Co-creating Coexistence

Deliverable D8.1

PLAN FOR COMMUNICATION AND DISSEMINATION

[Version 1.0]

DOCUMENT DETAILS

Project acronym	CoCo
Project title	Co-creating coexistence: Advancing policies, practices, and stakeholder engagement for integrating wildlife and livestock into sustainable multi-functional landscapes in Europe
Starting date	01/11/2024
Duration	36 months
Call identifier	HORIZON-CL6-2024-FARM2FORK-01-1
Grant Agreement No	101181958

DELIVERABLE INFORMATION

Deliverable number	D8.1
Work Package number	WP8
Deliverable title	Communication and dissemination strategy
Lead beneficiary	adelphi research gGmbH
Author(s)	Paula Cros Marchena, Katrina Marsden, Tilman Zastrow, Johanna Eul
Due date	31/01/2025
Actual submission date	31/01/2025
Type of deliverable	R – Document Report
Dissemination level	PU (Public)

VERSION MANAGEMENT

Revision table			
Version	Revision	Date	Description
1	Paula Cros Marchena	03/01/2025	First draft
2	John Linnell, Daniel Martin Collado, Fillipo Marino, Auvikki de Boon, Agnieszka Olszanka, Alberto Berbues Jal	10/01/2025	Updated draft reviewed by partners
3	Paula Cros Marchena, Katrina Marsden	31/01/2025	Final version including reviews from consortium partners

LIST OF TERMS, ACRONYMS, ABBREVIATIONS

Term / Acronym / Abbreviation	Meaning / Full text
AIDA	Awareness, Interest, Desire and Action
CMS	Content Management System
KPI	Key Performance Indicator
WP	Work Package

Copyright Message

Disclaimer

CoCo Partners	
UNIVERSITY OF INLAND NORWAY	
NORWEGIAN INSTITUTE FOR NATURE RESEARCH	
ADELPHI RESEARCH GEMEINNUTZIGE GMBH	
LEIBNIZ CENTRE FOR AGRICULTURAL LANDSCAPE RESEARCH	
INSTITUTE OF APPLIED ECOLOGY	
UNIVERSITY OF TURIN	
UNIVERSITY OF LJUBLJANA	
CALLISTO, ENVIRONMENTAL ORGANIZATION FOR WILDLIFE AND NATURE	
RESEARCH AND DEVELOPMENT INSTITUTE FOR WILDLIFE AN MOUNTAIN RASOURCES	
AGRI-FOOD RESEARCH AND TECHNOLOGY CENTRE OF ARAGON	
FRANCE NATIONAL RESEARCH INSTITUTE FOR AGRICULTURE, FOOD AND ENVIRONMENT	
UMEÅ UNIVERSITY - DEPARTMENT OF POLITICAL SCIENCE	

CoCo Partners	
LATVIAN STATE FOREST RESEARCH INSTITUTE "SILAVA"	
INSTITUTE OF NATURE CONSERVATION POLISH ACADEMY OF SCIENCES	
EUROPEAN LANDOWNERS' ORGANIZATION	
EUROPEAN FEDERATION OF ANIMAL SCIENCE	
RURAL ECONOMY AND AGRICULTURAL SOCIETY	

CoCo is funded by the European Union's Horizon Europe - Research and Innovation programme (grant agreement No. 101181958). The project, started in November 2024, has a duration of three years.

TABLE OF CONTENT

ABOUT THE PROJECT: CO-CREATING COEXISTENCE

'Co-creating coexistence: Advancing policies, practices, and stakeholder engagement for integrating wildlife and livestock into sustainable multi-functional landscapes in Europe' (CoCo) is a research project designed to build the knowledge base necessary to identify future pathways that can reconcile the needs of pastoralists with those of wildlife in shared European landscapes.

Recovering wildlife populations can create challenges for rural professions, including extra costs and workload due to predation and damage mitigation as well as conflicts between stakeholders concerning wildlife management and the contested nature of relevant knowledge. This occurs in addition to existing socio-economic challenges concerning, for example, power, wealth, social capital, and gender and diversity. Some of the major obstacles to addressing these challenges are conflicts between stakeholders and the contested nature of relevant knowledge.

The CoCo project will tackle such challenges and transform the ongoing entrenched conflict to promote human-wildlife and cross-sectoral coexistence in multi-functional landscapes. To this end, a partnership of 18 research and stakeholder institutes and organisations across 12 European countries, will implement a multi-disciplinary and multi-actor approach aimed at co-creating knowledge with high legitimacy. Through eight work packages, a 'Roadmap to Coexistence' will be created with policy and practice recommendations.

The project will use methods as diverse as systematic reviews, field inspections, face-to-face interviews, focus groups, questionnaires and modelling. The project's ambition is to collect original quantitative and qualitative data from at least 1000 pastoralists, 1000 hunters and 1000 landowners and qualitative data from stakeholders deployed in a comparative way across 12 countries. The insights stemming from the reviews, the analysis of new data, and the modelling will be integrated into policy recommendations for a better standardization, harmonization and integration of both pastoral and wildlife management systems.

EXECUTIVE SUMMARY

Deliverable 8.1 Communication and dissemination strategy presents the first deliverable of Work Package (WP) 8 Co-creation, dissemination, exploitation and communication, which runs for the whole CoCo project duration (M01-M36) and is led by adelphi research gemeinnützige GmbH (ADELPHI).

This document lays out the coordination, as well as roles and responsibilities, surrounding all CoCo Communication and Dissemination activities and gives a short overview of the communication context and upcoming challenges - while simultaneously suggesting strategies to overcome these challenges to reach the communication goals and objectives.

This deliverable further provides communication principles and guidelines, and it also presents the achievements by summarising the work carried out so far, which includes the development of a visual identity and a key visual, a logo, a presentation template, templates for reports and letters, as well as the CoCo project website. In addition, the document provides a description of the methodology used to design and implement a modern, user-friendly website with compatibility across multiple browsers and devices. Until the project's completion, the website's content will be continually updated with dissemination materials such as newsletters, publications, and results.

This communication and dissemination strategy will remain a living document in that it has a number of annexes which are used for the practical implementation of the strategy. These will be updated over the course of the project.

1 INTRODUCTION

The Communication and Dissemination Strategy provides the basis for the project communication activities. As the launching document for WP 8 (Figure 1), this is a cross-cutting deliverable with relevance to all partners and WPs.

Figure 1. Coco WP overview

The overarching objective of the CoCo project is to co-create, integrate, and consolidate a diversity of knowledge forms (from different scientific disciplines, traditional practices, and experience) concerning pastoralism-wildlife interactions as a basis for developing policy recommendations and tools for practitioners to promote a sustainable coexistence in shared multi-functional landscapes.

This involves the following more specific, and measurable, objectives:

► O1: Establish structures and routines to engage with multiple stakeholders in a manner that promotes co-creation of knowledge across all project objectives

► O2: Generate a comprehensive overview of the state-of-knowledge on multi-sectorial policy governance, pastoral systems, wildlife management and livestock protection measures

► O3: Reduce uncertainty about the utility of different livestock protection measures in different contexts

► O4: Produce a comprehensive comparative mapping of stakeholder perceptions and values concerning pastoralism, wildlife, the pastoral-wildlife interface and its governance

► O5: Clarify the potential role of new and emerging technologies to alleviate aspects of the pastoral-wildlife conflicts and monitor their status

► O6: Reveal the full range of costs and benefits associated with pastoralism – wildlife interactions, and identify pathways for economically viable pastoralism within multi-functional landscapes that consider all drivers of change

► O7: A Roadmap to Coexistence with concrete recommendations and broad stakeholder buy-in for individual actions and institutional policies that can contribute to sustainable coexistence between pastoralism and wildlife in multi-functional landscapes

► O8: A broad consensus on the state of knowledge and its implications among multiple stakeholder groups Result: Increased awareness of the activities and results of the project among stakeholders and the public, a reduction in the extent to which knowledge is contested, and an enhanced willingness among stakeholders and decision makers to adopt recommendations

Deliverable 8.1 is especially important for the last objective but has cross-cutting importance in promoting and linking all other objectives.

1.1 DELIVERABLE OVERVIEW AND REPORT STRUCTURE

This deliverable builds on the scoping and conceptualising done during M01-M03, and integrates discussions held and input received during the CoCo Comms kick off meeting in M02.

Chapter 2 lays the ground for efficient project communication by declaring coordination and ownership.

Chapter 3 contextualises the project's communication objectives within the wider context. Target audience groups are introduced.

Chapter 4 explains the communication goals and objectives and introduces first CoCo communication key messages and principles.

Chapter 5 provides the strategies to reach the communication goals. These strategies are divided into phases of communication and channels.

Chapter 6 defines how the efficacy of the dissemination and communication plan will be monitored, evaluated and, if necessary, adapted, linking these back to the agreed Key Performance Indicators (KPIs).

Annexes are included and will be developed throughout the project to adapt communication activities to the context and project findings / knowledge products. Initially, they include (a) a detailed document stating the activities and outputs of the communications plan, including a timeline and target groups, (b) a database of social media channels from consortium partners, (c) a guidance document for social media posting, and (d) the brand guide developed for the project.

2 COORDINATION

Work Package 8, which includes Deliverable 8.1, is led by ADELPHI. WP8's overarching objective is to manage the two-way relationship between the internal research activity of the project with key stakeholders, end-users and the wider public in order to improve the quality of the research and enhance the impact of the results.

Because of the challenging nature of this topic a Multi Actor Approach with associated co-generation of knowledge is central to the project's structure. This is based on the principle that if stakeholders have been a part of the knowledge generation process it should (a) lead to the production of more relevant and applicable knowledge, and (b) reduce the barriers to the exploitation of the results since stakeholders understand better the sources of information.

2.1 ROLES & RESPONSIBILITIES

To maximise outreach and scale up the project's impact, all consortium members as well as local partners must be aligned with regards to the roles and responsibilities in communicating and disseminating information about the project. To establish efficient collaboration between partners, a communications kick-off meeting took place in M02 in which partners discussed and co-created the main relevant details needed for the development of this communications strategy, such as the key messages, multiplier actors and communication activities.

Due to the complexity of the partner network, a common source/platform for sharing information with the other partners is being used (INN project management tool on Microsoft Teams. Through this (*WP 8 - Co-creation, dissemination, exploitation* channel), all partners have easy access to the latest information and content which may be used for further distribution via different communication channels. The aim is to have all partners engaged in the communication of non-confidential information from the project to reach a broad audience via the communication channels they consider most impactful in their region.

To ensure a common way of communication and messages, all communication measures shall be aligned between partners and the lead beneficiaries of the respective deliverables (e.g. scientific/technical publications, newsletter, social media, etc.).

To get a better understanding of the project's potential reach via the social media channels of the consortium partners refer to **Error! Reference source not found.**. Strongly linked to the KPIs in Chapter 6, all CoCo partners are committed to contribute to the overall communication and dissemination activities by:

1. Taking ownership of the dedicated activities agreed and documented during the project implementation (e.g. Communication Kick-off Meeting).
2. Sharing technical knowledge about the tools, inputs they are bringing or developing in the project,
3. Sharing further information about their own companies/organisations, such as social media accounts and followers.

4. Supporting the distribution of news and other materials by recommending appropriate channels and via own networks (including social media).
5. Supporting (where required) with translations to local languages, appropriate images and messages (this especially refers to the case study partners).
6. Updating ADELPHI about the activities they will be performing directly, so that ADELPHI can effectively coordinate the activities and support them where needed.
7. Reviewing the information that will be shared about the project (where feasible).

3 COMMUNICATION CONTEXT AND CHALLENGES

3.1 BACKGROUND

The recovery of wildlife populations (large carnivores and large herbivores) has created many additional challenges for pastoralism, already under pressure from multiple socio-economic drivers. These challenges include damage and depredation, extra costs associated with putting in place livestock protection measures, and many social conflicts. Some of the major obstacles to addressing these challenges are conflicts between stakeholders and the contested nature of relevant knowledge. The CoCo project will address these obstacles by adopting a multi-disciplinary approach with a strong social science representation and a Multi-Actor Approach with widespread stakeholder engagement that facilitates cocreation of knowledge with high legitimacy.

3.2 SITUATION ANALYSIS

The project starts in a period where conflict around wildlife return has reached the highest political levels. The EU Nature Restoration Regulation (Regulation (EU) 2024/1991, was finally agreed by the European Institutions with much controversial debate and now must be implemented by the EU Member States. At the same time, the European Commission proposed reducing the protection status of the wolf under the Bern Convention, a proposition finally agreed by the other parties in December 2024 European Commission (2024). This will mean that in 2025 the Commission and Parliament begin to debate how to implement this change in the EU Habitats Directive. Additionally, the reform of the EU Common Agricultural Policy remains a continuous point of discussion and debate. A strategic dialogue on agriculture was launched by the European Institutions. It reported (Strategic Dialogue on the Future of EU Agriculture 2024) in September 2024 and this should inform the next iteration of the CAP, due in 2027. Together these will ensure that alternative land uses and human relations with nature and wildlife remain high on the EU and member states political agenda throughout the project.

As such, there are excellent opportunities to place the project activities to reach policy makers and engaged stakeholders from an early stage of the project work. It is important that the most relevant partners and multipliers are identified to feed into these processes and make sure that the project is well-known and regarded as a go-to place for information from the start. The project has a good network of partners from different types of organisations and the most credible should be chosen for bringing the most relevant messages to the appropriate groups. Identified best practices from *Best practice guidelines for stakeholder engagement in research projects* (2014) will be used to ensure quality stakeholder engagement.

The greater challenges for the project will be to bring findings and messages to 1. Pastoralists, farmers, hunters, landowners and wildlife managers on the ground; 2. Outreach to the general public. For reaching stakeholders on the ground, we need to take account of the cultural, gender and language diversity as well as the different values, norms and meanings surrounding relationships with wildlife in the CoCo partner and case study countries. These differences create challenges for all communication and dissemination activities and for the selection of channels. For instance, translations are required to meet the local languages, images and messages need to be culturally sensitive and appropriately

chosen and channels (e.g. social media) must be selected with regards to their geographical popularity.

To address the different communication challenges, we suggest structuring and subdividing the ongoing project communication into different project phases and coordinate closely with the particular project partners. The phases will be based upon the different CoCo WPs and tasks. Each phase will aim for a specific communication objective targeting a specific audience group (see **Error! Reference source not found.**). Respective key messages need to be derived from early and ongoing project results and achievements and will be formulated consecutively.

3.3 TARGET AUDIENCE GROUPS

Primary target groups:

► Individual pastoralists / HNV farmers: Central to the project, pastoralists are directly affected by human-wildlife interactions and must be engaged to ensure that solutions reflect practical realities and support their livelihoods.

► Stakeholder representation at regional, national and EU levels: These groups influence policy and practices and are important multipliers to reach out to individual stakeholders.

► Technical agencies, and decision-makers at regional and national levels: These groups set policies and practices, making their involvement essential for advancing sustainable pastoral systems and conflict mitigation strategies.

► European-level politicians and administrations: Addressing policy at the EU level ensures harmonization of frameworks and resource allocation to support smart rurality and multifunctional landscapes.

► Scientists studying human-wildlife relationships: Collaborating with researchers allows for the integration of scientific insights and dissemination of results within the academic community to enhance solutions and methodologies.

► Companies developing agricultural products: Partnerships with businesses can drive innovation in tools and technologies that reduce costs and impacts associated with human-wildlife interactions.

► Agricultural advisory services and agri-professionals: These actors are vital in translating research outcomes into practical guidance for pastoralists and land managers, ensuring knowledge transfer and adoption. Their expertise is crucial in providing technical support and advice to implement sustainable practices in pastoral systems.

Additional Target Groups:

► **Animal welfare groups:** Engaging these groups will ensure balanced discussions about wildlife conservation and livestock protection, fostering mutual understanding.

► **Livestock product consumers:** Raising consumer awareness of the challenges faced by pastoralists can build support for sustainable pastoral systems and promote fair pricing models.

► **Private/business actors involved in rewilding, Nature-Based Solutions (NBS), and landscape recovery:** These stakeholders play a role in shaping multifunctional landscapes, making their inclusion key for aligning conservation and agricultural goals.

► **Influential thinkers or artists involved in debates on rewilding:** These individuals have the potential to reach portions of the general public, otherwise unaffected by wildlife damages or livestock farming.

► **General public and tourists:** Educating the broader public in the complexity of the topic helps build awareness of the challenges and trade-offs involved in human-wildlife coexistence, reducing polarization and fostering empathy.

Beyond that, it is important to identify a set of multipliers to support delivering the key messages to the target groups listed above. The following, international multipliers have already been identified as important for the project. This list will be shared and built upon. Contact with multipliers will be coordinated through WP 8, however partners will use their existing networks to raise awareness. The variety of networks within the consortium is one of the project strengths.

► EUFRAS - Rural and Agricultural Advisory Organization Network in Europe | EUFRAS

► Animal Task Force

► The European Federation of Animal Science

► EIP Agri

► Agridea / Carnivore Damage Prevention News

► The project advisory board, including members of the EU Large Carnivore Platform and relevant scientific experts

► Large Carnivore Initiative for Europe – IUCN Specialist Group (John Linnell, INN, Valeria Salvatori, IEA, Yorgos Mertzanis, Callisto, and further partners members)

► Human Wildlife Conflict and Coexistence Specialist Group (John Linnell, INN and Juliette Young, INRAe part of group)

► Human-Wildlife Interactions Working Group of the IUCN/SSC Conservation Translocations Specialist Group (Filippo Marion, IAE part of group)

► Animal Task Force (https://animaltaskforce.eu/vice-President Isabel Casassus is part of the CITA team)

► EuroMontana

► EuroGroupforAnimals, contact through CITA

► European Shepherds Network (FAO)

► IFOAM (European organic sector), European Livestock Voice

► PASTRES project

Partners should also identify for themselves the multipliers of key importance in each country. It will be important to leverage, in addition, multipliers such as:

16

► Local agricultural advisors

► EU and regional LC Platforms

► National rural development networks

► Small-scaled farmers' associations such as *Plataforma por la Ganadería Extensiva y el Pastoralismo* in Spain and *rete Appia* in Italy

► Livestock science networks

► Networks of journalists

► Companies / commercial multipliers e.g. electric fence companies

4 COMMUNICATION GOALS AND OBJECTIVES

4.1 AIMS AND OBJECTIVES

The first communication goal of the CoCo project consortium was to develop an initial version of the Communication and dissemination strategy. Between (December to January 2025) the team has developed a distinct visual identity (logo, colours, fonts and key visuals), templates for presentations and publications. Printed materials are also being prepared (e.g. flyers and brochures).

The first version of the project website, the core source of information, is online and can be accessed at the following URL: https://www.cocoproject.eu. The website presents the pivotal element of all digital communication. The visual identity lays down the ground-rules for all communication, and especially the logo, respective colours and fonts, as well as the templates must be used for all communication and dissemination activities.

The overarching objective of WP relates to O8: A broad consensus on the state of knowledge and its implications among multiple stakeholder groups Result: Increased awareness of the activities and results of the project among stakeholders and the public, a reduction in the extent to which knowledge is contested, and an enhanced willingness among stakeholders and decision makers to adopt recommendations

Based on this, the objective of the communications and dissemination strategy is to establish effective two-way communication between the CoCo project and its stakeholders to improve research outcomes and increase the adoption of project results. Specific goals include:

► Gathering stakeholder feedback to validate findings and ensure legitimacy.

► Creating a shared language and understanding among stakeholders.

► Promoting the project's profile within the scientific community.

► Engaging pastoralists to highlight their perspectives in scientific research.

► Raising public awareness of the complexities and challenges of human-wildlife interactions.

► Reinforcing stakeholder relationships to build social capital and trust.

► Motivating stakeholder input in co-creation activities.

► Supporting the livelihoods of local stakeholders in wildlife-affected areas.

► Informing policymakers to advance policies supporting sustainable pastoralism and farming.

► Increasing media awareness of human-wildlife interaction complexities.

► Redefining narratives around human-wildlife interactions to emphasize practical realities and respect for diverse perspectives.

During the early project months, the main objective is to provide a general understanding of the project's aims and provide dedicated information about the project to defined stakeholders via the different touch points. As the project progresses, CoCo aims to highlight and communicate the project

activities and findings of the research. At the end phase of the CoCo project, the communication focus will be mainly shifted towards a way forward based on the findings, as well as the continued use of outputs after the project finalisation.

4.2 KEY MESSAGES

Based on a co-creation meeting with the consortium partners, ADELPHI put together a set of key messages to reflect the project's objectives and address the target groups. These messages are initially aimed at the partners to support them in talking about the project. They will be adapted for the key project stages (see below) and discussed with stakeholders in order to adapt them and ensure they are understandable for the different project audiences.

The societal value of the project:

► The CoCo project aims to address a demand for action coming from stakeholders and wider society through the European Parliament and European Commission, the call for the project specified the topics of greatest societal interest.

► The CoCo project aims to gather information from a wide range of pastoral systems in Europe and in doing so, give pastoralists a channel to exchange between countries and bring their concerns and views to regional and national governments and European institutions.

The current situation:

► European pastoralism is in decline, grappling with a diverse array of challenges driven by social, economic, and environmental changes.

► Sustainable pastoralism and high nature value farming are central to creating multifunctional landscapes that balance the needs of humans and nature.

► The presence of wildlife, like large carnivores and large herbivores, provides both opportunities and challenges for rural communities and societies as a whole.

► Addressing human-wildlife interactions requires adaptive governance, recognising cumulative impacts of wildlife management on top of existing economic and environmental pressures, legal constraints and competition with other land uses.

Potential solutions, working with stakeholders:

► Solutions for pastoralism and wildlife interactions should respect the diversity of local realities across Europe, incorporating experience, traditional and local knowledge and social innovation.

► Building social capital and trust from the municipality to the European level is essential for bridging diverse perspectives and reducing conflicts.

► CoCo will promote the participation of key stakeholders in research as this input, through co-creation of solutions, is critical to advancing coordinated policies and practices that address pastoralist challenges effectively.

Potential solutions, other stakeholders and the general public:

19

► Highlighting the complexity of pastoralism and wildlife interactions creates greater understanding and balanced public awareness.

► Consumers play a role in supporting sustainable pastoral systems by recognising the shared responsibility for costs and benefits.

4.3 COMMUNICATION PRINCIPLES

We will strive to ensure that the following communication principles are at the core of all communication and dissemination activities and are reflected in the full range of materials and measures that will be developed and published throughout the course of the project, aiming to effectively engage the defined target audience groups in communication and to stimulate interaction.

Accessible: Aiming for equal and easy accessibility of all communication measures, we try to ensure that all information is made readily available online via the preferred local and international communication channels. We must keep in mind that people have diverse skills, expectations and preferences in the way they consume information. Beyond that, all information published on the website shall also be accessible to people with impairments so that they may actively participate in the project.

Actionable: We aim to create messages which support our target audiences in making decisions and take action. Moving them from being aware of an issue towards a change in behaviour can be a challenging task. Therefore, effective communication must always consider the local or national context of the case study to become meaningful for the community it is supposed to serve.

Credible: To maximise the outreach of the project and to scale up the impact, we need to closely collaborate with local, national and international partners and stakeholders including the advisory board. To achieve this, we need to be transparent throughout the project, involve our partners and advisory board early on and take their expectations for and preferences in communication seriously. As local partners have a much better understanding of the local audiences, it is important that there is mutual trust throughout the project to ensure close collaboration and effective dissemination of information and communication.

Gender-Inclusive: Gender equity is a priority in all communication efforts, recognizing that sectors such as farming and hunting are often male-dominated. Communication materials and engagement activities will ensure that different perspectives are represented and integrated into the project's outcomes.

Relevant: There is no "one size fits all" approach to communication. Therefore, it is essential to not only know the respective audiences we are meaning to address, but to also tailor the information and messages to the respective target groups. This will allow us to effectively communicate to the target group audience and increase the likeliness of their engagement.

Respectful: All stakeholders engaged in the project must be treated with respect, particularly those from whom we gather information and insights. The project will ensure that stakeholders understand how their contributions are used and what benefits they may receive from participation. Ethical

considerations, including informed consent and fair representation of different perspectives, will be at the core of our communication efforts, fostering mutual understanding and long-term cooperation.

Timely: The activities, results and outputs of the project shall be communicated and shared with local and international partners in a timely manner to ensure a high news value of the information and relevance to our audiences. In addition, communication activities should happen regularly.

Transparent: Open and honest communication is fundamental to building trust and credibility. The CoCo project will ensure transparency by clearly communicating objectives, activities, and findings. Engaging stakeholders early and consistently will foster mutual trust, while openly addressing challenges and limitations will enhance the legitimacy and impact of project outcomes.

Understandable: Depending on the target audience, technical information needs to be translated into more easily understandable messages to be more readily understood by the respective audience. Beyond that, information should be made available in the local language where required. While text-heavy communication may be common in academia or official government bodies and institutions, other target audiences may prefer a more visual presentation of information. We aim for a diverse set.

5 STRATEGIES

To tailor the key messages to the right target groups in the right time, the communication strategy count with a split into phases and different communication channels. ADELPHI, as the Task Leader of 8.1 organised a kick-off meeting with the partners to gather detailed insights on messaging and communication channels in the target countries, fed into the overall strategy. Following this, the partners are given the opportunity to comment on the written document and ensure that it is relevant for them and their target audiences.

5.1 PROJECT PHASES

The project's dissemination and communication efforts are organised in four distinct phases, drawing on knowledge gained from previous projects and best practices. Each of these phases will have specific objectives and will be tailored to reach the appropriate target audiences using the most effective communication channels available.

The key messages and target audiences for each case study will only emerge in the first phases of the project, these will need to be compared and adjusted accordingly before each phase begins.

5.1.1 Phase 1: Initial setup of communication tools and strategy

Timeframe: December 2024 – February 2025

Target groups: Project team (internal)

Objective: Develop the communications strategy, brand identity and set up website

Key messages: Not applicable for phase 1

Channels: Not applicable for phase 1

Foreseen actions:

► Develop communications strategy

► Development of logo, brand identity and templates

► Setup first version of website

5.1.2 Phase 2: Identification and activation of stakeholders

Timeframe: March – July 2025

Target group: all relevant stakeholders

Objectives:

► Provide a general understanding of the project's objectives and provide dedicated information about the project to defined stakeholders

► Lay the basis for successful communication about and via constortia partners and multipliers

Key messages: to be defined, based on those included in this strategy

Channels: press release, newsletter, website and social media channels from partners

Foreseen actions:

► Announce project initiation through press releases, social media, and newsletter

► Launch the project website as a central hub for updates and resources

► Introduce stakeholders to the project through Advisory Board meeting

► Establish relationships with media and influencers to increase visibility

► Highlight project goals and ambition to attract interest and input

► Input to training of case study lead investigators

5.1.3 Phase 3: Implementation and Activities

Timeframe: May 2025 – December 2026

Target groups: farmers, hunters, landowners being surveyed, all including general public

Objectives:

► Knowledge Sharing and Co-Creation

► Close collaboration with local partners to address relevant local stakeholders and communities

► Share results from knowledge products

Key messages: to be defined, based on those included in this strategy

Channels: press release, newsletter, website and social media channels from partners

Foreseen actions:

► Publish interim results and case studies through newsletters, website updates and social media

► Organise stakeholder dialogues, focus groups, and participatory events

► Use visual storytelling (videos, infographics) to communicate progress

► Engage the scientific community through conferences and journal publications

- ► Maintain regular social media updates to highlight activities and achievements

- ► Monthly press releases to share updates and maintain visibility in mainstream and specialized media

- ► Pick up on input from local partners and share created content with them for further distribution

- ► Closely collaborate with local partners to effectively address their respective local target audiences via locally leveraged channels

5.1.4 Phase 4: Result Dissemination

Timeframe: December 2026 – November 2027

Target groups: all, including general public

Objectives:

- ► Results Sharing and Impact

- ► Customised communication and dissemination of project results and outputs to defined target audiences

- ► Continued communication and use of outputs after project finalisation (sustainability)

Key messages: dependent on key results of project

Channels: press release, newsletter, website and social media channels from partners

Foreseen actions:

- ► Publish and update website with final results, policy briefs, and guidelines for stakeholders

- ► Final press release with project summary and results

- ► Final project event to disseminate the findings and engage relevant stakeholders

- ► Collaborate with media to highlight key findings and recommendations

- ► Evaluate communication impact and prepare a sustainability plan

- ► Continue monthly social media posts, newsletter and press engagements to ensure long-term visibility

- ►

5.2 COMMUNICATION CHANNELS

While focused on *Awareness, Interest, Desire and Action* (AIDA) activities, the project's dissemination measures will follow a multi-actor, multi-step and multi-channel approach. In the AIDA model a targeted group goes through the four successive stages (Awareness, Interest, Desire and Action) before

they finally act. Annex I Communication Activities and Channels identifies the target audiences, specific dissemination objectives and target audience, tailored to the needs and profile of each communication activity, in order to effectively meet the KPIs listed in Chapter 6. The document will be continuously updated throughout the project, adapting to the different contexts and project phases.

For efficient and effective communication and organisation of external communication among partners, CoCo partners will use the Communications Plan tab on the General Coco Teams. Media and social media activity of all partners should be recorded there.

5.2.1 Social Media

Partner organizations' social media platforms (particularly LinkedIn, YouTube and Facebook) will be leveraged to reach diverse audiences, including the general public, media, and stakeholders. Social media posts will be shared monthly, focusing on updates, knowledge product releases, event promotions, success stories, and visuals such as infographics and short videos. Content will be tailored to each platform to maximise engagement and reach.

ADELPHI, as the Task Lead, will support partners with a content calendar and social media posting guidance, including suggested text and visuals. For further advice on successful communication on social media, please refer to Annex III Social Media Guidance.

5.2.2 Media

Targeted outreach through press releases, interviews, and media briefings will increase the project's visibility in mainstream and specialised media, both at European and local level. This approach addresses general public awareness and ensures nuanced coverage of the project's themes. Media activities will occur monthly, aligning with key project updates, findings or events.

5.2.3 Newsletter

Periodic newsletters will keep stakeholders informed about the project's progress, milestones, and upcoming activities and events. These will be sent bi-annually to ensure a consistent flow of information while avoiding oversaturation. Newsletters will be customised for stakeholders, highlighting relevant findings, success stories, and ways to engage with the project.

5.2.4 Website

The CoCo website is undoubtedly a key tool for dissemination and communication activities. This section analyses the website structure, design and development, which represents the main public presence of CoCo. The main objective of the website is to establish links with relevant stakeholders; connect with the general public and also inform the audience about the project's objectives, progress, activities, news and updates, as well as the CoCo project developments and results. To achieve this, the project team will be providing the interested bodies and stakeholders with regular updates about the project, by sharing relevant materials such as newsletters, publications or webinars.

The CoCo website has been designed and developed by adelphi as part of the dissemination activities foreseen under Task 8.2 'Website'. To create and build the project website, adelphi incorporated the colours of the CoCo logo and used images from different case study countries.

The first version of the CoCo website can be accessed through the following link: https://www.cocoproject.eu.

Moreover, the website will be continuously updated and maintained in order to:

► Act as a primary online access point for various public groups, while also enhancing the project's public image.

► Serve as an information source, highlighting project objectives, activities, outcomes, and relevant updates.

► Be used as an online resource centre where public deliverables, publications, webinars and other materials will be easily accessed and downloaded.

Website structure and methodology

The CoCo website was developed and launched using the Drupal Content Management System (CMS) with the aim of creating a practical, appealing and user-friendly website. It is accessible on various devises, including smartphones, laptops and tablets, ensuring compatibility across multiple devices and browsers.

Website Navigation Structure

Figure 2 shows the initial navigation structure of the CoCo website, designed to best represent the project's concept and background, materials, activities, events and news as well as the project results. This structure is established at the start of the project (parts are hidden on the launch where information is still lacking). Updates to the structure may be made depending on the project team and stakeholder needs.

Figure 2. CoCo Website structure.

5.2.5 Events, conferences and meetings

Participation in conferences and events and other in-person and interactive spaces will disseminate project results to the scientific community. This channel ensures that the project contributes to the academic discourse on human-wildlife interactions and sustainable pastoralism. Additionally, interactive forums are designed to engage stakeholders directly, fostering dialogue, feedback, and co-creation.

6 MONITORING AND EVALUATION

The efficacy of the communication and dissemination plan will be evaluated according to the requirements of the continuous project reporting, and will be appropriately adapted, reinforcing what works well and improving any malperformances.

The following KPIs are relevant to the Communication and Dissemination Strategy. The responsibility for the KPIs lies with the project partnership. Adelphi will be responsible for establishing a monitoring framework and reminding partners about their goals.

Table 1. Dissemination measures, key performance indicators (KPI), target groups and the main messages or function of the measure.

Dissemination measures	KPI	Target Groups	Main message / function
CoCo website	Website online, >3.000 visits per year, >1.000 downloads per year	Scientists, professionals, stakeholders	Access to products, policy briefs etc
Publications in "Carnivore Damage Prevention News" and other professional newsletters	12 articles per year = 1 per country per year	Stakeholders, agricultural extension officers, employees of stakeholder organisations	All project messages about process and results
Interaction with stakeholders in Advisory Board / Co-creation	Twice per year in structured meetings, multiple engagements between	Stakeholder organisations	Facilitating co-creation, building legitimacy, ensuring early (real time) access to emerging results
Interaction with EU officials and decision makers from both DG ENV and DG AGRI	Twice per year in meetings / webinars	Policy makers	Laying foundation for project results, spreading awareness of results
Interaction with regional / national officials	12 meetings per year = 1 per country per year	Policy makers	Laying foundation for project results, spreading awareness of results
Holding talks to local stakeholder organisations	>2 talks per country = 24 talks	Pastoralists, hunters, landowners, nature conservationists	Presentation of project process and products
Policy brief	A final policy brief	Stakeholder organisations, policy makers, agricultural extension officers	Spreading the results
Roadmap to Coexistence	1 report delivered at end of project	Stakeholder organisations, scientists, policy makers	Showcasing the final integrated

Dissemination measures	KPI	Target Groups	Main message / function
			recommendations from the project
Webinars	>2 per year	Stakeholder organisations, scientists, policy makers	Laying foundation for project results, spreading awareness of results
Practice Abstract in EIP-AGRI format	6 online abstracts (one per WP, for WP2-7)	Scientists	Advertising the project, linking to our activity
Publications in journals	10 manuscripts that will be submitted for publication in open open-access peer-reviewed journals	Scientific community	Covering multiple aspects of the study. Publication will serve to convey scientific legitimacy for the recommendations.
European Federation of Animal Scientists	>10 presentations, email, webinar or newsletter contacts	Livestock professionals – research / veterinarian	Adapting livestock production to wildlife-imposed constraints
Scientific conferences	5 presentations per year	Scientific community	Spread awareness of project, way of working and results

Table 2. Communication measures, key performance indicators (KPI), target groups and the main messages or function of the measure.

Communication measures	Timing and frequency, metrics	Target Groups	Content
CoCo website	Website online, >3.000 visits per year, >1.000 downloads per year	Public, journalists	Presentation of the project, access to all products
Interviews, press-releases, press packs, social media	Monthly releases, >10 media articles per release	Journalists	CoCo activities, project outcomes and progress.
Social media posts on partner institutional feeds drawing attention to products	At least one post per institutional partner per month	Public, journalists, individual stakeholders	CoCo activities, project outcomes and progress
Popular science talks to public and stakeholders	At least one per partner per year	Public, stakeholders	CoCo activities, project outcomes and progress

Table 3. Exploitation measures, key performance indicators (KPI), target groups and the main messages or function of the measure.

Exploitation measures	KPI	Target Groups	Content
Road map to coexistence	1 report	Policy makers, stakeholder organisations	Recommendations for policy changes (coordination) and social innovation
Best practice guidelines	>10 concrete guidelines in all project languages	Stakeholders, stakeholder organisations	Concrete guidance on best practices
Co-creation and MAA	Cross cutting activity	Stakeholder organisations	Build legitimacy for result uptake, ensure recommendations are practical
Review of emerging technologies	1 report	Stakeholder organisations and companies supplying agriculture with products and tools	Critical evaluation of technologies, identification of some promising areas for R&I development, development of harmonized standards for monitoring
Building network with agricultural advisory agencies and livestock production scientists	10 webinars or face-to-face workshops	Agricultural advisory agencies and livestock production scientists	Information and guidance on standards to implement livestock protection measures

31

7 CONCLUSION

The CoCo project's communications and dissemination strategy is designed to build trust, foster collaboration, and increase the impact of its findings. By prioritising stakeholder engagement, legitimacy, and nuanced messaging, CoCo aims to create sustainable solutions for pastoralism in the context of human-wildlife interactions. This strategy will evolve as the project progresses, adapting to stakeholder needs and ensuring ongoing relevance and effectiveness.

8 REFERENCES

Durham E., Baker H., Smith M., Moore E. & Morgan V. (2014). The BiodivERsA Stakeholder Engagement Handbook. BiodivERsA, Paris (108 pp).

European Commission (2024) Press Release: EU proposal to adapt protection status of the wolf adopted by Bern Convention, paving the way to more flexibility in managing wolf populations: https://ec.europa.eu/commission/presscorner/detail/en/ip_24_6202

Rawal, P. (2013) AIDA Marketing Communication Model Stimulating a Purchase Decision in the Minds of the Consumers through a Linear Progression of Steps.

Regulation (EU) 2024/1991 of the European Parliament and of the Council of 24 June 2024 on nature restoration and amending Regulation (EU) 2022/869 (Text with EEA relevance)

Strategic Dialogue on the Future of EU Agriculture (2024) A shared prospect for farming and food in Europe: https://agriculture.ec.europa.eu/common-agricultural-policy/cap-overview/main-initiatives-strategic-dialogue-future-eu-agriculture_en#strategic-dialogue-report

A ANNEX I: COMMUNICATION ACTIVITIES AND CHANNELS

ADELPHI developed a living document in Excel format, containing all project communication and disseminiation deliverables with a timeline, including specific objectives, target group, channels and outreach measures for each. The document is CoCo_Comms products monitoring and will be continuously updated throughout the project duration, adapting to the different phases and contexts.

Figure 3 shows a screenshot of the document, already containing detais for the communication activities for the first months of the project as of M03.

EC Horizon Europe Cocreation Coexistence

Date	Product	Content	Objective	Target group	Channel (where to post/distribute)	Outreach (longer-term awareness-raising)	KPIs
Deliverable 8.1: Communication and dissemination strategies and tools							
15/01/2025	Plan for communication and dissemination	Comms plan	Overview of all comms actions planned	Partners, EC (published)	Website		
15/01/2025	Project branding and logos	Logos and VI	Brand for project, recognition value	Partners			
Jan-25	Social Media Post Templates and callendar	Template in VI	Brand for project, recognition value, ease of use	Partners			
Jan-25	Photo library established	Photos that all can use	Easily find relevant photos for products	Partners			
Feb-25	Website Launch	All public info on project	Access to products	Stakeholders			Website online, >3.000 visits per year, >1.000 downloads per year
Feb-25	Standardised PowerPoints and reporting templates	Power point, word (agenda, report, etc)	Brand for project, recognition value, ease of use	stakeholders			
Apr-25	Newsletter Issue 1	Project news (2 x per year)		Stakeholders	SuperWebMailer (ADELPHI)		
Feb-25	Social Media Post 1	Launch website	Raise awareness about start, call for contacts	Stakeholders, general public	All partners social media channels		At least one post per institutional partner per month
Mar-25	Rollup banner	VI, Pictures related to project objectives	Attract attention at conferences	Stakeholders			
Mar-25	Project flyers						
	Media Kit 1				Which contacts do we use?		
	Interview 1						
	Press Release 1 (of 36)	Project news and results (1 per month)					Monthly PR >10 articles per release
	Thematic short video 1						
	Fact sheets and infographics based on all project deliverables	Short info on deliverables (13 in all)	Wider outreach beyond scientists	Stakeholders, policy makers, scientists	Website, social media		
	Policy brief 1 (of 13)	Policy brief per report (13 in all)	Outreach to policy makers and stakeholders				
	Webinar	Webinar (6 in all)					

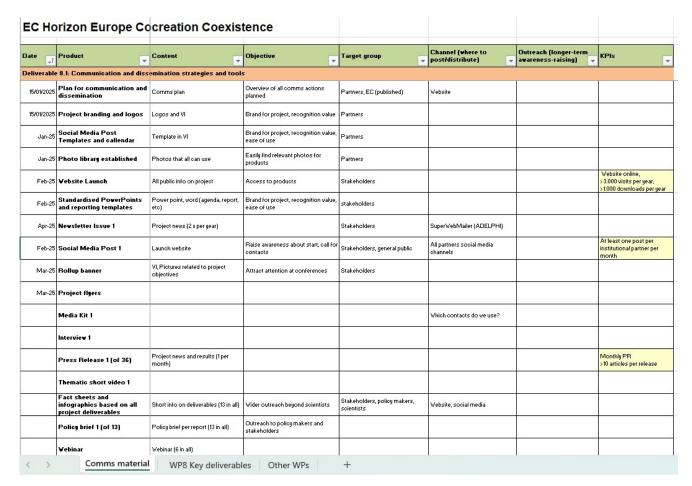< > | Comms material | WP8 Key deliverables | Other WPs | +

Figure 3. Screenshot of the CoCo Comms products monitoring

B ANNEX II: SOCIAL MEDIA CHANNELS OF PARTNERS

A document containing all social media handles from partners has been developed to ease cross-communication online and with the objective of maximising the reach of the communication activities on social media, e.g. through re-posting or engaging with other partners' posts. Figure 4 shows the status of the filled-out document at the stage of the project launch.
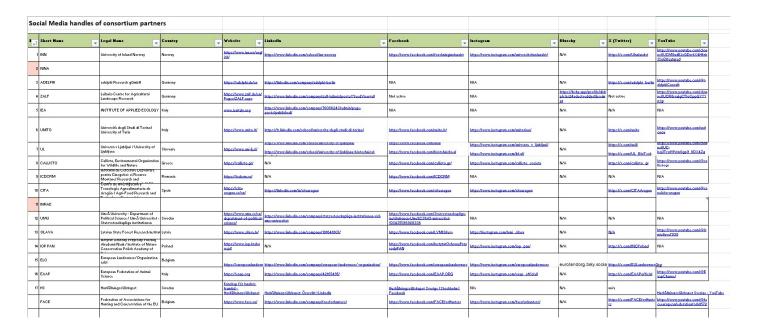
Social Media handles of consortium partners

#	Short Name	Legal Name	Country	Website	LinkedIn	Facebook	Instagram	Bluesky	X (Twitter)	YouTube
1	INN	University of Inland Norway	Norway	https://www.inn.no/english/	https://www.linkedin.com/school/inn-norway	https://www.facebook.com/forskninginnlandet	https://www.instagram.com/universitetinnlandet/	N/A	https://x.com/UInnlandet	https://www.youtube.com/channel/UCM8xdEJcGDsrhX4H6rb1YgQ/featured
2	NINA									
3	ADELPHI	adelphi Research gGmbH	Germany	https://adelphi.de/en	https://linkedin.com/company/adelphi-berlin	N/A	N/A	N/A	https://x.com/adelphi_berlin	https://www.youtube.com/@adelphiConsult
4	ZALF	Leibniz-Centre for Agricultural Landscape Research	Germany	https://www.zalf.de/en/Pages/ZALF.aspx	https://www.linkedin.com/company/zalf-leibniz/posts/?feedView=all	Not active	N/A	https://bsky.app/profile/did:plc:hd24sdcctreddpofljhcsimjg	Not active	https://www.youtube.com/channel/UCRB6zaIgCTloCppGYTYzzig
5	IEA	INSTITUTE OF APPLIED ECOLOGY	Italy	www.iesitaly.org	https://www.linkedin.com/company/76086242/admin/page-posts/published/	N/A	N/A	N/A	N/A	N/A
6	UNITO	Università degli Studi di Torino/ University of Turin	Italy	https://www.unito.it	https://www.linkedin.com/school/universita-degli-studi-di-torino/	https://www.facebook.com/unito.it/	https://www.instagram.com/unitorino/	N/A	https://x.com/unito	https://www.youtube.com/unitoppos
7	UL	Univerza v Ljubljani / University of Ljubljana	Slovenia	https://www.uni-lj.si/	https://www.linkedin.com/school/university-of-ljubljana/ https://www.linkedin.com/school/university-of-ljubljana-biotechnical-	https://www.facebook.com/unilj https://www.facebook.com/biotehniska.si	https://www.instagram.com/univerza_v_ljubljani/ https://www.instagram.com/bf.ul/	N/A	https://x.com/unilj https://x.com/UL_BioTech	https://www.youtube.com/channel/UC-bq3TrsMVwn0gp9_IIDX4Zg
8	CALLISTO	Callisto, Environmental Organization for Wildlife and Nature	Greece	https://callisto.gr/	N/A	https://www.facebook.com/callisto.gr/	https://www.instagram.com/callisto_society	N/A	https://x.com/callisto_gr	https://www.youtube.com/@callistogr
9	ICDCRM	Institutul de Cercetare Dezvoltare pentru Cinegetici si Resurse Montane/ Research and	Romania	https://icdcrm.ro/	N/A	https://www.facebook.com/ICDCRM	N/A	N/A	N/A	N/A
10	CITA	Centro de Investigación y Tecnología Agroalimentaria de Aragón / Agri-Food Research and	Spain	https://cita-aragon.es/en/	https://linkedin.com/in/citaaragon	https://www.facebook.com/citaaragon	https://www.instagram.com/citaaragon		https://x.com/CITAAragon	https://www.youtube.com/@canalcita-aragon
11	INRAE									
12	UMU	Umeå University - Department of Political Science / Umeå Universitet - Statsvetenskapliga institutionen	Sweden	https://www.umu.se/en/department-of-political-science/	https://www.linkedin.com/company/statsvetenskapliga-institutionen-vid-umea-universitet	https://www.facebook.com/Statsvetenskapliga-institutionen-Umu5C3SA5-universitet-100435538268336	N/A	N/A	N/A	N/A
13	SILAVA	Latvian State Forest Research Institute	Latvia	https://www.silava.lv/	https://www.linkedin.com/company/101641807/	https://www.facebook.com/LVMISilava	https://instagram.com/lvmi_silava	N/A	N/A	https://www.youtube.com/@lvmisilava7938
14	IOP PAN	Instytut Ochrony Przyrody Polskiej Akademii Nauk / Institute of Nature Conservation Polish Academy of	Poland	https://www.iop.krakow.pl/	N/A	https://www.facebook.com/InstytutOchronyPrzyrodyPAN	https://www.instagram.com/iop_pan/	N/A	https://x.com/INCPoland	N/A
15	ELO	European Landowners' Organization asbl	Belgium	https://europeanlandowners.org	https://www.linkedin.com/company/european-landowners'-organization	https://www.facebook.com/europeanlandowners	https://www.instagram.com/europeanlandowners	eurolandorg.bsky.social	https://x.com/EULandownersOrg	
16	EAAP	European Federation of Animal Science	Italy	https://eaap.org	https://www.linkedin.com/company/42165495/	https://www.facebook.com/EAAP.ORG	https://www.instagram.com/eaap_official/	N/A	https://x.com/EAAPofficial	https://www.youtube.com/@EaapChannel
17	HS	Hushållningssällskapet	Sweden	Kunskap för landets framtid – Hushållningssällskapet	Hushållningssällskapet: Översikt I LinkedIn	Hushållningssällskapet Sverige I Stockholm I Facebook	N/a	N/a	n/a	Hushållningssällskapet Sverige - YouTube
	FACE	Federation of Associations for Hunting and Conservation of the EU	Belgium	https://www.face.eu/	https://www.linkedin.com/company/faceforhunters/	https://www.facebook.com/FACEforHunters	https://www.instagram.com/faceforhunters/	N/A	https://x.com/FACEforHunters	https://www.youtube.com/@faceeuropeanfederationforh6572

Figure 4. Social media handles of CoCo partners.

C ANNEX III: SOCIAL MEDIA GUIDANCE

C.1 Purpose

This document provides guidelines for consortium partners on how to effectively contribute to the CoCo Project's social media presence. The aim is to ensure coordinated, consistent, and impactful communication across platforms while aligning with the project's communication and dissemination strategy.

For any questions regarding social media content, branding, or outreach, please contact ADELPHI.

C.2 Posting Frequency & Responsibilities

► In line with the KPIs listed in Chapter 6, consortium partners should post at least one social media post per month until the end of the project.

► ADELPHI will support content creation, providing partners with suggested post formats, key messages, and visuals.

► ADELPHI will remind partners once per month to post.

► Partners are encouraged to post independently about their CoCo Project activities, ensuring alignment with the project's key messages and branding guidelines and logging their posts as described below.

C.3 Content Guidelines

► All posts must reflect the CoCo Project's objectives, key messages, and branding.

► Posts should highlight project milestones, research findings, case studies, events, and partner activities.

► The tone should remain engaging, informative, and accessible to diverse audiences, including policymakers, researchers, and the general public.

► Posts should be concise, clear, and catchy—the shorter, the better. Summarize the most important information within two concise sentences.

► X (Twitter) posts must be a maximum of 280 characters, including hashtags, tags, emojis, spaces, and links (note: links take up 23 characters).

► Posts should be in the mother tongue of the target audience when possible, to avoid language barriers (e.g., English, Spanish, Portuguese). Avoid cumbersome words, non-standard acronyms, or project names that are not widely recognised.

C.4 Branding & Visuals

► Social media visuals should adhere to the CoCo Project branding and use the provided templates.

► Partners must ensure that images, infographics, and videos are of high quality and maintain a professional appearance.

► The CoCo logo and EU funding acknowledgment should be included when relevant.

► Please use meaningful, appealing, and authentic images, avoiding stock images when possible. Images should be landscape format, with a minimum 1200px width (16:9 format), or higher resolution for square (1080x1080) or portrait (1920x1080) images.

► Include copyright information for images (e.g., John Doe - shutterstock.com).

► Written consent must be obtained for any photos or screenshots from (virtual) events featuring individuals.

C.5 Hashtags & Mentions

► Use project-specific and relevant trending hashtags: #CoCoProject #Biodiversity #Cocreation #Pastoralism #Wildlife

► Try to incorporate hashtags within the text instead of placing them all at the end of the post.

► Limit hashtags to 7 per post on LinkedIn and 2-3 on X (Twitter).

► Tag partners' accounts listed in the Social Media Handles document (Annex II).

► Research and tag (using @) relevant partner organisations, institutions, and influential individuals who may share or engage with the content.

► On X (Twitter), up to 10 accounts can be tagged per post in the image, which does not count toward the character limit.

► On LinkedIn, tag relevant individuals or organisations in the text or at the end of the post.

C.6 Engagement

► Engagement will increase the reach of the shared content. Connect with or follow partners/relevant individuals/institutions/organisations on social media.

► Engage with the content of your project partners/individuals/institutions and – vice versa – invite them to share, comment or "Like" tweets and posts from project partners' channels.

C.7 Internal Coordination & Posting Process

► All posts must be aligned with the project's communication and dissemination strategy.

► When wider dissemination of a post is needed, e.g. create a video or a dedicated promotional campaign, partners should get in touch with ADELPHI.

C.8 Documentation & Reporting

► All posts must be recorded in the Social Media Log document, stored in the MS Teams WP8 Folder. This ensures proper tracking of outreach efforts in line with the KPI.

► A screenshot of the post is needed, in addition to filling out the information in the Social Media Log Excel file.

D ANNEX IV: PROJECT BRAND GUIDE

This will be developed in subsequent versions