

NATI00NS

Deliverable D4.3 – Capacity Building Plan



National engagement activities to support the launch of the Mission 'A Soil Deal for Europe' 100 Living Labs and Lighthouses

D4.3 - Capacity building plan

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Executive Summary

Life on Earth depends on healthy soils. Healthy soils are not only the foundation of our food systems, but they also provide clean water and habitats for biodiversity while contributing to climate resilience. It supports our cultural heritage and landscapes and is the basis of our economy and prosperity. However, it is estimated that between 60 and 70% of soils in the European Union (EU) are unhealthy. Soil is a fragile resource that needs to be carefully managed and safeguarded for future generations. To address this challenge, the **Mission 'A Soil Deal for Europe' (Mission)** aims to establish 100 Living Labs (LLs) and Lighthouses (LHs) to lead the transition towards healthy soils by 2030.

The Mission recognises that stakeholders are essential to achieve its specific objectives and targets, both because they can provide operational knowledge and because they are key to the relevance, acceptance, and implementation of the Mission recommendations and outputs.

Acting as a messenger and conveying awareness-raising messages to national and regional stakeholders, the **NATIOONS project** will assist the Mission during most of its first “induction and pilot” phase. **Capacity Building (CB)** is a crucial component of the NATIOONS project. The main objective of these activities, led by the European Network of Living Labs (ENoLL), is to support applicants interested in applying to the 2023 and 2024 Mission calls for proposals to create consortia of Soil Health LLs and LHs to address soil health challenges. The efficient delivery of Capacity Building activities will support the development and submission of high-quality proposals to the first two sets of calls for LL projects, thus directly contributing to the success of the Soil Mission.

The NATIOONS Capacity Building gathers the project’s training and guidance activities for the applicants to the LL open calls, making available online support material suitable to address the questions of stakeholders related to the Mission LL call topics, criteria for Soil Health LLs, and the Soil Missions objectives interpreted for specific land use types.

The Capacity Building support of NATIOONS will be provided at two levels:

- **Direct support to applicants** is foreseen through a set of training and guiding activities, including the delivery of online support material. These activities primarily include:
 - **Five factsheets** focussing on LL basics, information on the LLs topics, and soil health objectives and particularities across four specific land uses (agricultural, urban, industry, and forestry)
 - **Four webinars** focussing on the constituency of the Living Labs methodology, the LL application process, and updated information on the 2023 calls results.
 - **Six thematic webinars** covering co-creation experiences in cutting-edge subjects and soil health.

- In parallel, specific support and training activities are foreseen for NATIOONS partners and external intermediate actors that will **indirectly further support the applicants through mentoring activities**. Helping these actors become better equipped to support the applicants will ensure a harmonized, fair, high-quality, and equal approach of NATIOONS to all applicants. These activities primarily include Train-the-Trainers sessions for mentors and ad-hoc trainings to NATIOONS partners.

Additional NATIOONS actions will contribute to expanding the knowledge base of LL applicants, complementing the specific Capacity Building activities. These activities include National Engagement Events and the implementation of a Helpdesk.

This document is primarily targeted to potential future LL applicants and sister projects and it presents the plan and strategy for the Capacity Building activities to be implemented within NATIOONS. The document is structured in five different chapters:

- **Introduction** which provides an overview of the role of LLs as an agent of co-creation and the benefits of the LL methodology,
- **Chapter 1 – NATIOONS Capacity Building** providing an overview of the Capacity Building strategy, including the planned timeline for the activities and accessibility to develop material,
- **Chapter 2 – NATIOONS Capacity Building Activities** that describes each CB activities planned under NATIOONS, as well as their related content development plan and implementation strategy,
- **Chapter 3 – Key Performance Indicators and Impact** outlining the key performance indicators that will be monitored along the project implementation to track progress and impact of the different CB activities, and
- **Chapter 4 – Conclusions and Next Steps** that offers a summary of the reflections on the performed planning, also outlining the activities to be carried out in the upcoming months to ensure the correct delivery of the project activities.

The plan presented in this document is to be considered as a living document that will continue to be updated, evaluated, and revised internally based on feedbacks and requests of potential applicants, as well as based on the evolution of the EU Soil Mission and overall landscape. The report demonstrates that the planning and implementation process is well underway for NATIOONS Capacity Building activities and great progress has been made so far to roll out the activities.

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Introduction

Life on Earth depends on healthy soils. Soil is the foundation of our food systems. It provides clean water and habitats for biodiversity while contributing to climate resilience. It supports our cultural heritage and landscapes and is the basis of our economy and prosperity. However, it is estimated that between 60 and 70% of soils in the European Union (EU) are unhealthy as reported by the Mission Board Soil Health and Food and JRC¹. Soil is a fragile resource that needs to be carefully managed and safeguarded for future generations. One centimetre of soil can take hundreds of years to form, but can be lost in just a single rainstorm or industrial incident.

¹ European Commission 2021, “European Missions - A Soil Deal for Europe, 100 living labs and lighthouses to lead the transition towards healthy soils by 2030 - Implementation Plan”, https://research-and-innovation.ec.europa.eu/system/files/2021-09/soil_mission_implementation_plan_final_for_publication.pdf

The main goal of the Mission 'A Soil Deal for Europe' (hereafter referred to as “Mission”) is to establish 100 Living Labs (LLs) and Lighthouses (LHs) to lead the transition towards healthy soils by 2030. The Mission leads the transition towards healthy soils by:

- funding an ambitious research and innovation programme with a strong social science component,
- putting in place an effective network of 100 Living Labs and Lighthouses to co-create; knowledge, test solutions and demonstrate their value in real-life conditions,
- developing a harmonised framework for soil monitoring in Europe, and
- raising people’s awareness on the vital importance of soils.

Putting the people at the centre of change, the Mission recognises that stakeholders are essential to achieve its specific objectives and targets, both because they can provide operational knowledge and because they are key to the relevance, acceptance and implementation of the Mission recommendations and outputs.

Acting as a messenger and conveying awareness-raising messages to national and regional stakeholders, the NATIOONS projects will assist the Mission during most of its first "induction and pilot" phase by providing access to Capacity Building (CB) materials and information, spurring the discussions on the best LL setups to address regional soil needs, and fostering early matchmaking for cross-regional groups of LLs. The achievements of the project will be reflected in the number of high-quality applications submitted to the Mission funding opportunities for 2023 and 2024 and the consequent awarded projects, which can lead the way for the systemic change boosted by the Soil Mission.

Capacity Building is a crucial component of the NATIOONS project, and the efficient delivery of related activities will directly impact the success of the Soil Mission in ensuring quality applications to the first two sets of topics to set up LLs in 2023 and 2024. The NATIOONS Capacity Building, led by the European Network of Living Labs (ENoLL) under the Work Package 4 *Support to proposal applicants*, gathers the project’s training and guidance activities for the applicants to the LL topics, making available online support material suitable to address the questions of stakeholders related to the Mission LL topics, criteria for Soil Health LLs and the Soil Missions objectives interpreted for specific land use types.

This present report (deliverable D4.3 “Capacity Building Plan”) is fulfilled as part of NATIOONS’ Work Package (WP) 4 (“Support to proposal applicants”) and aims to provide a plan containing the strategy for the Capacity Building activities as part of Task 4.2 “Preparing e-Learning materials” and Task 4.3 “Capacity Building Webinar Series”.

This deliverable not only provides the basis for the Tasks 4.2 and 4.3 but also closely relates to other WPs as the Capacity Building activities will be engaging the stakeholders identified through the mapping exercise conducted in WP1 (“Setting the scene”). In addition, the report includes links to

other work accomplished in WP4, namely the Train-the-Trainers (ToT) and Coaching Sessions foreseen in Task 4.1 (“Coaching Sessions for Soil Health Living Labs applicants”), and Task 4.5 (“Helpdesk setup and operation”). The “National Engagement Events” (WP3) will help promote Capacity Building activities as well as help inform the e-learning materials and aid in Capacity Building of project partners and close stakeholders.

The work conducted in this deliverable also goes beyond NATIOONS and will be connected to the sister project PREPSOIL² as some of the Capacity Building materials will be made available on the PREPSOIL One-Stop-Shop knowledge hub website.

Besides this introductory chapter, this Capacity Building Plan is structured in four main chapters:

- **Chapter 1 – NATIOONS Capacity Building** providing an overview of the Capacity Building strategy, including the planned timeline for the activities and accessibility to developed material,
- **Chapter 2 – NATIOONS Capacity Building Activities** that describes each CB activities planned under NATIOONS, as well as their related content development plan and implementation strategy,
- **Chapter 3 – Key Performance Indicators and Impact** outlining the key performance indicators that will be monitored along the project implementation to track progress and impact of the different CB activities, and
- **Chapter 4 – Conclusions and Next Steps** that offers a summary of the reflections on the performed planning, also outlining the activities to be carried out in the upcoming months to ensure the correct delivery of the project activities.

But first, the following section aims to highlight the important role that Living Labs play in the co-creation of solutions to complex issues and challenges and outlines the many benefits of putting Living Labs at the centre of the Soil Mission to lead the transition towards healthy soils by 2030.

The Role of LLs and Benefits of LL Methodology

Living Labs have a long history, dating back to the 1990s. Since the establishment of the ENoLL – the international, non-profit, independent association of benchmarked LLs – in 2006 under the Finnish Presidency of the Council of the EU, the LL community has grown in Europe and worldwide. ENoLL Living Lab community now includes more than 160 active LLs, with 500+ historically labelled LLs working in different countries in 5 continents over a wide range of areas and offering different expertise and services.

ENoLL defines Living Labs as “user-centred, open innovation ecosystems based on systematic user co-creation approach, integrating research and innovation processes in real life communities and

² “PREPSOIL – Preparing for the ‘Soil Deal for Europe’ Mission”, project funded by the European Union under GA. 101070045. <https://prepsoil.eu/>

settings.”

Drawing from this as well as from European and international relevant initiatives (e.g., working group of the G20 agricultural chief scientists on agroecological Living Labs) LLs and LHs have been identified as a core element of the EU Mission “A Soil Deal for Europe”.

For the purpose of the Mission, **Soil Health Living Labs** are defined as “user-centred, place-based and transdisciplinary research and innovation ecosystems, which involve land managers, scientists and other relevant partners in systemic research and codesign, testing, monitoring, and evaluation of solutions, in real-life settings, to improve their effectiveness for soil health and accelerate adoption”³. These LLs are collaborations between multiple partners that operate at regional or sub-regional level and coordinate experiments on several sites within a regional or sub-regional area (or working landscapes).

Soil Health Lighthouses, on the other hand, are defined as “places for demonstration of solutions, training and communication that are exemplary in their performance in terms of soil health improvement”⁴. They are local sites (one farm, one forest exploitation, one industrial site, one urban city green area, etc.) that can be one of the many experimentation sites of a LLs or be external valuable and high-performance sites not directly linked to a LL.

LLs and LHs are considered as key to accelerating the adoption of sustainable practices by users and to developing solutions adapted to local conditions. Within LLs and LHs, knowledge will indeed be further transformed into innovations with real impact and a high potential for rapid uptake by land managers and other relevant actors (e.g., industry, consumers etc.) across Europe. By working directly with users in real-life settings, LLs and LHs will drastically improve the understanding of the cultural and socio-economic drivers of change, making sure that solutions developed improve soil health, ecosystem services and are in line with people’s values, priorities, and economic realities.

Soil Health Living Labs created under the Mission will be multi-actor, so they will involve a diversity of actors to ensure co-creation across sectors and disciplines and to speed up the take-up of new ideas, approaches, and solutions. At the heart of the creation of LLs stands the multi-stakeholder collaboration based on the “Quadruple Helix” model (as shown in Figure 1)⁵. As a matter of fact, Living Labs encompass societal and technological dimensions simultaneously in a collaborative

³ European Commission 2021, “European Missions - A Soil Deal for Europe, 100 living labs and lighthouses to lead the transition towards healthy soils by 2030 - Implementation Plan”, https://research-and-innovation.ec.europa.eu/system/files/2021-09/soil_mission_implementation_plan_final_for_publication.pdf#page=28

⁴ Ibid.

⁵ Carayannis, E. G., & Campbell, D. F. J. (2009). “Mode 3” and “Quadruple Helix”: Toward a 21st Century Fractal Innovation Ecosystem. *International Journal of Technology Management*. [doi:10.1504/IJTM.2009.023374](https://doi.org/10.1504/IJTM.2009.023374)

approach acting as intermediaries and orchestrators among key actors of the “Quadruple Helix”, namely:

- users (e.g., farmers, citizens, etc.),
- industry,
- academia, and
- government.

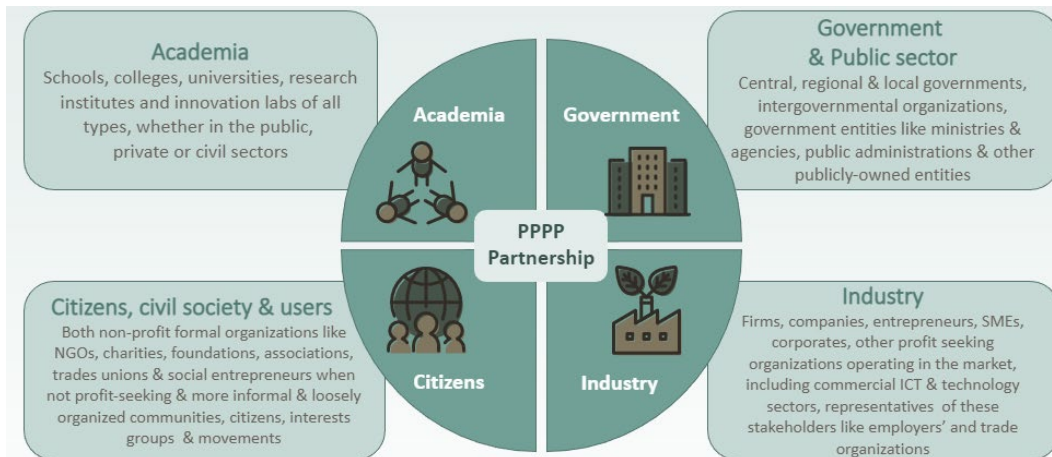


Figure 1. Quadruple Helix

LLs help address complex challenges that cannot be solved by single stakeholders in structured approach. By involving the end-users from the very first moment, LLs not only support the rapid scale up of innovations but also help better achieve broad social acceptance. LLs can help:

- overcome the lack of trust between stakeholders,
- find a common ground with different actors with different approaches and goals,
- facilitate the evaluation, validation, and uptake of practical solutions from users who are not easily heard.

LLs focus on joint-value co-creation, rapid prototyping, testing, and scaling up of businesses and innovations, including both products and services. Within the open innovation ecosystem, LLs use iterative feedback processes for quick prototyping testing so that processes and projects results can quickly enter the market.

Cooperating in LLs will help all actors to:

- become inspired,
- learn to think out of the box,
- better understand each other,
- accept different perspectives from different stakeholders,
- aim for the same goals,

- work together instead of side by side,
- quickly find solutions that have been thoroughly evaluated from different perspectives and, therefore, can be scaled more easily.

It is then clear that the LL methodology provides a multitude of benefits, and that the LL is an excellent instrument to tackle the identified challenges under the Soil Mission.

1 Chapter 1 – NATIOONS Capacity Building

1.1 Capacity Building in NATIOONS project

The overarching goal of NATIOONS Capacity Building – led by ENOLL under the Work Package 4 “Support to proposal applicants” – is to support applicants interested in applying to the 2023 and 2024 Soil Mission LL topics to create groups of Soil Health LLs and LHs in projects.

More in details, the support of NATIOONS will be provided at two levels:

- **Direct support to applicants** is foreseen through a set of training and guiding activities, including the delivery of online support material.
- In parallel, specific support and training activities are foreseen for NATIOONS partners and external intermediate actors that will **indirectly further support the applicants through mentoring activities**. Helping these actors become better equipped to support the applicants will ensure a harmonized, fair, high-quality, and equal approach of NATIOONS to all applicants.

Acknowledging that official information on the LL topics and their interpretation will be solely provided by the European Commission, NATIOONS will aim to complement the official support addressing the questions of stakeholders related to the Mission criteria for LLs and the Soil Missions objectives interpreted for specific land use types. More specifically, NATIOONS aims to provide applicants with clear guidance on how they are expected to prepare and implement Soil Health LLs and LHs.

To this end, NATIOONS will deliver different Capacity Building activities summarised in Table 1 below.

Activity		NATIOONS WP	Target group	Goal	Accessibility of materials
E-learning Materials	Factsheet 1	WP4	Direct: LL applicants	Provide key information on LL criteria and topics.	All factsheets will be made available on the NATIOONS project website ⁶ and Zenodo community ⁷ .
	Factsheet 2	WP4	Direct: LL applicants: agricultural land use	Provide key information on Mission objectives, LL criteria and specificities for different land use types.	
	Factsheet 3	WP4	Direct: LL applicants: urban land use		
	Factsheet 4	WP4	Direct: LL applicants: industry land use		

⁶ <https://natio0ns.eu/factsheets>

⁷ <https://zenodo.org/communities/natio0ns/>

Activity		NATIOONS WP	Target group	Goal	Accessibility of materials
	Factsheet 5	WP4	Direct: LL applicants: forestry land use		
Webinars	Webinar 1	WP4	Direct: LL applicants	Expand information provided to applicants on LL methodology, Mission criteria, best practices, and recommendations, as well as on application process.	All webinar recordings will be made available on the NATIOONS project website ⁸ .
	Webinar 2	WP4	Direct: LL applicants		
	Webinar 3	WP4	Direct: LL applicants		
	Webinar 4	WP4	Direct: LL applicants		
	Thematic webinars	WP3	Direct: LL applicants: focus tbc	Expand information on specific Mission themes to be defined. Co-creation experiences in cutting-edge subjects and soil health.	
Helpdesk		WP4	Direct: LL applicants	Continuous support to applicants and interested stakeholders.	Helpdesk, including the FAQ and new question webform, accessible through the NATIOONS project website ⁹ .
Train-the-Trainers and Coaching		WP4	Indirect: NATIOONS mentors	Train mentors and coaches that will multiply outreach and increase the quality of LL proposals.	Training resources made available to the mentors via a private Sharepoint.
National Engagement Events		WP3	Direct: LL applicants	Engage and prepare stakeholders for Soil Health LL application to Mission topics.	All webinar recordings will be made available on the NATIOONS project website ¹⁰ .

Table 1. Overview of direct and indirect Capacity Building Activities in NATIOONS

As depicted in Table 1, the activities foreseen as part of the CB (included in WP4 activities) are strictly limited to:

- E-learning materials in the form of five factsheets (presented more in details in §2.3)”
- Ten webinars – Four on Living Labs principles and methods (§2.4) and six on Mission themes (§2.5)
- Train-the-Trainers sessions (§2.2).

A review and evaluation of these Capacity Building activities will be the focus of two upcoming public deliverables: Deliverable 4.1 (“Coaching and capacity building report, round #1”) due in Summer 2023 and Deliverable 4.2 (“Coaching and capacity building report, round #1 and #2”) to be published at the end of the project in Fall 2024. These activity reports will include the final versions of the e-learning materials created by project partners, as well as an assessment of the overall effectiveness of the coaching and Capacity Building endeavours. It will also provide a summary of the feedback received from potential applicants who have viewed and benefitted from the materials so that

⁸ <https://natio0ns.eu/living-labs-webinars>

⁹ <https://natio0ns.eu/helpdesk>

¹⁰ <https://natio0ns.eu/events/past-events>

future Capacity Building activities can be improved and further tailored to address remaining knowledge gaps.

Besides the delivery of these activities, which is the main objective of NATIOONS focused on preparing stakeholders to apply for and implement Soil Health LLs, a set of additional activities from parallel WPs are considered as part of the CB programme. These (such e.g., the National Engagement Events and Helpdesk) will support the identification of key themes, questions, doubts, and requests from stakeholders that will feed and inform the content of the CB materials to be delivered. In parallel, these activities will also support Capacity Building through the dissemination of key information to future applicants to the Soil Mission calls.

1.2 Timeline of Capacity Building in NATIOONS

The NATIOONS project will support applicant LLs and LHs that will apply to the first LL topics under the Mission Soil in 2023 and 2024 selecting the first wave of LL projects. The timeline of NATIOONS activities has therefore been constructed accordingly, considering the appropriate time for engagement and Capacity Building, and ensuring the provision of all support material and information as soon as possible.

Aiming to respond to the needs of LL applicants, the timeline of NATIOONS CB is not considered a static action plan. Besides the contractual obligations of the consortium as per the Grant Agreement, the plan is indeed to evolve to provide a dynamic and flexible support to applicants.

In particular, not knowing yet at the time of writing the specific timeline nor provisions of the Mission LL topics for 2024, the delivery schedule for CB materials has been meticulously organised to provide support to the applicants in time for preparing and applying to the first LL topics of 2023 with deadlines set in September 2023. This timeline is depicted in detail in Figure 2 which provides a synopsis of the timing of the different CB activities outlined above for the first calls period.

A more detailed planning of activities will then be considered and drafted to further support applicants interested in the second call(s) expected in 2024. Once the NATIOONS consortium receives the results of the first Soil Mission LL topics, a qualitative evaluation will be performed to ensure and reassess the quality of the applications. Gaps in quality will be identified through this assessment process and the timeline, as well as content of Capacity Building activities will be re-evaluated based on the needs of the applicants as well as the weaknesses of the applications.

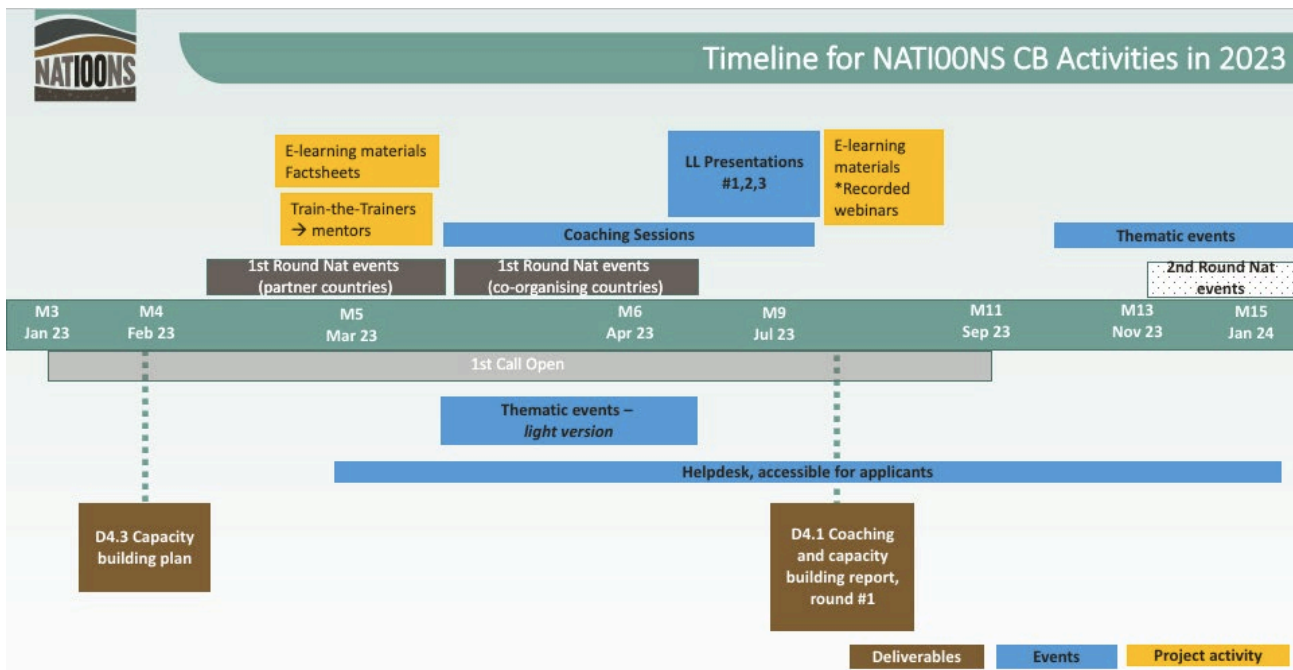


Figure 2. Timeline of Capacity Building Activities in NATIOONS in 2023

1.3 Accessibility of NATIOONS e-learning and CB materials

NATIOONS embeds the Open Science practices and principles, considering the open and systemic sharing of knowledge and tools a pivotal aspect.

In line with such principles, all e-learning materials of the Capacity Building will be made available as soon and as widely as possible so they can be used by National Contact Points (NCPs) and potential applicants.

The Capacity Building materials will be stored on the NATIOONS project’s webpage¹¹.

To further increase accessibility and outreach, the materials will also be shared and made available on the One-Stop-Shop knowledge aggregator web-portal of the PREPSOIL project once available¹² as well as on the Zenodo trusted repository for automatic harvesting under the NATIOONS Community¹³.

Moreover, the opportunity to access these activities will be promoted using:

- the project’s social channels– namely Twitter¹⁴, LinkedIn¹⁵, and YouTube¹⁶

¹¹ natio0ns.eu

¹² <https://prepsoil.eu/>

¹³ <https://zenodo.org/communities/natio0ns>

¹⁴ <https://twitter.com/natio0ns>

¹⁵ <https://www.linkedin.com/company/natio0ns/>

¹⁶ https://www.youtube.com/channel/UCdQk0KQ4_y2ypj3FwZXopA



- the partners' networks and social media, and
- allied projects under the Mission.

2 Chapter 2 – NATIOONS Capacity Building Activities

This chapter presents more in details the different CB activities to be carried out in NATIOONS.

Leveraging the work conducted by Aarhus University in D1.2 Content generation plan, this chapter first provides a detailed description for each type of activities, including the activity's aim, focus, target group, and planned content. Then the planned implementation strategy is laid out for each type of activity, describing the work that has been accomplished to-date as well as the next step for the planning and delivery of the activity.

It is worth mentioning that the activities in this chapter are not presented in chronological order of preparation and delivery as per CB timeline (§1.2), but rather in the order of the process for Capacity Building flow.

2.1 Support to Applicant Activities & Capacity Building

As previously mentioned (§1.1), the content of the e-learning materials will be informed by the requests for information and questions received through various support activities for applicants. These activities – namely the Train-the-Trainers and the Coaching Sessions, the Helpdesk, and National Engagement Events – are presented here below according to the contribution they bring to the overall NATIOONS CB plan.

Activities providing content for NATIOONS Capacity Building

Several support to applicant activities contribute to gather information to update the e-learning materials, while providing key information to potential applicants for Soil Mission LL topics to support Capacity Building. These activities mainly include:

- **National Engagement Events.** These hybrid events will be the perfect breeding ground to gather important takeaways and insights to accomplish the CB. Being the preliminary step in the NATIOONS support to applicant path, these events will contribute to:
 - increasing the participation's rate of targeted stakeholders,
 - obtaining a clearer communication of the main messages,
 - raising awareness of the significant role of healthy soils,
 - delivering the necessary knowledge and innovations to support prospective applicants to comply with the criteria for Soil Health Living Labs and Lighthouses , and
 - guiding participants toward their next steps and supporting them over time.

More information on the National Engagement Events is provided in Deliverable 3.1 “Overarching event plan” produced by Trust-IT in January 2023 (Month 3).

- **Coaching Sessions.** Coaching Sessions will build on the National Engagement Events to provide geographic and sector/land use type-specific technical support to national stakeholders to spur interest and capacity of applicants and generate high-quality LL proposals. The Coaching Session activities are described in more detail in §2.2.
- **Helpdesk.** A Helpdesk will provide potential applicants with access to all guidance and information material developed and presented in the NATIOONS tasks and link to other relevant material regarding soil health, the Mission, and LLs via the PREPSOIL one-stop-shop web portal.

Activities expanding the knowledge base of applicants’ supporters

As mentioned in §1.1, the NATIOONS CB also includes an indirect CB set of actions aiming at expanding the knowledge base of all actors – both within the consortium and beyond – who will contribute to supporting applicants to the Mission LL topics for establishing consortia of Soil Health LLs and LHs in projects. Such actors include, in particular, the project partners and a set of external close stakeholders such as National Contact Points¹⁷ and mentors. The following activities will contribute to ensuring these actors are provided with the necessary tools and ground knowledge to deploy excellent support for applicants and therefore better perform to achieve NATIOONS objectives:

- **National Engagement Events.** Through the planning and development of content for the National Engagement Events, NATIOONS partners and NCPs will be trained to deliver the presentations on the importance of soil health, the eight Mission objectives, the concept and operation of LLs, the EC criteria for selection of the LLs, and the specific regional soil health challenges. A detailed script for National Engagement Events presentations have been developed for translation in local languages to ensure conveying the correct and unique message across all countries.
- **Train-the-Trainers.** Mentors will be provided with specific and tailored trainings covering the basic information needed for their coaching activities. Such training will cover at first the basic contents of the Soil Health Living Labs topics. A second more in-depth training will then enable them to deliver specialized support to potential applicants. Further details on this specific activity are provided in §2.2.
- **Living Lab Methodology Webinars.** The four webinars focussing on the LL methodology (further described in §2.4) will not only provide potential call applicants with the knowledge

¹⁷ National Contact Points are national structures established and financed by the governments of the 27 EU member states and states associated to the framework programme to provide guidance, practical information and assistance on all aspects of participation in Horizon Europe in the applicants’ own languages. More details available at: <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/support/ncp>

and capacity necessary to create a successful Living Lab. Indeed, all NATIOONS partners, NCPs, and mentors will be also invited to join such webinars to increase their grounding knowledge that will help better respond to inquiries from applicants and, thus, better support them in their application process.

In addition to these formal activities, internal training sessions for partners have been developed and performed since the project started. For example, during the online Kick-Off Meeting of NATIOONS on 16-17 November 2022, ENoLL provided a presentation on the LL basics, explaining to partners the LL concept, its evolvement over the years and presenting the key criteria defining the Soil Health LLs and LHs within the scope of the Mission.

2.2 Train-The-Trainers and Coaching Sessions

This activity is structured in two main phases, serving different aims:

- **Phase 1 – Train-the-Trainers** – this phase will aim to enable a group of facilitators to function – in phase 2 – as mentors advising LL applicants in their respective languages and national contexts.
- **Phase 2 – Coaching Sessions** – this phase will encourage and enable potential applicants to organise stakeholders around a specific soil health challenge at regional level and going through the initial phases of establishing a LL.

Each phase is presented in more details in the following sections.

Phase 1: Train-the-Trainers

Aiming to enable future mentors for Coaching Sessions (phase 2), this sub-activity will particularly target potential trainers/facilitators, Soil Mission NCPs, and national/regional resourceful staff with interest in facilitation of LLs in local language and having sufficient institutional backing.

More in detail the project will gather mentors across two main levels:

- **1st level** experts in national NCP structures, Agricultural Knowledge and Innovation Systems (AKIS) actors, regional R&I offices, grant services at universities (not involved in applications for Mission LL topics), etc. and inform them on the basic contents of the Soil Health Living Labs topics (Mission, structure, basic principles, funding rates, support for submission, etc.), and
- **2nd level** experts from within the above-mentioned structures are summoned for further training, enabling these to deliver specialized support to potential applicants.

The content of the ToT sessions will focus on providing future mentors and coaches with key knowledge and understanding of:

- the Mission objectives, Mission Implementation Plan, and the Mission LL topics,
- how to identify national/regional soil health challenges and stakeholders, which may form LLs to match Mission Implementation Plan criteria,
- preliminary information on LL/LH concepts, methodologies, and initiation processes,
- information on funding options (Mission LL topics) as well as on requirements set to form consortia of LLs and LHs,
- the processes of coaching and facilitating the establishment of LLs responding to regional soil needs vis-à-vis the Mission and the LL topics ,
- the subsequent tasks of the trainees in terms of organising national/regional coaching sessions including identification of stakeholders,
- further NATIOONS tools and processes available for supporting the LLs in preparation of applications.

Train-the-Trainers Content Development & Implementation Strategy

This activity will be implemented through six different implementation steps.

- **Step 1 – Identify National Contact Points.**

As a first step towards the selection of coaching mentors, ENoLL – leading the NATIOONS stakeholder mapping activities – collected contact information from the publicly accessible European Commission’s database of National Contact Points for Horizon Europe. This contact list has been further refined, with the assistance of both REA and the Soil Mission Secretariat, to identify the specific NCPs in charge of the Soil Mission.

- **Step 2 – Schedule Train-the-Trainers sessions.**

Taking into consideration the overall timeline of NATIOONS support activities as well as the partners’ availability, two dates have been selected for the delivery of the first two ToT sessions. A first session is scheduled to take place on 8 March and the second on 15 March.

- **Step 3 – Send email introductions and confirm NCP contacts.**

Aarhus University (AU) – being the responsible partner for this activity – prepared and sent in January 2023 a first introductory communication to the NCPs identified in step 1. The message included an introduction to the NATIOONS project, as well as actionable requests to help the NATIOONS consortium to appoint three mentors within their country, and to help promote and disseminate the National Engagement Events. NCPs were informed of the scheduled dates for the Train-the-Trainers sessions and that they may attend alongside the three mentors from their country. Finally, the NCPs were asked to submit their recommendations for mentors by Monday, 6 February.

- **Step 4 – Compilation of a list of mentors.**

Working in partnership with the NCPs, AU compiled a list of coaching mentors for each target country and invited them to join Train-the-Trainers sessions to be held in March 2023.

The mentors will be asked to sign a Non-Disclosure Agreement (NDA) and to provide a GDPR consent for the treatment of their personal data within the NATIOONS project. Following the trainings (step 5), the names and contact details of the mentors who have signed the NDA and provided GDPR consent will be posted on the NATIOONS website so that national applicants might start contacting the mentors and schedule coaching sessions. In parallel, the list of contacts will be included in the NATIOONS internal stakeholder contacts database.

- **Step 5 – Delivery of two ToT sessions**

As the ToT are still in the planning phase at the time of writing this deliverable, only a brief description of the implementation strategy is included below. More detailed information will be provided in the following deliverables (D4.1 and D4.2) that will report on the implementation and success of the coaching and the capacity building efforts.

As part of the support to the 2023 Soil Mission LL topics, two ToT sessions have been planned over the month of March 2023.

- **1st Webinar (March 8th, 2023)** – The first webinar will primarily focus on the Living Labs conceptual idea and definition/samples, soil health and Mission, measures to engage applicants and trigger interest on LLs methods.
- **2nd Webinar (March 15th, 2023)** – The second webinar will focus on more practical aspects such as the setting up of a national 'Helpdesk' of mentors, as well on tips and recommendations for proposal writing.

Both webinars will last 90 minutes, with the first 60 minutes covered by presentations from relevant professionals from NATIOONS partners, and the following 30 minutes dedicated to follow-up questions and answers.

The webinars will be recorded and stored on the secured servers of the project coordinator (AU). Copies of the registration will be provided with secured access to the mentors who are not able to join the two sessions as well as to additional mentors selected along the project implementation.

- **Step 6 – Additional Capacity Building training for mentors**

In addition to the dedicated ToT, mentors will be encouraged to participate in other training opportunities directly provided by NATIOONS as part of the support to applicant activities. For example, the mentors will be invited to join the National Engagement Events hosted in their home country as well as the Living Lab webinars (§2.4).

The timeline of the steps for the ToT activities in support of the 2023 Mission LL topics is summarised in Table 2. More ToT sessions will be planned in alignment with the release of the second round of Soil Mission LL topics, currently expected in late 2023/early 2024.

STEPS		Nov22- Jan23 (M1-M3)	Feb23 (M4)	Mar23 (M5)	Apr23 (M6)	May23 (M7)
Step 1	Identify NCPs					
Step 2	Schedule ToT sessions					
Step 3	Send email introductions and confirm NCP contacts					
Step 4	Compilation of a list of mentors					
Step 5	Delivery of two ToT sessions					
Step 6	Additional CB for mentors					Ongoing →

Table 2. Timeline of ToT steps for 2023.

Phase 2: Coaching Sessions

The second phase of this activity aims to provide geographic and sector/land use type specific technical support to national stakeholders.

More in details, up to 44 Coaching Sessions will be arranged by NATIOONS partners and mentors in coordination with NCP structures to encourage and guide potential applicants and help solve doubts in the national language. Coaching Sessions will follow up on National Engagement Events and facilitate deeper engagement of all relevant stakeholder types across the relevant land use types.

Aiming to engage and support all potential applicants at national levels, these Coaching activities will target all relevant stakeholder types (as identified in the NATIOONS stakeholder identification and engagement task, Task 1.1), regardless of their category, soil focus (land use/Mission objective), or role in the LL projects. Particular attention will be paid to those stakeholders and potential applicants who are more advanced in the forming of consortia for application to the Mission LL topics, and the conceptualization of projects in response to a call.

The Coaching Sessions content will be shaped based on applicants needs and will cover all aspects covered in the ToT sessions:

- the Missions objectives, Mission Implementation Plan, and the Mission LL topics,

- how to identify national/regional soil health challenges and stakeholders, which may form LLs to match Mission Implementation Plan criteria,
- preliminary information on LL/LH concepts, methodologies, and initiation processes,
- preliminary information on how to form a LL responding to regional soil needs vis-à-vis the Mission objectives and the LL topics,
- information on funding options (Mission LL topics) as well as on requirements set to form consortia of LLs and LHs,
- further NATIOONS tools and processes available for supporting the LLs in preparation of applications (e.g., LL webinars – §2.4 – where more details on LL processes and methods will be provided).

Following the signature of the NDAs (ToT step 4) and the delivery of the two ToT sessions (step 5), mentors will be available for delivering coaching sessions as of 16 March 2023 and will continue to do so until the end of the project, as summarised in Table 3 below. A more detailed plan for Coaching activities in support of 2024 Mission call applications will be defined following the revision of ToT sessions, release of the 2024 work programme, as well as revision of feedbacks received from the 2023 activities.

STEPS		Nov22- Jan23 (M1-M3)	Feb23 (M4)	Mar23 (M5)	Apr23 (M6)	May23- Oct 24 (M7- M24)
Step 1	Delivery of coaching sessions					Ongoing →

Table 3. Timeline of NATIOONS coaching sessions

2.3 E-Factsheets

Support material in the form of e-factsheets will be delivered and made available online to address stakeholders' questions on key aspects, expanding the concepts conveyed in the National Engagement Events by providing complementary information in an easily accessible format. In particular, the factsheets will focus on supporting the LLs before and during the application process to the LL topics, as well as on expanding their knowledge on soil health.

Five factsheets have been planned within NATIOONS to support the first wave of applicants to the 2023 Mission LL topics to be delivered in M3-4 of the project:

- The first factsheet will focus on the general concepts of the LLs and 2023 Living Labs topics, providing clear guidance on how to prepare and implement Soil Health LLs and LHs in relation to the Mission Implementation Plan and the specific criteria for LLs and LHs.

- The additional four factsheets will deepen the LL concepts, soil health objectives, particularities, and best practices tailored to four specific land uses: agricultural, urban, industrial/post-industrial, and forestry/nature.

Additional revisions to the factsheets are foreseen in the second year of the project to update information on the first calls statistics as well as a more detailed focus on the scope and objectives of the 2024 LL topics.

A summary of the factsheets content is provided in Table X.

E-factsheet	NATIOONS Partner	Target group	Content - first version	Content - updated version
Factsheet 1	ENoLL	LL applicants	Basic information on the LL topics	Statistics of the 1 st open call
Factsheet 2	AU	LL applicants: agricultural land use	Soil health objectives and particularities for the specific land use, including best practices.	LL objectives and scope from 1 st call
Factsheet 3	POLIMI	LL applicants: urban land use		
Factsheet 4	IUNG	LL applicants: industry land use		
Factsheet 5	SLU	LL applicants: forestry land use		

Table 4 – E-factsheets contents

These factsheets will target all stakeholders at regional and national level regardless of their type and of their potential role in a LL or consortium applying to the Mission LL topics. While the first factsheet will be relevant to all actors, the thematic four factsheets will focus in particular on the stakeholders mapped within the specific land use covered by the different documents. That being said, it is noteworthy that the focus in NATIOONS has been to provide examples related to the different land uses to stimulate and trigger reflections in the stakeholders on the different types of activities that Living Labs could undertake as part of projects in response to the Mission LL topics. This does not imply that LLs, nor the project consortia, need to only focus on one land use. As specified in the LL topics, the projects and LLs must focus on soil objectives and, as such, proposals for the LL topics are likely to address more than one land use.

Given the wide audience targeted through the factsheets, particular attention will be paid to ensure the language used is easily understandable, avoiding technical jargon while still providing all necessary information.

Factsheets Content Development & Implementation Strategy

The implementation strategy of the factsheets is structured across 6 steps:

- **Step 1 – Develop a content framework.**

The partners responsible for delivering the e-factsheets content have first worked together to develop a common structure, recognizing the need for consistency for the information

presented across the four land use specific documents, as well as the format of the factsheets.

Following the “5W+1H” communication method, the partners agreed to organise the land use factsheets around five main sections: a preliminary introduction followed by sections answering the “Why”, “Who”, “What” and “How” questions. In particular, the introduction and concluding section (“How”) have been agreed to be the same for all e-factsheets, the central sections (“Why”, “Who”, and “What”) will be tailored to the specific land use. To ensure consistency across the different land use, a series of guiding questions have also been identified for each section so that the specific content provided would be consistent from one factsheet to the next. The initial factsheet content framework with the basic structure and guiding questions for the land use-specific e-factsheets is depicted in Table 5.

		Factsheet 2: Agriculture	Factsheet 3: Urban	Factsheet 4: Industry	Factsheet 5: Forestry
Introduction	Mission Implementation plan, objectives, etc	Common to all factsheets			
Why	Particular challenges /objectives to land use Why LL/ Citizen Science/cocreation is Important to meet these challenges?				
Who	Examples of stakeholders across the quadruple helix Who are the users				
What	which added value can co-creation bring in this specific field? which type of activities can a soil-health LL can perform in this field?				
How	How to set-up a LL	Common to all factsheets			

Table 5. Factsheets Structure and Guiding Questions

A separate reasoning has been performed for the structure of the first e-factsheet aiming to provide basic information on the LL topics. Aiming to align as much as possible to the structure of the land use-specific factsheets, it has been agreed to structure the document along four sections: an introduction on the Mission followed by details on “Why” LLs are important in the Soil Mission context, “Who” is involved in LLs, and “What” are the benefits of LLs for co-creation and solving challenges pertaining to soil health.

- **Step 2 – Drafting specific factsheet content**

During the consortium meeting held in Aarhus on 11-12 January 2023, ENOLL led an interactive session to gather additional insight into the development of content for the four land use-specific e-factsheets. The factsheet leads were asked to engage the other NATIOONS partners in a discussion to identify – for each land use - what information should be included under the three middle sections of the factsheets (i.e., “Why”, “Who”, and “What”). The different groups then reported back their findings in the plenary session, helping further fine-tuning and clarifying doubts.

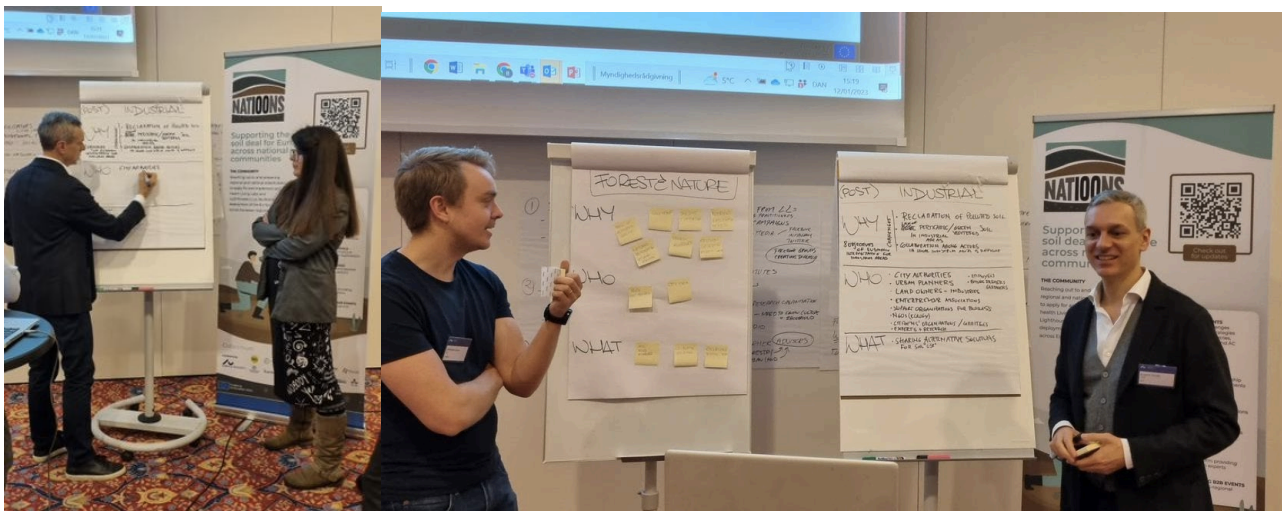


Figure 3. NATIOONS partners brainstorming and reporting back on the content of the land use-specific factsheets (Consortium meeting, Aarhus, January 2023)

The brainstorming and alignment exercise was then continued online through a dedicated Miro board¹⁸. Feedback collected both in-person and through online exercises was then assessed and summarised in a content framework (Table 6). The partners in charge of the content of the different factsheets further reviewed this framework, mapping the degree of importance of each Mission objective for the particular land uses (Table 7) in order to ensure the coverage of all Mission objectives and the easier communication of information through the factsheets.

¹⁸ https://miro.com/app/board/uXjVP0osVSI/?share_link_id=929115834464

		Agriculture (AU)	Urban (POLIMI)	Industrial / Post industrial (IUNG)	Forestry (SLU)
Intro	Mission Implementation plan, objectives, etc	Common to all factsheets			
Why	Particular challenges/objectives to land use Why LL / Citizen Science / Co-creation is important to meet these challenges?	Offset in one or more of the 8 objectives of the soil mission Complex problems that need multi stakeholder interaction to develop viable solutions		8 objectives of EU S Mission interpretation for industrial areas Challenges: Reclamation of polluted soil Lack of permeable/green soil veg. in industrial areas Collaboration among actors in local industrial areas is difficult	NGOs City
Who	Examples of stakeholders across the quadruple helix Who are the users	Farmers Advisors Regional/national authorities NGOs Citizen groups Universities/research organisations Private industry		City authorities Urban planners Land owners-industries Entrepreneur associations Support orgs for business NGOs (ecology) Citizens orgs/committees Experts & research Employees Future farmers Gardeners	Soil in Ecosystem services Soil Carbon Soil Dis Compaction Nutrient limitation and excess Wetland restoration Peatland forestry Raising Awareness Erosion, desertification, forest water
What	Which added value can co-creation bring in this specific field? Which type of activities can a Soil Health LL perform in this field?	New technical and socio-economic solutions to complex problems Removing barriers for implementation Holistic approach		Sharing alternative solutions for soil "use"	Soil issues awareness Co-creation solutions Excursions, biodiv trips
How	How to set-up a LL	Common to all factsheets			

Table 6. Factsheets Content Development

low	medium	high
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Figure 8

Soil mission 8 objectives	1. Reduce desertification	2. Conserve and increase soil organic carbon stocks	3. Stop soil sealing and increase re-use of urban soils	4. Reduce soil pollution and enhance restoration	5. Prevent erosion	6. Improve soil structure to enhance soil biodiversity	7. Reduce the EU global footprint on soils	8. Improve soil literacy in society
land use type								
Urban		low	medium	high		low	medium	high
Industrial			medium	high reclamation of polluted soils		low	medium	low
Agricultural	low	medium		medium	low	medium	medium	low
Forestry and Nature	high	high			high	high	high	low

Table 7. Importance of Soil Mission Objectives by land use

- **Step 3 – Create and validate the layout template for the factsheets**

Based on the agreed structure, COMMpla developed and shared a first draft layout template for the factsheet. The layout template was presented to and discussed with the task main partners (ENoLL, AU, POLIMI, IUNG and SLU as shown in Table 6 above) through an interactive session. The feedback gathered was incorporated in a revised version of the layout template which was then distributed with the task main partners for the next step.

- **Step 4 – Drafting the factsheet content and peer-review**

The task main partners developed the content for their respective factsheet using the structure agreed to in step 2, and then uploaded their draft factsheets to the project’s SharePoint for two rounds of peer-review and quality assurance. The first round invited the task main partners to comment on each other’s content, while the second round extended the invitation to some of the land use experts identified under the PREPSOIL project, in which many of the task main partners as well as the NATIOONS coordinator are also engaged. Extending the invitation for peer-review to PREPSOIL partners helped ensure that more expert feedback and input could be collected and allowed for the creation of synergies and sharing of knowledge between projects.

- **Step 5 – Finalise the e-factsheets and dissemination**

Once the peer-review is completed, the final factsheet content will be shared with COMMpla for design and final layout. As a final step, the factsheets will be uploaded on the NATIOONS website and Zenodo community¹⁹ for dissemination and distribution.

Besides this, the factsheets dissemination will be further supported by dedicated actions that include:

¹⁹ <https://zenodo.org/communities/natio0ns/>

- the parallel update and availability of the factsheets on PREPSOIL’s one-stop-shop website for a wider reach,
- promotion of the release through NATIOONS social media accounts,
- sharing of the resources at every NATIOONS event (National Engagement Events, webinars, thematic events, etc.),
- distribution of a targeted note to the NCPs, coaching mentors, sister projects funded the Mission Soil (e.g., PREPSOIL, Humus, NBSOIL ²⁰, Mission Implementation Platform, etc.), NATIOONS Key Network Group, and EUSO encouraging them to promote within their networks,
- further direct distribution of the factsheets with any potential applicants reaching out to the NATIOONS Helpdesk with inquiries.

● **Step 6 – Update the e-factsheets**

Following the release of the 2024 calls and availability of the preliminary results on 2023 calls, the factsheets will be updated. The actual content of the updated e-factsheets will be further discussed once more information becomes available.

The timeline of the steps for delivering the e-factsheets is summarised Table 7. While the step for factsheets update is included, the factsheets revision steps will be further defined along the project implementation.

STEPS		Nov22- Jan23 (M1-M3)	Feb23 (M4)	Mar23 (M5)	Apr23 - Sep23 (M6-M11)	Oct23 - Oct24 (M12-M24)
Step 1	Develop a content framework					
Step 2	Drafting specific factsheet content					
Step 3	Create and validate the factsheet template					
Step 4	Drafting factsheet content and peer-review					
Step 5	Finalise and disseminate the e-factsheets					Ongoing →
Step 6	Update factsheets					→ after release of 2023 results, approx. M20

Table 8. Timeline of NATIOONS factsheets

²⁰ HUMUS – Healthy Municipal Soils (<https://cordis.europa.eu/project/id/101091050>), NBSOIL – Nature Based Solutions for Soil Management (<https://cordis.europa.eu/project/id/101091246>)

2.4 Recorded webinars – Living Lab Presentations

Further to the information provided within the National Engagement Events and Coaching Sessions, more tailored trainings through webinars will be delivered to support the interest and generate capacity for forming Soil Health LLs and LHs. Applicants will be provided with clear guidance on the pathway leading to the preparation, creation, and running of Soil Health LLs and LHs.

The webinars will target all regional and national stakeholders mapped within NATIOONS that are interested in setting up a Soil Health LL and joining a consortium applying to the 2023 and 2024 Mission LL topics. Focussing on general LL aspects across all land use and Mission objectives, the trainings will be developed ensuring to provide balanced samples, best practices, and information applicable to all types of LLs.

Four webinars are foreseen in NATIOONS:

- Two webinars to be delivered in June 2023 focussing on the constituency of the Living Labs methodology, such as how to set up a LL, how to develop a governance model for LLs, and business model generation in an open innovation context.
- One webinar to be delivered in July 2023 presenting more in detail the LL application process and addressing open questions
- A fourth webinar is planned for 2024 to provide updated information on the results of the 2023 calls and tailored information based on the 2024 calls.

Living Lab Webinars Content Development & Implementation Strategy

The development and implementation of the LL webinars is structured across 7 steps:

- **Step 1 – Validating the structure of the Living Lab webinars**

After gathering doubts from ENOLL's interactions with partners and stakeholders, it became evident that there is a fundamental lack of understanding of the regional soil LL concept. Before being able to delve deeper into LL management methods, the webinars should focus on clarifying the basics around setting up Soil Health LLs, thus re-considering the order of the original presentation plan in the NATIOONS Grant Agreement.

The matter has been accurately discussed during the in-person consortium meeting in Aarhus (January 2023). Following the proposition put forward by ENOLL, the partners have agreed to re-ordering the first two planned presentations, thus spending more time upfront on the basics and methods of Living Labs to once again ensure that a solid foundational knowledge is developed amongst future applicants. The overview of the planned presentations as per the Grant Agreement in comparison to the agreed alternative option is summarised in Table 9 below.

Presentation (partner)	NATIOONS Grant Agreement	New Content Structure
#1 (ENoLL, BIOSENSE)	Business and governance models for LL life cycle	Setting up regional LL networks basics and methods
#2 (ENoLL, BIOSENSE)	Setting up regional LL networks: best practices & recommendations	Business and governance models for LL life cycle Incl. best practices & recommendations
#3 (ENoLL)	LL application process and open questions	
#4 (ENoLL)	Update on the 1st open call for proposals	

Table 9. Original and New Content Structure of NATIOONS LL Presentations

- **Step 2 – Development of the webinars content plan**

Based on the agreed re-structuring of the sessions (step 1), a preliminary and tentative plan for the content of the LL webinars supporting applicants to the 2023 Mission LL topics has been developed and summarised in Table 10.

Activity (partner)	Presentation Title	Presentation Content	
Presentation #1 (ENoLL, BIOSENSE)	Setting up regional LL networks basics and methods	- LL essentials - Pitfalls & challenges - Roles & responsibilities - Operations - Value creation & value chain	- Access to infrastructures - Multistakeholder partnerships - Stakeholder mapping - Panel management
Presentation #2 (ENoLL, BIOSENSE)	Business and governance models for LL life cycle Incl. best practices and recommendations	- Different governance models of LLs - Who are the participants - Competencies needed - How are decision taken	- Value for the participants - Business/funding models of LLs - Resource planning
Presentation #3 (ENoLL)	LL application process and open questions	TBC	

Table 10. Content Plan for NATIOONS LL Presentations

The content of the first two presentations will be developed by ENoLL and the BioSense Institute. The presentations will build on the existing CB tools and material developed by ENoLL, finetuned and adapted to the specificity of Soil Health LLs.

The content of the third presentation on the “LL application process and open questions” will be developed in March-June 2023 by ENoLL in partnership with the Mission Secretariat and NATIOONS Project Officer.

The content of the fourth presentation - expected to focus on an update on the 2023 calls for proposals - is not yet developed and will be re-assessed following the closure of the first calls in September 2023 and the type of information available.

This content plan is to be considered a preliminary draft. As already mentioned, the precise content plan of the LL webinars will be re-evaluated and refined following the insights and knowledge gaps identified following the delivery of the National Engagement Events and the Coaching sessions, to ensure a greater complementarity between the various NATIOONS project tasks. A summary of future feedback and reflections will be incorporated in the Deliverable 4.1 *Coaching and capacity building report, round #1* due in Summer 2023. As the national engagement events and coaching sessions have not yet occurred at the time of writing this report, the content plan for the living lab presentations only provides the best-available information.

Planning and delivery of the presentations

The concrete planning and scheduling of the LL webinars will take place in March-June 2023, following the conclusion of the first round of National Engagement Events. The delivery of the first three sessions is expected in May-July 2023.

While the details of these activities will be further discussed in the upcoming months, the planning and delivery of the presentation will include the following steps:

- **Step 3 – Presentation content finalisation**
- **Step 4 – Event scheduling**
- **Step 5 – Event promotion**

The LL webinars will be promoted through various avenues including:

- every NATIOONS event (National Engagement Events, webinars, thematic events, etc.),
- NATIOONS social media accounts,
- targeted invitations sent for distribution to the NCPs, coaching mentors, sister projects funded the Mission Soil (e.g., PREPSOIL, Humus, NBSOIL, Mission Implementation Platform, etc.), NATIOONS Key Network Group, and EUSO.

- **Step 6 – Presentation delivery**
- **Step 7 – Publish the presentation recording**

Pending the necessary approval of participants for GDPR compliance, the recordings will be made available on the project website and Zenodo community. In parallel, the material will be promoted through NATIOONS social media and, possibly, the PREPSOIL one-stop-shop platform.

The delivery and publication of these webinars will require particular attention to the protection of Intellectual Property. While acknowledging the importance of openly shared knowledge, the first two presentations (“Setting up regional LL networks basics and methods” and “Business models for LL life cycle”) will be based on background knowledge of ENoLL, further adapted and developed to better serve the scope of NATIOONS and the Mission Soil. These presentations are intended for use

in the NATIOONS project, aiming to provide guidance to potential Soil Mission applicants. The work will be licensed under the Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International License (CC BY-NC-ND 4.0)²¹.

A preliminary timeline of the steps for the preparation and delivery of the webinars is provided in Table 11.

STEPS		Nov22- Feb23 (M1-M4)	Mar23- Apr23 (M5-M6)	May23- Jul23 (M7-M9)	Aug23 (M10)
Step 1	Validating the structure of the Living Lab webinars				
Step 2	Development of the draft webinars content plan				
Step 3	Presentation content finalisation				
Step 4	Event scheduling				
Step 5	Event promotion				
Step 6	Presentation delivery				
Step 7	Publish the presentation recording				

Table 11. Timeline of NATIOONS LL presentations

2.5 Recorded webinars – Thematic Events

Besides National Engagement Events and LL webinars, NATIOONS will organise a set of European-wide trans-national events addressing cutting-edge subjects related to the Mission and directed to transnational domain-specific communities. These events will be organised after the first round of National Engagement Events to convey and further tailor the messages of the Mission for these specific audiences, to support matchmaking at trans-national level, clustering specific stakeholder groups across countries and stimulating their involvement in Soil Health LLs, and to mobilise specific knowledge resources and capacities in specific and specialised subjects in the most efficient way.

As indicated in the Grant Agreement, Thematic Events content will cover co-creation experiences in cutting-edge subjects and soil health. The events will focus on stimulating dialogue across specific stakeholder groups on soil health challenges within specific land use types. Different and separate events are therefore needed to address e.g., urban environments, industrial land stewardship, healthy soils for healthy forests and nature, and agricultural soils including the role of agri-food innovators and entrepreneurs. Additionally, the Thematic Events could focus on specific cross-cutting areas such as businesses care for soils, and smart specialisation strategies for regional soil health action.

²¹ To view a copy of this license, visit: <https://creativecommons.org/licenses/by-nc-nd/4.0/>

Based on the expertise of the NATI00NS partners, a preliminary list of potential subjects was identified for the Thematic Events:

- The **challenges of soil health in urban environments** (POLIMI). In this theme, a special attention could be given to two different aspects on land uses in industrial/urban and agricultural types, as well as the direct investigation of urban soil health with forest and Nature & Forestry, disaster risk resilience and green and healthy spaces for climate actions.
- **Industrial land stewardship** (IUNG). In this theme, potential subjects of discussion could include brownfield redevelopment, sustainable remediation, and land stewardship, among others. The discussions would be oriented towards changing perspectives of (post)industrial land managers and public authorities, offering LL approach as a solution to innovate and replicate good practices.
- **Healthy soils for healthy forests and nature** (SLU). In this theme, potential subjects of discussion could be the current work undertaken regarding soil health, its sustainable management, and the implications in environmental issues such as greenhouse emissions, carbon stocks, nutrient balance, biodiversity stewardship and rural economies, among others.
- **Soil Mission: the role of agri-food innovators and entrepreneurs** (EIT Food). Within this theme, the focus could be on raising awareness of innovators and entrepreneurs in large agri-food ecosystems on the Mission, its objectives, and the Soil Health LLs. The ultimate purpose would be to activate the interest of SMEs, start-ups, but also venture capital on the Mission, given that the involvement of such stakeholders is vital for a virtuous cycle of innovation in land management practices.
- **Businesses care for soils** (BUSINESSMED). In this theme, the focus could be to showcase and raise awareness of existing good examples of business models for soil health in Europe and internationally; discuss how to attract financial and non-financial investments in sustainable soil management; explore how sustainable soil management can be profitable for different stakeholders (e.g., farmers, foresters, businesses, municipalities, and civil society).
- **Smart Specialisation Strategies for regional soil health action** (Fundecyt - PCTEx). In this theme, the connection between RIS3²² and the Mission could be discussed. RIS3 technicians from regional administrations, JRC, and RIS3 2021-2027 staff would be invited to: (i) identify and showcase existing examples of connections between the RIS3 strategies and the Mission objectives; (ii) discover the possibilities offered by the implementation of smart strategies to fulfil the Mission; and (iii) draw policy conclusions to guide the future work to align both initiatives.

While the list above provides a good starting point, the specific content and focus of the Thematic Events will be ultimately chosen based on the needs identified in feedback from stakeholders

²² <https://s3platform.jrc.ec.europa.eu/ris3-guide>

through the different NATIOONS activities. In particular, specific needs and ideas for these events, will be gathered through post-event feedback surveys distributed following the National Engagement Events and the webinars outlined in §2.4. The final selection of the content and subjects, to be performed in collaboration with the Mission Secretariat, will ensure the best support to applicants and a higher complementarity of the CB to the engagement activities at the national level.

While being open to all mapped stakeholders, the partners appointed to organise such events will primarily invite:

- experts and scientists to provide ideas and showcases of best practices in the specific thematic focus of the event, and
- relevant stakeholders and local Living Labs engaged with the specific theme.

Being large sectoral/thematic associations windows to Europe, the collaboration with such networks will be sought for the organisation of the different events to reach specific stakeholder groups, and to provide specialised messages and explain the benefits for them of the Mission LLs.

While the innovation potential Thematic Events were originally planned to be held in-person, the consortium has agreed to conduct these online to better facilitate the participation of transnational actors and ensure a wider participation. The sessions will be recorded and made available online through the NATIOONS website, thus fulfilling and completing the commitment to deliver thematic webinars under T4.2 and T4.3.

Thematic Events and Webinars Content Development & Implementation Strategy

The detailed planning of the thematic events is planned to take place after the first round of National Engagement Events. Despite this, from a preliminary exchange between partners occurred in occasion of the consortium meeting held in Aarhus in January 2023, it has been confirmed and agreed to start planning some of the thematic events online for a launch in May/June 2023. This will allow a more theme-targeted trans-national exchange, supporting the parallel matchmaking.

3 Chapter 3 – Key Performance Indicators and Impact

In line with the co-creation principles, an accurate and regular monitoring, assessment, and evaluation of the project activities performance is an essential step to feed the revision, fine-tuning, and improvement of the support services offered to LL applicants.

In order to better track progress of the various activities, Key Performance Indicators (KPIs) were identified and set for each CB activity since the proposal phase as summarised in Table 12.

Activity		KPI/target
e-learning materials	Factsheet 1	Each factsheet is sent (or promoted) to at least 400 potential LL applicants.
	Factsheet 2	
	Factsheet 3	
	Factsheet 4	
	Factsheet 5	
	Recorded webinars	100 downloads/visualisation of slides and recorded webinars
Webinars	Webinar 1	4 webinars materials available online. Around 200 participants to the webinars in total
	Webinar 2	
	Webinar 3	
	Webinar 4	
	Thematic webinars	>45 participants per webinar
ToT and Coaching	Train-the-Trainers	45 attendees per ToT webinar

Table 12. Key Performance Indicators for NATIOONS CB activities

In addition to these activity KPIs and targets, additional information – both qualitative and quantitative – will be collected to ensure the correct implementation of the project, tailoring activities to be planned for the 2024 calls to the user needs, and possibly report to the Mission Secretariat and actors for inputs. For example, survey questionnaires will be distributed to National Engagement Events and webinars participants. In addition, the project partners will explore the feasibility of providing potential applicants with the opportunity to rate and give feedback on the factsheets so that they can be improved in the future. The collected feedback will be a good indicator used to measure the degree to which the NATIOONS is adequately supporting and disseminating the messages about Soil Health LLs, and can be used to improve the second round of calls so that they better respond to the needs of the applicants.

KPI results will be reported through deliverables 4.1 and 4.2 “Coaching and capacity building report”. The deliverables will report on the implementation of Tasks 4.1 and 4.2 including the use of the e-learning materials and evaluating the success of the coaching and the capacity building efforts.



4 Chapter 4 – Conclusion and Next Steps

Capacity Building is a crucial component of the NATIOONS project, and the efficient delivery of related activities will directly impact the success of the Soil Mission in ensuring quality applications. This Capacity Building plan provides descriptions for each type of Capacity Building activities delivered by the NATIOONS project and provides all available information regarding the content plan and implementation strategy of each activity at the time of the writing.

The plan presented in this report is to be considered as a living document that and will continue to be updated, evaluated, and revised internally based on preliminary and future feedback and requests of potential applicants, as well as on the evolution of the EU Soil Mission and overall landscape.

As shown in Chapter 2, the planning and implementation process is well underway for the wide range of NATIOONS CB activities and great progress has been made so far to roll out the activities so their content can be accessed at the most opportune time for potential applicants to the Soil Mission open calls.


Annex I – Glossary of terms

Term	Description
AC	Associated Country
AKIS	Agricultural Knowledge and Innovation Systems
AU	Aarhus University
BIOSENSE	BioSense Institute
CB	Capacity Building
COMMpla	COMMpla srl
EC	European Commission
ENoLL	European Network of Living Labs
EU	European Union
DG AGRI	Directorate-General for Agriculture and Rural Development
IUNG	Instytut Uprawy Nawożenia i Gleboznawstwa Państwowy Instytut Badawczy
KPI	Key Performance Indicator
LH	Soil Health Lighthouse
LL	Soil Health Living Lab
Mission or Soil Mission	EU Mission 'A Soil Deal for Europe'
MS	Member State
NCP	National Contact Point
NDA	Non-Disclosure Agreement
POLIMI	Politecnico di Milano
REA	Research Executive Agency
SLU	Sveriges lantbruksuniversitet
Trust-IT	TRUST-IT SRL
Topics	Mission topics for Living Labs, namely HORIZON-MISS-2023-SOIL-01-08: Co-creating solutions for soil health in Living Labs and HORIZON-MISS-2023-SOIL-01-09: Carbon farming in living labs
ToT	Train-the-Trainers
WP	Work Package


Annex II – Version History

Revision	Date	Editors	Comments
V0.1	21/02/2023	Isabelle Couture (ENoLL), Dolinda Cavallo (ENoLL)	Start drafting D4.3 reporting
V0.2	02/06/2023	Dolinda Cavallo (ENoLL)	Additions to introduction section
V0.3	23/02/2023	Martina Desole (ENoLL)	Revisions
V0.4	27/02/2023	Giulia Campodonico (ENoLL), Isabelle Couture (ENoLL)	Revisions and integration
V0.5	27/02/2023	Federico Drago (Trust-IT), Ulla Sonne Bertelse (AU)	Review, and addition of tables from the stock of project materials
V0.6	01/03/2023	Dolinda Cavallo (ENoLL) Isabelle Couture (ENoLL)	Revisions and integration
V0.7	13/03/2023	Ulla Sonne Bertelsen (AU)	Review
V1.0	14/03/2023	Isabelle Couture (ENoLL)	Final report
V1.1	31/07/2023	Dolinda Cavallo (ENoLL) Isabelle Couture (ENoLL)	Revisions and integration
V1.2	3/08/2023	Giulia Campodonico (ENoLL), Isabelle Couture (ENoLL)	Revisions and integration
V2.0	4/9/2023	Ulliana Bertelsen	Finalisation



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