



New Enabling Visions and Tools for End-useRs and stakeholders thanks to a common MOdeling appRoach towards a ClimatE neutral and resilient society

D8.1 NEVERMORE C&D Plan, materials and activities v1

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MOdeling appRoach towards a ClimatE neutral and resilient society

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Abbreviations and acronyms

Acronym	Description
C&D	Communication and Dissemination
MOOC	Massive Online Open Course
WP8	Work Package 8
KPI	Key Performance indicator

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Executive summary

The project NEVERMORE devoted Work Package 8 (WP8) to Communication and Dissemination activities, led by ALDA and implemented together with all partners. This also includes supporting the five Local Case Studies and the creation of five Local Councils and one Transnational Council of stakeholders for which respectively the local partners and ALDA are responsible.

This Communication and Dissemination Plan aims to plan communication activities, define target audiences, tools, and a roadmap to support partners in reaching different audiences and promoting project results.

This should be understood as a living document: it should evolve over the project lifecycle, especially because new information, opportunities, novel requirements/needs and trends will emerge along the project. Official updates of the document are planned for May 2024 (M24) and May 2026 (M48). Since month one of the project, ALDA has had a constant dialogue with all the project partners in order to build a strategy that is responsive to the consortium's needs. This dialogue will continue in order to guarantee the best success and constant updating of the communication and dissemination plan, paying attention to the consortium's needs and requests for changes or updates to ensure that the strategy is shared and constantly in line with project goals.

The first version of the plan is heavily focused on building the base for obtaining a linear, effective, and efficient Communication and Dissemination Strategy. It clarifies the steps for the first 24 months of the project life cycle, starting with the effective establishment of key channels (social media channels, website, newsletter) and a clear plan for the visual identity and communication toolkit that will be produced to increase the impact of the communication activities. This strategy aims at achieving maximum impact, with controlled spending, by selecting channels that are the most effective in reaching out to the various target groups and building upon multipliers, namely consortium partners and relevant stakeholders at EU, national, regional and local levels. Multipliers will be invited to share the core messages, practices and ultimately the results of the project using their communication channels and tools.

Introduction

The Horizon Europe project NEVERMORE is adopting an integrated approach to Communication and Dissemination activities and tasks which are reflected in this strategy (hereafter called C&D Strategy). The Strategy provides a comprehensive description of the set of communications tools, dissemination channels, engagement actions and outreach activities that help to:

- 1) Achieve the overarching project goal.
- 2) Engage effectively and comprehensively with stakeholders.
- 3) Support consortium partners in communications activities.
- 4) Ensure consistency of communications activities within NEVERMORE.
- 5) Ensure that the project results are fully exploited and widely disseminated.
- 6) Ensure that all engagement and dissemination activities are interlinked and mutually reinforcing.
- 7) Contribute to creating a recognizable project identified as a reputed stakeholder that can support future action through knowledge and information.

This document goes into the details of the NEVERMORE C&D Strategy, highlighting its goals, how these relate to the main target groups and communications tools identified and how the communication tools are targeted at NEVERMORE stakeholder groups. Moreover, it focuses on the current strategic approach for each of the NEVERMORE communication products and their dissemination and the overall approach to monitoring, self-assessment and reporting.

Considering the relevant role that the NEVERMORE project foresees for stakeholders, both the project and the C&D Strategy are built on multipliers, as explained below:

- At **local level**, the multiplier effect is ensured by the involvement of partners who have a strong and well-structured local presence in the main areas where the NEVERMORE project needs to do outreach: public authorities, who are at the same time connected with local media and citizens, representatives of organised interests, NGOs and grassroots initiatives, actors in education, regional development and planning, different in terms of sectoral interests and skills. The Local C&D Strategy will be enriched thanks to the synergies with the activities of the Local Councils of Stakeholders, where the local focus will be reinforced by the international and transnational approach. Stakeholders will be actively involved in the co-design, co-creation and co-assessment of the NEVERMORE approach and solutions to ensure the project delivers practical and user-friendly tools and services.
- At **regional and national level**, relevant stakeholders will be invited to join the Local Councils (developed in WP2, T2.3) and local events. They will receive specific information, via the several project communications channels such as the Newsletter and the Press releases, to learn about NEVERMORE activities and results in the spirit of looking for future synergies, exploitation of results and replicability in other territories, if possible. By giving stakeholders a central role in the generation of knowledge, NEVERMORE will positively move forward in: stakeholder empowerment, increasing stakeholders' capacity to use that knowledge; social learning, allowing stakeholders to gain from each other and developing relationships or networks; relevance of models and information thanks to the strong localization and anchoring of NEVERMORE outputs in the reality of the targeted user groups and countries,

and prolonged and continuous use of tools by the involvement of stakeholders and end-users, helping to assure replicability of the methods and to sustain the use of the project tools beyond project's lifetime.

- At the **European level**, the multiplier effect relies first on the wide and effective promotion of the project beyond the pre-identified case studies through the involvement of key research and stakeholder organisations, as well as experts invited to join the NEVERMORE Transnational Council. Furthermore, relevant stakeholders that are well networked with EU institutions and networks from within (e.g., ALDA, CMCC) and outside the consortium, plus the promotion of the project in international settings, will engage other European networks with whom NEVERMORE may look for synergies, exchange of practices and collaborations. The organisation of three webinars within the Covenant of Mayor's initiative and the NEVERMORE final event in Brussels will moreover contribute to maximising the international presence of the project. Those international events will be key milestones not only for the project dissemination but also for its potential sustainability.

1 NEVERMORE C&D Strategy objectives and target audience

1.1 Project objectives (pos)

According to the IPCC's Climate Change 2021 report, humanity is in irreversible code red, which is why climate change adaptation and mitigation measures aimed at making society more sustainable and resilient, are needed now more than ever. The already dire situation has been compounded by the COVID-19 pandemic, which has highlighted the importance of improving the translation of scientific knowledge into policy and social practice through interdisciplinary knowledge production with the participation of stakeholders in climate science and policy. NEVERMORE recognizes that policymakers and civil society must drive climate action and should be the primary recipients of scientific knowledge. Placing them at the centre of climate change action to achieve strong political commitment, is mandatory from the outset to ensure the adoption of the tools to support decision-makers and relevant follow-up of policy recommendations. There is a need not only for advocacy of the initiative but also for concrete acceptance of the project's outcomes and solutions.

The NEVERMORE project aims to develop an integrated common assessment framework (for modelling, simulating, and evaluating impacts of both climate change and policy measures) tailored to the needs of different stakeholders and end-users (public and private actors, decision-makers, and citizens). It will include climate information, Earth systems and human and impacts models in a robust, reliable, detailed and transparent way, for delivering multi-sectoral climate impact assessments under consistent and integrated socio-economic and climate scenarios. The NEVERMORE approach integrates the information from physical modelling of impacts and risk analysis methodologies and aligns them across different scales: from national, EU and global scales to local and regional scales via five representative case studies that represent various socio-ecological systems. NEVERMORE helps to better understand the interactions between climate change impacts and mitigation and adaptation options to deliver sound technical and policy recommendations toward a climate-neutral and resilient society.

1.2 Nevermore C&D context and approach

NEVERMORE stands for *New Enabling Visions and tools for End-useRs and stakeholders thanks to a common MOdeling fRamework towards a climatE neutral and resilient society*. The project and its partnership aim to support excellence in climate science and climate policy research. Through a focus on modelling theory, NEVERMORE aims to change the current siloed approach in favour of an integrated assessment to evaluate the impacts, risks and interactions of climate change across sectors and adaptation and mitigation strategies toward a more resilient society based on the multiple feedback occurring among the variables involved in climate change.

The NEVERMORE approach integrates information from physical impact modelling and risk analysis methodologies and aligns them on different scales: from national, EU and global to local and regional scales, through five case studies representatives of various socio-ecological systems.

This project will rely heavily on cooperation as it brings together a broad consortium of 16 partners, ranging from local governments to research institutes and foundations, universities, and energy agencies. In fact, a strong focus on the local level of communication has been decided for the NEVERMORE project. The stakeholders of the five case studies and in particular the members of the Local Councils will, in fact, be involved during the project both for the dissemination of the project and in participatory processes through co-designing techniques. Each case study will set-up dedicated events and contents in its own territory.

Finally, a section of the NEVERMORE web page is planned both for the local case studies and their progress and a page will be dedicated to the Local Transnational Councils, in order to give them visibility and provide updates on their work.

The communication strategy will also have to consider the global context in which we are working. Each level presents challenges and opportunities. The C&D Strategy will consider each scale with appropriate and tailored communication messages (content) and channels and will develop synergies and collaborate with other EU and national projects to reach the target audience. Besides, a strong collaboration within the consortium will be pushed to achieve the expected results.

The double challenge in terms of communication will be to have a coherent and strong message that engages all partners from different backgrounds and countries and that, at the same time, resonates internationally as well as nationally and locally.

1.3 Communication, dissemination and exploitation goals

The objective of the Plan described in this Deliverable is to build the base upon which the project can disseminate and valorise its results and activities in the coming years.

The Communication, dissemination and exploitation goals of NEVERMORE are aligned with the project objectives of supporting stakeholders and citizens to better understand the impacts and risks of climate change, as well as the interactions between adaptation and mitigation measures.

The Strategy considers:

- **Communication** – aimed at enhancing the visibility of the project to the general public and informing about its results.
- **Dissemination** – aimed at maximizing the impact of research results in the public domain and facilitating further use of results.

The **Exploitation strategy** of the project aimed at making use of the project results through for example further research, commercial product services, standards or new regulations that will be implemented by RINA-C (D8.8 due at M24 and following versions at M36 and M47) in close collaboration with ALDA.

To achieve these objectives, multiple actions are foreseen, namely:

- Ensure outcomes and impacts achievement by supporting the dissemination of project results.
- Create awareness and raise the visibility of the project, its outputs and objectives.
- Ensure that the project, its results and achievements are widely disseminated and exploited by the relevant and suitably identified target audiences.
- Encourage the participation of those who can contribute to the development, evaluation, uptake and exploitation of the project results and outputs, at local, national, and EU levels.
- Connect with a wide range of actors and networks at regional and EU level to set up collaborations, synergies and exchanges of results. Activities need to be shaped to the target groups' needs, in order to be able to connect and raise the interest of a broad range of stakeholders and networks within the EU and beyond.
- Publish project results in peer-reviewed scientific journals.

The C&D strategy includes the identification and engagement of target groups and end-users of project results. Potential members of the Local and Transnationals Councils will be the starting point for the audience to target.

1.4 Dissemination and communication target audience

The main target groups of NEVERMORE and an initial definition of their specific interests in the project are the following:

- **Researchers and academic** actors who have an interest in accessing the project results and learning how they contribute to advancing climate science and modelling of adaptation.
- **Decision-makers/local authorities** who are the core actors of the NEVERMORE project, since they are responsible for the planning of mitigation and adaptation strategies, and they represent the link with further relevant local public and private actors, as well as citizens.
- **Decision-makers/national authorities** who are crucial actors because they set up strategies for mitigation and adaptation at the national level and they represent the link with both the EU and the local dimensions/actors, thus allowing for potential replication of the project tools and methods.
- **Citizens** who are crucial in the transition towards climate neutrality are encouraged to act as change makers through their engagement in the local decision-making process.
- **Civil Society Organisations (CSO) and Non- governmental organisations (NGOs)** who are core actors in raising awareness on climate change impacts and risks to promote activities aiming at improving sustainable transitions.
- **Businesses, SMEs, and finance actors** who are crucial for promoting innovative adaptation and mitigation solutions and thus support the local transition towards climate neutrality.
- **International CSOs and networks** who are key actors when it comes to connecting the national communities and lifting the local/national activities to the EU level.
- The **EC and the other EU institutions** who are central in connecting stakeholders around the common effort of pursuing the objectives set by the EU Green Deal, Mission on Climate Adaptation, as well as the international efforts for a global uptake of climate action in line with the Paris Agreement and SDGs.

1.5 Roles, responsibilities and coordination of C&D activities

As WP8 leader, ALDA is the main responsible for the definition of the C&D strategy as well as for the implementation of the related activities. ALDA will closely collaborate with the project coordinator (FBK) and with the rest of the consortium to maximise the project's outputs. All partners will be constantly asked to contribute to the implementation of the communication and dissemination activities and their continuous inputs will be therefore required throughout the entire project period.

For the management of communication and dissemination activities, at the internal level, partners will mostly communicate by email, especially for formal exchanges and decisions. In addition, periodic online meetings and calls are envisaged.

Moreover, all event materials, pictures, news, drafts of social media posts and of articles to be published on the project website shall be uploaded on the Google Drive shared folder, to be used as an internal collaborative platform: in this sense, the contents and materials to be displayed on NEVERMORE's social media channels will be provided autonomously by all partners to allow ALDA to update the project editorial plan monthly and include as much information, news and activities as possible. In this way, ALDA will always be up to date on the next project steps and will be able to make the most of the events and activities that will be implemented.

Thanks to a form that has already been shared within the consortium, at least one person from each partner was identified to follow the communication and dissemination activities of the project through their organizations' channels and support NEVERMORE's project communication by giving input and communicating with ALDA. For this purpose, a mailing list (nevermore-communication@fbk.eu) dedicated exclusively to fostering the C&D strategy and facilitating communication between partners and ALDA was created.

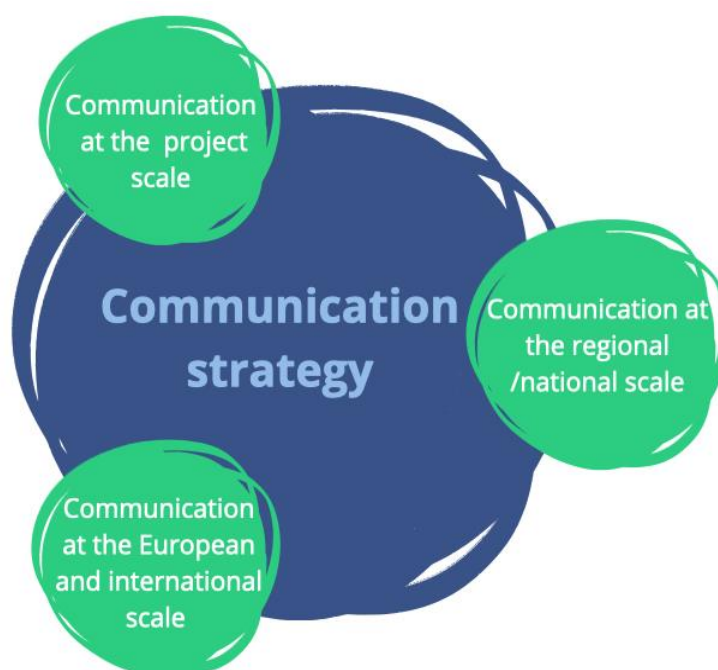
2 NEVERMORE Communication Strategy

Good communication is about giving the right information to the right audience at the right time and in the right format. The dissemination and communication activities of NEVERMORE, target specific audience categories identified as relevant according to the project topics, challenges, and objectives.

The NEVERMORE Communication strategy has been developed around three main levels of communication that should be considered complementary and not in chronological order. In

Figure 1 equidistant spheres join in the communication strategy by contributing individually and symbiotically.

Figure 1. Communication Strategy scheme



At the project scale for example it will be crucial to communicate internally in a clear way, using a shared vocabulary for the main project concepts to reflect outwardly a single voice for the NEVERMORE consortium.

Regarding communication at the local and national level, stakeholders around the case studies will have to be reached as well as cooperation with Local Council members encouraged. An ad-hoc Memorandum of Understanding is in the process of being stipulated with local stakeholders and this will allow the members of the Local Councils, different degrees of involvement, from simply being informed to actively being engaged in the activities.

The international sphere will not only be covered through social media and planned international events, but also via website contents and ad-hoc materials. Furthermore, the potential of the Massive Open Online Courses (MOOC) should not be forgotten, which can reach out internationally to individuals and organisations interested in the activities and results of the NEVERMORE project, as well as its replication potential.

2.1 Communication at the project scale

The project scale level of the Communication strategy is meant to achieve the following objectives:

- 1) Ensure all partners have a common understanding of what should be done in terms of communication, including roles and responsibilities,
- 2) Ensure that all partners speak with one voice providing the same information to external stakeholders.
- 3) Facilitate collaboration between the project partners.

In the following subsections, we describe the strategy to achieve these objectives.

2.1.1 A common understanding of what should be done in terms of communication

To have a common understanding at the partnership level, a common Google Drive folder named "Communication/Dissemination material" was created containing all the materials necessary for the NEVERMORE partners to realise and carry out effective and efficient project communication and dissemination tasks. Specifically provided are communication and dissemination materials such as deliverable and presentation templates, banners, project brochure, NEVERMORE's social media editorial plan and a register for reporting the dissemination activities.

During the Kick-Off Meeting, the first steps and the roles and responsibilities of the partners have been outlined organically: **sharing** of contacts responsible for Communication and Dissemination to be included in the mailing list described above; monthly **scheduling** of contents to be published on the project social media channels and website with input from all partners and folders reserved for them; **reporting** per partner on all activities and events concerning NEVERMORE implemented and realised during the project lifetime.

ALDA pushed from the beginning for a consensus on the first steps of communication, by involving all partners not only in the redesign of the logo but also in the definition of the structure of the Newsletter, in the creation of an initial project video trying to make the partnership understand the modus operandi and building the strategy step by step. In month 4 especially for the creation of visual and communication materials such as the brochure and flyer, ALDA worked closely with the Project Leader and Technical Manager respectively FBK and CARTIF.

2.1.2 Speak with one voice

A single voice for NEVERMORE will be achieved through clear guidelines on branding, visual identity and the content of communication and dissemination materials.

A **coordinated visual identity** will allow the consortium to communicate in a consistent, clear, and institutional manner. It will also help stakeholders understand NEVERMORE activities and results. A communication kit has been developed with a series of digital materials that will allow partners to include the project's corporate identity in all materials they develop for the implementation of the project. The main communication materials for the local case studies should be translated into five local languages.

NEVERMORE Brand Guidelines (Annex 2) serve as a vademecum to ensure that each implemented solution will be branded with the NEVERMORE logo and the EU financial statement to show the impact of the project. The project logo is an essential element of the project's visual identity. It will appear on all public documents, publications, websites, and promotional materials during project implementation to increase the visibility of the project and facilitate the branding of communication products.

Promotional materials, including a template for ppt presentations (Annex 7), the project's 8/12-page brochure (Annex 8), a roll-up banner (Annex 9), a template poster (Annex 10), and a project leaflet (Annex 11) were foreseen from the proposal stage, while the project hashtags were shared and approved during the Kick-off Meeting, as were the social media accounts already set-up and running. To speak in unison, it is necessary to have clear references and materials and a template for the posts that will be published on the individual organizations' social media pages will be provided.

In addition, actions to facilitate communication between the partners in the first month of the project included a survey on the partners' social media to collect all partner accounts and facilitate tagging, while a shared folder was created containing the partners' logos at hand for any visual communication (e.g., videos, posts, slides).

2.1.3 NEVERMORE logo

The NEVERMORE logo is different in shape and colour from the initial one but repeats the graphic-illustrative elements of the leaf, the earth and the thermometer which represent the essence of the project, as NEVERMORE stands for nevermore silo approach in evaluating climate change impacts and risks across sectors.

Figure 2. NEVERMORE logo



The visual concept is presented as followed: the element of the thermometer peaking represents a signal of the situation the planet Earth is in today. The Earth element stands for what this project works

for: the planet. The Earth and the ecosystem metaphorically encapsulated in the leaf symbol are green, the colour of hope in which this project fits into the contemporary scenario thanks to the work of no less than 16 partners from across the European Union.

The three colours used for the positive version of the logotype are the following:



C81 M64 Y16 K2
#465c95



C62 M0 Y61 K0
#52D389



C0 M0 Y0 K100
#000000

More versions of the NEVERMORE logo and its correct use are provided in Annex 2 of the Deliverable.

2.1.4 Facilitate collaboration between the project partners

Following an established visual identity created to promote and valorise the project results, ALDA already provided and will continue providing the partners with several communication tools to be used and adopted during the project duration.

Some of the communication tools are:

- **Template for Word documents** (deliverables, meeting agenda, reports, letterhead, meeting sheets, press releases and other project documents);
- **Other functional templates**, tailored to the target and for multiple users (emailing, letterhead, web, etc.);
- **Separated graphic elements** (single logo, banners of the logo, background, image, project banner etc.).

In addition to a document reserved for the monthly project dissemination schedule, a project social media publishing schedule will be made public to the whole consortium to firstly ensure transparency to the partners and secondly to be clear on all contents NEVERMORE will publish each week.

2.2 Communication at the regional/national scale

The second level of the Communication Strategy is intended for the regional and national scale of the project. The main communication objectives here are the following:

- 1) Foster media coverage in the five case studies.
- 2) Promote project events and activities by making extensive use of the tools and channels provided by the project.
- 3) Promote the project to specific target groups through the press, meetings, and presentations.

2.2.1 Foster media coverage in case studies

NEVERMORE devotes much of its work to the regional and national level, including the study of climate scenarios in **five Case Studies** in different regions of Europe and the establishment of five different Local Councils in the same territories. The five Case Studies investigated in the NEVERMORE project are the following:

1. Case Study 1 – Island - Sitia, Crete island (EL)
2. Case Study 2 – Mountain region - Trentino region (IT)
3. Case Study 3 – Boreal region - Västerbotten and Norrbotten Counties (SE)
4. Case Study 4 – Mediterranean region - Murcia region (ES)
5. Case Study 5 – Wetland - Danube delta (RO)

The role of the Case Study local leaders and supporters will be crucial at this stage to identify stakeholders and media that are relevant for the case studies purpose. A stakeholder analysis and mapping process including a complete database of stakeholder audiences was already undertaken with the contribution of relevant partners from each Case Study. An important role will be played by the Local Councils developed following the WP2-Stakeholder engagement strategy, co-design activities and social science for climate action. Members of the Local Councils will be personally invited to sign a Memorandum of Understanding and this will allow us to involve them also in the communication and dissemination activities of the project to different degrees as follows: be informed, be consulted, be involved, collaborate and empower (see the [NEVERMORE Memorandum of Understanding](#) for Local Councils' members).

In addition, a presentation video from each partner organization will be published on NEVERMORE's social media channels (the activity already started in M4), while it is planned to create two videos in each Case Study, which, thanks to the sharing of especially local partners, will give the project even more prominence at local level favoured by its realisation in the local languages as opposed to the initial and final NEVERMORE project videos, which will be produced in English.

Overall, two videos should be produced for each Case Study, one in the initial phase of the project (M10) and one in the last phase of the project (M47-M48). The first video has the goal of presenting the territory in which the Case Study is settled, showing the specificities of the area and the relevance of climate change issues and will contain a description of the NEVERMORE objectives. The second

video, to be produced in the last phase of the project, has the goal to show the results obtained in the four years of NEVERMORE research at the local level.

The two videos will be published on the project and partner social media channels and the project website in each Case Study section. They will be produced in the native language of the Case Studies and subtitled in English to reach both local and international audiences.

2.2.2 Project tools and channels: social media

Extensive use of social media is planned to increase the awareness of potential end-users and encourage them to access the NEVERMORE ICT toolkit, download handbooks and insights and read the policy briefs as well as participate in the project’s training programme. Each social media channel is intended to reach a specific audience, and the messages will be adapted accordingly. ALDA is responsible for the management and continuous updating of the NEVERMORE social media accounts.

Social media channels are intended to act as an accelerator to engage and communicate project activities, to easily reach out to a wide and relevant audience. The content shared on each platform will include different types of outputs and will redirect and feed traffic to the main website.

Table 1. NEVERMORE Social Media Channels

Social Media	Why	Target	How to use it
<p>Twitter</p> <p>Text of up to 280 characters. This excludes media attachments (photos, images, videos, etc.) and quoted tweets (displaying someone else's tweet within your own) but includes links (a URL is always altered to 23 characters).</p>	<p>To make announcements that can instantaneously reach a large audience or retweet relevant content.</p>	<p>Stakeholders, research institutes, European institutions, local authorities and other Horizon Europe projects.</p>	<p>To announce, promote, and push all publications and news of the project, share short comments. NEVERMORE will make extensive use of Twitter to reach other local, national, and international networks and initiatives and look for potential synergies, collaborations, and exchanges of good practices. ALDA will remind all partners to re-tweet all the project posts through their institutional channels and in their national language to ensure a multiplier effect</p>

<p>Instagram Visual content - pictures, short videos, stories.</p>	<p>To share project updates, leveraging the ability to use polling options, and questions, engaging not only citizens but tapping into the network of Horizon project pages on social media. On Instagram and similar platforms, the pictures are more searchable and visible, and you have no storage restrictions.</p>	<p>Young people, especially between the ages of 18 and 34, CSOs, NGOs.</p>	<p>As a self-standing repository of all the project-related images, separate from the project website. Focusing on visuals and authenticity, updating on sustainability, climate change and adaptation and mitigation strategies, posting flyers, and public events with a direct link to the website for possible registration: Instagram constitutes a different tool from Twitter and it is more common, especially for younger individuals and entities.</p>
<p>LinkedIn Blog Posts, Third-Party Content, Text Only, Photos and Graphics.</p>	<p>High potential for stakeholder connections, with more than 60 million active users globally senior-level influencers and 40 million holding decision-making positions.</p>	<p>Companies, private sector, public institutions, research organisations.</p>	<p>It represents the perfect platform to build a valuable professional network involving not only other Horizon projects but especially the private sector, which is widely touched by NEVERMORE, particularly when considering Case Studies. High potential.</p>
<p>YouTube Audio-visual content, lectures, MOOC, events online</p>	<p>It creates greater engagement. YouTube is the place where most videos are watched every day. Use the platform for all project videos.</p>	<p>Stakeholders, European Commission-funded consortia</p>	<p>A YouTube channel has been created for audio-visual content such as presentation videos from each partner, Case Study videos, initial and final video of NEVERMORE, MOOC, online or recorded events, live events or lectures.</p>

Tips and tricks

Some tips and tricks for the NEVERMORE consortium on how to publish according to the different social media platforms and targets:

- Creatively presenting the information.
- Good posts have content info + image/video + URL.
- Be consistent.
- Use tools to automate posts.
- Use link softeners such as bit.ly or ow.ly.
- Adapt your content to each social media platform.
- On Twitter, people expect quick, to-the-point messages.
- On LinkedIn, people expect formal and professional messages.
- On Instagram, people expect pretty pictures before they take the time to read what you have posted.
- On YouTube, people expect engaging videos and clear messages.

To maximize the impact of social media channels, the involvement of all project partners will be required. They will be invited to share through their institutional channels updates, news and materials implemented by the NEVERMORE project. The development of the initial presentation videos of every partner, given the different nature of each, will allow the project to reach not only regional and local authorities and institutions, but also research institutes, NGOs (e.g. through ALDA's extensive network) and even national agencies and private entities.

2.2.3 Promotion of the project to specific target groups

As foreseen by the project, a set of publications will be tailored to different audiences including: **policy and technical recommendations; scientific publications**, based on the results of the research/analysis carried out and published in open access peer-reviewed scientific journals. Scientific publications will be disseminated via conference proceedings (e.g., Sustainability Forum, Climate Change Conference) and in the context of conferences and symposia (e.g., World Sustainability Forum, Circular Change Conference). If the scientific publications do not conflict with the IPR of the journal, the articles will be made accessible on the project website with a focus on: Climate and Agriculture; the International Journal of Climate Change: Impacts and Responses; The Journal of Climate Change and Health, among others.

In addition to the project website and social media, NEVERMORE will prepare and issue a set of **press releases** during the whole project duration to reach out to different kinds of media outlets at local, national, and international levels thanks to the previous-mentioned Stakeholder map plus all partners' channels. The objective is to spread concisely and more formally than with social media, and other

media outlets. A press release is a statement distributed to the media to generate press coverage of a specific news item.

Press releases are written communications that should be issued when the project is performing new activities or is achieving interesting results that might interest the local, national or European media. It is important that the press release is targeted, is limited to one page, and ensures that it has news value. When drafting the press release it is crucial to clearly identify and analyse the audience, in order to determine the tone, style, angle, and content of the article. Press releases also have an impact on the searchability of the future project website by appearing in search results and encouraging the media to publish their articles.

Quotes from key speakers and participants will be included. The press release will include the most important contact details in order to quickly provide additional information to journalists in case of need. Before and after every local event, one article will be published in English and in the local language to widen the target audience as much as possible. Indeed, a press release will be drafted for each key moment of the project (before and after major events, when an important result is achieved, a new publication is published, etc.). Press releases will be drafted in simple communicative language and, if necessary, will be supported by infographics.

Press releases will be published on the NEVERMORE website and partner websites and will be published via social media links. They will also be considered material for the "What's new?" and/or "news" sections of the NEVERMORE newsletter. Press releases will be prepared by ALDA in English and partners will be asked to provide a translation into their national language and to share it with their local, regional, and national contacts.

Press releases will be prepared for each event following the Word template provided in Annex 8. ALDA will provide to the consortium guidelines for the creation of a press release such as:

When writing a press release, it is important to follow the structure and format of the accepted press release, which includes:

- A title
- A subtitle.
- Two or three paragraphs for the body.
- A reference text.
- Contact information.

If possible, include contact details of potential interviewees (with their explicit consent).

Once filled in with the information, partners should remember to save the document as a PDF before printing, emailing, or posting it on websites, social media, etc. Doing so will ensure the exact layout.

Remember that the press release template is a standard document to homogenise the process at the project level. However, the partners should consider adapting press releases to different publications, e.g., national, regional, local, or specialised.

For each local event, the partner responsible will fill the template for the article and after the final drafting by ALDA, the partner will be asked to translate the article which will then be published on the NEVERMORE website and social media channels.

Partners responsible for the organization of local events will be requested to provide a few lines and photos so that ALDA will be able to post the news on social media.

All partners will keep track of all performed activities for evaluation and monitoring through the register provided by ALDA, including presentations of the projects and its results at relevant events, seminars and conferences they will attend.

2.3 Communication at the European and international scale

Finally, the C&D strategy envisages, beyond the local and regional spheres of action, a third section encompassing the European and international scale with the following objectives:

- 1) Widely and effectively promote the project beyond the pre-identified Case Studies.
- 2) Raise awareness regarding the EU objective to promote climate adaptation and resilience by 2050 through offline and online tools making special use of the website that will be created for NEVERMORE (D8.4).
- 3) Promote the project in international settings. NEVERMORE engagement strategy (D2.3) is at the basis of the NEVERMORE project, seeking to foster a sense of ownership of the results.

2.3.1 Promote the project beyond the pre-identified case studies

Various means will be deployed by NEVERMORE to take the project beyond the five Case Studies:

A **Handbook** will be developed by December 2025 (M43) which will include the main results and learnings from the NEVERMORE project implementation and Case Studies' execution, as well as technical and policy recommendations at national, EU and global scales (developed in WP5) to be distributed among public and private stakeholders.

Insights made of 2-pages easy to read and a graphically appealing summary of selected project deliverables will be created and disseminated both online through NEVERMORE social media channels and on the NEVERMORE website and distributed physically during NEVERMORE events foreseen between December 2025 and May 2026 which are meant to bring citizens and the general audience closer to the topics of climate change impacts, risks, and future scenarios. ALDA oversees the publication and promotion of the Handbook and the 2 Insights.

The **newsletter** released biannually will also be a useful tool to promote the project beyond the case studies by showing news and updates related not only to the project but also to the case studies and the work of their related Councils.

2.3.1.1 PROJECT NEWSLETTER

The newsletter aimed at communicating project contents, serving as a ‘reminder call’ of the project to all subscribers. Biannually, it provides project news and includes links to the NEVERMORE social media accounts that subscribers are invited to join for receiving quicker daily updates. All newsletters will be stored in a dedicated section on the website. The design will follow the NEVERMORE visual identity and will help reinforce the brand recognition of the project.

The information will originate from the central team at ALDA, as well as from each partner’s liaison officer in charge of communications. A structure will be defined and fed accordingly, but there will be certain flexibility to publish timely newsletters according to the different developments of the project. Every six months the newsletter will be distributed in English to promote project updates, materials, news, and relevant events. Subscriptions will be channelled via the contacts of the project partners, website, during events, and through social media.

Contents will be divided into sections (see Table 1) where the first part will feature NEVERMORE's logo and goal at the top, followed by a section that will describe the main activities that will be performed in the next six months. Then a section on what has been done in the last 6 months. An invitation to participate in future events organised by the consortium, the European Commission, Covenant of Mayors, and Europe-wide institutions.

Finally, a focus on two partners in each biannual newsletter: after the project leader and Technical Manager, the presentation of each partner will be made in alphabetical order (16 partners x 4 years).

Table 2. The main structure of the NEVERMORE Newsletter

Section	Content
Frontpage	Logo and project objectives.
Coming soon	A section devoted to what will happen in the next 6 months, a calendar of upcoming public actions and events, including relevant links, invitation to attend upcoming events of NEVERMORE consortium, Covenant of Mayors, EU institutions and other relevant projects’ events (especially online when necessary).
Project news	A review of what has been done in the past 6 months, highlight of some piece of news, including main ideas and results, future perspectives, , pictures + link to news section on the website.
Stakeholder Councils corner	Section for news regarding Local and Transnational Councils of Stakeholders: first newsletter on general presentation of these Councils, Memorandum of Understanding

	signing process etc.; last newsletter on conclusion of work and results.
NEVERMORE Consortium	Focus and a brief presentation of each partner until the 4th Newsletter: presentation 4 partners each issue.
NEVERMORE Councils	Starting from the 5th Newsletter, there will be the presentation of 2 Councils of Stakeholders per Newsletter.
STAY TUNED!	Subscribe to the newsletter, social media (with all hyperlinks), NEVERMORE logo, EU logo, logos of the 16 partner organizations and disclaimer.

ALDA will build and maintain the central mailing list for the project newsletter. Partners are encouraged to share with ALDA the relevant contacts they want us to send the newsletter provided that the information they are sharing with us fulfils the requirements of the GDPR (see Annex 2 for more information about the data management regulation under the GDPR).

For the cases in which a partner is unable to share any contact with ALDA, they will send the Newsletter themselves to their mailing list. And once this is done, they need to send a short report to ALDA (number of recipients, open rate, clicks to the links, etc.) so that ALDA can prepare an overall report with all the indicators.

To increase the number of subscriptions during the project, ALDA will do a periodical communication campaign via social media, plus add, and ask partners to include the registration link to their emails' signatures.

The final version of the structure will be agreed upon by all the Work Package leaders to ensure that the newsletter meets the different requirements of the project. The public version will be ready by the end of Month five and the content will be published in English.

2.3.2 NEVERMORE website

The NEVERMORE website will host information on the project. It is conceived as a hub containing and redirecting to every communications tool, channel, and activity. The project website will be developed for launch in M6 (D8.4). The portal will be created and regularly updated by ALDA with the contribution of all partners to present relevant and timely information about the project, including news, public documents, publications, presentations, etc. Website sections serve to promote the content of the project such as the introduction, project structure, partners, deliverables, events and news that will be fed from different sources, such as partners' contributions and subjects linked to current societal issues and challenges related to climate change. The website will link to all social media channels opened for the project. A sign-up box for subscribing to the Newsletter will be accessible on the homepage.

To obtain maximum visibility of the website and achieve the set goals of an annual average of 1.000 page views and at least 5-10% of referrals to the website, NEVERMORE will use:

- Catchy design and easy-to-use navigation.
- Information relevant to each communication target is easy to find and identified (e.g., press corner/partner corner/information on the 5 Case Studies).
- Optimization for search engines: relevant keywords and external website links on local pages and partner projects.
- Direct link to the Gamification tool.
- A section devoted to the Local and Transnational Councils of Stakeholders which can remain useful both for members to be able to create cooperation and for those who visit the website to find interesting stakeholders interested in climate change across Europe.
- Updated page on other relevant projects that NEVERMORE will be in contact with.
- Archive all project events that will be conducted in chronological order with description and number of participants (possibility to follow the training in streaming by linking the website page to the project YouTube channel).
- Interactive content: news about the project and topics relevant to the project will keep the website active during the duration of the project.

The pre-defined structure of the website is depicted in **Errore. L'origine riferimento non è stata trovata.** below.

Proposal of Website domain: www.nevermore-horizon.eu

Table 3. NEVERMORE Website contents

Page	Section	Sub-section
Home	<ul style="list-style-type: none"> ● Project ● Why ● Objectives ● Partners + links to their websites ● Case Studies ● Glossary 	
NEVERMORE Actions	<p>ADVANCING on interdisciplinarity co-production of knowledge co-production in climate science and policymaking by:</p>	<ol style="list-style-type: none"> 1. Downscaling algorithms for climate data 2. Cross-sectoral methodology for modelling CC impacts, risks, and A&M effects 3. Open-source-code IAM

	EVALUATING strategies by:	<ol style="list-style-type: none"> 1. KPI Panel consistent across scales 2. Catalogue explorer of A&M strategies
	SUPPORTING climate-policy assessment:	<ol style="list-style-type: none"> 1. Integrated common assessment framework 2. 6 Policy briefs (technical and policy recommendations) 3. NEVERMORE ICT toolkit: <ol style="list-style-type: none"> a) EU Scale tool. b) Case Study tool. c) Gamification tools
	INFORMING on CC impacts, risks, and vulnerabilities at different scales and under different scenarios through D&C material tailored to the target groups	Knowledge exchanger: <ol style="list-style-type: none"> a) Scientific papers b) Handbook c) 2 Insights d) 5 Joint activities
	UPTAKING research outputs	Training programme: <ol style="list-style-type: none"> a) 1 MOOC, b) 3 EU-focused webinars, c) local workshops
Councils Corner	Why, where, and how: <ul style="list-style-type: none"> • Local Council 1 • Local Council 2 • Local Council 3 • Local Council 4 • Local Council 5 • Transnational Council 	
News and events (Articles, highlights, posts, and other project news, including events; upcoming events will be highlighted on the home page)	<ul style="list-style-type: none"> • Multimedia (video, presentations) • Photo Gallery • News • Events • Newsletter 	

Materials	<ul style="list-style-type: none"> ● Multimedia (video, presentations) ● Photo Gallery ● Promotional and informational materials ● Publications
Sidebar/ Bottom or top bar	
<ul style="list-style-type: none"> ● Sign up for the newsletter ● Calendar of events and main project activities ● Social media's latest activity ● Social media icons with links ● EU logo + acknowledgement 	

2.3.3 Promotion of the project in international settings

NEVERMORE promotes synergies with other initiatives: partners will explore **cross-promotion synergies** with further **relevant EU projects and initiatives** to increase the exchange and outreach of the project results. The project will be also proposed to be taken up in the **Covenant of Mayors** initiative network by illustrating, via webinars, project outcomes and solutions with higher replication potential. A specific effort will be dedicated to finding interactions with relevant projects and initiatives supporting and interacting with the **EU Mission “Adaptation to climate change including societal transformation”**.

Furthermore, the consortium strives to contribute to the **IPCC Working Groups** by publishing scientific articles on relevant developments and results to enhance the exploitation opportunities, following the envisioned open science approach.

Participation to several international events, conferences and symposia is foreseen by the NEVERMORE consortium, as well as the organization of a final event in Brussels at the end of the project (at least 200 participants), five joint activities with other NEVERMORE-related projects and initiatives and at least 3 webinars with the Covenant of Mayors initiative. To this end, ALDA's and other partners' networks built in other EU projects, all the partners' prior knowledge and contacts and the European Commission's database on Horizon projects will be used.

In addition, the consortium will create a MOOC (D8.5 at M36) with 10 e-learning topics, aimed at different stakeholders. Five will be addressed to the public and will illustrate the project topics and provide an overview of the activities and progress of the Case Studies, while the others will specifically address local authorities and municipal employees, as well as private stakeholders, providing more technical and political guidance on the benefits of adopting the NEVERMORE toolkit. One of the online

training will be dedicated to the Gamification tool. ALDA will be responsible for the organisation of the MOOC , promotional events, and external presentations.

All partners will keep track of all performed activities for evaluation and monitoring through the register provided by ALDA, including presentations of the projects and its results at relevant events, seminars and conferences they will attend.

3 NEVERMORE Dissemination strategy

Dissemination, in general, is a planned process of providing ongoing information through the project implementation to the target groups and key actors regarding the project processes, activities and results by the use of different dissemination channels at the local, regional, national, EU and international levels. The C&D strategy contains concrete requisites for the processes and timing of the dissemination activities.

Fundamentally, there is a common understanding of the aims because all partners will disseminate information on the project also independently. Activities serving the dissemination of results are a way to showcase the work that has been done as part of the Horizon Europe project. The successes of the project allow the transfer of knowledge and diffusion of results with the aim to enable others to use and take them up, thus maximising the impact of EU- funded projects. This involves spreading the word about the project's successes and outcomes as far as possible. Making others aware of the project will impact on other organisations in the future and will contribute to raising the profile of the organisation carrying out the project.

To ensure the uptake of the results, the visibility of the project and the transfer of knowledge to other stakeholders/ entities/ countries the project consortium has foreseen several activities:

Councils of Stakeholders. The establishment of the Local Councils and the Transnational Council (T2.3) will ensure the broad participation of public and private stakeholders in the Case Study and in participatory activities. The strong level of stakeholder involvement envisaged by the project and the identification of potential members of the Councils will also be the starting point for the identification of the target audience. Following an in-depth Stakeholder Analysis conducted under Task 2.3, the creation of the stakeholder map is the second step to identify possible members of the Local and Transnational Councils who will play a crucial role both in the project as a whole and in the communication and dissemination of NEVERMORE results. Stakeholders are invited to sign a Memorandum of Understanding to participate in the different Councils and benefit from broader engagement and participation in project activities. Local and Transnational Councils will support interaction with wider audiences and promotion events, with the goal of not only supporting and building confidence in the project's approach and tools but also becoming the first "testimonials" and promoters of NEVERMORE.

Local and International Dissemination Events. To target a wider audience, local and international events will be organised. The local events will be organised by the partners responsible for the coordination of Case Studies, to show the progress and the activities realised at the local level and to

get feedback. At the European/International level, a final event in Brussels in collaboration with the appropriate EU institutions will be proposed to illustrate the results and promote synergies with other relevant EU projects and initiatives.

Publications (scientific, technical, policy-related). i) policy and technical recommendations; ii) scientific publications based on the results of the research/analysis carried out and published in open-access peer-reviewed scientific journals. Scientific publications will be disseminated via conference proceedings (e.g., Sustainability forum, Climate Change Conference) and in the context of conferences and symposia (e.g., World Sustainability Forum, Circular Change conference).

Train the Trainer activities. The aim is to support as smooth adoption of the project models and tools among the partner stakeholders first and in a second step among further stakeholders to ensure uptake and replicability after the project's end.

Synergies with other initiatives. Partners will explore cross-promotion synergies with further relevant EU projects and initiatives to increase the exchange and outreach of the project results. The project will be also proposed to be taken up in the Covenant of Mayors initiative network by illustrating, via webinars, project outcomes and solutions with higher replication potential. A specific effort will be dedicated to finding interactions with relevant projects and initiatives supporting and interacting with the EU Mission "Adaptation to climate change including societal transformation".

Collaboration activities with IPCC working groups. The consortium strives to contribute to the IPCC Working Groups by publishing scientific articles, relevant results, and the developments of the case studies to enhance the exploitation of the results achieved, following the envisioned open science approach.

In summary, dissemination aims to achieve the following objectives:

- To promote and raise awareness about the project's contents and developments among the general public.
- To provide information on the quality, relevance, and effectiveness of the results within the academia and research environment.
- To successfully transfer the results to appropriate decision-makers to achieve sustainable promotion and support.
- To convince individual end-users to adopt and/or apply the results, also after the project and support by the project partnership has ended.

It is fundamental that there is a common understanding of the aims because all partners are invited to disseminate information on the project also independently.

The NEVERMORE dissemination planning defines its general aims as:

- To advertise the NEVERMORE project to stakeholders on a local, regional/national, and international level.
- To raise the profile of Horizon Europe and the interest in the project and its benefits.

- To reach the project target groups and secure their active involvement, e.g., through consultations and organisation of Multiplier Events.
- To exploit the results of the project and ensure the ongoing impact of the project after its completion.

3.1 How to disseminate project activities

Each partner is responsible for dissemination at regional/national, and international scales and this will be monitored and coordinated by ALDA across the partner countries. The importance of dissemination is demonstrated by the fact that one partner will manage and monitor the process. The planned activities in the dissemination plan will be monitored by ALDA and reported (see 3.3).

The NEVERMORE project will produce various Intangible Results related to increased knowledge, skills and achievements. We will also regularly inform the stakeholders about the project's implementation progress and data, increased skills and achievements of involved partners and participation in local and international events, workshops, etc.

3.2 General recommendations for dissemination activities

Finally, ALDA presents here some general recommendations to the consortium to support the dissemination of the NEVERMORE project. These are suggestions that should be considered by all partners during the project lifetime:

- Present NEVERMORE at all relevant project conferences/seminars/fairs/events.
- Take every opportunity to talk to interested parties about the project.
- Get in touch with other European projects with similar themes or related fields, as well as with project consortia from other funding programmes.
- Use NEVERMORE dissemination materials to promote and publicise the results of the project.
- Use the websites and tools provided by the European Commission to share your results (e.g. Horizon Results Booster)
- Share the link to the NEVERMORE website on other websites or social media.

3.3 Reporting of the dissemination activities

ALDA will coordinate the dissemination activities and all partners should report to ALDA and collect and keep all evidence to prove the dissemination efforts to the European Commission and provide a measure of success for the project strategy and its realisation. For regular reporting on dissemination, NEVERMORE partners should use the template developed by ALDA as uploaded in the shared drive folder.

When reporting, all partners should follow these rules:

- When reporting dissemination activities, please include documentation materials as numbered evidence.
- Please provide approximate numbers of organisations/persons reached (e.g. people reached on social media, number of e-mails sent, signatures sheets from face-to-face dissemination activities etc.) all supported always by evidence.
- In case of online documentation for the reporting, please, keep screenshots together with URLs and links.
- Send reports of dissemination activities on time.
- Contact ALDA in case of questions or if any kind of support is needed.

4 Quality Control

This C&D plan aims at providing some guidelines for the project deliverables and activities that will ensure the quality of the material produced within the project.

Guidelines are initially addressed to all NEVERMORE project partners, and they intend to provide them with guidance, tools, recommendations and occasionally document templates for smooth performance and quality results regarding the outputs of the project. ALDA will update this C&D strategy and plan as many times as a new need appears, but an initial set of templates, guidelines and recommendations are already included in the Annexes of this Deliverable.

4.1 Review and adjust the plan

The review of this C&D plan will be an ongoing effort, centred around the reporting done by partners, communication and dissemination efforts' monitoring undertaken by ALDA, as well as feedback and experience of consortium members.

In ALDA, this evaluation will be constantly ongoing, while partners are expected to mostly contribute to issues specifically related to their stream of individual experiences.

4.2 Key Performance indicators

As soon as the implementation of the activities starts and after having implemented all the functionalities of the website and social media, the measurement of the Key Performance Indicators (KPIs) will also start. This will allow the consortium not only to monitor the correct use of these tools, the effective implementation of the C&D strategy and measure the level of engagement with audience groups, but also the possibility of revising the C&D strategy and plan, if needed, to guarantee its objectives are achieved.

The NEVERMORE KPIs related to social media, the newsletter and the website of NEVERMORE will be monitored and measured as follow:

- **Website:** All website visits and actions will be tracked through a web analytics platform that is compliant with the GDPR and the Project's Data Management Plan (e.g. Matomo). This will be agreed before the launching of the Website (D8.4 at M6).
- **LinkedIn:** LinkedIn analytics shows real-time statistics and results of activity on LinkedIn with a simple and functional interface analysing the performance of the post to understand whether the content has met the interest of the audience or not. Below each of its posts, LinkedIn analytics shows a numerical analysis of views, i.e., how many times the post has been viewed within the feed video views, and if you post video interactions (reactions, comments, and shares).
- **Twitter:** Twitter performance will be measured through the Twitter NEVERMORE profile analytics function, which measures the influence of a Twitter profile (number of impressions, total engagements, link clicks, retweets, likes, detail expands and profile clicks) and how it is performed from month to month.
- **Instagram:** This social network does not have a specific statistics function like Twitter, but it allows monitoring of the number of posts, likes in the standings, number of comments, followers, and views of the stories (although those are temporal only).
- **Youtube:** The Youtube performance will be measured through the number of views our channel has accumulated in a given period and the average amount of views our channel receives. Furthermore, the channel's viewing time will be considered, i.e. the total amount of time, in hours, that people have spent watching videos on our channel in a given period. Finally, the trend of subscriptions to the channel.
- **Newsletter:** ALDA will manage and monitor the mailing list of the newsletter, from its creation with the collaboration of all NEVERMORE partners to its further enlargement thanks to the communication campaign aiming at attracting more subscribers. Once each newsletter has been sent out, we will monitor the number of actual recipients, open rate and clicks.

Specific KPIs were defined (Table 4) for all communication activities planned for the NEVERMORE project in order to achieve the communication and dissemination objectives described in this deliverable. In order to achieve the targets set by the project KPIs, a guide map is drawn up below to internally evaluate the project's progress over the next few years.

Table 4. Key Performance Indicators

TOOL	OFFICIAL INDICATORS	KPI	USEFUL INDICATORS
Website visitors	The yearly average of page views Total number of visitors per year	1.000	From M7 -At least 18 brief news items published per year. -At least 80 visitors a month.
Website references	Referrals to website and portal via social media	At least 5-10%	-At least 6 articles published for the first year and then 12 per year.
Newsletter mailing list	Number of subscriptions	1.000	
Twitter	Number of followers	1.000	From M4

			<p>-150 followers by the end of the first year of the project and 400 by the end of the second year.</p> <p>-Tweet at least twice a week.</p> <p>-At least 2 tweets with more than 2% engagement.</p>
LinkedIn	Number of followers	300	<p>From M4</p> <p>-100 followers by the end of the first year of the project and 180 by the end of the second year.</p> <p>-Post at least twice a week.</p> <p>-At least one post a month with an interaction rate of over 8.</p>
Instagram	Number of followers	900	<p>From M4</p> <p>-150 followers by the end of the first year of the project and 400 by the end of the second year.</p> <p>-Post at least twice a week.</p>
Leaflet/Brochure	Number of printed copies distributed	1.000	
Publications	No. of journal articles and/or conference papers in total	More than 15 (at least 10 papers published in peer-reviewed scientific journals)	
Handbook	Reads	500	
Insights	Reads	2000	
MOOC	Number of visualizations	500	
Local Events	Number of events and number of participants	5 (1 per case study), 50 participants	
International Event	Number of participants at the final event	200	
Join activities with other projects	Number of joint activities	At least 5	
Activities with Covenant of Mayors initiative	Number of activities	At least 3 webinars	



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Annexes

Annex 1 - WP8 Timeline

Annex 2 - NEVERMORE Brands Guidelines

Annex 3 - The use of the EU emblem

Annex 4 - Article Template

Annex 5 - Press Releases Template

Annex 6 - Dissemination: planned events and activities

Annex 7 - NEVERMORE template slide

Annex 8 - Project Brochure

Annex 9 - Project roll-up banner

Annex 10 - Template project poster

Annex 11 - Project leaflet



NEVER MORE

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