NextGenCarbon

Monitoring Earth's Carbon Balance

Deliverable 9.2 – PCDE Strategy

Plan for Communication, Dissemination and Exploitation

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NextGenCarbon
Monitoring Earth's Carbon Balance

Project	NextGenCarbon - Next Generation Modelling of Terrestrial Carbon Cycle by assimilation of in-situ campaigns and Earth Observations
Project Duration	January 2025 – December 2029 (60 months)
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Work Package	9
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PU = Public
PP = Restricted to other programme participants (including the Commission Services)
RE = Restricted to a group specified by the consortium (including the Commission Services)
CO = Confidential, only for members of the consortium (including the Commission Services)

History of changes

Version	Date	Beneficiary	Author	Description
1.0	25.6.2025	SLU	Sanna Riihimäki	First Draft

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Contents

Abbreviations

AIMES: Analysis, Integration, and Modeling of the Earth System
C: Carbon
C&D&E: Communication, Dissemination and Exploitation
CMCC: Euro-Mediterranean Centre on Climate Change
DMP: Data Management Plan
EC: European Commission
EC DGs: European Commission's Directorates-General (CLIMA: The Directorate-General for Climate Action, ENER: The Directorate-General for Energy, AGRI: The Directorate-General for Agriculture and Rural Development, ENV: The Directorate-General for Environment)
EFI: European Forest Institute
eLTER: Integrated European Long-Term Ecosystem, critical zone and socio-ecological Research
EO: Earth Observation
EEA: European Environment Agency
FAO: Food and Agriculture Organization of the United Nations
FLUXNET: The Data Portal serving the FLUXNET community
GHG: Greenhouse Gas
GCB: Global Carbon Budget
HPC: High Performance Computing
ICOS: Integrated Carbon Observation System
IEP: Impact Evaluation Plan
IPPC: Intergovernmental Panel on Climate Change
JRC: Joint Research Centre
KPI: Key Performance Indicators
KER: Key Exploitable Results
LULUCF: Land use, Land-use change and Forestry
NGC: NextGenCarbon
NGHGI: National Greenhouse Gas Inventories
ML: Machine Learning
OA: Open Access
PCDE: The Plan for Communication, Dissemination, Exploitation
SLU - Swedish University of Agricultural Sciences
UNFCCC: United Nations Framework Convention on Climate Change
WENR - Stichting Wageningen Research
WP: Work Package (in the project)
6AR: IPCC's Sixth Assessment Report

1 Introduction

NextGenCarbon aims to develop the next generation of global carbon models, harnessing the potential of combining Earth Observations (EO), in situ data campaigns, novel demographic model structures and advanced assimilation techniques to create an unprecedentedly well-informed understanding of terrestrial carbon stocks and fluxes to inform multiple emerging policy frontiers. Specific objective for WP9 – Communication, impact & outreach is to expand the outreach of NextGenCarbon developments, enabling the update of global and European carbon budgets and digesting the results from scenario modelling into EU policy recommendations.

The Plan for Communication, Dissemination, Exploitation (PCDE) (D9.2) draws up an integrated and holistic strategy aimed at enabling NextGenCarbon to generate long-term impacts on different target groups in policy and decision making. The current document is the first version of the PCDE, and it will be regularly updated and fine-tuned with the progress of the project, the achievement of results, the definition of the exploitation pathways and the inputs from the monitoring activity. Its effectiveness will be measured through dedicated quantitative outreach and engagement Key Performance Indicators (KPIs), as defined in D9.1 Impact Evaluation Plan (IEP), due in M7. These will be used to enhance and optimize the PCDE throughout the project's lifetime and contribute to Task 9.1 Impact Assurance.

The PCDE is developed as an internal online document that will direct the communication, dissemination and exploitation (C&D&E) of the project's results. The document is available to all partners as a guide and

reference point for their C&D&E activities, updated as the project progresses.

To guarantee credibility, communication will be knowledge-based, integrating the scientific and practical knowledge in the WPs that channel the results of the entire project (WP7 - GHG budgets, LULUCF reconciliation & synthesis and –WP8 - Scenario modelling of the carbon cycle), facilitating the provision of management guidance under plausible climate change scenarios:

- **WP7:** Assess and improve the consistency of models with observations from in situ data and Earth Observations (EOs), reconciling top down and bottom-up approaches
- **WP8:** Provide seamless scenario simulations of the outcomes of near-term land carbon management strategy using a novel factorial scenario design combined with semi-empirical representations of time-evolving disturbance risks

2 Stakeholders and target audience

NextGenCarbon will engage with relevant stakeholders and targeted audiences identified in Table 1 below. NGC stakeholders include individuals, organisations and policy makers who are considered to have an interest in the project, its objectives and methods, and key results.

Table 1. *Key stakeholder groups and target audiences with examples.*

Stakeholder group	Examples
EU level Policymakers	EC DGs (CLIMA, ENER, AGRI, ENV)
Policy support organisations	JRC, EEA, EFI, FAO, UNFCCC
Scientific community	GHG modelling community, FLUXNET, ICOS, eLTER, International Land Model Forum, AIMES, other EU Funded projects such as the sister funded project "Concerto".
Civil society	Landowners (European Landowners Organisation), COPA COGECA (farmers representation in Brussels), CEPF (Forest owners).
National-level GHG reporting bodies	National ministries, GHG inventories in each EU Member State, EEA as data collecting institute, IPCC taskforce on GHG reporting guidelines.
Global	Bureau of the IPCC Task Force on National Greenhouse Gas Inventories (TFI), Global Greenhouse Gases Watch (GGGW-WMO)

NextGenCarbon researchers will interact with researchers from other projects and initiatives to share ideas by participating in meetings and events. The project encourages cross-project collaboration and already has a plan in place for joint activities that will be tracked and followed up by WP1. In the first instance, NextGenCarbon has established initial collaboration with the CONCERTO project coordinated by Euro-Mediterranean Centre on Climate Change (CMCC) and funded from the

same call as our project. SLU has met with the CONCERTO coordinator and agreed to have joint communication and dissemination activities once both projects progress. NextGenCarbon consortium members will also join external meetings organised by the identified stakeholders. For instance, these include the Global Carbon Project, the annual LULUCF expert group meeting held at JRC, the IPCC (of whom we have several authors of 6AR in the consortium), EC-ESA Earth System Science Initiative, the Copernicus Atmosphere Monitoring Service and the ESA Carbon Science Cluster.

NextGenCarbon will actively organise special sessions, side meetings and customised events in the stakeholder fora. Interaction with stakeholders will increase the transparency and trustworthiness of NextGenCarbon results. We will also use these meetings to identify gaps in knowledge and needs and opportunities for increased capacity in terms of resources for Machine Learning (ML) and High Performance Computing (HPC), carefully observing advances and seeking new opportunities. We will also use these interactions with stakeholders to increase the uptake of policy pathways toward reducing emissions and enhancing sinks and use our results on future scenarios to help guide EU policies on climate change adaptation. We will use the latest EO monitoring and modelling methods to ensure that regional and biogeographic differences inform NextGenCarbon results.

NextGenCarbon will analyse anthropogenic management factors and shed light on how decision-making influences GHG emissions, including the context of future carbon change scenarios, showing what management measures can best meet policy objectives. Combining transparent data with modelling approaches will provide insights into the

uncertainties, and specific communication measures will ensure these are understood in the outreach of our results.

2.1 Stakeholder engagement

Task 9.1 is developing a stakeholder engagement strategy for project implementation and co-creation, which will ensure early definition of KPIs for monitoring the engagement of stakeholders.

Currently, there is a plan for one stakeholder engagement activity, which is the LULUCF workshop from WP9 (Milestone 9.31 and 9.32, carried out by Stichting Wageningen Research). In this workshop the findings of Task 7.4 (reconciliation of results towards national greenhouse gas inventories (NGHGIs) will be discussed. This workshop will consist of two parts, the first planned to show preliminary results and to give the stakeholder group and opportunity to review it and provide feedback, and to learnhow the project can (when needed) increase useability for the NGHGI. The second part is planned present the results and demonstrate how the LULUCF inventory compilers can use the findings of this project to further develop their methods.

The above describes the current plan, which will be amended according to feedback from the first workshop and the timing of the results from the project. NextGenCarbon will also participate and contribute to the annual LULUCF workshop organised by the European Space Agency and the European Environment Agency.

3 Plan for dissemination and exploitation of results

The Plan for Dissemination, Exploitation and Communication (PCDE D9.2) is designed with a three-fold objective:

i) Advance knowledge innovations to foster the modelling of GHG gases, making full use of available EO data; for example, publishing scientific article in well-known scientific journals.

ii) Raise awareness and understanding of the need to ensure the anthropogenic activities are accounted for in the modelling of fluxes in terrestrial ecosystems so that key ecosystems are included as an integral part of the Earth's climate system; for example, publishing scientific article in well-known scientific journals.

iii) Promote the effective uptake of NextGenCarbon results into policy-making, with particular emphasis on the results resulting from climate change scenario analyses and forecast. This will happen for example by participating in discussions and activities such as the yearly LULUCF workshop organised by the JRC/EEA, but also ad-hoc reactions to policy developments by commentaries in the form of policy briefs, for instance.

We will ensure the feasibility of proposed policymaking recommendations based on robust assumptions. As mentioned, the effectiveness of our communication, dissemination and exploitation strategy will be continuously monitored and measured based on impact indicators. This thread of monitoring activities will provide continuous feedback to

the PCDE, enabling its optimization and adaptation throughout the project. The KPIs are tracked on an annual basis and the results are used to evaluate the success of the communication activities. The KPIs will be defined in a workshop with the WP Leaders and recorded in the Impact Evaluation Plan. The communication strategy will closely cooperate with all project WPs to develop the most effective C&D&E content and engagement actions, particularly focusing on policymaking outreach and addressing the general public. This is done by tracking the D&C activities of each WP.

The PCDE strategy is developed in line with the identification of the project's Key Exploitable Results (KERs) and executed through customized knowledge transfer activities addressing key enablers and dedicated public outreach and engagement addressing the public, stakeholders, and citizens, with responsibilities as follows:

- SLU is in charge of the communication and outreach, providing a hub for all the knowledge created in NextGenCarbon, maximizing our impact on policymaking.
- WP9 (lead: SLU, CO-lead: WENR) will expand the outreach of NextGenCarbon, digesting and communicating the results from scenario modelling into EU policy recommendations.

The first communication activities have been launched with the definition of the NextGenCarbon visual identity, upon which the website and social media channels were designed, developed, and released.

3.1 Goals and Objectives

The PCDE aims to conduct targeted, effective and high impact communication, engagement, dissemination and exploitation activities. As a result, the project will raise awareness and understanding of multiple audiences around impacts of anthropogenic activities and management decisions on climate change among a wide range of audiences.

3.2 Communication activities

Our communication activities will promote NextGenCarbon, its research results and how they are to be interpreted within the context of the social, environmental and economic challenges the project is addressing. We expect to achieve both mid- and long-term impacts regarding climate change mitigation and adaptation and consequences in transformative changes needed in land use management by:

1. **Raising visibility with visual identity and reference to EU funding**
    - *Resource: Visual and content identity and communication kit*
2. **Communicating results in a clear and transparent way:**
    - *Resource: Social media strategy, dedicated workshop and open access scientific publications*
3. **Maximising outreach: using dedicated content and project channels, external information multipliers and streamline media.**
    - *Resource: Website and social media channels*

NextGenCarbon acknowledges the fact that gender equality remains a challenge in the world of science and is therefore committed to strive for gender balance in all project events, with particular encouragement for women presenters, panellists, chairs, etc. and gender dimension integrated into our project communication strategy and its implementation. This will include social media campaigns featuring diverse voices and representations.

All the project partners will also use their own communication channels to address their already established communities and broaden the project's outreach and engagement. These communication activities aim to create a vision for effective carbon management in Europe and to incentivise personal and professional commitments.

3.2.1 Visual Identity

SLU has created a coordinated visual and content identity through a brand book, including a logo in line with the key project messages, values and mission, graphic elements, reporting and presentation templates.

Brand picture and project slogan

The brand picture combines the logo, the slogan and the overall tone of the project. Project keywords “Earth and related environmental sciences”, ”Ecosystem structure”, ”NGHGI”, ”Earth Observation”, ”land management”, ”vegetation demography”, and ”data assimilation” were summarised into a project slogan that describes the overall goal of the project: *”Monitoring Earth’s Carbon Balance”*.

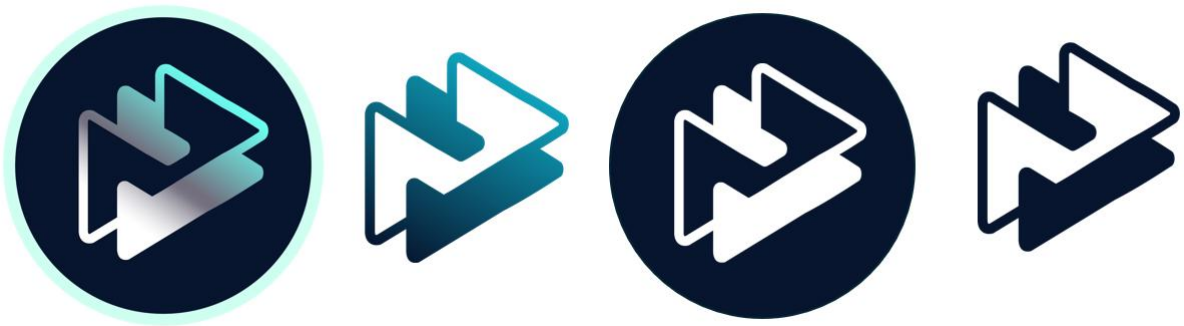
Logo

The logo is made up of three triangular elements, creating a sense of moving forward. The idea of the logo is to refer to the next generation, but also monitoring, as two combining triangles are holding and monitoring the largest one. This supports the project's slogan and ties in the project's message. The logo is designed to work at any scale and is available in four different colours and combinations depending on the platform used. Colours: gradient mint (for dark background), gradient dark blue (for light background), dark blue (for light background) and white (for dark background).

Gradient versions of the logo.

One-colour versions of the logo.

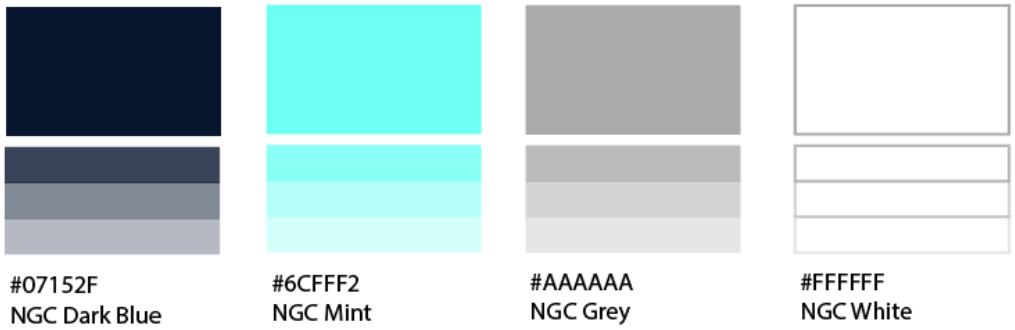
Icons.



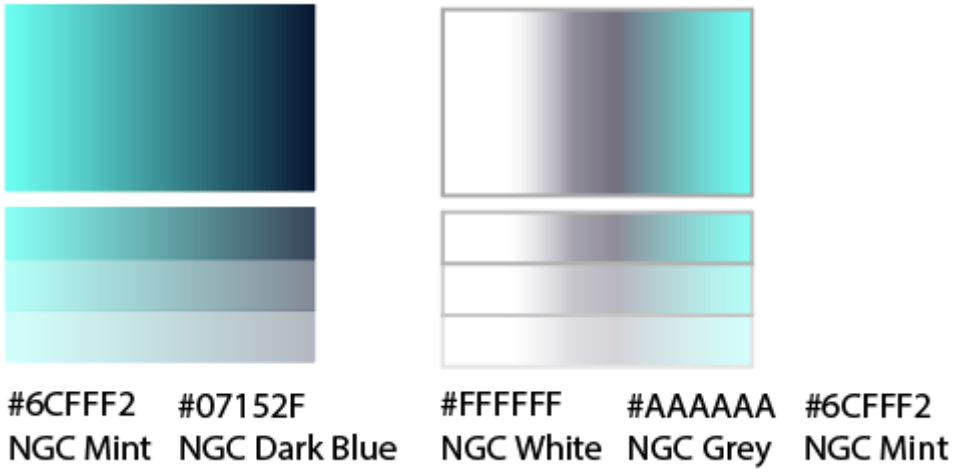
Colour scheme

The colours were selected based on the brand image. Dark sky blue was chosen as the brand's main colour and mint as the logo's main colour. Mint was established as the trend colour for the years 2025 – 2026, providing an eye-catching contrast to the dark blue theme. These two colours create a clear contrast that can be used on the website and in other visual materials.

Brand colours.



Gradient versions mixed from the brand colours.

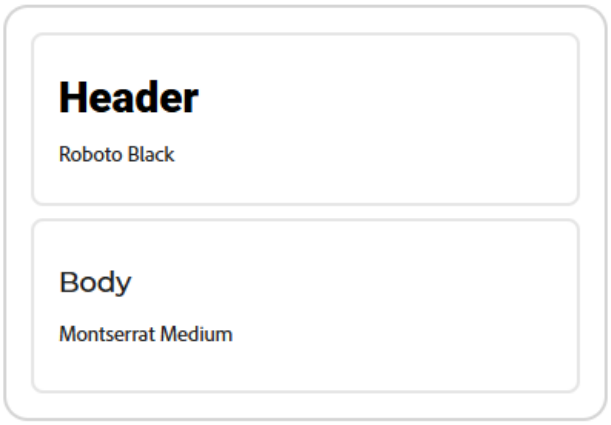


Secondary colour (for Word template).

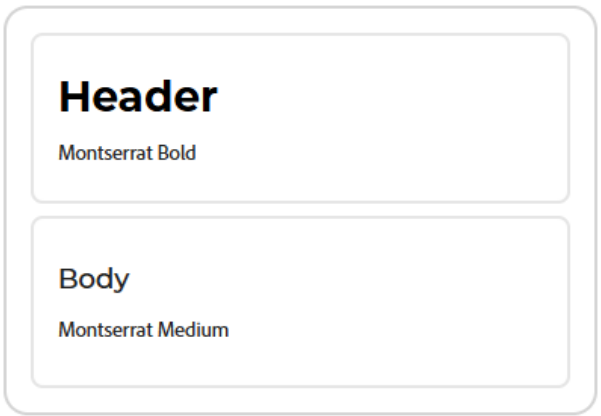
#03366A
NGC Navy Blue

Fonts

Fonts for the website and PowerPoint presentation template.



Fonts for the Word document template.



3.2.2 Social Media Strategy

The aim of the social media strategy is to raise awareness of the project and increase the outreach of communication and dissemination of results. The website and social media channels will be used as tools to communicate about the project process, share information and to increase traffic to the project website and from the website to the social media. In addition to stakeholders, social media reaches the general public, creating an opportunity to communicate with the project. For the general public, the project aims to provide accurate, factual information about the effects of climate change, in response to the level of disinformation around the topic today.

As a result of identifying stakeholders (see 2: Stakeholders and target audience) NextGenCarbon consortium has agreed to have two social media channels: LinkedIn and Bluesky. Because of a change in the nature of the X platform, Bluesky replaces X (Twitter), which was originally considered. On both platforms, many of the NextGenCarbon project researchers form an active community of climate scientists, some of whom have hundreds of followers. This gives the opportunity for the project to reach an already-existing audience but also to go beyond the scientific community, as these social platforms are public platforms, and anyone can repost or comment on published content.

Platform	Target Group	How?
Website	**All: policy makers, citizens, institutions**	Updated regularly, according to flow of inputs from partners and taking into consideration slower news months during holiday periods.
Linked In	**Professionals; policy makers, scientific community,**	Updated monthly at a minimum; sharing and re-posting latest news from the website

	civil society and public audience	and social media, including partner institutions and NGC related content such as articles and news; striving for a balanced view of all aspects of the project and its partners, highlighting key messages and results, and contributing to relevant discussions on the platform by re-posting and commenting on posts from others.
Bluesky	**Public audience, policy makers, scientific community, civil society**	Updated monthly at a minimum; sharing and re-posting the latest news from the website and social media, including partner institutions and NGC related content such as articles and news striving for a balanced view of all aspects of the project and its partners, highlighting key messages and results, and contributing to relevant discussions on the platform by re-posting and commenting on posts from others.

Goal for gaining followers and social media calendar

The goal for gaining followers between May 2025 and May 2026 is set at around 800 followers for LinkedIn and 250 followers for Bluesky. For LinkedIn, this target is based on the average number of followers of similar projects within one year. For Bluesky, the target of 250 followers is based on the relatively new platform, which is growing.

Platform	**Goal for gaining followers between May 2025 – May 2026**
LinkedIn	800
Bluesky	250

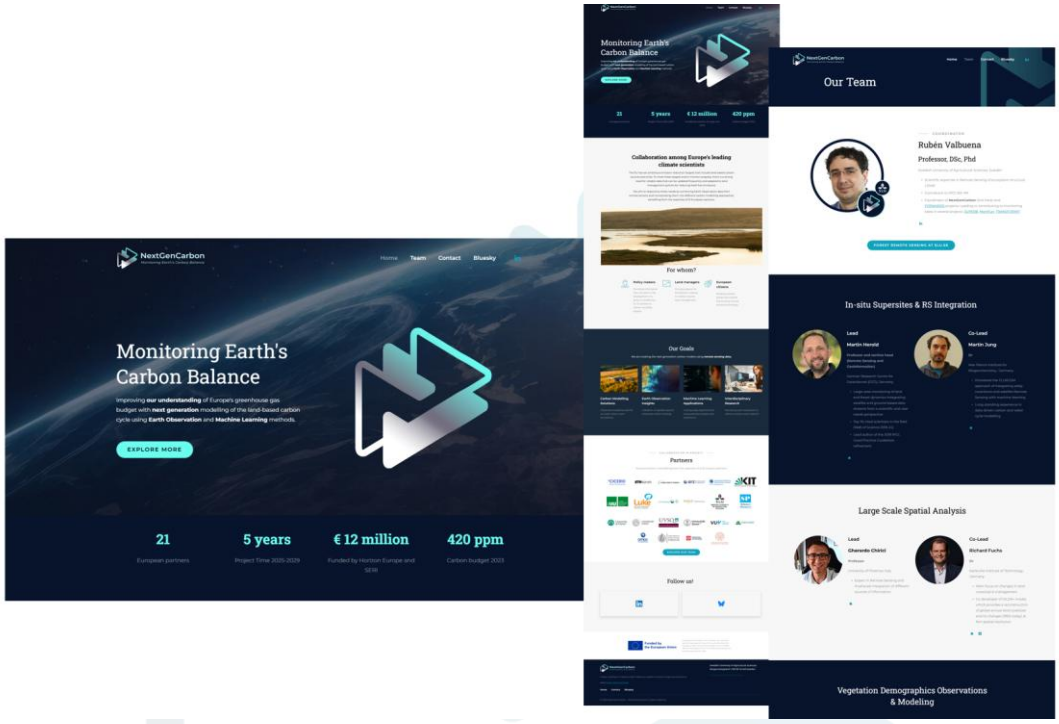
The social media calendar is designed to achieve the goals of raising awareness of the project and gaining followers, and it involves both the website and social media channels. For website publishing, all major activities such as deliverables are marked on the calendar 6-12 months in advance. For the social media channels, content publishing is more active than for the website, due to the nature of fast-paced social media communication. For this, the calendar has a standard structure that is created 3-6 months in advance to help plan content. This will help to keep the content active and could include news and events from partner organizations and international days celebrating and raising awareness on certain topics such as the International Day of Women and Girls in Science, around which dedicated social media campaigns will be created.

Hashtags on social media

We use selected hashtags on our social media channels. This is to track project-related content from social media feeds. Hashtags are also a tool to raise awareness of the keywords within the project.

Channel	Hashtag 1	Hashtag 2
LinkedIn	#NextGenCarbon	#NGC
Bluesky	#NextGenCarbon	#NGC

3.2.3 Website



A project website www.nextgencarbon-project.eu is the main entry point where all results and information on outreach activities will be gathered. At the time of writing the first version of the PCDE, the web-site includes the following pages:

1. Home
2. Team

- The “Contact”tab on the upper right corner will open a direct link to email.

The home-page (1) explains the project’s overall goal, its target groups and partners. The team page (2) introduces the people behind the pro-ject and their areas of expertise.

Social media plug-ins on the page:

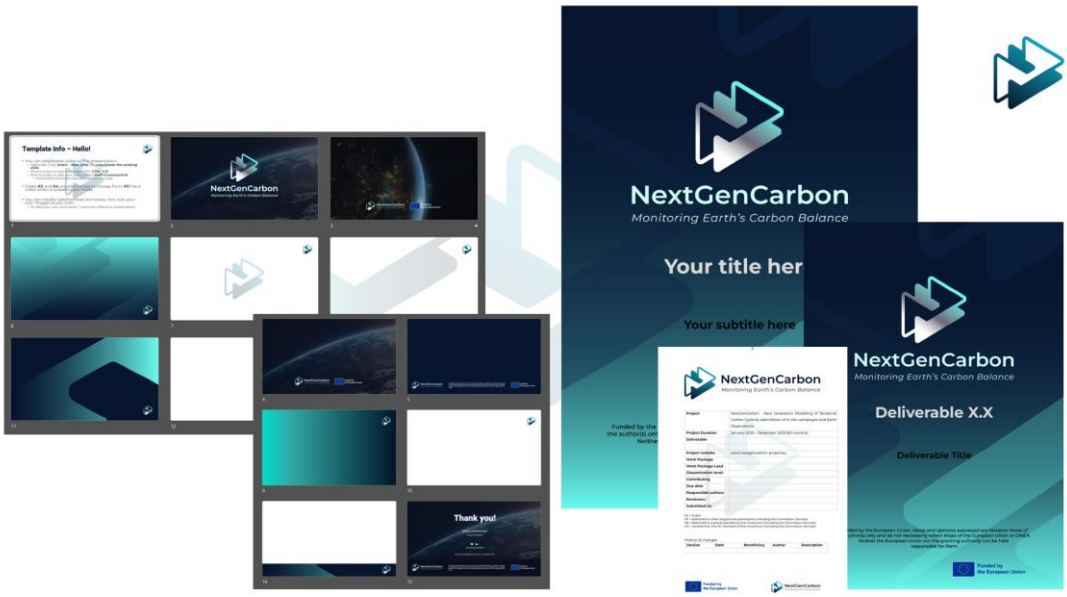
1. Linked In
2. Bluesky

The website will be continuously developed throughout the project duration. The plan for upcoming pages:

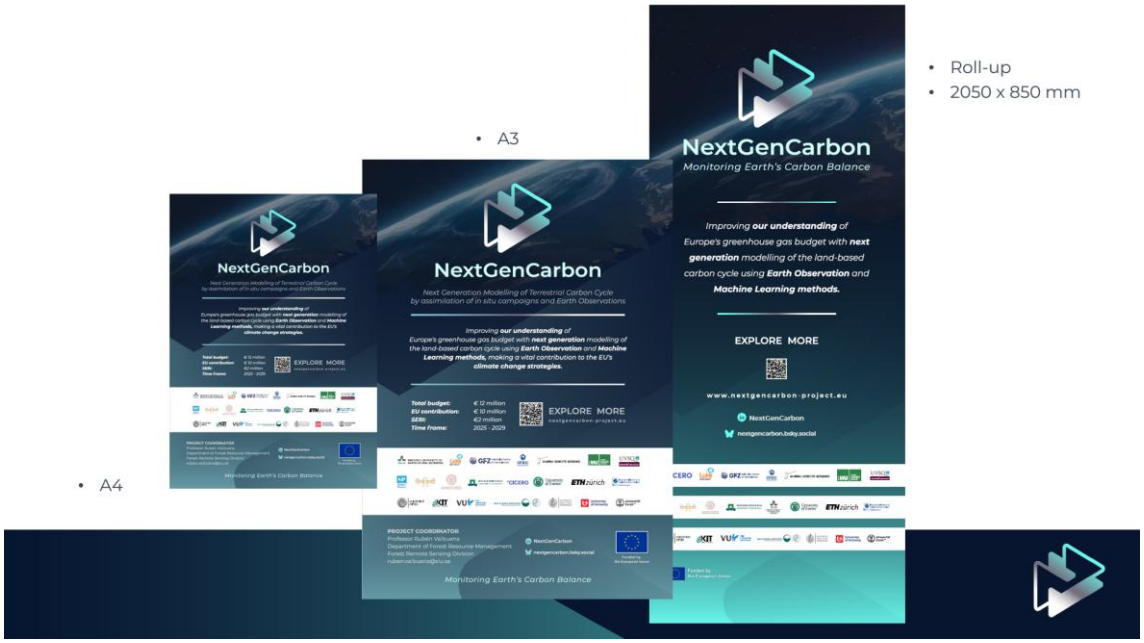
- Presenting WPs + objectives
- News and events-page
- Resources section for public deliverables, scientific publications and other written outputs from the project

3.2.4 Communication materials

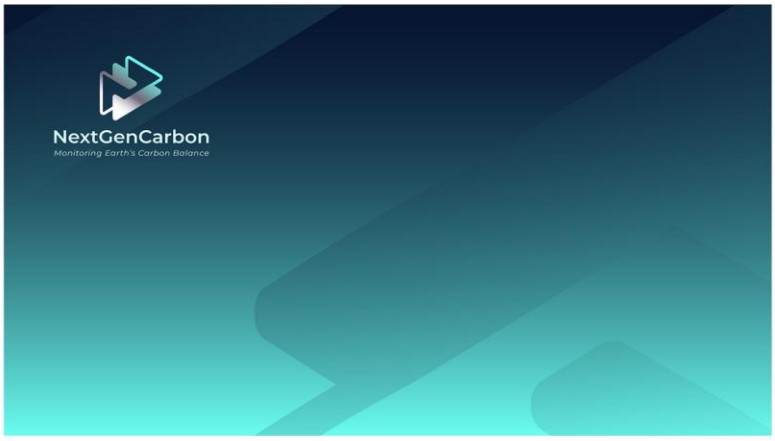
A communication kit will provide partners and the media with professional-quality materials about the project.



Templates: PowerPoint and Word.



Posters and project roll up.



Teams background for online meetings.

3.2.5 Editorial and audio-visual products

The project is planning to produce editorial and audio-visual products to communicate with the public and stakeholders, e.g. landowner representations in EU countries and LULUCF reporting authorities. These products can include videos, podcasts and printed materials under various topics. The final products will be decided together within the WP9 team and in consultation with the NGC Steering Committee once the project progresses and a more thorough analysis on stakeholder information needs has been done. This is to ensure time and resources will be used to produce the best possible outputs for our specific target groups, striving to reach as wide an audience as possible for maximised impact.

4 Dissemination strategy

Within the overall PCDE, a dedicated dissemination strategy supports the replication and uptake of NextGenCarbon's results. It will develop a joint vision for the long-term sustainability of anthropogenic ecosystem management activities in Europe, and for that reason, NextGenCarbon will nurture commitments among stakeholders to stimulate system change at the political, social, and economic levels.

We will seek a multiplying effect regarding knowledge-sharing among diverse sectors and geographical, socio-economic, and regulatory contexts. Key target audiences for C&D&E will be the stakeholder groups detailed in Table 2.2. The ultimate goal of dissemination activities will be to encourage audiences to take ownership of NextGenCarbon results and develop their own narratives on changes needed in anthropogenic management. In the first step, we will request feedback from the stakeholders we want to engage with, building a strong basis for exchange and mutual understanding.

We will identify controversial issues and actors through online platforms and social media. In today's society, there are both citizens and decision-makers who are critical of the evidence for human-induced climate change and therefore also the mitigation measures adopted. To combat this, the project will share science-based information on climate change and aims to raise conversations through NextGenCarbon's social media channels. The results from the conversations will deliver insights into different stakeholder and public interests, motives, and resulting concerns, trade-offs and conflicts in different management options under diverse scenarios. The dissemination strategy will describe target and interaction groups, C&D&E channels, and key performance indicators

(see section 2.1), and will schedule envisioned outputs, engagement strategies, and policymaking outreach for NextGenCarbon results. A specific focus will be given to key players responsible for large-scale management decisions, paying special attention to stakeholders with crucial roles in active land management involving key European ecosystems and those sustaining long-term effects in regional decision-making. We will mainly use the English language since the target will be primarily large-scale actors; however, other languages will be considered for regions and stakeholders of key importance for whom it would be important to communicate in their native language. Given the potential of very impactful outcomes resulting from NextGenCarbon, in particular, how they can affect results for the Global Carbon Budget (GCB) and the next Assessment Reports of the IPCC (with various consortium members currently being very active as authors and reviewers), we will follow a high profile agenda of media engagement, realising their importance both as an am intermediary role to engage with a broader public but also its ultimate influence in policymaking. Our dissemination strategy will employ effective online communication practices and engagement formats to target online intermediaries who have the power to influence public debates.

The NextGenCarbon Data Management Plan (DMP) is closely connected to the PCDE as it defines how data is handled in engagement activities, ensuring the project's aims, progress, and results are communicated effectively to target audiences on different policy and practice levels. The impact of the C&D&E activities will be monitored regularly, and the PCDE will be revised during the project to include any necessary modification and adapt appropriately to project progress and new circumstances, including a structured evaluation by project partners and feedback from stakeholders. A final assessment of the impact of the

C&D&E activities will be conducted upon project completion. For further details, see 9.1 Impact Evaluation Plan.

5 Exploitation strategy

Exploiting NextGenCarbon results will focus on best land management practices for key European ecosystems. The main target groups will be large private financiers, landowners, and policy and governmental stakeholders. Regarding scientific exploitation, we will seek to produce high-impact scientific publications. The exploitation of NextGenCarbon's scientific results will be based on open access (OA) for scientific publications and the collection of OA research data following FAIR principles (see sections 1.2.5-.6 and 2.2.2). See D1.2 Data Management Plan for further information.

The exploitation strategy will also include **stakeholder engagement.** NextGenCarbon partners currently have contact with a broad network of scientists and policymakers who will be involved in the outreach of the project results. These include the IPCC, the Global Carbon Project, and the ESA Carbon Science Cluster. Our exploitation strategy will involve including NextGenCarbon results in the IPCC Good Practice Guidance, which will deliver C emission factors of management alternatives.

We will provide information for the EU's LULUCF reporting to the global stocktake and the next global integrated assessment models. Exploitation of results will also include outreach to the EC-ESA Earth System Science Initiative and the Copernicus Atmosphere Monitoring Service to communicate the importance of newly incorporated EO data that has shown the most important impact in the final results and updates of the GCB. Our exploitation strategy will follow a comprehensive model, cover all types of results that may eventually be obtained, and which will follow every possible exploitation pathway **through a two-step approach:**

Step 1: Identification of Key Exploitable Results (KER)

NextGenCarbon will produce several KERs, which will be reviewed and updated through project implementation and published on the Horizon Results Platform. The KERs represent the key expected outcomes with potential for further exploitation and impact creation. NGC main preliminary KERs are:

- KER1: a NextGenCarbon project website (Technology);
- KER2: A data platform to put together data and models and centralise modelling tasks for comparison (Technology);
- KER3: Datasets including newly developed characterisation of anthropogenic disturbances and drivers of land use change (updated versions of datasets) (Data);
- KER4: RS systems for timely identification of forest disturbances (Methods and Tools);
- KER5: Characterization of forest disturbances and estimations of vegetation regrowth (Models);
- KER6: Enhanced models of forest demographics (updated versions of models) (Models);
- KER7: Enhanced land surface and bookkeeping models (updated versions of models) (Models);
- KER8: Data Assimilation routines and processing tools (Process, Tools);
- KER9: Enhanced results for Global Carbon Budget updates (Practical Knowledge). KER10: Guidance on effective land use management (Models, Recommendations)

Step 2: Plan for exploitation and sustainability of NextGenCarbon outputs

We will include a plan to ensure the long-term sustainability of NextGenCarbon outputs after the end of the project. The post-action plan will detail all steps for the successful replication, upscaling, sustainability, and uptake of NextGenCarbon results after the project ends and will be built on the following pillars. All partners are fully committed to supporting these sustainability pathways:

• Sustainability of NextGenCarbon website (KER1) and centralised processing platform (KER2). This will be ensured in line with The Forest-Ward Observatory, which will be maintained after the FORWARDS project (see section 1.2.2), coordinated by SLU, to ensure the long-term sustainability of a common processing platform. See FORWARDS website: https://forwards-project.eu/. NextGenCarbon will update the Forest-Ward Observatory to host the computation of Land Surface Models. We will make efforts to ensure the financial sustainability of the observatory via discussions with stakeholders.

• Maintenance and updating of newly developed datasets (KER3). Backup copies of all datasets will be maintained by at least two NextGenCarbon partners. They will also be deposited in a repository of OA data and regularly updated after the end of the project.

• Maintenance and updating of newly developed versions of models (KERs 5-7). Newly developed versions of models will be shared under OA principles, and master copies of code will be maintained by at least two NextGenCarbon partners. They will also be deposited in an OA

repository and regularly updated after the end of the project by each of the project partners that host them.

• Continuous use and refinement of NextGenCarbon tools and methods (KERs 4-9). Continuous spatio-temporal replication and upscaling activities will enable further demonstrations within our upscaling strategy.
• Continuous updating of the GCB enhanced by NextGenCarbon tools and methods (KER9). This will be secured through a long-term strategy of the Global Carbon Project.

• Long-term stakeholder engagement for decision-making land management (KER 10). We will seek opportunities to enhance European leadership in academic courses and research in land management and its implications on climate change.

The performance of the PCDE strategy will influence the replicability, up-scaling and sustainability plan.