RESONATE

Resilient Forests for Society

Deliverable D6.1

RESONATE Dissemination, Exploitation and Communication Plan

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Executive Summary

This deliverable (D6.1) is the Dissemination, Exploitation and Communication (DEC) Plan for the RESONATE project. It sets out the key communication, dissemination and knowledge exchange activities, and related outputs. It also provides information on the project's target audiences and key messages, together with the main methods, tools and channels the project can use to reach them. This deliverable will be updated periodically over the lifetime of the project, with updates foreseen in M18 (October 2022), M36 (April 2024), M48 (April 2025).

Keywords

Communication management, social media, target groups, stakeholder engagement, events, communication monitoring and reporting

1. Introduction

This deliverable (D6.1) is the Dissemination, Exploitation and Communication (DEC) Plan for the RESONATE project. It was developed in Task 6.1 and sets out the key communication, dissemination and knowledge exchange activities, and related outputs. The deliverable will be updated periodically over the lifetime of the project, with updates foreseen in M18 (October 2022), M36 (April 2024), M48 (April 2025). With this DEC Plan we aim to ensure that RESONATE's activities and results are communicated and disseminated to all relevant stakeholders, and that take-up of the project's recommendations, tools and results is facilitated.

To guarantee a consistent and sustainable approach, the prepared RESONATE DEC Strategy will entail the following components:

a) As **key objectives** (section 2) we define the desired "end-"results of RESONATE's DEC activities. These goals are designed to be measurable but are not time-bound (unlike the very specific communication targets scheduled in the DEC plan in Annex 2).
b) **Target audiences** (section 3) are identified as follows: i) education & research; ii) extension services, forest owners, and practitioners; iii) forest sector associations and forest industry; iv) policy makers; v) media and society**.** The needs of a certain group will define the best suited approach how one communicates with them and could be quite different from another group. RESONATE therefore tailors **key messages and communication channels by target audience** (section 4).
c) To ensure engagement **with stakeholders** (section 5) and the integration of their views in the research activities of RESONATE, we will conduct several means of interaction throughout the project. This involves a stakeholder mapping at the beginning of the project, the formation of a Stakeholder Board based on the mapping, and the organisation of different engagement activities both at European and regional level.
d) We will introduce **RESONATE**'s **visual identity** with logo and templates (section 6) to support RESONATE's DEC activities and communicate the projects' key messages in a more powerful way. With the visual identity, the perception of the project by the audience is shaped – it creates an emotional impression on viewers and informs them about RESONATE and the services/products offered.
e) **DEC channels and materials** (section 7) will be identified and prepared according to the preferences of identified target audiences. To communicate effectively, messages need to go where the audience is instead of expecting them to come, and in a format appealing to the audiences. Therefore, we will on a regular basis and revise the DEC Strategy during the project to include modifications and adaptations based on project progress and feedback. We will report on a regular basis in M18 (October 2022), M36 (April 2024), M48 (April 2025) and use of reporting sheets especially developed for this purpose.

In an annual **DEC implementation plan (Annex 2)** we will identify foreseen project communication activities. We will prepare this annually as a concrete plan on how to communicate to or interact with different audiences in a given period of time. The rule of thumb is that the message needs to reach the audience three to five times in different ways. This means that the different channels need to convey the same message, possibly in different formats. Furthermore, the plan will assign roles and responsibilities of individual partners in project dissemination.

2. Key objectives

Within the RESONATE project, DEC activities have a distinct set of objectives:

- Raising awareness not only about the challenges posed by climate change and natural disturbances for European forests and the urgent need to enhance forest resilience, but also addressing potential trade-offs in forest system related decision making.
- Providing user-focused guidance for policy and forest value chain decision-making by bringing findings and products to key stakeholders in different forms to facilitate the exchange of knowledge among a wide range of audiences.
- Building capacity and supporting the adoption of recommended measures by forest and conservation managers as well as by forest policy makers at regional to European level.
- Maximizing impact by the development of Resilience modules for students and forest professionals to enhance resilience learning and training in forest and wood sciences and practice.

EFI is leading WP6, working together with all 17 project partners who have months allocated within this work package. All the project partners play an important role in communicating and interacting with stakeholders, the media, and the public. Using their own organizational communication channels, they can act as multipliers on many levels – regional, national, and international. Project partners are key players within many relevant sector networks, and shall use their contacts to spread information about the project, its activities and results, and to facilitate interaction with stakeholders.

With WP6 we aim to coordinate these activities and provide tools for communication which can be applied by each partner, to achieve maximum impact. WP6 has strong links with all other WPs, building on their outputs. It also aims to include open, two-way engagement with stakeholders, working in close collaboration with WP1-5 during the stakeholder interaction and consultation process.

Within RESONATE, we will extensively and strategically use project participants and stakeholder organisations websites; social media; newsletters; publications; associations, networks, and clusters; events, meetings, conferences, and workshops. Already identified networks are e.g.: i) Forest/wood research and education (EFI network, IUFRO, SILVA, SCAR FOREST, InnovaWood, Infomadera, FIRA or FCBA); ii) Forest owners/associations/professionals (CEPF, EUSTAFOR, ForEXT, Pro Silva Europe, DFWR); iii) Forest Policy (ForestEurope, Wood be better network, EBCD, ERIAFF, Standing Forest Committee, Study Group for Nature-Conforming Forest Management (ANW)); iv) Forest industry/forest value chain (CEI-Bois, Asociacion Forestal de Galicia, HDH, Rosewood 4.0, EOS)

3. Target Audiences

The key target groups within the RESONATE project have been identified as i) education & research; ii) public and private forest owners, practitioners; and extension services, iii) forest industry and forest sector associations; iv) policy makers; v) society & media.

However, even if these audiences are clustered in groups, these groupings are quite broad and the target audiences may in fact be more specific, particularly at national levels and/or depending on e.g. geographic location or political environment. The project aims to make use

of the wide geographic distribution of project partners and to take advantage of their stakeholder contacts and networks to establish more details for each of these categories. (See section 5, Interaction with stakeholders). To apply appropriate and successful communication measures, we need support by local partners and potential communication in local languages. This will be considered when engaging with regional stakeholders in the case study areas and beyond.

3.1 Education and research

RESONATE's strong focus on foresight scenarios and viable future pathways toward more resilient forest ecosystems and value chains is sustained by its effort to pro-actively engage with other research projects' teams and boost cross-learning and knowledge-exchange dialogue.

Scientific networks

When engaging with and constantly exchanging knowledge with broad scientific networks we facilitate the outreach on research results at a later stage. Project coordinator EFI with a network of 130 member organisations plays an important role here, but also other partners like WR and INRAE have broad international networks they will use to disseminate project outputs. However, scientific networks may also include "ad-hoc" initiatives not firmly associated to organisations (f.e. working groups for data, methodological or conceptual sharing). Further scientific networks to be addressed range from forest sciences (IUFRO) to landscape ecology and sustainability sciences and the project will present scientific results at a variety of international conferences (e.g. Conference of the Spanish Society of Terrestrial Ecology, conference of Scandinavian Society of Forest Economists, and other conferences of disciplinary scientific networks that different consortium members are involved with).

Education

We believe that education actors play a key role in training the next generation of forest practitioners and researchers as well as in shaping the narrative on sustainable forest management. One of RESONATE's sub-objectives is to develop forest resilience modules for educational use, targeting both students and professionals. T6.5b will help universities and institutions providing training for professionals to incorporate educational content developed by RESONATE into their modules/courses to educate current and future professionals on enhanced forest system resilience, hence contributing to the long-term impact of the project. Furthermore, project partners will integrate RESONATE results into their teaching activities.

Other EU-funded projects and regional projects

Research cooperation, cross-learning exchanges and synergies development is important to maximise the impact of RESONATE and other publicly funded projects. Therefore, RESONATE is engaging with e.g. OneForest – the sister project under the same call, to discuss how to coordinate and achieve synergies especially regarding stakeholder engagement and outreach activities. Further cooperation will be developed with topically related ongoing and forthcoming projects (e.g. Horizon Europe Call "EU-China international cooperation on increasing the resilience of forests").

3.2 Public and private forest owners, practitioners, and extension services

Forest owners and managers are the first to be impacted and/or to deal with the consequences of forest disturbances, and therefore constitute an important RESONATE target group.

Public and private forest owners and practitioners

RESONATE will engage with forest practitioners and forest owners from an early stage of the project to co-create best practice guidance based on scientific models and exploration of alternative management in regional case studies. Within RESONATE, forest owners and practitioners will learn about the possibilities they have to adapt to change and how to overcome barriers for resilience implementation. This also involves working with the concept of planification in relation to future climate or social demands.

When addressing practitioners and forest owners on a regional level, it is important to consider the different framework conditions: 1) the large difference in public land share in European countries and regions which implies that sometimes the main target audience of owners will be public, whereas in other countries/regions others it will be private; and 2) Differences in prioritization of wood production and/or the provision of ecosystem services like e.g. biodiversity or recreation.

Extension services

Extension services are important multipliers to convey new scientific findings and good practices to multiple private forest owners (especially relevant in regions with very fragmented forest ownership). EFI is supporting the network of forest extension organizations in Europe (FOREXT), with a goal of establishing international cooperation in the field. The aim of this network is to ensure the organisations to e.g. build their capacities in training and education of private forest owners, preparation of forest management plans for private forests, and providing subsidies for more sustainable forest management.

3.3 Forest industry and forest sector associations

RESONATE investigates complete forest-based value chains, by considering all actors from harvesting of forest products to downstream industries and forest ecosystem service demands. Many businesses rely on primary and secondary materials provided by forests and see their activities impacted by forest disturbances, climate change and changing consumers' demands, but can also help boosting the resilience of European forests through the production of high-value products.

RESONATE will enable forest value chain actors to base their decision making on RESONATE foresight studies as well as on resilience guidance, for example on how to optimize storage and processing facilities for salvage timber. Aiming at enhanced exploitation of project results, decision support tools (perception-effect matrix, resilience ladder, resilience dashboard) and guidance targeting practice and forest sector stakeholders will be made publicly available. As part of RESONATE's activities, project partner Papierholz Austria (PHA) will test some tools in their operational decision making, while project partner XERA will investigate the use of these tools for guiding strategic forest sector decisions in workshops with regional industry stakeholders. After the test phase of these tools, RESONATE will offer them based on the FAIR principles so that other companies or organisations could embed them into their own strategic decision-making procedures and business culture. How RESONATE research data will make data FAIR: Findable (1), Accessible (2), Interoperable (3) and available for Re‑use (4) is described in D7.2 Data Management Plan (Lindner et al. 2021).

3.4 Policy makers

Policy makers form an important target group for RESONATE, as appropriate and evidence-based political decision-making is key to guide forest practitioners and increase forest resilience overall. In the RESONATE stakeholder mapping, 'governance' refers to actors from

all levels of governance, from the local to the European level, if applicable, and includes policymakers who could benefit from the recommendations developed by RESONATE.

3.5 Society & media

Society: Awareness-raising starts at different levels, depending on the targeted audience. In case of the end-users of forest ecosystem services, the recent Pandemic has raised interest in recreational use of forests, particularly in urban areas. Moreover, the unexpected rise of wood prices in Europe despite increased availability of wood from salvage logging after e.g. bark beetle damages might have brought attention to the potential limits to the future availability of this resource. However, such awareness is often short-lived and more evidence is needed to inform discussions on diverse ecosystem services like biodiversity protection and potential trade-offs when prioritizing one service over the other.

Media: Journalism is a powerful tool to communicate both on the scientific results, and practical experiences gained in the case study research as well as report on RESONATE activities to a wider public. However, merely sending press releases is no longer effective for the media. Therefore, RESONATE's communication team aims at offering the information via a variety of online and offline channels and making it easier for journalists to find information on social media and Google search.

RESONATE uses established contacts and builds new relationships with both national and international media to place interviews with researchers on project topics, contribution to articles etc. EFI can already build upon former collaboration with the BBC, Deutsche Welle, Euronews, POLITICO and several German media stations and newspapers in the field of forest risks and the role of forests in climate change. Also, University of Wageningen and other partners will use their broad existing networks. To maximise outreach to media and society, it is responsibility of T6.3 to create a list of RESONATE partner's European and national media contacts, which will be kept up-to-date with relevant news about the project or invited to workshops and events. This list will set up and managed in line with the European General Data Protection Regulation (GDPR).

4. Key messages and communication channels by target audience

How can forest disturbances be better predicted? What can forest practitioners prevent and respond to these risks? How can they make their forests more resilient in the long run? How can the forest industry manage risks under changing climate and be supported in reaching their business targets? What science-based recommendations do policy makers need to evaluate trade-offs and develop long-term strategies to both mitigate disturbance impacts and provide climate protection services of European forests? And finally: How does end-user demand of forest ecosystem services affect the resilience and what can be done to ensure that the demands are also adapted to the changes in climate and disturbance risks (Task 4.2)?

With our RESONATE activities we will not only provide answers to the questions above, but also identify and apply compelling measures to raise awareness, thus creating a leap towards understanding forest system resilience and how it can be enhanced under very diverse circumstances, and with conflicting management objectives. Furthermore, RESONATE will provide best practice examples and tailor-made solutions to all stakeholders concerned with

forests, thus delivering recommendations that can be applied in real world settings and daily decision making.

The project's initial communications will focus on raising awareness of the importance of adapting forest value chains to the challenges posed by climate change and natural disturbances in Europe, together with informing about the project, its aims and objectives.

Towards the final years of the project, communications (and knowledge exchange activities) will be more dedicated to sharing project results, and their impacts, as well as encouraging the adoption of project tools. We will also address policy makers at national/European level to share the recommendations developed in the project – particularly via the policy briefs.

Initial plans for target audiences, key aims/messages and the tools to be used can be seen in the table below and will be adapted in the course of the project.

Stakeholder groups representatives will be mobilised on a twofold level. At a regional scale (e.g. Task 3.2 interviews and surveys will target regional actors from the case studies, including forest owners and various value chain representatives) and at the European level (e.g. Task 6.2 set-up of a Stakeholder board, whose inputs will be distilled in a series of high-level workshops), the engagement will further support the identification of crucial needs and inform the development of the most effective key messages for target audiences. In addition, these activities will help to identify the most suitable channels for communication with stakeholders.

For each of the target audiences, the following questions should be answered:

- How can they benefit from RESONATE?
- How can the project benefit from their feedback, to improve its outputs?
- What methods should we use to reach the specific target audiences?

Table 1. Target audiences, key messages and tools

Target audience	Key aims and messages	Tools
Researchers, students	Train future professionals in resilience thinking and practice **New scientific knowledge on:** - biotic and abiotic factors affecting forest resilience and productivity - human factors affecting forest resilience and productivity, f.e. in terms of management, production and policy - past, recent, and future changes in ecosystem services delivery and biodiversity - trade-offs between ecosystem services delivery and biodiversity (threshold effects) - innovative ways to prevent disturbance and manage forests for enhanced resilience - the various factors affecting forest value chain resilience - the role of societal demand for resilient forest management	- "Resilience Modules" for universities - scientific publications - presentations by project partners at relevant conferences and seminars - website - social media (ResearchGate, Twitter) and blog posts - including results in ongoing teaching activities, also to encourage students asking critical questions, thereby sharpening RESONATE's questions, and related communication?
Public and private forest owners,	RESONATE will engage with owners and managers to	- Stakeholder engagement (surveys, events, meetings)

practitioners, and extension services,	- co-create best practice guidance based on scientific models and exploration of alternative management in regional case studies - provide a risk mapping combining climatic projections, abiotic and biotic risks and expected responses **Recommendations on:** - climate adapted species selection with increased resistance to projected environmental change - improved consideration of disturbances in climate-smart forest management - measures to maintain biodiversity and to restore it in intensively managed forests to make them more resilient to climate change and disturbances - use of decision support tools to assist choice of climate adapted management strategies to enhance forest resilience **Increased awareness on:** - the opportunities offered by improved forest management - societal demands and their role for increasing forest resilience	- publication in practitioners' magazines - bi-annual e-newsletter - blog posts - website - social media - RESONATE disturbance hotspot analysis - decision support tools (perception-effect matrix, resilience ladder)
Forest associations, industry	RESONATE will provide foresight studies as well as resilience guidance, for example on how to optimize storage and processing facilities for salvage timber. **Recommendations on:** - measures that enhance forest value chain resilience to better cope with market disruptions due to climate change and intensified disturbances as well as with changing wood assortments **Increased awareness on:** - the trade-offs between resilience and productivity - the value of more resilient and better adapted forests and wood-supply chains under climate change - factors that make or break the resilience of a forest value chain - how innovation can improve the resilience of a forest value chain	- Stakeholder consultation (e.g. online survey, meetings) - fact sheets on trade-off mechanisms in resilience management in Europe - website - social media - bi-annual e-newsletter - blog posts - leaflet for businesses - videos (e.g. interviews) showing how resilience in a forest value chain can be increased, based on regional best practice examples
Policy makers	RESONATE will efficiently engage with European and regional decision makers to communicate the developed forest policy recommendations **Recommendations on:** - how to incorporate resilience enhancing measures into forest	- Stakeholder consultation (via Stakeholder Board Board) - Resilience dashboard - Social media (Twitter) - Policy briefs (see 5.6) - Policy event (see 5.7)

	legislation, nature conservation policy and management guidelines - forest owner barriers for adaptation	
Media, influencers and society	**Increase awareness on:** The benefits brought by better adapted forest management - how to counteract climate-induced forest disturbances - how to maintain/enhance forest productivity and safeguard sustainability of forest ecosystem services	- website - information material - social media - articles in media - press releases - RESONATE Storylines

5. Engagement with stakeholders

As stakeholder groups are representatives of wider society and its complex perspectives, the process of distilling their insights is a crucial one that needs a careful design from the very beginning of the project. Not only does it help refine the focus and delivery of key messages, but also provides precious resources for the development of tailored tools, thus informing how the knowledge, technologies and solutions developed by the project can be best transferred and adopted.

Based on Task 6.2 stakeholder mapping (D6.3), all relevant stakeholder groups in relation to the technological, research, policy, economic and societal aspects of RESONATE will be identified and analysed including, among others, forest owners, practitioners, value-chain actors, decision-makers, policymakers and extension services.

Following the mapping, a Stakeholder Board (SB) will be formed consisting of approximately 15-20 members, including representatives of all relevant stakeholder categories. According to their expertise and interest areas, they will be selected and invited for a series of specific high-level workshops (with about 10-12 participants each) throughout the project. Most workshops will be held in-person (preferably linked to a project meeting but possibly adapted or complemented by virtual events if needed). Examples of issues at the core of RESONATE on which stakeholders will be consulted are: regional, national, and EU level obstacles to improved forest resilience management; guidelines and most appropriate formats for a decision-support tool for forest management; urgent policy recommendations. Following on from this, knowledge and technology transfer activities (see section 5), will take place in the two final years of the project. This way, RESONATE aims to maintain contact, dialogue and engagement with stakeholders throughout the lifetime of the project, but specifically intends to set the foundation for (at least) local/national contact groups to potentially continue their activity after the project ends.

6. Visual identity

RESONATE has a visual identity of its own. All communication materials will be branded, including website, flyers, social media content, videos, presentations and any visual offline or digital material. A set of brand guidelines and templates will be elaborated and shared on the project channel via MS Teams to ensure that these guidelines are followed. Thus,

RESONATES's brand will always be consistent and recognized, by internal and external people.

A project brand can include different elements of communication, not only visuals, but also for instance, a basic narrative. How do we speak to all target groups, even though they vary greatly in educational and professional backgrounds, language, age, etc.? This basic RESONATE narrative will be jointly developed in the course of the project and go along with the visuals when presenting the project and its outputs.

As for visuals, it will include (more to be defined as needed): Logo, colors, patterns, icons, guidelines, templates for social media, etc.

Logo: The "O" is remodeled by circular arrows as reference to a circular bioeconomy. A tree is embedded in the arrows as reference to create better forest resilience and as the source of the end product of the wood value chain. The "T" has a wooden texture as reference to the end use of wood in end products (chair, houses, etc.). This is a good way to communicate how in practical means, we all benefit from resilient wood value chains.

Underneath the "RESONATE" word, a slogan is integrated in the logo so we can tell immediately what the project is all about.

Font: Sofia Prof Soft, modern, legible font.

RESONATE
Resilient Forests for Society

Project Icon: In order to identify the project in a simpler way, an icon for the project can be displayed for instance, in all pages on the website. This can help make the brand be present in a subtle way, without displaying the entire logo

Colors: Blue and green (science, technology, nature) & Yellow and orange (Awareness, call to action, intellect).

Graphic elements: As part of the graphic elements, wood pattern will be used in different visuals, not only to reinforce the image of the brand but also to communicate visually, how in practical means, forest resilience and the wood value chain is connected to the end product, wood, being of interests for all target groups.

Guidelines and templates: Considering the elements above, a set of guidelines will be elaborated to ensure brand consistency.

Icons: A set of icons will be developed to visually identify the different topics addressed through the project (these are to be identified). Other simpler icons (shown below) are an example of how icons can be used to illustrate complex concepts, terms, or cycles. These for instance, will be used to illustrate the wood value chain. These icons can also be animated.

More elements will be added/modified, as the brand develops, and new elements are needed.

The icons can be used by the whole RESONATE team. Eventually, we will also provide them as open resource for others to pick up. When used outside of the context of RESONATE, the icons need to credit @Gabriela Rueda as designer for Copyright purposes.

Any materials, publications etc created by and within the project must also contain the official wording that the project has received EU funding, and they will all display the EU logo. For more information see **Annex 1: Guidelines on using the RESONATE and EU visual identity.**

7. Communication channels and materials

A basic package of communication materials will be created for all partners to make use of. This includes the project logo, templates for deliverables, meeting reports, presentations, project communications, and posters.

7.1 Project website

Our RESONATE website (resonateforest.org) will be the central information hub, providing open access to all products (project results, publications, social media etc.) developed in the project framework and linking to relevant initiatives and outputs beyond. We will also create a "About RESONATE" part as a brief summary to introduce the project. All relevant information will be shared on the website and from there will be distributed via different project channels, social media etc. When developing the website, we need to ask ourselves the fundamental question: For whom is the website designed for? RESONATE offers services, information, and tools for different target groups. To make these products easily accessible to the most important project target groups, the website will be structured according to their needs – using a predominant color for each target group.

In subsections for the following 5 target groups i) education & research; ii) public and private forest owners, practitioners, and extension services; iii) forest industry and forest sector associations; iv) policy makers; v) society & media; relevant information will be prepared, following RESONATE's communication principle "to go where the audience lives", hence structured according to target groups.

The RESONATE project website is a key dynamic channel for communicating with all target audiences. It will showcase the project aims and objectives, and provide basic information about the project's workplan, partners, etc. It will contain news about ongoing activities via regular blog posts and embedded social media links, and also provide information about results and publications.

As well as acting as an information source about the project to stakeholders and project partners, the website also serves as a portal to share the tools, models, guidelines, and other outputs produced by the project.

Partners will be asked to recommend suitable projects to link to other projects, and also to recommend to those projects that they include reference to RESONATE on their websites.

Website metrics (e.g. number of visitors, which country visitors arrive from, which pages are visited) will be regularly evaluated using Google Analytics to check that the website is working effectively as a means of communication (see section 8).

The first version of the website will be made available by the end of month 8.

7.2 RESONATE Storylines

The "storylines" will start from different perspectives (society, nature conservation, forest management, industry), presenting e.g. causes, effects, demands for action, and conclude with the reference to trade-offs, including costs for industry and society or demands from other user communities. Each storyline will have a recognisable "character" (a typical forest owner, a small-scale furniture manufacturer, the "urban recreator", a tree, an animal). Dissemination of these storylines (to be produced twice per year) will build on a range of output products

including illustrative material, video, etc., targeting also journalists with this “unconventional” narrative.

7.3 Project leaflets/flyer

The leaflets aim to use easily ‘digestible’, jargon-free material, to make the complex information understandable for a non-specialist audience. Master copies will be provided in English, with translation by partners into national languages where appropriate. The leaflets will be freely available to download from the project website.

Project leaflet: A project leaflet will be created to give information about RESONATE and its objectives to a general audience. This will act as a “business card” to give target audiences a short summary of the project, and to stimulate their interest in participation or knowledge-sharing. It can be used at e.g. scientific and other conferences, meetings, workshops. The leaflet will include:

- RESONATE logo and brand colours
- EU logo and funding description
- Project description and objectives
- Partner logos
- Contact information

The leaflet will be translated by partners into regional languages where relevant. It will be available as an online and paper version.

In 2023, a **flyer for businesses** will be prepared to support RESONATE’s dissemination of research results on forest value chain resilience enhancement, to be used e.g. at the international wood trade fair LIGNA.

7.4 Project PowerPoint presentations

A general PowerPoint presentation about the RESONATE project will be created in the first year of the project, so that all partners can use and adapt it to their needs when presenting information or RESONATE results at seminars/conferences.

Furthermore, at a later stage in the project, a synthesizing project presentation with key messages for the stakeholder road show addressing both decision makers from policy and industry will be developed.

For internal purposes, copies of presentations from major project meetings as well as RESONATE presentations at external conferences will be stored on the internal Teams communication platform.

7.5 News

Press releases/news items on relevant project results (e.g. introducing peer-reviewed papers, news relevant to broader audiences like ground-breaking project results) will be made available to project partners for distribution to local, national, regional and European media.

Partners’ own communication channels will be used to multiply the impact. The project benefits from both research and industry partners with a wide variety of networks across Europe and multiple links to other EU projects (e.g. COST networks and other H2020 projects). Other

multipliers include the Stakeholder Board. In addition, selected news will be distributed via global multipliers such as GFIS (IUFRO's Global Forest Information Service).
News will also be distributed via the project's and project partner's social media channels.
Partners will be encouraged to translate news and materials into their national languages where appropriate, to increase national visibility.

- Regular blog posts will be published on the RESONATE website (resonateforest.org) and EFI's Resilience Blog, written by project partners, stakeholders, and end-users. These will provide project news, key findings, and scientific results, as well as information about the wider subject of forest disturbances.
- A bi- annual 'newsletter' will be published with highlights of the project's activities across the year. This will be published via the website and a constantly developed email distribution.
- Target audiences will be notified of new blog posts and newsletters as they occur via email and social media.

7.6 Social media

Use of social media is intended to raise awareness of the RESONATE project among target audiences, strengthen relationships with particular stakeholders (for example Twitter is heavily used by researchers and policymakers), and direct traffic to the RESONATE website. The project will also benefit from links to project partner's social media channels, and we encourage our partners to use their profiles on social media to distribute project information.

Social media presence will be highlighted on the front page of the RESONATE website, and will include:

Twitter (@RESONATE_forest): Target audiences of the project's Twitter account are: Forest associations, federations, forest owners, researchers and students, general public, policy makers, wood-based industry. Via Twitter we will share news about RESONATE and its activities, as well as eventually project results. The outreach will be evaluated via user metrics (followers, Twitter engagement and interaction).

ResearchGate: This platform is especially important for sharing papers and other more in-depth/science specific information. We will create a project feature for RESONATE, and we will encourage researchers working within RESONATE to connect to the project profile to share results, publications, work in progress etc. Target audience here is the scientific research community. Other channels may also be considered, e.g. EFI's and other partner's Facebook and YouTube channel (e.g. to promote RESONATE's multimedia storylines).

7.7 Project Newsletter

The RESONATE Newsletter will collect and share most important project outputs: meetings, activities, research, new knowledge. It will be a synopsis of news shared on the website, with subsections structured according to target groups. The newsletter will be published bi-annually.

8. Knowledge transfer/exchange

The Grant Agreement sets out how the project will manage the data and tools created during the project lifetime, and the strategy for knowledge management and protection is documented in Deliverable D7.2.
RESONATE partners will either patent or make available under Creative Commons licensing (http://creativecommons.org) the new knowledge and tools developed in the course of the project.

8.1 Resilience Modules

RESONATE will develop online courses and modules for university courses and training of professionals to introduce different aspects of forest value chain resilience in an innovative manner. We aim at creating 3 online courses at different academic levels: one for BSc, one for MSc/PhD, and one for continuing education of professionals. The content will be developed in English language as a core set of lectures, exercises, videos, case studies etc. that RESONATE partners and further universities and educational institutions can embed into their curricula according to their needs (with translation where necessary). The core set can also be complemented through regional case studies, excursions, and other region-specific content. The integration of different resilience aspects is a specific strength that the RESONATE consortium can offer. We expect this to be especially beneficial for students who usually focus strongly on either ecological or socio-ecological scientific approaches. The development of the Resilience Modules will be supported by a group of 4-5 early stage researchers (PhD students) from the participating universities. For early stage researchers, this will be an excellent opportunity to process project results into educational material by using virtual methods, also contributing to their potential future as university teachers. To coordinate the development of the modules jointly with the early stage researchers, RESONATE will facilitate an online workshop (M6.6) in the final project year to collect the material and collaboratively conceptualize the Resilience Modules. The modules aim at contributing to Resilience science as a new field of research. However, they are also of high relevance for all professionals who will be tasked to manage forest resources under climate and societal change in the future. For this project product, RESONATE aims at partnering up with the SILVA Network, a network of currently more than 40 forestry faculties all over Europe. Furthermore, institutions active in education of professionals in 25 countries (identified in the SURE project actor mapping) will be targeted, as well as Vocational Education and Training Centers which are part of the XERA network.

8.2 External scientific events

To maximise RESONATE's scientific outreach, our researchers involved will share information on the project as well as scientific output with scientific peers. We expect that our research partners will actively participate in external events e.g. conferences, seminars, workshops etc, to present their work within RESONATE and raise awareness of our objectives and aims as well as outputs and recommendations (in a later stage of the project). Broad dissemination of scientific outputs will also be guaranteed by the various disciplines involved in RESONATE. This enables us to engage with a variety of scientific audiences : from forest research, to conservation biologists, climate change scientists, economists etc. As a concrete example, RESONATE aims to propose a session on Forest Resilience to the IUFRO World Congress that will take place in Stockholm in 2024.
WP6 will support these activities e.g. by providing a general PPP presentation on the RESONATE project as well as an project introduction/"teaser" video, and promoting project partner presentations on the RESONATE website and in social media.

8.3 RESONATE events

As a general remark, events will be organized according to current pandemic or other risk-related measures, and decisions on virtual/hybrid/in-person events will depend on current circumstances. Furthermore, virtual and hybrid events are considered as an effective step to mitigate greenhouse gas emissions into our atmosphere, and they reduce the project costs for travelling.

Policy Workshop: Dissemination of project results via policy brief and presentations will take place in the final year of the project. This effort will involve INNOVAWOODs broad network and elaborated contact database and register of multiple stakeholders, aiming at fostering exchange and partnering with other related EU projects and initiatives.

Road Show: Selected decision makers identified as part of the stakeholder mapping are approached in a road show in the final year of the project. Meetings will involve a briefing based on the project results.

Event for industry: In the framework of the international wood trade fair LIGNA, an event will be organized in the third year of the project (2023) to introduce results of RESONATE's research on forest value chain resilience enhancement.

Event for forest owners: In (a) side-event(s) to a European Conference targeting forest owners (e.g. EUSTAFOR, CEPF, ELO), projected future disturbance hotspots and the resilience dashboard tool will be presented and further forest management guidance for enhanced forest resilience provided in the final 18 months of the project. As a preparation for this event, RESONATE will organize a set of webinars/virtual presentations that could serve also later as training.

9. Publications

9.1 Scientific

Scientific papers will be written in all relevant work packages by the project research partners, with the aim of publication in open access, high impact, peer-reviewed journals.

All the resulting peer-reviewed scientific articles will be published at least in so-called "green" open access, and with preference to "gold" open access especially for key publications. Direct links to the publications will be available on the project website and the Horizon 2020 guidelines on open access to scientific publication and research data will be followed: http://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/hi/oa_pilot/h2020-hi-oa-pilot-guide_en.pdf.

9.2 Guidance for forest managers

Project results will be prepared for practitioners via different practitioners' magazines in selected case study countries and beyond, introducing main RESONATE decision support tools, e.g. the online Resilience Dashboard for enhanced resilient forest decision making and management, or the forest value chain resilience ladder.

9.3 Policy briefs

The project messages, results and recommendations will be disseminated to policy makers at different levels (national, regional, European), via 2 policy briefs. Project partners will assist by translating materials and disseminating the appropriate policy briefs regionally if considered useful.

Table 2. Policy briefs

	Target audience	Language	Topic
Policy brief 1	Decision makers in forest policy and management		How to enhance biodiversity to facilitate improved forest resilience
Policy brief 2	Forest policy, forest management, and forest value chain stakeholders		How to make forests and depending forest value chains more resilient

10. Implementation, monitoring, and evaluation

A work plan for implementing communication activities will be made (see **Annex 2 Yearly implementation plan**), and revisited regularly. The DEC Plan will also be reviewed periodically, with the aim of checking:

- are there new stakeholders or issues which need to be taken into account?
- have we picked the right means of communication for the right audience?
- have unexpected results emerged, and how should they be communicated?
- have the planned actions taken place?

The WP6 leader and the Steering Committee, in cooperation with the Project Coordinator, will help to facilitate an effective flow of information to and interaction with project partners on communication and dissemination issues. WP leaders will also help to identify opportunities for dissemination within their work packages, not only through scientific publications, but also by suggesting e.g. topics for blog posts and other DEC activities.
Communication and dissemination of results, and planning for the next period of the project will be presented at each Annual Meeting, and form part of the interim and final reporting.
Records will be kept of project communications activities (e.g. press releases, articles), and the results from these activities will be monitored (e.g. by using Google alerts) and logged. Project partners will log their own communication activities, which will be compiled and evaluated as part of the interim and final reporting.

Practical measures of the impacts will include:

- Usage statistics of the RESONATE website
- Social media metrics
- Numbers of downloads of publications and information materials (both from website and ResearchGate project page)
- Numbers of press releases/blogs, and external articles etc resulting from them
- Attendance/type of audience to project's events
- Reference to KPI's

Table 3. RESONATE dissemination activities

Means of dissemination	Description	Target KPI	Target group
RESONATE website	Central information hub, providing open access to all products (project results, publications, social media etc.) developed in the project framework and linking to relevant initiatives and outputs beyond.	~ 300 visitors/month	All target groups, but mainly researchers and forest practitioners

RESONATE Newsletter	Newsletter will collect and share most important project outputs: meetings, activities, research, new knowledge	8 newsletters distributed	Mainly researchers, forest value chain stakeholders
Policy Workshop	Dissemination of project results via policy brief and presentations will take place involving INNOVAWOODs broad network and elaborated contact database and register of multiple stakeholders, aiming at fostering exchange and partnering with other related EU projects and initiatives.	15-20 participants	Brussels-based policy makers, forestry associations
Road Show	Selected decision makers identified as part of the stakeholder mapping are approached in a road show in the final year of the project. Meetings will involve a briefing based on the project results.	15-20 selected stakeholders and organisations	Forest policy, forest owner associations, forest industry in Brussels and beyond
LIGNA side-event	In the framework of the international wood trade fair LIGNA, an event will be organized (2023) to introduce results of RESONATE's research on forest value chain resilience enhancement	20-25 participants	Forest industry stakeholders
Side-event to forest owners conference	In (a) side-event(s) to a European Conference targeting forest owners (e.g. EUSTAFOR, CEPF, ELO), projected future disturbance hotspots and the resilience dashboard tool will be presented and further forest management guidance for enhanced forest resilience provided	~40 participants	Forest owners
Scientific articles	Publication of scientific project results in high-quality scientific journals with open access	20-25 publications during and after project duration	Researchers
Publications in practitioners' magazines	Dissemination of project results via different practitioners' magazines in selected case study countries and beyond, introducing main RESONATE decision support tools, e.g. the online Resilience Dashboard for enhanced resilient forest decision making and management, or the forest value chain resilience ladder	>5 publications in 3 different languages (German, Spanish, English)	Forest practitioners
Policy briefs	Development of 2 policy briefs, one on enhancing biodiversity to facilitate improved forest resilience and one on resilient forests and depending forest value chains.	2 policy briefs	Forest policy, forest value chain stakeholders
Publication in forest industry/trade & forest association outlets/magazines	Development of short articles on how to enhance value chain resilience, integrating information on 1) the map of stakeholder's perception of forest-based value chain resilience and/or 2) the perception-effect matrix covering all identified drivers of forest value chain resilience (to be e.g published via magazines for the Wood and Furniture Industry such as the Spanish "Madera Sostenible")	>2 publications during project duration	Forest industry/trade, forest association
Publications in national and	RESONATE will use established contacts and build new relationships with both national and international media to place	~4-5 publications per year	Society

international media	interviews with researchers on project topics, contribution to articles etc. EFI can already build upon former collaboration with the BBC, Deutsche Welle, Radio FM4, Euronews and several German media stations and newspapers in the field of forest risks and the role of forests in climate change.		
Resilience Modules for educational use	RESONATE will develop online courses and modules for University courses and training of professionals to introduce different aspects of forest value chain resilience in an innovative manner. RESONATE will develop 3 online courses at different academic levels: one for BSc, one for MSc/PhD, and one for continuing education of professionals. The content will be developed in English language as a core set of lectures, exercises, videos, case studies etc. that RESONATE partners and further universities and educational institutions can embed into their curricula according to their needs (with translation where necessary), complemented through regional case studies, excursions, and more content specific to the region.	> 15 universities or education institutions incorporating material from the resilience modules	Students, (BSc & MSc/PhD), forest professionals (e.g. practitioners, representatives of forest associations)
Partner dissemination networks	Partner dissemination networks will be used for regular dissemination of project results and outcomes through newsletter articles, interviews with project partners and stakeholders and the distribution of products and materials: Already identified networks are e.g.: i)Forest/wood research (IUFRO, SCAR FOREST, InnovaWood, Infomadera, FIRA or FCBA); ii)Forest owners/associations/professionals (CEPF, EUSTAFOR, ForEXT, Pro Silva Europe, DFWR); iii) Forest Policy (ForestEurope, Wood be better network, EBCD, ERIAFF, Standing Forest Committee, Study Group for Nature-Conforming Forest Management (ANW)); iv) Forest industry/forest value chain (CEI-Bois, Asociacion Forestal de Galicia, HDH, Rosewood 4.0, EOS)	>10 international networks >8 national networks	Researchers, forest practitioners, forest owners

Table 4. Main RESONATE communication means

Communication means	Description	Target & Type of exchange	Target group
Social Media	Use EFI's 'Resilience Blog' to address and engage with already very active forest risk and management community.	>3 blog posts in per year; 2-way exchange	Researchers and forest practitioners, society
	Since many stakeholders interested in forest risks (from researcher to firefighter) use Twitter	~10tweets/month;	Researchers and forest

	to share and collect information, RESONATE will establish its own twitter account as well as use its partner's twitter accounts (e.g. @europeanforest @ENPWageningen @LukeFinland @ForestryComm) for sharing regular updates, tweets from workshops, training events, exchange visits and field trips, comment project outputs etc.	~10retweets/month, >3 comments/month increase of followers: ~70 per year, 2-way exchange via comments	practitioners, forest risk managers, society
	To address forest industry and related associations, RESONATE will use established LinkedIn accounts of project partners (EFI, PI, IW, XERA) to communicate project updates, events and eventually project results	~4 LinkedIn contributions per year 1-way exchange	Forest industry and associations, forest research associations
	Use of EFI's YouTube & Facebook account to distribute audio-visual material created during the project (reports on events, interviews etc.)	~2 short videos per year 1-way exchange	Researchers, forest practitioners, forest risk managers, society
RESONATE "Storylines" (video stories, interviews for digital and print use)	The "storylines" will start from different perspectives (society, nature conservation, forest management, industry), present causes, effects, demands for action, and conclude with the reference to trade-offs, including costs for industry and society or demands from other user communities. Each storyline will have a recognisable "character" (a typical forest owner, a small-scale furniture manufacturer, the "urban recreator", a tree, an animal). Dissemination of these storylines will build on a range of output products including illustrative material, video, etc., targeting also journalists with this "unconventional" narrative	>2 "storylines" per year 2-way exchange because storylines will be produced in collaboration with target groups	Respective target group of each storyline, media, society
Information material	Production of RESONATE brochure in electronic format, to be used as 'Print-on-Demand'. It will briefly introduce the RESONATE project, its objectives, and help RESONATE partners to present the project at project and own organizations' events (and can be translated in different project languages as needed).	Annual updates 1-way exchange	Scientists, forest value chain stakeholders
	Design of roll-up and different posters (incl. project presentation & presentation of project results)	1 roll-up, ~3 posters during project duration. 1-way exchange	Researchers, forest practitioners
	General RESONATE project presentation, adaptable to project partners* their specific needs	Annual updates. 1-way exchange	Scientists, further stakeholders
	Synthesizing project presentation with key messages for the stakeholder road show addressing both decision makers from policy and industry	1-way exchange	Forest policy, forest industry
	Preparation of a flyer for businesses to be shared at the LIGNA side event	1-way exchange	Industry stakeholders

11. References

Lindner, M., Fraccaroli, C., Prior, L., Cordonnier, T., Lloret Maya, F., Rammer, W., Ludvig, A., Kunstler, G., Cantarello, E., Jankovský, M., Stern, T., Dobler, C., Bredahl Jacobsen, J., Seidl, R., 2021. Deliverable 7.2 Data Management Plan. Horizon 2020 project RESONATE, project no. 101000574, European Forest Institute.

Annex 1: Guidelines on the use of RESONATE's identity

These aim to ensure that the project identity is consistent and recognizable, and meets EU specifications.

How to refer to the project
The project title and acronym are set out in the Description of the Action (DoA).
Project acronym: RESONATE
Project full title: Resilient forest value chains – enhancing resilience through natural and socio-economic responses
Grant agreement no: 101000574
Start date: 1 April 2021

Any publicity material, publication or article needs to include the following information about EU funding, as requested in the Grant Agreement:
"This project has received funding from the European Union's Horizon 2020 research and innovation
programme under grant agreement No 101000574*".*

RESONATE logo

RESONATE
Resilient Forests for Society

- Please do not alter the proportions or colour scheme of the logo.
- Partners have access to logos suitable for online and print use via the collaborative RESONATE MS Teams Platform under "General – Communication material"

EU logos
The following EU emblem should be used in any publicity materials:

- When displayed together with another logo, the EU emblem must have appropriate prominence.
- Partners have access to EU online and print logos via the collaborative RESONATE MS Teams Platform under "General – Communication material".
- Guidelines for EU logo usage: https://ec.europa.eu/info/sites/info/files/use-emblem_en.pdf

Photos
For any image used in communication materials we will apply the following: We will only use images with permission, for photos taken at event etc people will be informed and asked for consent etc.

Annex 2: Implementation Plan

Implementation plan 2021

Date	Activity	Responsible partner	Audience
August 2021	Establishment of Twitter account	EFI	education & research; extension services, forest owners, and practitioners; forest industry; media and society.
End of October 2021	Exchange with ONEForest	EFI	education & research
End of October 2021	Publication of news item introducing RESONATE	EFI	education & research; forest owners, and practitioners; forest industry; media and society
Beginning of November 2021	Publication of first newsletter based on news item to introduce RESONATE	EFI	Science & Education, practitioners, forest industry
End of November 2021	RESONATE website online		All audiences
Events, participation in other seminars			
4-5 April 2021	Kick-off meeting	EFI	Project internal
4-6 October 2021	Project Meeting	EFI, CZUP	Project internal
October 2021	Introduction to RESONATE at Stakeholder Meetings in Galicia	UVIGO	education & research; practitioners; forest industry;
October 2021	Introduction to RESONATE at XV Conference of the Spanish Society of Terrestrial Ecology	CREAF	education & research;

Implementation plan 2022

Date	Activity	Responsible partner	Audience
Events, participation in other seminars			

Implementation plan 2023

Date	Activity	Responsible partner	Audience
Events, participation in other seminars			

Implementation plan 2024

Date	Activity	Responsible partner	Audience
Events, participation in other seminars			

Implementation plan 2025

Date	Activity	Responsible partner	Audience
Events, participation in other seminars			