



Deliverable D7.3

Communication Strategy

Project:	Mineral Intelligence Capacity Analysis
Acronym:	MICA
Grant Agreement:	689468
Funding Scheme:	Horizon 2020
Webpage:	www.mica-project.eu
Work Package:	Work Package 7
Work Package Leader:	EuroGeoSurveys (EGS)
Deliverable Title:	Communication Strategy
Deliverable Number:	D7.3
Deliverable Leader:	EuroGeoSurveys (EGS)
Involved beneficiaries:	All partners
Dissemination level:	PU Public
Version:	Draft/Final
Status:	23.07.2016
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This project has received funding from the European Union's Horizon 2020 research and innovation programme under Grant Agreement No. 689648.

Deliverable D7.3

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TABLE OF CONTENTS

TABLE OF CONTENTS.....	3
Annexes.....	Fejl! Bogmærke er ikke defineret.
PURPOSE	4
EXECUTIVE SUMMARY	5
DELIVERABLE REPORT	7
1. Introduction	7
2. Roadmap of activities.....	8
3. Target Audience.....	8
4. Key Messages	9
5. Communication and Dissemination Tools	10
6. Communication and Dissemination Online Channels.....	12
7. Communication and Dissemination Offline Channels.....	14
8. Impact of communication and dissemination activities	16
9. Roles and Responsibilities.....	16
10. Exploitation Plan.....	17
11. Conclusion.....	21
Annex A	Fejl! Bogmærke er ikke defineret.
Annex B.....	22

PURPOSE

This document presents the Communication Strategy and Dissemination Plan for the MICA project. It serves as guidelines for communication and exploitation activities. The Plan identifies all the channels, audiences, information and content to be disseminated by the project. It will align key messages for different audiences, the frequency with which communications will take place, milestones for communications, quality controls and performance indicators, as well as responsibilities for undertaking these activities.

The implementation of this plan will optimise stakeholder engagement, building trust in the project from stakeholders, and emphasizing the potential benefits that MICA can deliver.

The document is intended for both internal and external readers. Its dissemination level is Public. This document is under the responsibility of Work Package 7 (WP7). Amendments, comments and suggestions should be sent to the WP7 work package leader: Claudia Delfini, claudia.delfini@eurogeosurveys.org.

EXECUTIVE SUMMARY

The present document is a deliverable of the MICA project, which is funded by the European Union's Horizon 2020 Programme under Grant Agreement 689468.

The document presents the project's Communication Strategy and Dissemination Plan, defining the actions and implementation measures envisioned to efficiently communicate about project objectives and activities and disseminate project outputs in order to ensure the best exploitation of its results, as part of Work Package 7 – “Communication, outreach and linkages”.

The MICA Communication Strategy and Dissemination Plan will be systematically reviewed and updated on the occasion of each consortium meeting, if necessary.

This document outlines the key messages which are to be considered in all communications issued by all partners, and provides an analysis of the stakeholders, in collaboration with WP2, to whom these messages are directed and the channels identified for their delivery.

The project will run for 26 months from 1st December 2015, and communication activities are planned throughout this period.

This Project Communications Strategy and Dissemination Plan sets out communication activities designed to ensure that all relevant and interested stakeholders are involved and/or reached, and properly, correctly and regularly informed and kept updated. In this regard, WP7 will:

- Build up on the Minerals Intelligence Network created by the Minerals4EU project and expand it further by identifying additional target audiences, considering MICA's outcomes and all communities implicated on mineral raw materials supply in the EU and beyond, from public authorities to industry users or consumers;
- Increase EU's raw materials knowledge for the benefit of different stakeholders and widely disseminate information on the project and its progress by using the most suitable communication channels and by developing tailored messages for each target group;
- Maintain contacts and support the EU bodies for facilitating decision making at EU level;
- Strengthen international cooperation in research and innovation, and exploiting synergies in R&D with the best world players in raw materials technology and scientific developments.

The Communication Strategy has been structured into 3 main parts: (A) will focus on describing the framework of communication and dissemination activities; (B) will describe the communication and dissemination strategy with their corresponding charts of activities and their expected impact exemplified in Key Performance Indicators (KPIs); (C) will describe the Exploitation Plan, presenting briefly the paths that will be investigated when encompassing project sustainability perspectives.

This strategy will take into account the phases of the project. During the start-up phase the communication activities will be focus in creating the graphical identity (M0-4). During Phase I (M5-14) the stakeholder Raw Material Intelligence (RMI) requirements will be investigated and the

Deliverable D7.3

communication activities will focus on ensuring the communication with stakeholders and on the engagement of geoscience data providers and potential users of the RMIC platform. During Phase 2 (M15-22) there will be a strong emphasis on integration of the results. Consortium members will work together on tasks such as “Mapping data to tools and methods” and “Transforming data into information and knowledge”. During this phase the dissemination activities will be focused to transfer these findings and to ensure the involvement of data providers and professionals. During the final phase (“Wrap-up”: M23-26) of the MICA project the focus will be on the preparation of recommendations regarding the continued development and maintenance of a European raw materials knowledge system. This final phase will also concentrate on dissemination of the project results to secure support for the EU-RMICP after the completion of the project.



DELIVERABLE REPORT

I. Introduction

The Mineral Intelligence Capacity Analysis (MICA) project will provide stakeholders with the best possible RMI, in a seamless and flexible way using the European Union Raw Materials Intelligence Capacity Platform (EU-RMICP). The project brings together experts from a wide range of disciplines in order to ensure that RMI is collected, collated, stored and made accessible in the most useful way in order to correspond to stakeholder needs.

To accomplish this goal, the MICA project will assess sources of relevant data and information and conduct analyses of appropriate methods and tools in order to provide guidelines and recommendations.

The MICA project objectives will be achieved by a coordinated programme of outreach and engagement that will identify existing and emerging research and analyse user requirements.

The Communication Strategy will take into account actions targeted at the national, European and international level with the aim to improve the understanding of the potential added value of MICA products and outcomes in terms of further research activities: by the consortium members; by research communities; by policy makers; by public administration staff; and by industry.

The Communication Strategy and Dissemination Plan will consider the EU need of securing the supply of raw materials, as well as past and ongoing initiatives and EU funded projects, thus preventing overlaps and leveraging synergies.

The link with those projects, especially Minerals4EU, will be used as a starting point to enlarge the stakeholders' community. Attention will also be paid to international cooperation in research and innovation, exploiting synergies with the best world players in the field of raw materials. This way WP7 will contribute to a deeper knowledge of raw materials issues among different stakeholders (EU institutions, regulators, policy makers, industrial consumers, environmental bodies, EU citizens and other stakeholders) and to wider dissemination of MICA outcomes.

WP7 will also be responsible to ensure a proper and smooth transferring of MICA outputs and the expanded Minerals Intelligence Network into the Minerals4EU Permanent Body at the end of the project.

A fundamental objective of WP7 consists in publishing and communicating MICA's progress and the results achieved, setting up and using adequate communication tools such as a dedicated dynamic website, social networks, workshops, conferences and published articles. WP7 will collect information from all partners to be disseminated and will develop the content of communication vehicles and materials (brochure, leaflet, newsletter, magazine, poster, etc.).

The Communication Strategy and Dissemination Plan will include also dashboards and indicators to access results obtained and to refine communication processes and activities.

2. Roadmap of activities

At the start up phase, as no results will be available, the communication strategy will focus on raising project awareness among the stakeholders community, then as the first project results will become available, dissemination of project outputs will start and last until the end of the project period. During Phase I the consortium will make sure that the project prototype will be available to a wider audience for facilitating the understanding of the project and further exploited.

The exploitation activities aim at achieving stable frameworks of cooperation throughout the life-cycle of the project as well as the continuing use and maintenance of MICA outcomes after the official project termination, by transferring the acquired knowledge into the permanent Minerals Intelligence Network developed under the Minerals4EU project.

Figure 1 represents the different communication, dissemination and exploitation phases corresponding to the different project periods.

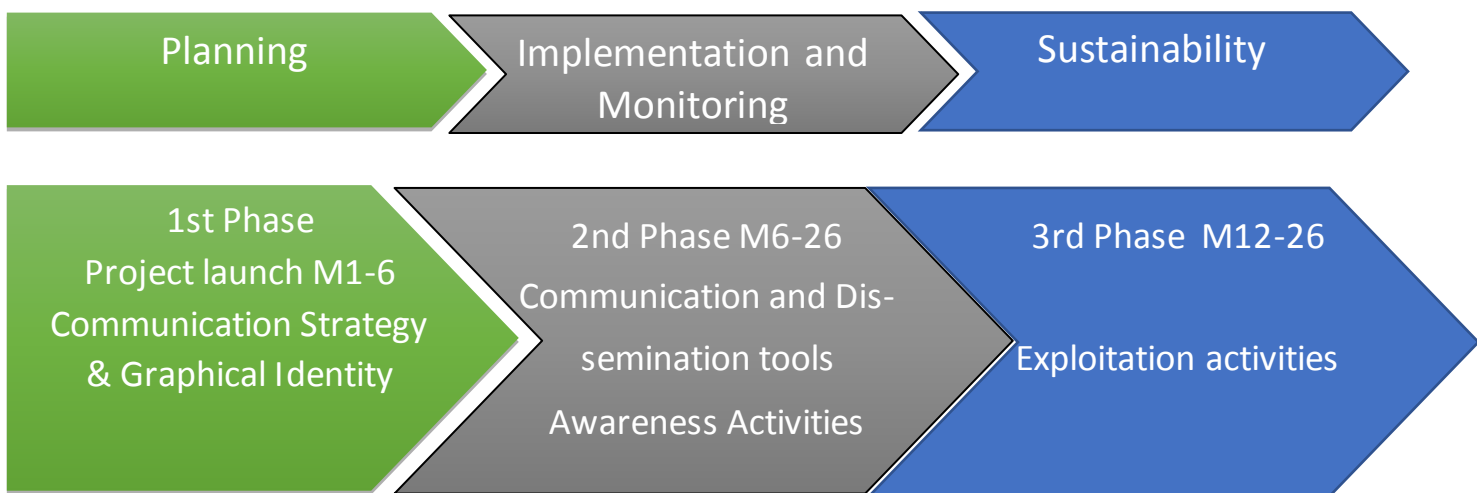


Figure 1 The different communication, dissemination and exploitation phases for the different project periods

3. Target Audience

In WP2 MICA (Stakeholder need) partners have identified the groups of stakeholders likely to be interested in the project outputs, and therefore targeted for communication and dissemination activities; these can be seen in Table 1. The stakeholders have been identified taking into account four basic systems (political, economic, knowledge and socio-cultural system):

Table 1 Stakeholders likely to be interested in the projects output, and therefore targeted for communication and dissemination activities.

Stakeholders	
Policy makers	EU level DG Grow, DG ENV, DG Trade, JRC, RTD, FISMA



	EU Parliament National level Ministries (Environment, Energy, Economy, Industry, Research Science and Technology), Consultants in raw material Local Level Municipalities, Administrative, Regulatory and Licensing Authorities,
Geoscience data providers	National Geological Surveys
Public organisations	Professionals Universities Research Institutes Expert Community International Council on Mining and Metals (ICMM) International Union of Geological Sciences (IUGS), Commission for the Management and Application of Geoscience Information (CGI) Geoscience Terminology Working Group (GTWG).
Private sector	Commercial and investment companies Exploration and mining companies, processing, trade, waste treatment companies and Finance
Civil society organisations	General Public Social welfare and environment organisations, media
Related projects & initiatives	ProMine, EuroGeoSource, EURare, Minventory, Minerals4EU, ProSUM, I2Mine, MINATURA2020, EGDI Bridge, IRP Working Group on Global Metal Flows. INTRAW, VERAM, SMART GROUND

4. Key Messages

The Project Communications Plan aims to use messages which are tailored to each of the audience groups outlined in Section 3 (Target Audience).

The effectiveness of any single message is dependent on a variety of issues. From the stakeholder's perspective, two elements are significant:

- the amount and quality of the information that is communicated; and
- the overall judgment that each individual makes about the way a message is communicated.

The style of MICA messages should therefore reflect a balance between the need of information and the benefits delivered by the project. These benefits will be different for each target audience. The project will tailor messages for each audience group, but all communications issued by any member of the project team should reflect one of the following key messages:

- Help decision makers at EU level to better navigate the Mineral Raw Materials Domain. This considers all information related to mineral intelligence methods, tools and data organised, quality controlled and available in a single place;
- Offer a framework for the recommendation of Research & Innovation priorities;
- Contribute to evidence-based policy and appropriate, cost-effective management, planning and adaptation decisions by the public sector, businesses, industry and society;
- Increase knowledge and stimulate the use of MICA's services among professionals that use geoscientific information on their activities, building up a strong engagement with MICA's outcomes;

- Improve conditions for sustainable access and supply of raw materials in the EU.

The delivery of key messages will be phased throughout the duration of the project as seen in Table 2. The channels through which the messages in Table 2 will be conveyed are outlined in Section 5.

Table 2 Key messages during the three stages of the project

Early stage	<p>What is MICA and what are the outcomes?</p> <ul style="list-style-type: none"> • Help decision makers at EU level to better navigate the Mineral Raw Materials Domain. They will have all information related to mineral intelligence methods, tools and data organised, quality controlled and available in a single place. • Increase knowledge and stimulate the use of MICA’s services among professionals that use geoscientific information on their activities, building up a strong engagement with MICA’s outcomes.
Middle stage	<p>Participation, debate, emerging findings Contribute to evidence-based policy and appropriate, cost-effective management, planning and adaptation decisions by the public sector, businesses, industry and society.</p>
Final stage	<p>Dissemination, recommendations</p> <ul style="list-style-type: none"> • Improve conditions for sustainable access and supply of raw materials in the EU; • Increase competitiveness of the EU industry and minerals supply from EU sources; • Offer a framework for the recommendation of Research & Innovation priorities.

5. Communication and Dissemination Tools

1. Visual identity

Reinforcing MICA in a sustainable way is one of the core objectives of WP7. Hence communication activities ensure that the project improves the visibility of MICA and builds foundations for long-term Public Relations (PR) management. A visual identity has been developed to contribute to the overall perception of the project and its uniform impression (D.7.1). It includes elements that will represent the project in a distinct and consistent way (logos, colours, fonts, templates, photos, etc.). The corporate identity of MICA includes also the EU emblem, showing clearly that this is a EU-funded cooperation action. In each template the following sentence has to be inserted “This project has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement n°. 689648”.

Deliverable D7.3

Based on the same colour palette, fonts and logo, a set of templates have been designed by WP7. The templates ensure that the MICA visual identity is consistent throughout the duration of the project. This set of templates includes:

- A template for project deliverables;
- A template for project PowerPoint presentations;
- A template for the letterhead;
- Template for the press releases/articles.

These can be found in Deliverable 7.1.

2. Brochures

A MICA brochure has been produced at M3 to present the topic, objectives and activities of the project. This brochure has been printed in at least 1000 copies to be handed out at each event MICA partners participate in. It will also be distributed online under the form of clear and appealing info-graphics (as .jpg files), that can be much more easily spread through social networks and interested websites.

A revised version of the brochure will be produced at M15 and at M26 and will focus on promoting the project's results. It will be shared online and printed only when necessary to be handed out at events.

The brochure can be seen in D7.1.

3. Media articles

Media articles make reference to all types of written press articles focusing on presenting the project, its activities, its outcomes, etc., that are published on different channels. They may take the form of news, announcements, tweets, LinkedIn posts, press releases, published on the project website, on external websites including partners' websites, on social networks, etc.

4. Project reports

A major expression of external dissemination is the production of deliverables. Over the entire project duration, the MICA consortium will produce 27 official deliverables. Most of them are public, therefore they will be made publicly available in the project website resources area in order to spread the project excellence and disseminate knowledge to our target groups.

5. Other specific tools

In case necessary specific thematic brochures and flyers will also be created in support of the different activities of the project. Posters and/or roll-up banners will also be designed and used at events that the project will organise or contribute to. Posters will be laminated in order to make them reusable and limit the number of printed copies. Specific posters and/or roll-up banners will be created for the project events.

6. EFG network

As foreseen in WP7.3 Engagement with Professionals, European Federation of Geologists (EFG) will use the network of its Members, representing more than 50.000 professional geoscientists from 25 European countries, to ensure the best possible coverage of professionals, building awareness and fostering the use of MICA's services. With this aim, EFG will convey MICA's messages throughout the professional organizations listed in Table 3.

Table 3 Name of the members of the European Federation of Geologists, the country and their website.

Name of the Member of the European Federation of Geologists	Country	Website
Union Belgo-Luxembourgeoise des Géologues	Belgium-Luxembourg	www.blug-ublq.be/
Hrvatsko geološko društvo	Croatia	www.geologija.hr/hr/
Cyprus Association of Geologists And Mining Engineers	Cyprus	www.geomines.org.cy/
Unie Geologických Asociací	Czech Republic	
Dansk Geologisk Forening	Denmark	2dgf.dk/dgf_uk/main.html
Ympäristöasiantuntijoiden Keskusliitto	Finland	www.ykl.fi/
Société Géologique de France	France	www.sgfr.org/
Berufsverband Deutscher Geowissenschaftler e.V.	Germany	www.geoberuf.de/
Σύλλογος Ελλήνων Γεωλόγων	Greece	www.geologist.gr/
Magyarhoni Földtani Társulat	Hungary	www.foldtan.hu/
Institute of Geologists of Ireland	Ireland	www.igi.ie/
Consiglio Nazionale dei Geologi	Italy	www.cngeologi.it/
Koninklijk Nederlands Geologisch Mijnbouwkundig Genootschap	The Netherlands	www.kngmg.nl/
Polskie Stowarzyszenie Wyceny Złóż Kopalni	Poland	www.polval.pl
Associação Portuguesa de Geólogos	Portugal	www.apgeologos.pt/
Национальная ассоциация по экспертизе недр	Russia	www.naen.ru/
Srpsko Geolosko Društvo	Serbia	www.sgd.rs/
Únia geologických asociácií Slovenska	Slovakia	
Slovensko Geolosko Društvo	Slovenia	www.zrc-sazu.si/
Ilustre Colegio Oficial de Geólogos	Spain	www.icog.es
Geosektionen	Sweden	www.naturvetarna.se/
Schweizer Geologen Verband / Association Suisse des Géologues	Switzerland	www.chgeol.ch/
Maden Jeologlari Derneği	Turkey	www.mjd.org.tr/tr.aspx
Спілка геологів України	Ukraine	www.geolog.org.ua/en/
The Geological Society of London	United Kingdom	www.geolsoc.org.uk/

6. Communication and Dissemination Online Channels

1. Project website

Deliverable D7.3

The project website (www.mica-project.eu) constitutes a key communication tool in order to increase the project visibility and impact, especially towards wider communities and the general public. Online from M3, and constantly updated, the MICA website will contain all relevant information about the project (project objectives, information, news, event announcements, public reports, etc.). It has been carefully designed and set up to address policy makers, the scientific community, the providers and the end users and the general public, in the most effective way through a user-friendly interface.

The website will be developed to prompt comment, discussion and enquiry and will provide a mechanism to capture comments and requests for further information. In this framework the invitation to interact with the MICA community on the social networks is available on the page titled “Questions & Answers”, inciting to interaction and exchange, as this is what the project is about.

The MICA internet platform will also be integrated into the website. This platform will allow all the consortium partners to share documents.

The MICA website will link with initiatives such as Minerals4EU, ProSUM, I2Mine, MINATURA2020, EGDI Bridge as well as it will link to website of each partner, in order to ensure the maximum impact.

Website analytics will be used to identify the subject areas of most interest to users.

The project website will be maintained for at least one year following the end of the project in order to increase the project’s dissemination and sustained impact.

2. Contact databases

MICA will build a database of contacts made through the different project activities, during the 26 month the project lasts, which will be used in order to keep this audience interested in the project and regularly updated on its developments. The databases will be segmented facilitating the tailoring and dissemination of messages to each target group.

3. Social media

In order to reach wider audiences, and maintain an enduring web presence and awareness of the project, the MICA project has assessed the available social media channels. The project will use the MICA website, plus Twitter feed and a #MICA hashtag to publish activities, encouraging debate and participation, as these are channels which are accessible by all communities. Project activities will also be advertised through LinkedIn in order to maintain an ‘open and social’ project and to serve as a platform for formal discussions, interaction, collection of information, and communication of the project outputs, to experts.

The management of the twitter account is undertaken by WP7. This online tool will be used to monitor interest outside the immediate partner organisations and involved stakeholders, by reviewing followers and use of the #MICA hashtag.

EFG will use its media channels, namely LinkedIn and Twitter, to leverage awareness on MICA among professionals.

7. Communication and Dissemination Offline Channels

1. Project events

The MICA events will come as a dissemination support to WP2, WP3, WP4, WP5 and WP6’s objectives. They will help in spreading the project outputs to the respective target audiences, facilitate valuable feedback from respective stakeholders, and provide ground for discussion and brainstorming. The MICA team has scheduled 5 events during the life-span of the project.

- 1 kick-off meeting has been organised in Copenhagen to launch the project, over 55 participants have attended the event.
- 2 General Assembly have been scheduled, one in Brussels M10 and one in Orleans M19, where external stakeholders seminars also will be organised to present the project's progress.
- 1 Dissemination event will be organised at M16 in order to maintain vivid the interest of stakeholders and to present the first results of the project.
- Final event will be organized at M26 in Brussels and will be a combination of a Dissemination Event and a General Assembly.

The project team has identified a series of other conferences and events which may provide fora, not only to disseminate outcomes of the project, but also to attract relevant stakeholders and organize side events (meetings and workshops); these can be seen in Table 4.

Table 4 Conferences and events where the MICA project will be presented.

Event	Date	Location	Topic	Attended by
EGS MREG meetings	November 24 2015	Vienna	Mineral Resource	GEUS
EGS National Delegates Forum	15-17 February 2016	Brussels	EGS activities	EGS
EGS General Assembly	15-16 March 2016	Brussels	EGS activities	EGS
European Geosciences Union General Assembly	17-22 April 2016	Vienna	Earth, planetary and space sciences. A forum where scientists can present their work and discuss their ideas with experts in all fields of geoscience.	EGS
European Innovation Partnership (EIP)'s Operational Groups	14 April 2016,	Brussels	Raw Materials Initiative and the EIP Strategic Implementation Plan (SIP)	Fraunhofer
7th session of the	27-29 April 2016	Geneva	Classification of	MFGI

UNECE Expert Group of Resource Classification (EGRC),			Fossil Energy and Mineral reserves and resources	
EGS MREG meetings	June 1-2 2016	Athens	Mineral Resources	GEUS
35 th International Geological Congress	27 th August -4 th September 2016	Cape Town		EGS EFG
EGS National Delegates Forum	12-13 September 2016	Nottingham	EGS activities	EGS
EGS General Assembly	11-12 October 2016	Ljubljana	EGS activities	EGS
GEO-XIII Plenary	November 2016	St Petersburg	NA	EGS

These events will provide additional opportunities for engagement between members of the MICA Consortium and professionals.

2. Synergies with related projects and initiatives

Cross-promotion of project outcomes with related on-going projects funded by the European Commission (H2020 in particular) will be ensured. MICA will take advantage from the direct involvement of the partners in other European projects such as Minerals4EU, ProSUM, I2Mine, MINATURA2020, EGD Bridge, EURare, MIN-guide, Minlex, CRM InnoNet, EIT KIC Raw Materials, EO-MINERS, EuroGeoSource, INTRAW, IRP WG Global Metal Flows, Minventory and ProMine. Areas of cooperation could be:

- Mutual promotion of events and news by exchange of announcements published on project website or newsletters;
- Logo inclusion on project materials like event flyers, banners, etc.;
- Mutual invitations to participate in and speak at project workshops and conferences;
- Joint organisation of events;
- Joint applications for external events: booths, networking sessions, workshops, conferences.

Areas where projects can make use of cross-promotion can be seen in Table 5.

Table 5 : Communication tools targeted to the stakeholders

Tools	Policy makers	Geoscience data providers	Private sector	Public Organisations	Civil Society Organisations	Related projects & initiatives
Visual identity	x	x	x	x	x	x
Brochure – Generalist	x	x	x	x	x	x
Videos	x	x	x	x	x	x
Media articles	x	x	x	x	x	x
e-Newsletters	x	x	x	x	x	x
Project reports	x	x	x	x		
Channels						
Project website	x	x	x	x	x	x
Mailing lists & Contact		x	x	x		x

databases						
Social media	x	x	x	x	x	x
Project events – Awareness and dialogues workshops	x	x	x	x		x

8. Impact of communication and dissemination activities

A series of key performance indicators (KPI) has been defined to measure the impact of the dissemination and communication activities carried out by the project consortium from the project start, these can including the expected results be seen in Table 6:

Table 6 Key Performance Indicators and expected results.

Tool	Key Performance Indicators (KPI)	Expected Results (M26)
Website	Number of unique visitors	300 Visitors
Social Media (LinkedIn – Twitter)	Number of Followers	250 followers
	Number of tweets	50 tweets
Brochures	Number of Brochure distributed	1000
Video	Number of views	100
Conferences/events	Number of Conferences/events attended	24
E-newsletter	Number of online readers	300
Articles	Number of articles published	20
Final high- level conference	Number of participants	100
Stakeholders workshops	Number of participants	7

9. Roles and Responsibilities

This section defines the roles and responsibilities related to communication activities within the MICA project.

All partners will:

- support communication activities;
- assist in the implementation of the MICA Project Communications and Dissemination Strategy and Plan of Activities as defined in this document;
- include the MICA logo and website address on at least one page of their organisational website;
- ensure communications reflect the MICA project messages as described in Section 4 —Key Messages;
- use the MICA project mailing list, and specific work package lists, for general communication and to notify other participants of the availability of new dissemination materials and results. Documents should not be attached to emails, but a link to the appropriate location must be included (internet platform);
- include the MICA project web address and contact details in external communications related to the project;

Deliverable D7.3

- use MICA appropriate templates for relevant project-related communications;
- include the #MICA hashtag when mentioning the project on Twitter;
- acknowledge EU funding through communications, as specified in the grant agreement.

WP7 “Communication, outreach and linkages”

The Lead Partner for WP7 will:

- manage the undertaking of all external communication activities;
- act as the central point of contact for all external communication activities;
- delegate particular communications tasks to WP7 participants as required;
- monitor, update and add to the Communications and Dissemination Strategy and Plan of Activities.

EFG as WP7 partner will foster engagement with professionals

EFG will use the network of its Members, representing more than 50.000 professional geoscientists from 24 European countries, to ensure the best possible coverage of professionals, building awareness and fostering the use of MICA through social media tools, LinkedIn groups and Twitter. The communication activities aiming professionals will be fostered by participation in workshops and conferences.

Work Package Leaders

To convey information on their work packages activities and outcomes, WP leaders will:

- provide regular updates on work package progress at the scheduled project team meetings;
- ensure that all deliverables include an accessible summary section that can be repurposed for communication purposes and similar MICA activities;
- provide information and content on the work carried out within their work package by producing communications outputs;
- Inform WP7 whenever MICA is promoted through presentations, keynote speeches and posters in events, conferences and workshops.

10. Exploitation Plan

The various communication and dissemination strategies that are described comprehensively in the preceding sections refer, mainly, to activities that will occur during the lifespan of this project, and involve project partners disseminating information outwards.

Complementary to these are the plans for exploitation of the project deliverables, mainly but not exclusively for the benefit of stakeholders other than the project partners. Exploitation will take place during the project lifespan but is also intended to facilitate the benefits of the project being applied beyond the project’s end date. In particular, the exploitation plan will support post-project sustainability; keeping the benefits from the project actively benefitting stakeholders for as long as possible.

The ways in which the project will be exploited will vary according to the different categories of stakeholder and the stage during and after the project duration. Table 7 sets out the exploitation

Deliverable D7.3

that is anticipated for each stakeholder category, and this will be tested for veracity at two key points during the project, with adjustments in the project made as a result of feedback.

These ‘test points’ will be:

- i) Soon after the first year of the project, when the prototype is available for examination by stakeholders and the year one communications and dissemination activities have completed;
- ii) No later than three months before the end of the project by which time the post-project sustainability plans will be presented to stakeholders.

The testing will take place, as far as possible, through face-to-face discussions, or by telephone / Skype, with questionnaires being used in support and where direct contact is not feasible, between the WP7 team, coordinated by the Exploitation Manager, and a representative sample of beneficiary stakeholders. A professional ‘market survey’ approach will be used, as far as is practicable, to answer the key issues, which include:

- i) Are the project deliverables beneficial to you?
- ii) If yes, in what ways?
- iii) If yes, with how much value?
- iv) What improvements can be suggested?

These broad questions cover second level matters such as whether the stakeholder is able to make his/hers own exploitation of the deliverables, for example using the information from this project to combine with external or third party information to a particular purpose or value.

Table 7 The exploitation that is anticipated for each stakeholder category.

Stakeholders	Anticipated Exploitation
Policy makers	As input to assist and enhance planning and policy making in relevant areas including, but not limited to, infrastructure development, industrial and economic planning, population and migration studies, etc.
Geoscience data providers	Further standardization and harmonization, reduction of cross border inconsistencies, enhanced data quality
Public organisations	Easier access to information resulting in reduced costs and higher quality research, development and professional advice.
Private sector	Greater efficiency, reduced costs and risks, higher profits and growth leading to employment opportunities and greater tax generating revenue. Possible ‘next level’ products and services based on the data.
Civil society organisations	Easier access leading to more informed decision making and greater public involvement / interest in issues.
Related projects & initiatives	Synergy and mutual benefits

As some of the exploitation will occur after the project has ended, it is vital to consider and enact plans for post project sustainability.

This condition indicates that the project outcomes continue to be available to all stakeholders beyond the project. Moreover, according to the MICA DoW, WP7 will take care of a proper and

Deliverable D7.3

smooth transferring of the MICA outputs into the Minerals4EU Permanent Body. Therefore, it is envisaged to focus the exploitation activities on the effective ingestion of the MICA outcomes into the recently established Minerals4EU Foundation, which runs the official EU Minerals Intelligence Network and related products that are also key to the sustainability of MICA, such as the EU Minerals Knowledge Data Platform (EU-MKDP).

Minerals4EU (<http://www.minerals4eu.eu/>) develops, a permanent EU Mineral intelligence network structure. It delivers a web portal, a European Minerals Yearbook and foresight studies to meet the recommendations of the Raw Materials Initiative. In this framework MICA will improve the capacity of Minerals4EU to contribute to the EU Raw Material Knowledge Base (EU-RMKB).

Moreover, Minerals4EU and, consequently, the Mica platform (RMKB) will also be integrated into the European Geological Data Infrastructure (EGDI), which will ensure further sustainability. The first version was launched and presented to the European Commission in June 2016. EGDI will serve as the data-platform for the ERANET programme, which will start in 2017 or 2018 and will run for approximately 5 years. Although it is still unclear how the EGDI will be funded after the completion of EGDI, there is a clear commitment by EuroGeoSurvey's members to store the various geological databases on a long-term basis and make them accessible via the EGDI.

However, in order to assess all possible scenarios, there are also other secondary options to consider that might allow the sustainability of the system:

- i) To subordinate the information to an existing organization or function (for example, to EuroGeoSurveys or to the EC's DG Joint Research Centre, or to a single or consortium of national Geological Surveys, or universities)
- ii) To 'privatize' the function through the award of rights to, for example, a Small-Medium-sized Enterprise, who would have the responsibility for maintaining the services.

Each option will be carefully considered by the project in terms of its advantages and disadvantages. Many of these are immediately apparent, but a full debate is necessary, which should involve members of the Advisory Board as well as the Management Board, to identify both the most sensible structure that would carry the post project sustainability and also how this would be funded.

It will be necessary to start this debate within the first year of the project so that its recommendations can be put to the representative stakeholders during the first 'test point' interviews.

It is highly desirable that the Project is able to provide assistance to stakeholders in their use of the deliverables. Such assistance might include access to experts, a help-desk, further documentation, workshops or training courses. Such a facility is not explicitly included in the Project schedule but could be provided as part of their service to their communities by Project Partners on a bilateral basis, with the agreement of their management, and advertised within the Project.

Deliverable D7.3

The Management Board is very keen to address the particular needs of industry in this project. Whilst it is still too early to set out precisely how this will be done, it is recognized that in many cases the industry, which includes exploration and mining companies but also extends to investment houses, brokers, consultants, advisors and environmental service businesses, often require relatively simple answers from very complicated data. For example, a company geologist or a financial broker may be tasked with calculating an investment risk profile for an exploration or mining project at an early stage in the company's thinking, and would turn to the MICA data bases for geological and other forms of input to the company models. An environmental services business might be more interested in ore grades (to assess volumes of waste) and non-commercial minerals assemblages (to assess the needs for hazardous materials handling methods). In order to attempt to provide suitable data in acceptable formats, the project must first understand the types of uses that the different sub-sectors of the industry may require, and this will be done through interaction, often informal, with industry players.

Very simply, this component of exploitation will utilize an iterative approach of (a) explaining briefly and in non-technical terms the potential outputs and benefits of the project (the so-called "elevator speech"), (b) based on which to ask the industry representative(s) what types of uses they foresee (the "questions they want answering") and, finally, (c) to discuss within the project how these needs can best be addressed.

The base level of understanding of the industry involvement is that:

- It is a global business; companies might be registered in Europe but have interests in Africa, or might be registered outside Europe but have European operations.
- Generally, the senior executives are not geoscientists and have little geological knowledge; they depend on advice from company geologists, in the case of larger companies, or outside consultants, for smaller firms.
- Useful data, to industry, are data that answer their immediate questions. The data do not necessarily have to be recent, or high quality, or complicated; they need to be relevant and fit-for-purpose.
- Many factors other than geology influence a company's operation decision making; these include political risk and economic trends.
- Companies often have large volumes of their own confidential data; very rarely is this shared or made open.
- Industry activities are often confidential and announcements from listed companies are strictly regulated on most international stock exchanges. The project will need to be sensitive to these factors. A company's use of certain types of data could be construed as insider knowledge.
- Industry is usually willing to pay for data and services, but only when they see this as being of direct commercial value (arguably, they already pay through their taxes for the general public services from geological surveys and others).
- Access to company decision makers is usually through personal contacts and reputation, and must take into account that a mining company director is unlikely to be willing to attend a lengthy conference or meeting, especially if located away from the immediate environs of his / her office. Similarly with reports or brochures – unless brief and directly to the point, these are unlikely to be noticed.

Deliverable D7.3

In summary, it is intended that exploitation is given a high profile at every stage of the project, with specific activities (interviews / questionnaires) occurring at the end of year one, when the prototype is available and again towards the end of the project; that there will be an informed debate concerning the most suitable structure and funding for post-project sustainability and that assistance and support will be provided to stakeholders to derive maximum benefit from the project.

II. Conclusion

Through its communication and dissemination activities, MICA aims at creating a sustainable community (formed around the social media, the user forum and the website), which will be active after the grant period and thus be able to move forward the project's outputs. The website will be active for at least one year after the grant period. As for the social media community, this will be managed and maintained as well for at least one year after the grant period so that it may continue to grow and be alive a long time afterwards.



Annex B



The coming revolution in Mineral Intelligence Capacity Analysis

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MICA Mineral Intelligence Capacity Analysis

Primary and secondary raw materials are fundamental to Europe's economy and growth. The MICA project will identify raw materials information that respond to stakeholder needs.

WHAT IS MICA?

The Mineral Intelligence Capacity Analysis (MICA) project will provide stakeholders with the best possible Raw Materials Information, in a seamless and flexible way using the European Union Raw Materials Intelligence Capacity Platform (EURM-ICP). The project brings together experts from a wide range of disciplines in order to ensure that Raw Materials Information is gathered, collated, organised and made accessible in the most useful way in order to correspond to stakeholder needs.

To accomplish this goal, MICA will assess sources of relevant data and information and conduct analyses of appropriate methods and tools in order to provide guidelines and recommendations.

Overall, the MICA project will build upon the concepts of "fact sheets" and "flow sheets". Fact sheets are domain-specific descriptions of data sources, methods, tools and models, whereas "flow sheets" can be considered "recipes" that describe what fact sheets should be used for, as well as how they should be combined and in what sequence to obtain answers to specific questions. These fact sheets and flow sheets will be integrated into the European Union Raw Materials Intelligence Capacity Platform (EURM-ICP) and it is intended to be a one-stop product. The EURM-ICP can be incorporated into the European Union Raw Materials Knowledge Base (EURMKB) with a future permanent structure of an EU Raw Materials Intelligence service. In this regard, the MICA project has strong links to the efforts of the Minerals4EU project where the EU Minerals Knowledge Data Platform (EURMCDP) has been developed.

Objectives

The main objectives of MICA are:

- Identification and definition of stakeholder groups and their Raw Material Intelligence (RMI) requirements
- Determination of appropriate methods and tools to satisfy stakeholder RMI requirements
- Consolidation of relevant data on primary and secondary raw materials
- Investigation of (RMI) options for European mineral policy development
- Development of the EURM-ICP integrating information on data and methods/tools with user interface capable of answering stakeholder questions
- Link the derived intelligence to the EURM-ICP developed by the Minerals4EU project.

Impacts

MICA project will:

- Help decision makers at EU level to better negotiate through the Mineral Raw Materials Domain, MICA will be providing information related to mineral intelligence methods, tools and data organised, quality controlled and available in a single place
- Offer a framework for the recommendation of Research & Innovation priorities
- Contribute to evidence-based policy and appropriate, cost-effective management, planning and adaptation decisions by the public sector, businesses, industry and society
- Improve conditions for sustainable access and supply of raw materials in the EU
- Increase the competitiveness of the EU industry and promote the supply of minerals from EU sources.

HOW will MICA achieve its objectives?

The Work Packages of the MICA project are:

- WP1 Management and Coordination
- WP2 Needs: Stakeholder identification, appraisal and mapping of stakeholder requirements
- WP3 Data: Data for raw materials intelligence capacity
- WP4 Methods: Methods and tools for mineral intelligence
- WP5 Policies: Minerals policy context
- WP6 EU-RM-ICP: European Raw Materials Intelligence Capacity Platform Development
- WP7 Communication, outreach and linkages

WHY is Raw Materials Intelligence important?

Knowledge on raw materials is dispersed and variable, and the complexity of material cycles (across all life cycle stages), policies, mineral market trends, technological trends, environmental issues, social impacts and other, requires many fields of expertise. Therefore, combining data and information to support decisions is ambitious, and this is demonstrated in the Strategic Implementation Plan (SIP) of the European Innovation Partnership on Raw Materials (EIP-IRM).

The SIP EIP-IRM aims to ensure the sustainable supply of raw materials for the European economy whilst increasing benefits for society as a whole. This is done by promoting innovation across the entire materials value chain, i.e. by supporting technologies, improving the framework policy conditions for raw materials, and also by promoting international cooperation. Several projects related to mineral raw materials have been funded as a result of this increased awareness, notably ProMin, EuroGeoSource, EUFlow, Mineralogy, Minerals4EU, ProMin, DMin, MINATURAS2020, ECR-Minerals and most recently the Knowledge and Innovation Community, EIT KIC Raw Materials.

These initiatives aim to align the increasing requirements for environmental and social best practices in the mining industry on one hand, and with the rising demand for mineral raw materials on the other.

Stakeholders needs

The anticipated rise in global population and living standards in developing countries is expected to drive continuously increasing levels of demand for a wide range of resources. Furthermore, requirements for a broad range of mineral metals and minerals are increasing with modern technology, especially with the development of low carbon technologies such as electric cars, catalytic converters and photovoltaics. Industry forecasts for a number of raw materials suggest that there could be medium to long-term supply shortages in certain areas, including but not exclusively for critical raw materials. Clearly, the outlook for base metals indicates a significant need for identifying additional mineral resources in the medium and long term in order to satisfy the expected increase in global demand.

As a consequence there is an urgent need to satisfy the information and intelligence requirements of a large range of stakeholders in order to provide the best possible basis for decision-making. This issue is at the heart of the MICA project.

WHO is in the MICA Consortium?

The MICA project Consortium, 16 partners and 15 linked third parties, represents a multidisciplinary group with abundant experience in the diverse fields of raw materials research. The beneficiaries include geological surveys (BRG, NBRG, BGS, BRGM, BGR, GTK, GeoZS), research institutions (RISC, IIRCI), universities (UL-CAL, LUF-LKS, NTNU, UCL, SRM), professional associations (EPG, EGS) and two SMEs (MinPol, LPRC).

Poster



The coming revolution in Mineral Intelligence Capacity Analysis

Primary and secondary Raw Material are fundamental to Europe's economy and growth. The MICA project will identify raw material information that respond to stakeholder needs.



Objectives:

- Identification and definition of stakeholder groups and their Raw Material Intelligence requirements
- Development of the EURMK8 integrating information on data and methods/tools with user interface capable of answering stakeholder questions
- Link the derived intelligence to the EURMK8 developed by the Minerals4EU project.

Impacts:

- Help decision makers to better navigate through the Mineral Raw Material Domain. MICA will be providing information related to mineral intelligence methods, tools and data organized, quality controlled and available in a single place
- Offer a framework for the recommendation of Research & Innovation priorities
- Contribute to evidence-based policy and appropriate, cost-effective management, planning and adaptation decisions by the public sector, businesses, industry and society
- Improve conditions for sustainable access and supply of raw material in the EU
- Increase the competitiveness of the EU industry and promote the supply of minerals from EU sources.

More information on the project can be obtained from:





www.mica-project.eu/



Project funded under the European Union Horizon 2020 research and innovation programme under grant agreement No. 101019719

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Website

