



## REFOCUS

### REFOCUS Advanced Communication Strategy

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### Legal Disclaimer

This deliverable has been produced as part of the REFOCUS project.

REFOCUS is a 5-year project, funded under the Interreg Europe Programme 2021-2027 and the Greener Europe, Zero-carbon urban mobility policy objective.

The content of this deliverable reflects only the authors' views. The programme authorities are not liable for any use that may be made of the information contained therein.



## 1. About REFOCUS

Decision making in sustainable mobility planning is multi-faceted, involving environmental, socio-economic and political considerations. Sustainable Urban Mobility Plans (SUMP), require cooperation across the various governance levels that link metropolitan or regional policies to local ones in order to effectively overcome institutional barriers; promote inclusiveness, the involvement of citizens and local stakeholders; prioritisation of the proposed measures and their funding; specific data-oriented approaches to monitor the “way-forward” and future SUMP updates.

REFOCUS brings together ten partners from six EU countries, and one candidate country, to exchange their experiences in new (innovative) Decision Support Tool (DST) approaches that can be applied for decision making for zero-carbon sustainable mobility planning.

The overall objective of the project is to increase regional and local capacities in inclusive decision-making for zero-carbon mobility to ensure the move towards the next generation of SUMP and the implementation of SUMP measures and innovations are accelerated; to ensure effective monitoring in different local/regional contexts and different data management cultures; to increase competences in data-driven decision making for the constant planning and re-planning that SUMP require.

The proposed DSTs will ensure a coordinated and inclusive approach to decision-making, integrating local plans to regional strategies, which will maximise the target of zero-carbon mobility for the whole region.

## 2. About this document

This 'Advanced Communication Strategy' serves as a comprehensive guide for REFOCUS' communication and dissemination efforts. It outlines the overall vision and includes a wide range of communication tools and activities designed to achieve the project's communication objectives.

Within this document you will find:

- Clear communication objectives.
- Key messages that capture the essence of REFOCUS' mission.
- Identifiable target audiences to tailor communication efforts effectively.
- A description of the specific communication tools and documents to be used.
- Defined indicators to measure the success of communication efforts.
- A well-defined division of labour between partners to ensure smooth collaboration.

In essence, this strategy forms the basis for REFOCUS' communication and dissemination activities, enabling the project to effectively achieve its communication objectives.



### 3. Communication and dissemination strategy

The primary objective of REFOCUS' communication and dissemination activities is to effectively disseminate and promote the project's activities, outputs and results through relevant communication channels. At the same time, these efforts aim to raise awareness among target audiences and the general public.

The establishment of a well-defined and comprehensive communication and dissemination strategy is in line with Task 2.1 "Advanced Communication Strategy". This communication strategy will facilitate the building of the project cooperation and "channelling" of project partners' experience internally, give visibility to the project and inform the target groups, whilst engaging them in the project activities and triggering their behavioural change towards the achievement of the project's objectives and improved policies.

The consequent Task 2.2 "Advanced communication and dissemination actions" will follow closely the objectives and activities outlined in the current document.

The project partner Polis will take the lead in coordinating these activities, involving all project partners throughout the duration of the project. To facilitate a smooth implementation, Polis & CERTH will provide other project partners with essential tools such as templates and documentation, as well as clear instructions for their actions at both local/regional and European level. In addition, Polis will use its access to online communication tools, including the project website and social media platforms, to amplify partners' messages and maximise reach.

By coordinating communication and dissemination efforts in this collaborative way, REFOCUS aims to foster greater visibility and engagement, ensuring successful project outcomes and wider recognition of its initiatives.

REFOCUS communication and dissemination strategy will be reviewed annually to assess its performance and make any necessary adjustments. By maintaining a proactive approach to monitoring and refining the communication strategy, the project aims to ensure its relevance and effectiveness throughout its duration.



## 4. REFOCUS Communication and dissemination objectives: a targeted approach

### 4.1. Objectives

Through communication and dissemination activities, the REFOCUS partners intend to reach the following main objectives:

- Inform and increase awareness of the project's topic of data-based and inclusive decision-making in successful sustainable urban mobility planning.
- Facilitate the mutual learning process amongst project partners so that Good Practices within SUM planning are effectively exchanged within the project.
- Further facilitate the dissemination of these identified Good Practices to other European cities and regions through the Interreg Europe Policy Learning Platform.
- Communicate how improved decision-making optimises measures being taken to implement zero carbon urban mobility interventions.

### 4.2. Key messages

It is crucial that the REFOCUS values are effectively conveyed in order to guarantee that the messages it promotes are consistent and integrated into a larger project-related narrative.

The important ideas that should be heard, understood, and retained by the audience are known as key messages. They often include bite-sized chunks of information that explain what the project accomplishes, why it is important, how it differs from similar projects, and what benefits it will provide to stakeholders. They should be represented in all written and spoken communications and serve as the cornerstone of a project's branding and marketing activities, making them relevant.

The main points on which REFOCUS should be advocated at all levels, from a European to a more local one, are given below:

- "Drive Sustainable Mobility: harnessing data-driven decision-making will drive sustainability forward with informed choices that benefit our communities and safeguard the future of the planet."
- "Planning for all, with all: Inclusivity within decision-making is essential within Sustainable Urban Mobility Plans (SUMP) to ensure successful implementation and acceptance of any strategy."

### 4.3. Target groups

The overall objectives require that the project targets specific internal and external audience groups about the need for data-based and inclusive decision-making in sustainable urban mobility planning. Internally, effective communication with these groups will ensure project consortium cohesion and a unified approach to engaging with external audiences. This will facilitate communication with external groups and the project's progress towards its objectives by ensuring that local stakeholder engagement is more effective with well-informed consultation and workshop participants contributing to the decision-making process.



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TABLE 1. REFOCUS TARGET GROUPS, TOOLS AND RISKS

Target group	Definition	Objective	Communication tools	Risks
<b>Internal</b> Project partners and associated policy authorities	10 project partners and 3 associated policy authorities	Exchange communication on project activities and events	Word of mouth, project meetings, personal social media, mailing list	Not enough responses, conflicting schedules
<b>Internal/external</b> Decision makers at local, regional and national level	District governors Mayors Deputies Mobility officers Mobility expert Public servants	Be informed about our project and actively participate in its exchange of experience process	Consultation workshops Consensus building conferences Hands-on workshops	Disagreement or conflicting views around suggested solutions
<b>External</b> End users of sustainable mobility	citizens in general and associations contributing to sustainable mobility	Be informed of the project activities, be persuaded as per the value of our work and as a result, be more active in the provision of data (i.e. participate in mobility-related surveys)	Social media Public events	Risk of end-users not being involved sufficiently in the decision-making process
<b>External</b> Non-partner EU entities	regions, cities, decision-makers and academic and professional experts	Be informed on our project results and outcomes, be inspired from the project's good practices	Policy Learning Platform Social media Website	Difficulty in engaging non-EU actors with little involvement or relevance to EU processes



## 5. REFOCUS Visual identity and branding

The Interreg Europe Brand Book is a valuable resource for Interreg Europe projects, providing essential guidance on how to communicate effectively with their target audiences and ensure visual identity cohesion for the project. Access to the Brand Book is provided in the project shared drive [here](#).

It is compulsory to use the official project logo on all project documents and deliverables. As stated in the Interreg Europe Manual, Project branding Regulation (EU) No 2021/1060 (Chapter III, Article 47) requires all beneficiaries to use the emblem of the Union in accordance with Annex IX when carrying out visibility, transparency, and communication activities. The EU logo must always be visible in a prominent place (on the first/landing page, visible, without scrolling, on all electronic and mobile devices) and be of a comparable size to other logos used.

Similarly, the project funding acknowledgment must also be displayed when it is not deemed viable to use the entire logo (for example at the end of a document or presentation).

Templates have been carefully provided to ensure compliance with European regulations and programme requirements. Project partners are requested to use the logos (Figure 1) and templates that are made available in the shared drive, according to the [Project Branding Guidelines](#), namely:

- the [PowerPoint template](#) (already made available by the programme)
- the [social media template](#) (already made available by the programme)
- the [Word template](#) (developed by Polis)

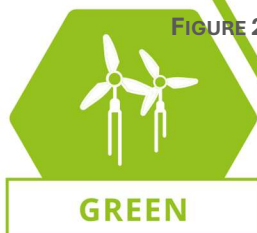


FIGURE 1: OFFICIAL REFOCUS INTERREG EUROPE PROJECT LOGO & FUNDING ACKNOWLEDGEMENT



Co-funded by  
the European Union

FIGURE 2: OFFICIAL INTERREG EUROPE LOGO & FUNDING ACKNOWLEDGEMENT



[www.interregeurope.eu/refocus](http://www.interregeurope.eu/refocus)



## 5.1 Legal Disclaimer

Additionally, all deliverables must include the following legal disclaimer at the start of the document (following the table of contents) or prominently on the cover or final page of the document being published.

### Legal Disclaimer

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FIGURE 3: COMPULSORY LEGAL DISCLAIMER FOR PUBLISHED DELIVERABLES

## 6. REFOCUS Communication tools

### 6.1. REFOCUS website

When gathering information, websites are usually the first source consulted. Therefore, the REFOCUS website has been designed and is hosted by Interreg Europe to provide a comprehensive overview of the project. The website is the first point of contact for external stakeholders and provides key details about the project.

Visitors to the website can easily access basic project information. The website's content management system has been deliberately designed to be easy to use, so that no specialist knowledge is required and it is simple to add new pages, text and images.

The site also includes links to the relevant social media channels on LinkedIn and X (formerly Twitter). It will be regularly updated with the latest news, events and project progress. In accordance with the Partnership Agreement the website update process will be overseen by the communication leader POLIS, who will coordinate relevant activities and initiatives with the other members of the consortium.

The REFOCUS website will remain accessible throughout the duration of the project and beyond and will include all public project outputs. The REFOCUS website can be accessed at:

<https://www.interregeurope.eu/refocus>

The aim is to publish (at least) one news update per month, distributed through REFOCUS' social media channels and electronic newsletters.

### 6.2. REFOCUS social media channels

Social media is an important channel for communicating REFOCUS' activities, goals and achievements to a wider audience. A well-designed approach to social media can help



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[www.interregeurope.eu/refocus](https://www.interregeurope.eu/refocus)

REFOCUS extend its reach, engage different stakeholders and promote greater recognition and visibility for the project.

### 6.2.1. Strategic approach

Developing a social media strategy will make it easier to communicate across channels and assign roles effectively. Simplifying the process means focusing on the following elements:

- Identifying platforms: Select the communication platforms to be used.
- Identifying the target audience: Identifying the target audience and appointing social media managers.
- Defining objectives: Defining the desired impact and setting evaluation criteria. Select the appropriate language(s) for the target audience.
- Content considerations: Determine the content to be disseminated through social media.
- Optimal timing: Identifying the most appropriate times to post content and determining the frequency of posts for the account.

For key communication activities and social media campaigns, POLIS and CERTH will supervise the production of the content. The partners will be encouraged to adopt or adapt the content for their respective channels. At the same time, each partner is encouraged to take the initiative and create their own posts and campaigns to promote a collaborative approach.

### 6.2.2. LinkedIn

REFOCUS has its own page on LinkedIn, a professional social networking platform. This page aims to foster a community of experts by providing insights into REFOCUS' progress and facilitating virtual exchanges on relevant topics.

REFOCUS' LinkedIn profile serves several purposes:

- Facilitate knowledge transfer between local authorities and other urban transport stakeholders.
- Encourage sharing of experiences and knowledge between professionals.
- Keep in touch with practitioners.
- Provide updates on project progress.
- Announce upcoming events.

The LinkedIn profile entitled "REFOCUS Project" can be found [here](#).

POLIS and CERTH are responsible for managing the REFOCUS LinkedIn profile. All partners are encouraged to suggest posts for publication and to tag the REFOCUS profile when disseminating relevant content. This joint commitment ensures that project updates and achievements reach a wider audience.



REFOCUS closely monitors its social media performance using LinkedIn analytics and statistical tools. These tools provide valuable insights, including the number of visitors, followers and post views. Progress metrics are compared to previous months and provide insight into the social media impact of the project.

An additional social media channel may be used - depending on whether it helps to reach other target groups within the project. Posts will be published on the channels on a bi-monthly basis and will be tailored to the specific characteristics of each platform. They will often include links to relevant project news on the website. The posts will consistently include hashtags such as #interreg #refocus and other relevant tags. Project partners will be mentioned in the posts to encourage sharing. Each post will be accompanied by an image.

### 6.2.3 Twitter/X

REFOCUS also has its own Twitter/X account. X is considered a valuable source of information by many professionals and it's short form format lends itself to providing quick updates to promote project developments, achievements and upcoming events to an expert audience.

REFOCUS' Twitter/X profile will serve the purposes of:

- Facilitate knowledge transfer between local authorities and other urban transport stakeholders.
- Encourage sharing of experiences and knowledge between professionals.
- Keep in touch with practitioners.
- Provide updates on project progress.
- Announce upcoming events.

The profile page can be found [here](#).

### 6.2.4 Youtube

A project YouTube channel will be created to disseminate the REFOCUS video [6.5] and other relevant videos made by project partners as well as the recording of webinars. This tool will allow easy sharing of content and the analysis of views and dissemination results.

## 6.3. REFOCUS leaflet/roll-up banner

Templates for a brochure, flyer and roll-up banner are available for project communication. These materials can be used in both digital and printed formats. An initial REFOCUS tri-fold leaflet has been produced to provide a brief overview of the project, the participating partners, our objectives and other key information.

## 6.4. REFOCUS poster

Throughout the project, partners are required to display an A3 poster in a publicly visible location, such as the entrance of their organisation's headquarters or office building. The poster should include key information such as project objectives, financial support from Interreg Europe, project



start and end dates and the number and origin of partners. As with other materials, the poster can be used in both printed and digital formats.

This poster is made available by Interreg Europe will be provided by POLIS in a digital format for printing and placing in each partners' premises.



FIGURE 4: OFFICIAL REFOCUS INTERREG EUROPE PROJECT POSTER

### 6.5 REFOCUS videos

With input from all project partners, Polis will produce two project videos featuring outdoor scenes and animations. The videos will be in English and contain subtitles in the different languages of the partner regions and will be uploaded on the YouTube channel. In general, it is accepted that shorter-form content generates more engagement online than longer-form content, therefore the project videos will take this into account when developed.

The first video, due in M6, will be an animated explainer-style video that provides an overview of the project and the partners involved. The aim of this video will be to communicate the project's aims, purpose, and why it is necessary. The first video will have a duration of roughly two minutes to facilitate sharing on social media.



The second video, due in M40, will be a combination of animation and outdoor scenes of the partner cities. This video will disseminate project results and experiences of project partners working to refine the seven policy instruments addressed over the course of the project. This video will be six to ten minutes in duration and will, ideally, be designed to be divisible into shorter two-minute chapters that can each be individually shared on social media.

## 6.6. REFOCUS press releases and electronic newsletters

Press releases will be disseminated to highlight significant milestones and key events within the REFOCUS project. These releases are distributed to all project partners and associated organisations. Electronic newsletters will be sent to all project partners and associated organisations every 3-6 months. In total 8 electronic newsletters will be published. Project partners are encouraged to actively share these newsletters. In addition, access to the REFOCUS newsletter can be secured via the project website.

According to their context, the press releases can be sent to: several specialist transport publications, platforms such as Eltis ([www.eltis.org](http://www.eltis.org)), EPOMM ([www.epomm.eu](http://www.epomm.eu)) or CIVITAS ([www.civitas.eu](http://www.civitas.eu)), relevant mailing lists and local press.

Polis will be the main organisation responsible of publishing additional press releases for other milestones or unforeseen developments, however project partners are expected to publish their own press releases in their local language in order to reach specific audiences in each region. Polis will be informed about such publications and partners will oversee the translation into English for broader communication.

TABLE 2. ELECTRONIC NEWSLETTER PUBLICATION SCHEDULE

Newsletter No.	Due in
1	M6
2	M12
3	M18
4	M24
5	M30
6	M36
7	M42
8	M50

### **Role of partners**

**Polis:** main responsible partner.

**Polis:** will coordinate the redaction of the content and disseminate it via its contact list.

**CERTH** as the REFOCUS coordinator will assist Polis with the redaction of the editorial.

**Regions/City Partners** will draft the content of their local events and actions. They will also circulate the newsletters to the local stakeholders group and their networks.

**All partners** will be asked to contribute (for news items or specific content), based on the latest developments of the project.



## 6.7. REFOCUS Regional “snapshots”

A series of Regional “snapshots” will be produced in a PowerPoint format to display information regarding the regional baseline status, Good Practices in place and the needs for their successful implementation. These will be published on the REFOCUS website in M10, M15, M30 and M34 including at least one regional snapshot for each project’s region (City of Stockholm, Region of Central Macedonia, City of Poznan, Region Emilia Romagna, City of Sint-Niklaas, City of Lviv and City of Vilnius ).

## 6.8. Development and dissemination of REFOCUS key documents

As mentioned previously, templates for REFOCUS key documents are included in the project shared drive.

# 7. REFOCUS Events and synergies with other projects and initiatives

Established and highly developed networks, stakeholder organisations, projects and additional platforms can act as amplifiers for REFOCUS’ messages, thereby increasing project visibility and expanding REFOCUS’ outreach potential. These networks are constantly looking for compelling information, facts and initiatives to offer to their members, thereby increasing the value of their membership. Relevant networks can help to reach stakeholders in a coherent manner and through effective channels, enabling REFOCUS’ to attract the attention of the transport community and showcase the project’s achievements and accumulated expertise.

Events such as networking, roundtable discussions, workshops, conferences or online webinars serve as valuable platforms for two-way or interactive communication. They facilitate a full exploration of the project and its outcomes, allowing for in-depth question and answer sessions that can lead to further progress. Many face-to-face events are now being supplemented or replaced by online conferences or webinars, which provide an alternative means of exchanging ideas among a geographically dispersed group of experts. Stakeholders can be kept informed through presentations at relevant external events across Europe, as well as through the distribution of dissemination materials at relevant meetings, targeted mailings and press releases.

## 7.1 Communication and dissemination webinars

Lead communication partner, POLIS, will host a series of communication and dissemination webinars at various intervals during the project. These webinars will serve to inform and update the identified target audiences of any key developments in the project including the outcome of key actions and any results produced. Each webinar, coordinated by POLIS, will also be an opportunity for the participating partner cities and regions to disseminate their progress and key findings gained from their participation in the project. These webinars will be promoted via REFOCUS channels and held exclusively online in M11, M19, M28, M35 and M41.



## 7.2. Local REFOCUS events

As part of Task 1. Exchange of Experience, each REFOCUS partner has the responsibility of organising an interregional exchange of experience event that will facilitate internal communication and provide examples of Good Practices for dissemination to external audiences. Furthermore, other activities within Task 1 will be conducted in the local language of the organising partner. These include local stakeholder consultations and workshop events that can be conducted either in-person, online or as a hybrid event provided that the attendees targeted are all local citizens and stakeholders.

The exact partner commitments for these local events can be found in the project's Gantt Chart [here](#).

## 7.3. INTERREG level events

As part of Task 2.2, all partners are expected to participate in Interreg Europe Policy-Learning-Platform (PLP) events. Online events and webinars should be attended by at least one representative from each partner organisation. In-person event attendance will be allocated to the most appropriate partner organisation for the topic/and or location of the event. In total, in-person attendance is expected to at least 10 events of the PLP.

An event logbook will be established in the project shared drive to better coordinate and plan the project's attendance of these events as and when they are announced.

## 7.4. External events and synergies

REFOCUS is committed to exploiting synergies with other projects and initiatives to optimise communication activities and extend the reach of the project.

To achieve this, joint communication activities will be carried out and interactions on social media platforms will be promoted. In addition, there will be reciprocal invitations to events and a mutual exchange of tools and documents with European, national and regional projects and initiatives in which REFOCUS partners are actively involved.



TABLE 3. POTENTIAL PROJECTS WITH WHICH TO COLLABORATE

#	Topic	Name	Focus	Synergy
1	Green	<b>GH2M</b>	Accelerating the deployment of green hydrogen mobility in EU regions	High
2	Green	<b>MaaSolutions</b>	Digital solutions for sustainable urban mobility	High
3	Green	<b>JUSTGREEN</b>	Inclusive Just Green Policies (within urban development)	Medium
4	Green	<b>NEBA</b>	Supporting the integration of New European Bauhaus values and principles into the regional planning processes	Low
5	Green	<b>CycleRight</b>	Improving cycling policies with a focus on climate resiliency, accessibility and safety.	High
6	Green	<b>STEP UP</b>	Strengthening the effectiveness of policies for European pedestrians	High
7	Green	<b>CLIMATE</b>	Improving EU regions' environmental and socioeconomic resilience to climate change	Medium
8	Connected	<b>Rural Mobility</b>	Improving rural mobility across Europe through novel transport solutions and innovative policy approaches	Low
9	Green	<b>SMAPE</b>	Shared Mobility Action Programmes Exchange	High
10	Green	<b>SPOTLOG</b>	Green and socially responsible city logistics innovations	Low
11	Green	<b>ZCI</b>	Zero Carbon Infrastructure	High
12	Connected	<b>EMBRACER</b>	Interconnecting Mobility Across European Cities and Suburbs	High
13	Green	<b>FEEL</b>	Frugal cities through energy efficiency and low-tech communities	Low

Consistent communication through reputable European platforms, including Polis website ([www.polisnetwork.eu](http://www.polisnetwork.eu)) and newsletters, will enhance the visibility of REFOCUS among European cities and regions.

To disseminate REFOCUS' key results and documents, our partners will actively engage in both local events and other major external European conferences on sustainable urban mobility planning. This involvement will encompass sharing valuable information at dedicated stands or presenting significant outcomes during specialized sessions on stage.

### 7.5. High level dissemination event

As part of the communication activities, REFOCUS will hold a high-level final dissemination event. This in-person conference will be a gathering of executives and policy makers from the regions and from other relevant institutions. The aim of this event will be to promote the project's achievements and to disseminate the results of the action plan to an audience of relevant potential decision-makers for maximum impact.

## 8. Allocation of tasks

POLIS will contribute to the dissemination and communication activities of REFOCUS and will engage in training and capacity building. POLIS will manage the European level media outreach, production of communication materials and management of online communication channels.



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POLIS will present the project at least 6 events and will manage the e-learning activities surrounding the project. POLIS will organise a yearly workshop and will make sure REFOCUS is visible at relevant EU events.

Tasks 2.2.3, 2.2.4, 2.2.5, 2.2.6, 2.2.7 and 2.2.9 will be led/coordinated by POLIS but require contributions from all project partners.

2.2.3 – Poster printed and placed in each partner’s premises and short project description placed in all partners’ websites. **M3**

2.2.4 – Project video production: all partners to contribute feedback during production process and content regarding their Good Practices and achievements within the project. **M6, M40**

2.2.5 – Project newsletters to be coordinated by POLIS but represent a collaborative effort on the part of all partners during the project life cycle. POLIS will engage with partners to collect content and news items for publication from the partners. (See [Table.2 for publishing schedule](#))

2.2.6 – Project brochures to be translated into local languages by their respective project partner. **M4**

2.2.7 – Regional snapshots to be produced by their respective local partner in conjunction with the local study visit. POLIS to coordinate and disseminate via REFOCUS channels.

- **M10** Stockholm
- **M15** RCM/CERTH
- **M22** ITL
- **M30** Poznan/PIT
- **M34** Vilnius
- **M40** St.Niklaas
- **M45** Lviv

2.2.9 – Participation in IR-E and PLP events, all partners to contribute to project attendance at relevant IR-E and PLP events during the project lifecycle. Partners should submit their attendance information to the REFOCUS IR-E and PLP event logbook, which is in excel file format and can be found on the project SharePoint [here](#).

## 9. Activities and deliverables

All planned activities and deliverables of the REFOCUS project are listed in the project’s Gantt Chart. A detailed project management plan has been prepared and set up by REFOCUS lead partner (CERTH) for planning the activities in more details and monitoring their status and delivery. This project management plan (PMP) is available in excel file format in the project SharePoint [here](#).

## 10. Monitoring

POLIS will provide a comprehensive monitoring tool to evaluate the impact of the REFOCUS consortium’s communications and dissemination efforts. All partners are responsible for updating



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this tool on a regular basis, as its findings will play a critical role in assessing the effectiveness of the current strategy and identifying areas for improvement.

This monitoring tool is easily accessible to all members of the consortium through the project's shared drive [here](#). In addition to its monitoring function, the tool also acts as an efficient reporting mechanism. It takes the form of an Excel spreadsheet with separate tabs corresponding to different communication and dissemination activities, including events attended and news published. This user-friendly setup ensures that partners can easily document and track the results of their individual contributions, thereby contributing to a well-informed assessment of REFOCUS' overall dissemination impact.

## 11. Local Communication plans

### 11.1. Local Communication Managers

In order to ensure effective communication with local stakeholders, a local communication manager should be designated for each project partner. The designated local communication manager will act as the primary point of contact for POLIS and CERTH regarding matters of communication and dissemination, thereby ensuring effective coordination across the consortium.

The Local Communication Manager will be responsible for identifying relevant local events and communication channels that can be used to communicate about REFOCUS. This person will also be responsible for communicating through their own organisation's website and social media channels in English and local languages, as well as contributing to the project website and newsletter when required.

### 11.2. Select Key messages

The main points that the audience should hear, understand and retain are called key messages.

The key messages that have been identified by REFOCUS have been outlined above (4.2) and it is important that they are communicated in an intact way at the local level.

Additional key messages could be included, focusing specifically on the objectives that each project partner has set and planned to achieve during the project lifecycle.

### 11.3. Select target audience

For all audiences, it is important to identify their level of familiarity with the issues covered by REFOCUS.

In addition, all audiences have different interests and attitudes and use different media, which may only coincidentally match in content, opinion and delivery.

Communication plans, especially local ones, need to be tailored to take this into account:

- Target audiences may change over the course of the project.



- Stakeholders living in the areas where actions are implemented may have different perspectives and attitudes towards REFOCUS objectives, and approach.

The REFOCUS project's key target groups for local communication have been identified above (4.3).

#### 11.4. Selecting communication channels

When selecting your local communication channel, be aware that:

- Information available on local websites and signs may not always be clear or sufficient.
- Keep in mind that both locals and tourists will seek information on websites and social media platforms.

REFOCUS local communication managers are advised to:

- Utilize various communication channels, with a strong focus on websites and social media accounts.
- Ensure that information and content are available in both English and local languages.
- Facilitate information meetings or establish a digital platform to connect politicians/ decision makers with local communities, providing regular updates on the REFOCUS project.
- Arrange local meetings to showcase REFOCUS and engage the community.
- Share noteworthy REFOCUS news on their respective website and social media channels.
- Maintain consistent communication with the REFOCUS Communications Manager(s) to exchange fresh and cohesive content.
- Plan campaign days and local events to promote REFOCUS effectively.
- Promote REFOCUS through local newspapers and magazines for wider visibility.
- Explore opportunities to promote REFOCUS through local TV and radio programmes.

It is crucial to consider that an effective communication strategy should encompass a diverse array of channels and methods to achieve various objectives of local communication for REFOCUS. These key messages should be kept intact:

**Raising Awareness:** Utilize press conferences, coherent branding, ambassadors, and influencers to raise awareness. Local ambassadors and personal storytelling can effectively build trust and encourage behaviour change.

**Spreading Information:** Maintain a regularly updated webpage with relevant REFOCUS information, use engaging tools like videos and infographics to capture potential users' attention, and set up information stands at local events.



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**Stimulating Activation:** Organize information sessions related to REFOCUS to stimulate user engagement.

**Repetition:** Emphasize the importance of repeated communication, seeking feedback from users, and refining messages over time.

Furthermore, consider the following aspects when composing a mix of communication channels and methods:

**Regular Communication:** Blend regular channels like websites, leaflets, and publicity banners with periodic information events.

**Online and Offline Communication:** Customize the mix of online and offline approaches based on target audiences and message focus.

**General and Specific Communication:** Inform and activate the audience about both general advantages of sustainable mobility and specific, less carbon-intensive options.

**General Audience and Specific Communication:** Tailor communication for visitors, residents, and public authorities.

To enhance the local communication about REFOCUS further, leverage the potential support that the partnership can provide. Exchange success stories from other city experiences to develop a positive REFOCUS narrative around effective and inclusive sustainable urban mobility planning.

## 11.5. General recommendations

### REFOCUS Local Communications should:

- Adhere to the project design by incorporating the project logo and EU co-funding acknowledgement. (The logo file includes the funding acknowledgement)
- Use a variety of channels, with particular emphasis on websites and social media accounts.
- Disseminate information and content in both English and the local language.
- Publish REFOCUS-related news on their respective websites and social media accounts, especially those related to sustainable tourism and sustainable mobility.
- Share updates on REFOCUS-related news, see above and events on the REFOCUS website, social media accounts and newsletters.
- Maintain consistency with the overall REFOCUS communication and outreach strategy.

#### 11.5.1. Website/Webpages – points to take into account

Local partner websites or webpages are encouraged to follow these guidelines in a consistent style:



- Include a REFOCUS information box on their web pages, prominently displaying the REFOCUS logo and a link to the project website.
- Provide comprehensive details of local goals related to the REFOCUS project.
- Provide a downloadable local REFOCUS leaflet to provide valuable information to visitors.
- Provide a comprehensive list of stakeholders involved in the implementation of REFOCUS activities.
- Share regular news items highlighting the successful implementation of REFOCUS actions at local level.
- Inform visitors about local REFOCUS events, meetings and other relevant activities.

In addition, the natural areas are free to use the content of the project website, translate it into their local language and integrate it into their respective websites. This approach will facilitate effective communication and dissemination of REFOCUS-related information across different regions.

#### 11.5.2. Social media – points to take into account

Local social media accounts are encouraged to take the following approach:

- Share concise, engaging and attention-grabbing messages to effectively engage audiences.
- Consistently use the **#REFOCUS hashtag** to increase visibility and ensure a consistent online presence.
- Tag relevant partners in posts and images to encourage collaboration and extend the reach of content.
- Enhance posts with engaging visuals and eye-catching infographics to communicate information more effectively.
- Include short videos, memes or GIFs to add dynamism and life to social media content.
- Encourage reposting of content among partners and the community to encourage wider distribution.
- Connect with other sites and organisations to build a strong and supportive online network.
- Maintain a regular posting schedule, ideally with weekly or bi-weekly updates to keep audiences engaged.
- Include links to additional information, directing users to the project website where appropriate, for a more in-depth understanding of REFOCUS.

#### 11.6. Reviewing the impact of communication

Monitoring and evaluating the effectiveness and efficiency of communications holds paramount importance for the REFOCUS project. The core messages remain unchanged: Communication effectiveness and efficiency should be subject to monitoring and evaluation. To gauge impact



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and efficiency, diverse methods can be employed, encompassing data collection on visitors to the REFOCUS website, tracking engagement metrics on REFOCUS' social media content, and measuring attendance at REFOCUS meetings and workshops.

Local communications managers should conduct the following evaluations:

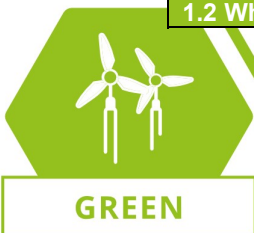
- **Output assessment:** Evaluate whether the partner cities have successfully produced and distributed communication outputs according to the plan. This could include measuring the number of printed leaflets, web postings, press releases, etc.
- **Uptake assessment:** Evaluate whether target audiences are picking up and engaging with the partner city's communications. This could include tracking attendance at events such as workshops or consultations, website visits, press releases used for news articles and leaflet distribution.
- **Impact assessment:** Evaluating whether communication messages have achieved their intended goals.

By conducting these assessments, REFOCUS can measure the effectiveness of its communication strategies and make necessary adjustments to improve results.

## 12. Local communication plan template

The following template should be completed by the local communication manager to aid in project communication coordination and planning of news items. Initially, news items can be based around the identified Good Practices that can be presented as brief case study-style news items on the REFOCUS website.

<b>REFOCUS Partner</b>	
Contact person	
E-Mail	
Postal address	
Telephone number	
Local language	
<b>1. Please describe your actions within REFOCUS (this will be used for external communication website etc.) (100 words)</b>	
<b>1.1 What do you hope to achieve with the implementation of your exchange of experience activities within the REFOCUS project (100 – 150 words)</b>	
<b>1.2 What are the messages you would like to convey with regards to these activities?</b>	



<b>3 messages at least (e.g.,...)</b>	
<b>1.3 Local Target audiences you want to reach out to.</b>	
<b>2. REFOCUS partner inputs for EU dissemination</b>	
Did you provide up to at least one high quality picture and your city logo in high resolution? Please send them to <a href="mailto:bluoma@polisnetwork.eu">bluoma@polisnetwork.eu</a>	Yes/No
Have you submitted news items related to local Good Practices that will feature as part of REFOCUS activities for the REFOCUS webspace?	Yes/No
Likely topics of the news items: <ul style="list-style-type: none"> <li>• ...</li> <li>• ...</li> <li>• ...</li> <li>• ...</li> </ul>	
<b>3. Local communication outputs</b>	
Do you have sufficient information about the REFOCUS project design?	Yes/No
<b>3.1 Local website/webpage</b>	
Local REFOCUS page URL:	
Have you included the REFOCUS logo?	Yes/No
Have you included details on your local objectives within REFOCUS?	Yes/No
Have you included a local leaflet for download?	Yes/No
Have you included information about stakeholders involved in the REFOCUS activities?	Yes/No
Have you included information about local events, meetings etc.	Yes/No
Have you included the link to the project website?	Yes/No
<b>3.2 Local leaflet</b>	
At which events will you distribute the leaflets? Please ensure any events attended are recorded in the outreach & dissemination tracker in the project sharepoint.	
At which fixed spots will you distribute the leaflet? (e.g., city hall, community centre)	
<b>3.3 Local electronic newsletters</b>	
Do you plan to include REFOCUS updates via a local electronic newsletter?	Yes/No
Who will this be addressed to?	
Likely topics of the news items:	
Specific target groups to address:	
<b>3.4 Local press and media work</b>	
Will you plan a press conference with regards to REFOCUS?	Yes/No
Who will this be addressed to?	
How many press releases do you plan with regards to REFOCUS?	
Topic, period/date, place, and audience of the meeting?	
Who will this be addressed to?	
<b>3.6 Local social media use</b>	
<b>Which social media are you using? Please, answer below and add the link.</b>	
Twitter	Yes/No
Facebook	Yes/No
Instagram	Yes/No
LinkedIn	Yes/No
Google +	Yes/No
YouTube	Yes/No
Pinterest	Yes/No



WhatsApp	Yes/No
Viber	Yes/No
Others (please indicate)	Yes/No
Do you use the general hashtag #REFOCUS for all your social media (i.e., Twitter, Facebook, LinkedIn, etc.?)	Yes/No
Are you using visuals (images, pictures, GIFs, etc.) when posting on the social media?	Yes/No
Do you include links for more info (the project website when necessary) to your posts on the social media?	Yes/No
Do you post regularly on social media? (i.e., at least twice a week?)	Yes/No
Do you follow other pages / organisations involved in innovation in sustainable urban mobility, shared mobility, city logistics and new mobility services on social media? If not, do you need advice on which organisations / pages /NGOs to follow?	Yes/No
Do you plan to develop a tool to communicate with residents to share quick updates?	Yes/No
<b>4. Other issues</b>	
Do you need further support from Polis with regards to local communication processes? See topics below:	Yes/No
• Defining local target groups	Yes/No
• Defining communication objectives	Yes/No
• Interreg communication requirements	Yes/No
• Project identity	Yes/No
• How to write a press release?	Yes/No
• How to prepare an e-newsletter?	Yes/No
• How to organize a press conference?	Yes/No
• Local social media use	Yes/No
• How to set up a local webpage or website?	Yes/No
<b>Other communication activities planned</b>	Yes/No
<b>Do you plan any other communication and promotion activities besides the ones listed in the previous sections?</b>	Yes/No
	Yes/No

FIGURE 6: LOCAL COMMUNICATION PLAN FORM

## 13. Conclusion

This comprehensive document outlines REFOCUS' communication and dissemination strategy and provides a structured framework for achieving specific goals. It outlines key objectives, identifies target audiences, defines the project's identity and incorporates various communication and dissemination methods, including events, publications and resources. This dynamic plan serves as a guide for partners, enabling them to effectively achieve REFOCUS' objectives.

