



**Near-zero-waste recycling of low-grade sulphidic
mining waste for critical-metal, mineral and
construction raw-material production in a
circular economy
(NEMO)**

D8.1 Dissemination and communication plan



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Authors:

[Peter Tom Jones, Lucian Onisei, Piet Wostyn +
KU Leuven]

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1 Introduction

In its 2016 Raw Materials Scoreboard report, the European Innovation Partnership (EIP) on Raw Materials launched a “call to arms” to transform the “extractive waste problem” into a “resource recovery opportunity”. In response to this call, the NEMO Consortium, consisting of 15 partners around Europe, has started a 4-year project on 01/05/2018, receiving EU funding from the H2020 framework program under the Grant Agreement No. 776846.

The NEMO project takes up the challenge of developing new ways to valorize sulphidic tailings through an economic viable recovery of valuable metals and critical raw materials (Co, REEs/Sc, Mg). NEMO wants to concentrate and control the hazardous elements (As, Cd) and remove the sulphur in the form of sulphate salts (e.g. Na, K, Mg), leaving a cleaned residual mineral fraction that can be used as a raw material for the mass production of construction products (cement and concrete). NEMO focuses on two specific cases: the Sotkamo Mine in Finland and the Cobre Las Crucesm Mine in Gerena (Sevilla), Spain. The NEMO consortium partners are convinced that mining operations can only be successful if an open communication with the local communities living near the operations and with the involvement of all the stakeholders is achieved.

2 Communication and dissemination is key

In the NEMO project the Communication, Dissemination and Exploitation (CDE) activities play an essential role in order to generate impact, both during and after the project lifetime. The communication and dissemination strategy of the project is crucial to successfully achieve the different objectives set.



During the proposal stage, a first, rough overview was developed of the relevant stakeholders and target groups for communication, dissemination and also exploitation activities. Based on the first input of the stakeholder analysis (task 8.1.), a more detailed analysis of the relevant actors is elaborated. Subsequently, NEMO has generated a comprehensive Communication and Dissemination plan, which will indicate WHO (target audiences) will receive WHAT kind of information (key messages & activities), HOW (communication channels), WHEN (planning) and WHY (raise awareness, deepen understanding, stimulate use for further research, education, informing policy, commercial development etc.). This plan is to include a strong vision on how to use and disseminate the NEMO project results, both during and after the lifetime of the project. Dissemination is considered to be a key factor for a successful implementation of NEMO.

Below, the communication and dissemination plan is presented.

3 Communication and dissemination plan

The table below describes the communication and dissemination target groups, activities & channels and means of verification. The table is copied from the proposal and updated according to current situation of the project. Reference is made to the relevant sections from the proposal.

Type & goal	Target groups	Main activities & channels	Method of verifying effectiveness
Internal communication (sound implementation, see Task 9.1 Efficient communication)	NEMO Project Partners & REA Project Officer	<ul style="list-style-type: none"> • (Visual identity of NEMO Project is created (logo, house style, , see rows below) • NEMO Sharepoint: A password-protected working space, allowing smooth internal communication and safe storage of data, reports and minutes: Storage of Presentations of Network-wide Events & WP meetings; Periodic, Mid-term and Final Reports; Communication & Dissemination Plan, Business Plan, Date Management Plan; Minutes of meetings; Financial overview reports (project MGT level), Deliverable Reports etc.; Smart tools for internal communication • Email-hygiene: all subject headings start with [NEMO], "sms-", reply-to-all- & "ping-pong-emails" to be avoided)) 	[Reports and presentations are assessed and monitored by NEMO Management Committee – Sound internal communication to be obtained]
External (one-way & two-way) Communication (for awareness and impact generation) Section 2.2.	Professional networks linked to NEMO consortium (incl. EIT RawMaterials, EIP Raw Materials, Prometia, EUROMINES etc.)	<ul style="list-style-type: none"> • Institutional communication through Newsletters, bulletins and websites of all project partners (e.g. SIM² KUL, VTT Newsletters), EIT RawMaterials, European Technology Platforms and Associations (e.g. Prometia, EUROMINES, EURELCO, EuroGeoSurveys, ETP-SMR) to create maximum leverage • NEMO Project Website (https://h2020-nemo.eu/): A dedicated smart phone-friendly, fully responsive website will be developed, which is used for both communication and dissemination of research results. The communication part involves the pages on the NEMO project content, consortium, objectives, public deliverables etc. This part covers relevant news items, videos, interviews, press articles, events etc. and provides an archive for sent Newsletters and Policy Briefs. The project website will be available at month 3, and will be continuously updated by KUL and smartly aligned/fed with/by several other news feeds (SIM² KU Leuven, EIT RawMaterials, EURELCO etc.). • NEMO Newsletters and Policy Briefs: Every 6 months a MailChimp Newsletter provides key updates on the project goals and results, the policy aspects and related projects. KUL will start working with its existing database of 2,000 addresses, Likewise, every 6 to 12 months a Policy Brief is developed for Policy Makers (see row below). • LinkedIn Group "Zero-waste valorisation (EU projects)" in which NEMO-partners can exchange relevant newsitems, connect and interact with colleagues. • Communication kit (Project folder, General presentation, Poster, Roll-up stand) 	<ul style="list-style-type: none"> # Views (website) (target: 1,000 page views/month) # Open/click rates (Newsletters) (targets: 35% & 10%) # New subscribers to Newsletter (target: 10/month) # Downloads Policy Briefs (target: 200/Policy Brief) # LinkedIn Followers (target: 400 by the end of the Project) # Organisations reached (target: 500+)
	Local, National and EU Policy-Makers, Public Bodies & International Non-Governmental	<ul style="list-style-type: none"> • NEMO Project Website (see row above): 	<ul style="list-style-type: none"> # Page views (website) (target: 1,000 page views/month) # Open/click rates (Newsletters) (target: 35% and 10%)



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	Organisations (e.g. Greenpeace, WWF, Friends of the Earth)	<ul style="list-style-type: none"> • NEMO Newsletters & Policy Briefs sent to database of 2,000 addresses (which includes large section of non-academic and non-industry contacts) • NEMO Animation videos: Two 2 to 5-minute videos are developed to show the project objectives, policy relevance and highlight the multiple benefits (social, environmental and health) of the foreseen NEMO flow sheets. See example EU MSCA-ETN SOCRATES project video developed by the KUL team in collaboration with Storyrunner: https://www.youtube.com/watch?v=9ilrNeKG4D8 • NEMO High-level expert panel (see Task 8.2): Series of workshops where a limited group of around 15-20 influential decision makers and experts are invited to discuss the claimed environmental, social and health benefits of the NEMO solutions, including the discussion concerning the NIMBY syndrome. Apart from involving key experts from industry Associations, Technology Platforms, academia and public authorities, this high-level group shall include community leaders for the Sotkamo and Las Cruces locals groups as well as influential persons from international NGO's like WWF, Friends of the Earth, Greenpeace, who take a relatively critical stance towards primary mining in particular. 	 <ul style="list-style-type: none"> # Views (Video) (target: 30,000/video) # Downloads (Policy Briefs) (target: 200/Policy Brief)
	Science journalists and Specialised media (e.g. Canvas-VRT, Tegenlicht-VPRO) who broadcast high-quality S/T documentaries	<ul style="list-style-type: none"> • Interviews (tv, radio, newspapers, magazines) • NEMO Press Releases: Dedicated press releases to a network of journalists in Europe who are active in the Raw Materials area. Frequency: approx. 1/year. • NEMO Newsletters: See above. • NEMO Animation videos: See above 	<ul style="list-style-type: none"> # Interviews (target: 5/yr) # Page views (website) (target: 2,000 page views/month) # Open/click rates by journalists (Newsletters) + # interactions with journalists # Views (Video) (target: 30,000/video)
	Local communities and civil society in general	<ul style="list-style-type: none"> • NEMO Locals events (see Task 8.2): Facilitated by CATAPA and KUL, local communities [Sotkamo-Finland, Las Cruces-Spain] and NEMO co-organise "Locals events" where local communities meet up with the NEMO team. These events are preceded by bilateral meetings between CATAPA and local stakeholders, in order to prepare these Locals events in the best possible way. Barriers and opportunities for the implementation of the NEMO technologies are openly discussed, along with the definition and further development of monitoring and early-warning systems. For the NEMO Locals events, CATAPA will bring in its specific know-how from engagements with local communities in similar projects in Latin-America (primary mining of gold, copper, etc.). Per location a short docu-video ("Sotkamo/Las Cruces Locals meet NEMO") will also be developed (similar as KUL's: https://www.youtube.com/watch?v=mptOoqJU90Q) • NEMO Project Website: See above • NEMO Animation videos: See above • Social media strategy (incl. Facebook Page for NEMO): A specific NEMO facebook page is set up in order to reach civil society groups. Through an active dialogue with the local communities targeted information/posts (by the locals as well) will be communicated; thus making the content more attractive for this segment of society. 	<ul style="list-style-type: none"> # Local participants in event (40/event) # Page views (website, Wikipedia, blogs) (target: 3,000 page views/month) # Views (Video) (target: 20,000/video) # Shares/likes/followers (social media)
Dissemination of	Industry target groups of NEMO results	<ul style="list-style-type: none"> • Data management plan (see Task 9.4 and Section 2.2.5) 	<ul style="list-style-type: none"> # Industry participants # Patents filed and licensed

<p>research results (for maximum take-up of new knowledge and exploitation of results) Section 2.2.2</p>	<p>Academic and Professional networks linked to NEMO Consortium (incl. EIT RawMaterials, EIP Raw Materials, Professional Associations (e.g. Prometia, EUROMINES etc.)</p>	<ul style="list-style-type: none"> • NEMO website storing all peer-reviewed publications, conference papers and technical articles: Peer-reviewed papers (<i>Minerals Engineering, Resources, Conservation and Recycling, Separation and Purification Technology, Journal of Sustainable Metallurgy, Green Chemistry, Cement and Concrete Research</i>), deposited on OpenAire compliant Repositories; Conference papers in recurrent conferences and symposia, incl. International Symposium on Enhanced Landfill Mining (ELFM), Slag Valorisation Symposium, EMC, TMS, ICGC, ISEC; Articles in industrial magazines • NEMO workshops: The consortium members will organise a series of workshops addressing Horizon 2020 priorities, in particular SC5 and SPIRE. NEMO assembles key industrial sectors represented within the targeted mine tailings valorisation flow sheets, their Trade Associations and public sector to look at integration opportunities and best practice examples. • Open Access research data: see Figure 2.2 	<ul style="list-style-type: none"> # Peer-reviewed papers (target: 10+) # Conference papers and articles in Industrial Magazines (target: 20+) # Downloads, citations (papers) # Industry participants in events (target: reach 1,000 people all together) # Professionals asking for feedback
	<p>Local, National and EU Policy-Makers, Public Entities & International NGO's (incl. WWF, Greenpeace, Friends of the Earth)</p>	<ul style="list-style-type: none"> • Articles in EC's Horizon Magazine & research*eu results magazine/focus • Integration in existing Newsletters of the EC, EIT RawMaterials, Prometia etc. and mining-related EU projects (e.g. EURARE, INTMET, PROSUM: cf. WP7 on clustering) • EURONEWS Videos: NEMO will aim to work together with EURONEWS to develop short documentaries on the research results, thereby creating more leverage. • Press releases: See above • NEMO High-level expert panel (see Task 8.2): 	<ul style="list-style-type: none"> # Articles published in national media # Articles/posts (in EC Magazines/Newsletters) # Views (videos) (target: 2 documentaries on Euronews)
	<p>Local communities and civil society in general</p>	<ul style="list-style-type: none"> • Locals events (see Task 8.2): See above (but now with a focus on the discussion concerning the implementation of the NEMO results and the relevant monitoring and early-warning systems). • Facebook Page for NEMO: A specific NEMO facebook page is developed by KUL to reach civil society organisations. Through an active dialogue with the local communities targeted information/posts (by the locals as well) will be communicated; thus making the content more attractive for this segment of society. 	<ul style="list-style-type: none"> # Local participants in event (40/event) # Views (Video) (target: 20,000/video) # Page views (website, blogs) (target: 2,000 page views/month) # Shares/likes/followers (social media)
<p>Exploitation Section 2.2.3 & 2.2.4</p>	<p>Industry target groups</p>	<ul style="list-style-type: none"> • Business case: The NEMO project will develop detailed business cases and a strategy for the replication of NEMO results. The replication strategy will not only provide guidelines on how to implement the NEMO results, but will include a business plan as well (incl. key activities, key partners, cost structure, key resources, value proposition, business and potential investors channels); • Market/financing analysis/plan: In order to support the NEMO implementation strategy, a market analysis (incl. stakeholder analysis) and financing plan will be developed 	<p>See Section 2.2.3 and 2.2.4</p>

4 Conclusions

NEMO communicates the S/T achievements to the scientific, industrial and policymaking community, through peer-reviewed papers, technical brochures, articles in peer reviewed journals, posters, and conferences and seminars. The Consortium management board veils over Open Access Publishing policy. Policy briefs are written for European (and national) policy makers, with the active support of the all consortium partners, and in interaction with the relevant stakeholders.

NEMO communicates to the general public and local inhabitants living close to the industrial operations, establishing an effective dialogue between disparate groups, to share ideas and perspectives to ensure buy-in to the final NEMO exploitation schemes. The outreach campaign incorporates a dynamic project website; publication of non-technical factsheets/illustrations/leaflets and a project brochure including information about the project; other outreach activities are supported by e.g. short movies, blogs, LinkedIn and Facebook-shares.

The EU community is informed about results of the research activities by newsletters including policy brief sections and milestone reports delivered at regular time-spans by the NEMO consortium. The NEMO activities are published on a dedicated website.

A final report is written and sent to the EU responsible and all partner institutes, while a downloadable pdf-document will be made available for the public on the NEMO homepage.

