of the project and that an overreliance on input which could result in stakeholder fatigue is avoided. Appropriate engagement can be judged within the CRELE framework (Durham et al. 2014). This describes three factors which it is important to build into stakeholder engagement if a long-lasting and mutually beneficial relationship is to be achieved.

The CRELE framework is illustrated in Figure 2.

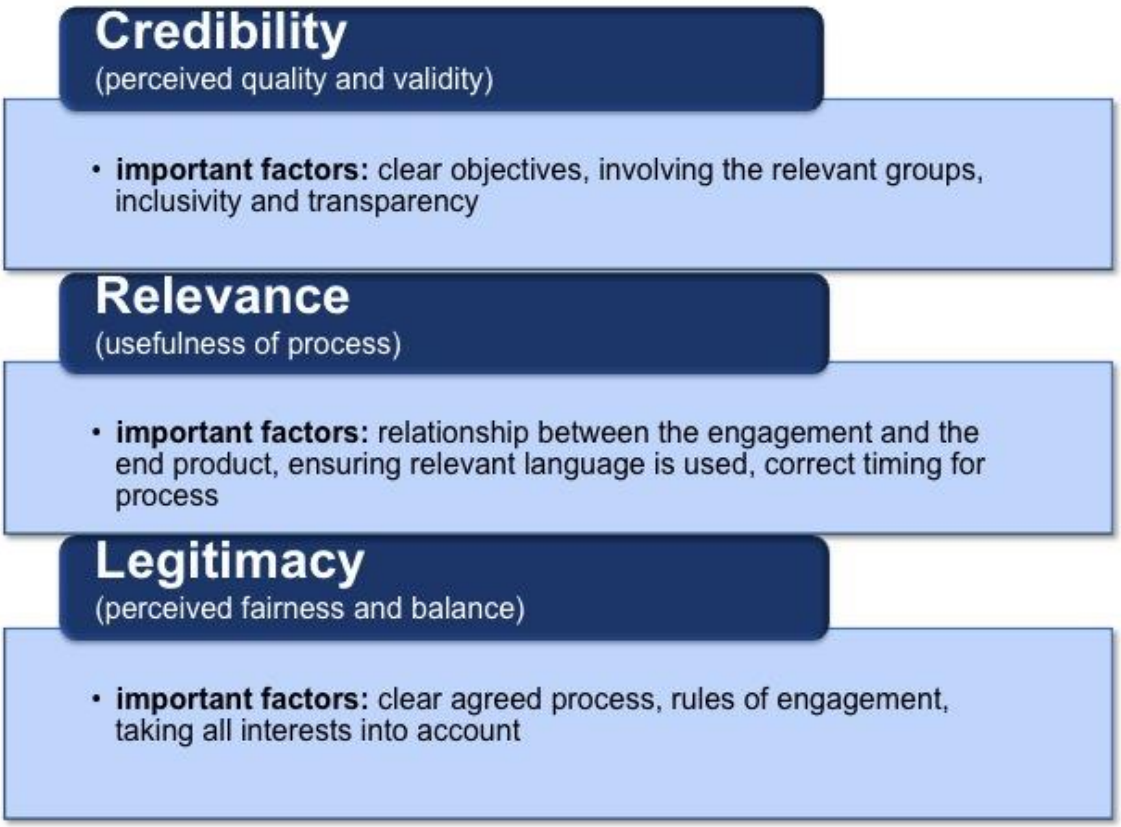


Figure 2. CRELE Framework (own diagram adapted from (Durham et al. 2014))

At the same time, while good relations are important, researchers must also avoid being overly influenced by a particular stakeholder group because they have a mutual trust and good working relations. Any conflicts of interest, e.g. personal relations or joint projects with an individual, should be made clear at the start of the project.

The levels of engagement will not be the same for all groups of stakeholders. Four levels of engagement will be considered as shown in Figure 2. The level of engagement appropriate depends both on the influence (how much the stakeholder can affect the issue under discussion) and interest (how much the stakeholder is affected by the issue). Both of these factors must be considered for a complete overview of those who need to be engaged. In general, those with a high interest should be easier to engage. Those with a high influence may in some cases be more difficult if they do not have an interest in changing the status quo.

In BIOGEA, the appropriate level of engagement will be decided based upon the stakeholders influence and interest. In addition, practical considerations are of course of key importance. The project budget for engaging stakeholders is not unlimited. There is not, for example travel budget to bring local-level stakeholders to the final meeting in Brussels nor Brussels decision-makers to the local case studies. None-the-less where benefits in such approaches are identified, the opportunities to use other funding sources or to make links to other events will be explored.

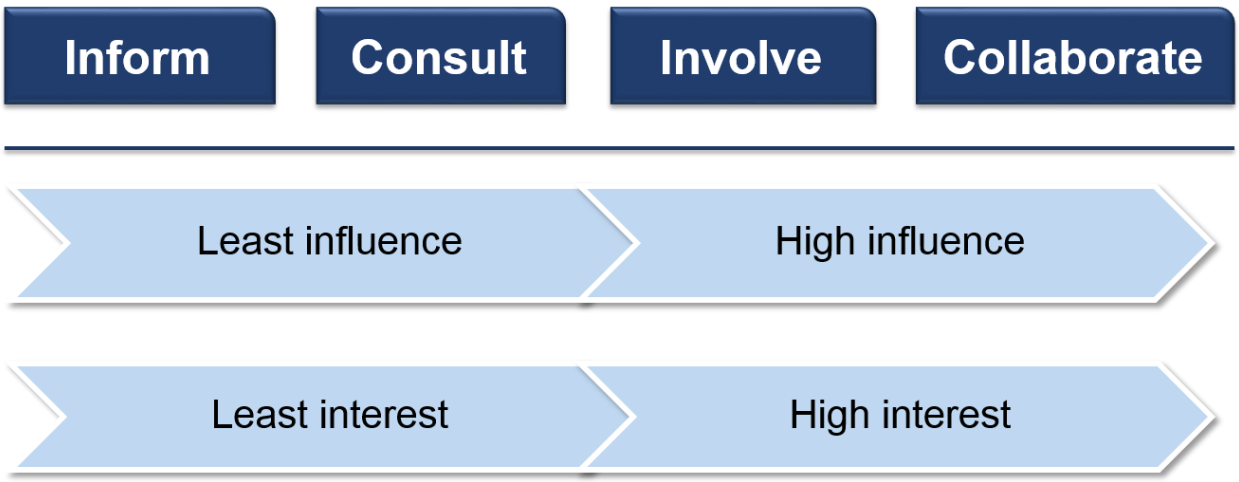


Figure 3. Engaging stakeholders (own diagram adapted from (Durham et al. 2014))

The BIOGEA project will engage stakeholders throughout the lifetime of the project in the PRDN which will be created as a part of the project. This is considered of key importance for the success of the project.

The PRDN is described more in details below, following the key questions highlighted within the BiodivERsA Handbook of stakeholder engagement (Durham et al 2014):

- Why engage with stakeholders?
- Who to engage?
- When to engage stakeholders?
- How stakeholders are best involved?

3.1 Why: Objectives of engagement and desired outcomes

Engaging stakeholders is essential both for the information gathering strategy as well as to ensure that the project results have a longer-term impact beyond the lifespan of the project itself. The desired outcomes of the engagement of stakeholders thus concern both benefits to research and researchers as well as benefits to stakeholders themselves. The potential benefits for society at large should also be considered (Durham et al. 2014). Table 1 summarises the desired outcomes of stakeholders' engagement in the BIOGEA project for each of these three benefit groups.

Table 1. Desired outcomes of stakeholders' engagement in the BIOGEA project

Benefits for research	- gain of information and knowledge - gain of relevance of the research findings / attention given to the findings - higher level of uptake of the findings by practitioners, experts advisors, policy and decision makers
Benefits for stakeholders:	- gain of knowledge - enhanced exchange and networking with other stakeholders groups and within one stakeholders group - opportunity to express opinions and be heard by policy makers - potential gain of positive image because environment and biodiversity are societal sensitive issues
Benefits for society	- informed policy decision making processes - more environmentally sensitive agricultural practices - gain of biodiversity, ES and the benefits they bring

The objective of engaging with stakeholders will be to achieve bi-lateral information exchange in a target-orientated fashion so that i) researchers can collect the most relevant data for answering the research questions and ii) stakeholders are not overwhelmed with information but are provided with the project findings most relevant for them.

It will be important to contact potential participants early in the course of the project to alert them to its existence. Several questions should be considered at this stage: how do participants react to the project aim and research questions? Is there a need to reformulate, adapt or change the questions to make them of greater interest to participants? Which of the questions and issues addressed are of greatest interest to the largest number of participants and to the project team?

3.2 Who: Identification and categorisation of stakeholders

Given the topic of the research, the potential list of stakeholders is long.

Table 2 gives an overview of the initial mapping of stakeholders gathered through researchers' contacts and discussions with relevant stakeholders who have already expressed an interest in the work.

Table 2. Initial identification of stakeholders for BIOGEA

Stakeholder	**Individuals / groups under consideration**	**Reason to involve and benefits to the stakeholder**	**Likely level of engagement**
EU policy makers and influencers	DG Env, DG Agri, EEA, COPA-COGECA, ELO, BirdLife, EEB	Make the policy decisions. Access to information on the policy timetable. Key end user for policy results. Benefit through access to research and opportunities to input ideas.	Inputting and receiving information: interviews, workshop, final conference
EU Networks	ENRD, EUFRAS, EURAF	Existing networks to help spread information on practical implementation	Information distributing and gathering
National policy makers and influencers and advisory services			
DE	BMEL, BMUB, BfN, UBA, NABU, BUND, DNR, DVL DVS and regional advisory services	Make the decisions on how the policy is implemented nationally. Advocacy and awareness raising on the national level Key end user for policy results. Benefit through access to research and opportunities to input ideas. Advisory services tasked to provide advice to farmers on both farming and environment related matters; well-networked to farmers, policy makers and other research bodies. Access to information helpful for greening measures implementation. Inputting information	Inputting and receiving information: interviews, workshop, conference. Advisory services: Potential involvement in national stakeholders groups. Information through project results. Collaboration through national and local workshops and bilateral meetings.
ES	MAGRAMA, SEO/BirdLife, Adena-WWF, AEET, Department of Agriculture in the Regional Government of Extremadura and Castilla-La Mancha ASAJA, UPA, COAG		
BG	MoAF, MoEW offices BSBP,IBER, FOA "Bioselena"; BAF; YFUB NAAS and its regional offices		

Stakeholder	Individuals / groups under consideration	Reason to involve and benefits to the stakeholder	Likely level of engagement
Local Actors			
DE	Local advisory services, DVL/ LPV	Responsibility for the governance of their territories. First-hand experience of the effects of EU policies implementation on the ground. Involved in local advocacy and awareness raising. Income and livelihood dependent on implementation choices – engagement empowers by linking to policy.	Inputting and receiving information: interviews, workshop, conference. Helping to develop and test toolkit and policy recommendations.
ES	COPRECA, FGN, FEDEHESA, Sociedad Cooperativa Campiña Sur		
BG	BSBP,municipal authorities, community centres, farmers and farmers groups		
Researchers	e.g. IEEP, SOLAGRO, University of Copenhagen, Agroscope	Input from other projects, information and data for their own research. Engagement through potential joint publications or conferences.	Information and exchange on similar projects (network through the diverse range of projects the partners are involved in)

The PRDN will not be a single body which meets to discuss the project. Instead what is intended is to build up groups of interested stakeholders in each of the case study areas, on the EU level and potentially on the national level (this may depend on the member state and how many decisions are reached on a national as compared to regional level). These groupings will be linked by the BIOGEA researchers and their interaction with one another.

Figure 4 shows the PRDN as an idealised network where all relevant stakeholders are engaged at every level. In reality, the situation may differ depending on the focus of the case studies in each Member State. Nonetheless, the aim will be to have a representative group of the main interests involved in each participating country.

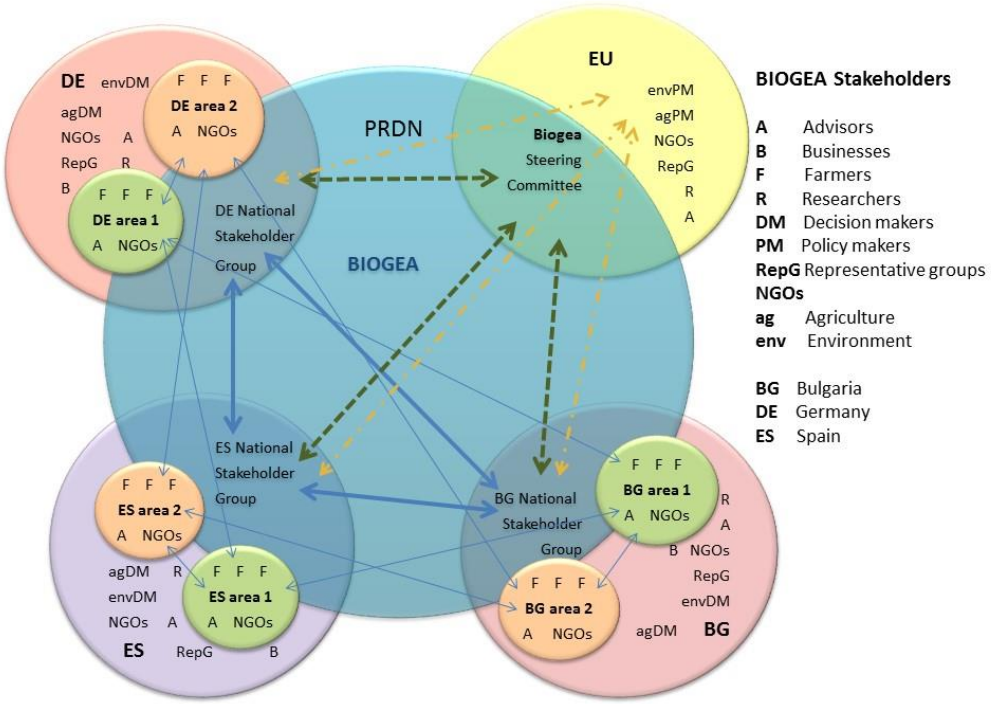


Figure 4. Stakeholder groups within the PRDN

While stakeholders have been grouped together, it will be important to consider the interlinkages, connections and conflicts existing both between but also within groups. It should not be assumed that all stakeholders characterised as coming from a specific group share views or interests and within group dynamics can have significant impacts on the outcomes of participative processes. In addition, multipliers are also included in the stakeholder mapping. These are groups who, while not personally engaged, have the potential to transmit project messages. These might include for example, relevant web-platforms or media outlets or networks which distribute information to stakeholders.

This initial mapping will be built upon throughout the project through a systematic search of secondary data in the early stages and the snowballing method throughout. The stakeholder contacts will be stored in an excel communication matrix build upon the templates provided by BiodivERsa (Durham et al. 2014). BIOGEA partners will be requested to report on the timing, content and method of their interaction with stakeholders. This will help to define their interest in being involved in the different project stages and in production of the different tools.

It is important at this stage to make a realistic assessment of the extent to which participants can or want to engage in the PRDN. If they do not wish to join the process, the reasons should be asked and recorded. An initial assessment of potential conflicts between participants should also be made and the potential causes assessed.

3.3 When: Communication phases and PRDN time plan

A strategic time plan for the PRDN should consider following three key aspects:

- Project constraints and the timing for milestones and deliverables;
- Availability of / expected participation levels from stakeholders;
- Policy processes and events.

Table 3 shows the milestones related to the work of the PRDN. This will be updated over the course of the project according to the project progress and the policy timeframe.

Table 3. Milestones for stakeholders' engagement (updated in month 7 of the project)

Year	Month/ Date	Product/Activity	Deliverable / Milestone	Lead	Dissemination level
2017	4	Outreach plan	D1c	adelphi	Internal
2017	4	Stakeholder engagement matrix	D1c	adelphi	Internal
2017	4	Project poster		adelphi	External
2017	4	Project website		UNWE	External
2017	12	Project leaflet		adelphi	External
2017	11	Policy recommendations tool	M5a	adelphi / UNWE	Internal
2017	7	First policy briefing	M5a	adelphi	External
2017	12	EU Workshop	M2a	adelphi	External
2017	14	Policy paper	D2b	adelphi	External
2017	15	First national workshop	M5b	UNWE / CS leads	External
2018	17	Policy implementation in stakeholder areas	D3a	UNWE / CS leads	External
2018	24	Paper on indicators	D3b	UNEX	External
2019	25	Second national workshop	M5a	UNWE / CS leads	External
2019	27	Policy recommendations paper	D5a	UNWE	External
2019	30	EU Workshop	M5c	adelphi	External
2019	32	GBI tool	D6a	UNWE	External
2019	33	GBI guidelines	D6b	UNWE	External
2019	34	Policy recommendations paper (EU)	D5b	adelphi	External
2019	35	Paper on testing indicators	D4b	CSIC	External

The outreach plan will be organised in a number of phases. These are laid out roughly in Figure 5. There will be some overlap between the project's phases, for example, phase 2 on awareness-raising will in practice occur throughout the lifetime of the project.

		2016		2017												2018												2019									
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
	Dez	Jan	Feb	Mar	Apr	Mai	Jun	Jul	Aug	Sep	Oct	Nov	Dez	Jan	Feb	Mrz	Apr	Mai	Jun	Jul	Aug	Sep	Okt	Nov	Dez	Jan	Feb	Mrz	Apr	Mai	Jun	Jul	Aug	Sep	Okt	Nov
Phase 1. Preparation and agreement of outreach plan																																				
Phase 2. Awareness raising about BIOGEA, establishing the PRDN																																				
Phase 3. Engagement of the PRDN in the policy analysis																																				
Phase 4. Engagement of the PRDN in developing guidance and ideas																																				
Phase 5. Awareness raising and feedback on findings																																				
Phase 6. Evaluation																																				
WP 1: Project Management and Dissemination																																				
1.1 - Project management and internal collaboration strategy		M1a	D1a									M1a							D1c	M1a																D1d
1.2 - External collaboration			D1b	M1b																M1b																
WP 2: Analysis of opportunities provided by CAP greening																																				
2.1 - Establishment of an assessment framework					D2a																															
2.2 - Analysis of EU-level policies related to CAP greening									M2a																											
2.3 - Analysis of national-level policies in the case study MS											D2b																									
WP 3: Implementation in the case study regions																																				
3.1 - Finalise case study area and approach				M3a																																
3.2 - Analyse local level implementation of CAP instruments																				D3a																
3.3 - Field monitoring																			M3b					D3b												
WP 4: Modelling impacts of GBI on biodiversity																																				
4.1 - Selection of biodiversity indicators										M4a						D4a																				
4.2 - Develop. of models for predicting responses to changes in GBI														M4b																						
4.3 - Testing selected expectations from response models																																			D4b	
WP 5: Recommendations: How to improve agricultural management of																																				
5.1 - Collect and systemise recommendations															M5b											M5b			D5a							
5.2 - Policy recommendations tool							M5a																							M5c				D5b		
WP 6: Development of guidance and tools for farmers and advisors																																				
6.1 - Assessment of farmers' and advisors' overall understanding																										M6a										
6.2 - Development of GBI tool-kit for farmers																												M6b				D6a				
6.3 - Development of GBI info-packs for advisors at MS level																																	D6b			
Meetings and Workshops	KM		CM	EAB					W			W	CM							CM	EAB				W	W				W						FM
Reporting								B			P	B				B	P		PR	B				P	B			B				B		P	P	PR

Figure 5. Project phases

Table 4 describes how stakeholders will be involved in the different work packages. Stakeholder engagement is important for all project phases.

Table 4. Stakeholder engagement throughout the project

WP	Actions	Stakeholder engagement	Level	Phase
1	Project management and communications	The external advisory committee will consist of three experts representing different aspects of the project	Collaborate	1-7
2	Assessment of EU targets for GBI and greening – fit within policy framework	Interviews	Consult	3
	Assessment of potential future developments of greening and what should be assessed through case studies	Interviews and Workshop	Involve	4
	Assessment of the translation of targets into national law	Interviews and first national round table (WP 5)	Involve	3
3	Actual implementation in six example regions	Interviews	Consult	3
4	The impacts of changes of GBI on biodiversity and ecosystem services	Input gathered from WP 2 and 3. Stakeholders informed about results in WP 6	Inform	6
	Use of indicators to measure GBI	Usefulness of indicators for policy makers and implementers – workshop?	Consult	6
5	Provision of policy recommendations relevant to national level	Feedback through workshop, = 2 national stakeholders' roundtable per project country?	Consult	6
	Develop ongoing policy recommendation tool feeding into a range of policy processes	final policy conference for stakeholders at EU level	Consult	5/6

WP	Actions	Stakeholder engagement	Level	Phase
6	Development of tools and training materials	Local learning labs set on farms to gather information and co-create advisory tools	Collaborate	5
	Provision of advice to land managers on maintaining GBI	Outputs from local learning labs Targeted interviews with farmers and advisors focused on advice	Inform / Collaborate	5

3.4 How: stakeholder engagement tools and communication channels

The tools used for stakeholder engagement at the different engagement levels are described in Table 5.

Table 5 Stakeholders engagement levels and tools

INFORM	- website, - policy briefings, - e-newsletters, - papers, - policy recommendation tool, - GBI toolkit for famers and advisors
CONSULT	- interviews, - surveys
INVOLVE	- final conference, - workshops, - round tables
COLLABORATE	- knowledge platform, - learning labs

Table 6 describes the planned communication channels more in detail. This list will be refined and updated over the course of the project. Communication will be differentiated for the different target groups.

Table 6. Communication channels

Channel	Details	Target audience
Project website	Sharing of information on the project as it develops. Different sections will be targeted at the different audience groups. Include a forum to make exchanges with external parties possible.	Internal use (members only section), research, SMEs, farmers, policy and general public
Project e-newsletter	Provided on the website (to be decided whether it is also distributed by e-mail)	Same as website
Social media, LinkedIn, researchgate	The partners will use their own social media channels to promote the project. If it is found to be affective with the target audience, dedicated accounts or groups may be established.	Same as website
Mass media	The project team will aim to get coverage about the project in at least 1 national newspaper in each MS	Wider public
Specialised media and websites	National advisory services and National Rural Networks websites, research networks such as Oppla, farming press.	Targeted to reach stakeholder groups
Scientific publications	2-3 articles planned in Q1 journals in the field of applied ecology / land use policy, all open access.	Scientists
Policy recommendations tool and generated policy briefings	Policy updates are planned roughly every 6 months throughout the course of the project	Policy makers and influencers
Project leaflet	A leaflet will be developed to present the project briefly directly after the start of the project	Stakeholders in the case study areas
Project workshops and events	Over the course of the project, 2 workshops are planned in Brussels and 2 roundtable policy event in each member state as well as a “local learning lab” in the case study areas.	The range of stakeholders involved in the project
Researchers attending other events	Scientific conferences, exhibitions and conferences of relevance to stakeholders e.g. agricultural shows. Aim to attend 1 event in each Member State and 3 large conferences where the project can be promoted.	Scientists, policy makers and influencers
Mailings from stakeholders	Stakeholders included in the PRDN will also be asked to include project news in their own newsletters and provided with content for these if needed.	Targeted to reach stakeholder groups
GBI Toolkit for farmers and guidance for advisors	Toolkit specifically designed to fit with practice in the case study member states and allow farmers to work on GBI improvements as part of normal farming practice.	Farmers, other land managers and advisors

4 Transmitting the project results

The manner and means of transmitting the project results are described below.

4.1 Strategic guiding ideas

To manage the communication process guiding ideas are in Table 7 which will be developed over the course of the project. Their aim is to allow a mutually useful and respectful process of communication between the project team and external stakeholders (as well as within these groups).

This builds upon the CRELE framework to promote the credibility, relevance and legitimacy of the project messages and interactions with stakeholders.

Table 7. Strategic guiding ideas

Strategic guiding idea	Exploration
Ways of working together	
Messages are well grounded based on research results	Messages should be based on the findings so far. In the early phases of the project, interaction with stakeholders will be asking for information (identifying gaps in their knowledge, understanding and needs) rather than transmitting messages which as yet cannot be based on results.
The views of all interest groups will be considered seriously	Unless all groups believe that their viewpoints are valued, they are unlikely to participate willingly in the project work. While viewpoints may in some cases be polarised, every interest group must be given the opportunity to share their views and experiences.
Different interest groups working together is desirable	Facilitating collaboration between different interests should increase the legitimacy of the project results by allowing open discussions of different viewpoints. Rules of engagement should be set in advance to promote a respectful exchange of viewpoints.
The right members of the project team contact the relevant stakeholders	Stakeholders should be contacted by those engaged in working in the geographical area. While the process of message transmission needs to be coordinated, it should not be centralised.
Messages should come from the closest source to the target audience	Related to the point above, geographically closer sources to target audiences are likely to be more trusted and peers more than those working in other areas. Peer-to-peer learning should be facilitated where possible for example by basing learning labs on-farm.
Focus on issue in hand	Many other problems in rural areas can be projected on to CAP financing and the environmental requirements attached. Equally farmers can be blamed for issues that are beyond their control. Communications should focus on the issues being researched.
Project aims should be clear from the start	In order for stakeholders to understand the point of engagement in the project, they need to see how their engagement will influence results and how results can be useful to their own activities.

Strategic guiding idea	Exploration
Ways of communication	
Project does not act as a lobbying tool	The project aim should be to provide evidence for policy but not to lobby for policy change itself.
Differentiation of messages for different target groups	It is important that project messages are well-targeted at the different audiences. For example, the messages to researchers may differ from those to local stakeholders and from those to EU decision-makers. Some project outcomes are also relevant to the wider general public but it is thought that these will be few and will be at a later stage of project development.
Division of awareness raising into phases.	It is suggested that awareness raising can be divided into broad phases (see below). These may to some extent overlap, particularly in the different geographic locations.
Use of multipliers	Certain project messages will additionally be transmitted through multipliers (e.g. EU level networks, interest group representative organisations, research networks). This will increase the reach of the project actions and results. It also has the potential benefit of increasing the credibility of results to stakeholders if they hear about the project through a trusted source.
Messages brought to life through project results	Key messages will only be useful if they are linked to evidence from the project results. The benefits of working together on the project need to be demonstrated e.g. through showing how input to the project can be fed into future policy development.
Communication tone	Communications with and between stakeholders should remain polite and professional even if disagreements on results arise.
Media mix	A mixture of on and off-line media should be used in the outreach plan. This can include the project website, leaflet, policy briefings, e-newsletter, research papers, mass media (TV, radio, newspapers), social media, mailings from stakeholders. It is important that linkages between the different medias are highlighted as appropriate (e.g. always refer back to the project website so that those who are interested can find out more and potentially contact the project team).
Initiation of messages and sign off	The outreach plan is coordinated by the adelphi (as the project coordinator and WP 1 lead) and co-led by UNWE. While it is not intended that all communications should be centralised, project partners will be asked to ensure that their communications fit within this plan and that they log interactions with key stakeholders.
Languages	It is important that the main project messages are transmitted in the national languages of the countries involved. The website will therefore be made available in EN, DE, ES, BG and products such as the project leaflet will also be translated. This is the responsibility of the partners in the respective countries. Outputs aimed at EU policy makers as well as research papers will however be provided only in English and the project coordinator will be responsible for ensuring the language quality.

Strategic guiding idea	Exploration
Ways of communication	
Project identity	All project products should be identifiable through use of the visual identity. Communications should focus on the project as a whole not the separate work packages (though the messages can be focused on the individual work packages).

4.2 Messages

The key messages will be developed over the course of the project and based on the results of the previous phases of research (Table 8).

Table 8. Key messages for the different project phases.

WP	Message	Target	Channel	Phase
1	BIOGEA is an interesting new project researching GBI in the agricultural landscape	All stakeholders	Website, meetings, leaflet, e-newsletter	2
2	BIOGEA aims to engage stakeholders to ensure that the results are policy relevant	All stakeholders	Website, workshop, policy briefings	3
3	BIOGEA aims to ensure EU policy is relevant in MS by examining the impacts on the ground	Interest groups (EU to local level)	Website, workshops	4
4	Findings on how GBI influences biodiversity and ecosystem services	Policy makers, researchers	Paper	6
4	Potential developments of GBI depending on policy changes	Policy makers, researchers	Paper	6
4	Potential of indicators tested through the project	Policy makers, researchers	Paper	6
5	Findings on Policy – how can the new CAP better support GBI	Policy makers	Workshop, Paper	6
6	Findings on advice – how can advice be better targeted to main GBI	Advisors	Local learning labs, tools for farmers and advisors	5, 6
1	BIOGEA has contributed to the policy debate around the CAP	All stakeholders	Website, final report	6

As described above, all project partners will be responsible for transmitting project messages through the planned deliverables and communication channels. In order to ensure that the messages fit with the overall project outreach plan, a process of task review has been agreed, where all deliverables are checked by another member of the project team (see Deliverable D1a - Project management and internal collaboration plan). For individual communications, the team members themselves are responsible for ensuring messages fit within the overall outreach plan and are appropriate in tone and content.

4.3 Project identity

Although each partner is funded through their own national funding source, it is important that the project results are communicated in such a way that BIOGEA is recognised as a project as a whole (rather than three separate part projects in the three member states). The team members must therefore communicate with one another to make sure they also transmit messages from the other work packages in which they are not involved.

A graphic identity has been developed for the project which includes a logo and requirements for colours, font and overall look of project products. This should be used for additions to other organisations websites etc. too.

All products must appropriately convey the funding source for the project as shown below:



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It is required that all members of the project team acknowledge all the funders (not just those who fund the lead researcher of a particular work package or deliverable).

5 Challenges

5.1 SWOT Analysis

A SWOT analysis (overview of the Strengths, Weaknesses, Opportunities and Threats) associated with the project communications is shown in Table 9. The aim is to maximise the potential strengths and opportunities of communication activities, while minimising the impact of the weaknesses and threats.

The strengths and weaknesses arise mainly from within the project team (e.g. human resources, management, staff commitment,), and the opportunities and threats from external sources (e.g. stakeholder resistance, available budget, policy timetable).

Table 9 SWOT Analysis

Strengths	**Weaknesses**
• Multidisciplinary team of researchers working together with wide network of contacts in different research disciplines and in policy • Multicultural, multilingual team with range of contacts in member states and case study areas. • Case study areas represent different biogeographic and political settings in the EU.	• Ensuring that results from the different disciplines are mutually relevant can be a challenge. • Different working cultures in the different countries as well as different funding streams and requirements can make working together difficult. • Maintaining a comparable methodology and time plan between the different areas is difficult.
Opportunities	**Threats**
• Project taking place at a time when there is a lot of discussion on policy-development of the CAP and a lot of interest in the topic area. • There are a wide range of engaged and interested stakeholders involved in the topic area. • Use of the BiodivERsa network to engage with other relevant projects.	• Fitting fieldwork and results into policy timeframe may be challenging (results may come too late). • If stakeholders are not engaged appropriately, stakeholder fatigue may result and it can be difficult to engage them over the entire project. • Large number of projects have already looked at EFAs and greening – need to tackle new area.

The risks presented by the threats and weaknesses and how to overcome them are presented in more detail in the project risk management plan.

6 Monitoring

The outreach outputs will be monitored through the use of Key Performance Indicators (KPIs) (see Table 10).

Table 10. Monitoring of communications

Impact	KPI	Information source
Outreach to stakeholders	Number of stakeholders contacted	Communication matrix
	Number of meetings with stakeholders	Communication matrix
	Communication between different stakeholder groups	Messages in forums / specialised press
	Uptake of tool and guidance	Use beyond the end of the project (uptake by other organisations)
Outreach to policy makers	Briefings	Number of briefings, quoting by stakeholders
Outreach to academics	Articles	Number of peer-reviewed articles, impact factor, citation
	Conferences	Number of conferences and meetings where project promoted, size
Outreach general	Website	Number of visits on website
	Newsletter	Number of subscribers, number of openings and hits on links
	Social media	Number of shares/retweets / likes / comments
	Media	Number of articles

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