



Spurring INnovations for forest eCosystem sERvices in Europe

Project no. 773702

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Duration of project: 51 months

H2020-RUR-05-2017 Novel public policies, business models and mechanisms for the sustainable supply of and payment for forest ecosystem services

D 5.9: Business package: Business in SINCERE and SINCERE for Business – second part

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Executive summary

The business package link the work in SINCERE to the business world and consisted in two complementary sets of activities:

First set of activities- Business in SINCERE:

- Business & Marketing Clinic: Each IA had one or two virtual meetings to help identify the business language and rationale required to deliver a profitable business model.

Workshops with the Business Community: two workshops with the European business community using the regional European network of the World Business Council for Sustainable Development (WBCSD).

Second set of activities- SINCERE for Business:

- Open classes: a package of slides was developed that can be used by each partner (and is available for use outside the project) to convey the potential of IM in business and economics universities.
- Business Meaning: A brochure was developed with the findings and outcomes of each working package using appropriate language for the business sector.
- Business Opportunities Scan: a final infographic will be developed identifying business opportunities that IM can bring to economic and business development.

This report aims to share relevant information about the task 5.4 business and marketing clinics and the first workshop (Co-Design) with the business community, and a detailed plan on how and when BCSD Portugal is planning to deliver the SINCERE for Business package part II products and activities (Open Classes, Business Meaning Brochure, Business Opportunity Scan and the 2nd Business Workshop).

Additionally, BCSD Portugal understands that there are some important inputs that are needed for us to advance with the development of final business products and outputs, namely, the Info brief on business models (D4.3) that will support the content for final business products. It was agreed that BCSD Portugal and EFI will receive the drafts from internal partners to inform the key messages and content of final business products.

There is also the plan to gather more information on the content and key messages relevant for business on the next project-wide meeting (Synthesis workshop – organized by Prospex Institute), with the participation of all internal partners.

1. SINCERE for Business package I

From Grant Agreement: SINCERE will engage representatives of the business world in two complementary ways:

a) as collaborators in the consortium and the concrete IA and b) as partners for a targeted set of communication and dissemination activities. As for a), mutual learning of ecosystem service providers (forest owners and managers) and their business partners from outside the forest sector can be expected (WP2). As for b), WP5 implements the SINCERE business package (T5.4), which will impact both FES providers within SINCERE (Business in SINCERE measures in T5.4) and vice versa the larger business world through the knowledge generated in SINCERE (SINCERE for Business measures in T5.4).

SINCERE will hence make the concept of FES attractive for relevant spheres of the business world, will create interest in IM from the business sector and overall, will bridge across observable boundaries between ecosystem service providers from the forest sectors and potential business partners from other sectors.

From the beginning of the project, BCSD Portugal is allowing SINCERE to engage with representatives of the business world in two ways: a) as collaborators in the consortium and the concrete IA and b) as partners for a targeted set of communication and dissemination activities.

As for a), businesses representatives participated in the Co-Design event, on the 28-29th January 2019, in Leuven (Belgium), and gave their insights to the eleven case studies (IA).

As for b), within the task 5.4, a four-month online course took place from September to December 2020. The objective was to help the IA to identify the business language and the required rationale to deliver a profitable and sustainable business model regarding FES.

Deviations (delay, resources, costs) and justifications:

The COVID-19 pandemic led to a change of approach to and calendar of the Business & Marketing Clinics. Originally planned to be tailored to individual IA partners, the imposed confinement led to the organisation of one larger online clinic with four IA partners. This allowed bringing partners closer together, triggering critical thinking among themselves. The combination of a video course and interactive live sessions was successful in encouraging interaction among participants.

A slight amount of funds was also diverted within 'other goods and services': this was originally foreseen for the pagination of the final brochure and later moved to an online training on Sustainable Business Modeling, as part of the Business and Marketing Clinics under this task. The offer of an online course developed by a professional of the sector allowed to enrich the activity's approach in a more participative and inclusive way, as more IA's were able to join and the work was facilitated by a professional in this area. This adaptation was possible due to the financial manoeuvre confirmed after reducing the amount originally allocated for pagination for the Business Meaning Brochure, deemed to be too extensive for the target audience.

General Timeline BCSD Portugal 2020-2022

2019:

- 28th and 29th of January – CoDesign event. :

2020:

- May: Reestructuring of the Business and Marketing Clinics due to Covid-19 (work carried with the support of WP5 leaders from EFI and IUCN).
- 1st of September: Business and Marketing Clinics task starts
- 31st of December: Business Marketing Clinics task ends

2021:

- 25th of March: SINCERE for Business– Cross Polination event Learning Lab2 – Workstream 1 (BCSD Portugal supported the activity engaging and inviting key note speakers)
- 31st of May: D5.8 Business Package: Business in Sincere and Sincere For Business – First Part delivered
- Until 30th of June: Final Business Workshop invitation – Contact Business (WBCSD, Natural Business Intelligence, The Navigator Company, etc) for the final conference.
- 28th S- 30th of September: SINCERE Final Conference – 2nd Workshop with Business: Roundtable with Business representatives.
- 30th November: D5.9 Business Package: Business in Sincere and Sincere For Business – Second Part: Brochure, 2nd video and infographic delivered

1.1 Co-Design event

BCSD Portugal collaborated in the preparation of the SINCERE Co-Design Event that was held in Leuven, Belgium on 28th and 29th of January 2019, being responsible by the engagement of business stakeholders.

The first business workshop proposed to be implemented with the Business Community was merged within the Co-Design. BCSD was involved in the preparation of the co-design event, predominantly by engaging business stakeholders.

Different stakeholders were selected and invited ([WBCSD - World Business Council For Sustainable Development](#), [The Navigator Company](#), [Bos+](#) and [Joker](#)) and the WBCSD (the representative of the [WBCSD Forest Solutions Group](#), that congregates several global companies of the Forest Sector), The Navigator Company (a Forest and Sustainability expert) and Bos + (a

Biodiversity expert), actually participated and contributed with their insights to the eleven Case Studies.

As agreed with the Innovation Action Partners during the Co-Design Event, BCSD Portugal started the preparation of a virtual meeting that were held in the second semester of 2020 to support them in the identification of the business language and the necessary rationale to carry a sustainable business model.

Questions for Business messages development

By analysing the available information on the innovation actions and the summaries of the MAG meetings that were held, it was possible to identify some questions that should be addressed and answered within some specific innovation actions development, regarding the promotion of business stakeholders' interest and to leverage the potential for scaling up. Below we highlight some examples of questions raised. Not all of IAs have a business focus, hence we include only the relevant ones, that also participated on task 5.4 Business and Marketing Clinics.

Innovation Action	Questions for creating Business Messages
Reverse auctions pilot for biodiversity protection (Danish Forest Association in collaboration with University of Copenhagen, Denmark)	<ul style="list-style-type: none"> What are the opportunities for businesses? How can business have a positive impact in the innovation action development and success? How can the innovation action be scaled up? How can the innovation action be replicated for other regions in the country or in other countries? And for other ecosystem services? Are there already any lessons learned from the innovation development process (regarding businesses)?
ECOPAY Connect – Forest-habitat biodiversity payment scheme (Etifor, Italy)	<ul style="list-style-type: none"> What are the opportunities for businesses? How can business have a positive impact in the innovation action development and success? How can the innovation action be scaled up? How can the innovation action be replicated for other regions in the country or in other countries? And for other ecosystem services? Are there already any lessons learned from the innovation development process (regarding businesses)?
Spiritual forests and forest kindergartens (Pan Bern AG, Switzerland)	<ul style="list-style-type: none"> What are the opportunities for businesses? How can business have a positive impact in the innovation action development and success? How can the innovation action be scaled up? How can the innovation action be replicated for other regions in the country or in other countries? And for other ecosystem services? Are there already any lessons learned from the innovation development process?
Reverse auction pilots for forest ecosystem services in rural and peri-urban areas (Natuurinvest (OC-ANB), Belgium)	<ul style="list-style-type: none"> Are there other business stakeholders besides owners, hunters and farmers? What impacts have already resulted from the innovation? What are the opportunities for businesses (as well as owners, hunters and farmers)? How can the innovation action be scaled up? How can the innovation action be replicated for other regions in the country or in other countries? And for other ecosystem services? Are there already any lessons learned from the innovation development process?

1.2 Business and Marketing Clinics

This task links the work in SINCERE to the business world and consists of two complementary sets of activities - Business in SINCERE and the SINCERE in Business.

The second phase of the SINCERE project was instrumental in maximizing the project's relationship with the business world and in stimulating respective interest in FES and IMs.

As agreed with the IA partners in the Co-Design Event held in January 2019, BCSD Portugal started preparing tailored virtual meetings for each partner to help them identify the business language and rationale required to deliver a profitable business model. These are some of the 'Business in SINCERE' activities.

Following some changes from the original approach (more information in the section below), and in order to bring IA's partners closer together, BCSD recruited a consultant to carry out an online Business & Marketing Clinic in 2020 which gathered four of the eleven IA partners. These included Natuurinvest (OC-ANB) Belgium, Danish Forest Association, Pan Bern AG Switzerland and Etifor Italy.

This professional was selected due to its expertise on the topic and own creation of the Sustainable Start Canvas Methodology. This is a tool developed to Map, Check, and Innovate a business (model) from 4 integrated Systems Thinking Perspectives. Through this approach, the model helps assessing current and future needs of target audiences, consequently guiding strategic decision-making, building resilient channels through circular activities and regenerative resources, and trustworthy relationships with stakeholders.

This activity was developed during four months in 2020, and included as objectives:

1. Map and identify everything that is relevant to the whole system of the IA's business model (idea): the value aimed to create for the target audience, for the social actors throughout the value chain, the ecological systems impacted by the input and output throughout the whole life cycle, as well as the IA's vision, values, and goals to give a clear strategic direction.
2. Check and analyse the (un)sustainability of each building block of the IA's business model and its unintended impacts throughout the value chain and life cycle, by applying systems thinking principles for sustainability to elements within each building block.
3. Innovate and build better hypotheses about the sustainability of the IA's building blocks throughout the whole business model (re-)design from a systems thinking perspective. Use the trigger questions and design constraints to develop impactful and sustainable business solutions.

The content of the online course consisted of:

- Introduction to (Un)Sustainability, Sustainable Business Model Innovation, and Triple Value Creation;
- Mapping the SBM: Human Needs & Satisfiers, Social System Actors, Ecological Input & Output, and Strategic Direction;
- Checking the Sustainability of Product Satisfiers, Social and Ecological Performance, and determining Strategic Focus;

- Innovating for Lasting Satisfaction, Social Resilience, Ecological Circularity, and Strategic Prioritization of new ideas and actions;
- Integrating Triple Value Proposition & Strategic Direction, Value Creation and Delivery, and business bottom-line results.

The specific dates of the Sustainable Start Canvas Methodology were:

Kick-off: 1st October 2020

Midway session: 11th of November 2020

Closing session: 9th of December 2020

A bonus- sharing session was later developed on 12th of January 2021 for follow-up and the sessions were recorded for institutional memory.

This online course helped raising new and critical perspectives used to explore and explain value proposition of the different IAs. The tools used by the Sustainable Start Canvas Methodology, such as templates and trigger questions, helped to map, check and innovate the business models. This was achieved even though, in some cases, it was challenging to determine the correct scope of the business or project applied to the Canvas Methodology. This was the case for organisations that help other organisations, where it was decided to apply the Canvas Methodology to this second only, or where participant organisations had several business models operating simultaneously, all of which contributing to sustainability.

The outcomes of this Business & Marketing Clinic will also help to inform the development of 'SINCERE for Business' activities and outputs, together with relevant material provided by the other WPs. These will include the tasks Open Classes, to communicate potential of FES and IM in business and economics universities through a slides package; Business Meaning Brochure, outlining lessons learnt, best practices and replication guidelines arising from each WP of the SINCERE project; and a final infographic identifying business opportunities offered by FES and IM, entitled the Business Opportunities Scan.

These clinics will also be complemented by the final workshop with the business community to connect the larger business world with the knowledge generated by the SINCERE project, so that ultimately a business approach is implemented in the co-design process of IMs. This is expected to take place in September 2021, back-to-back with the final conference of the project.



Figure 1 - Participants during the online course final live session

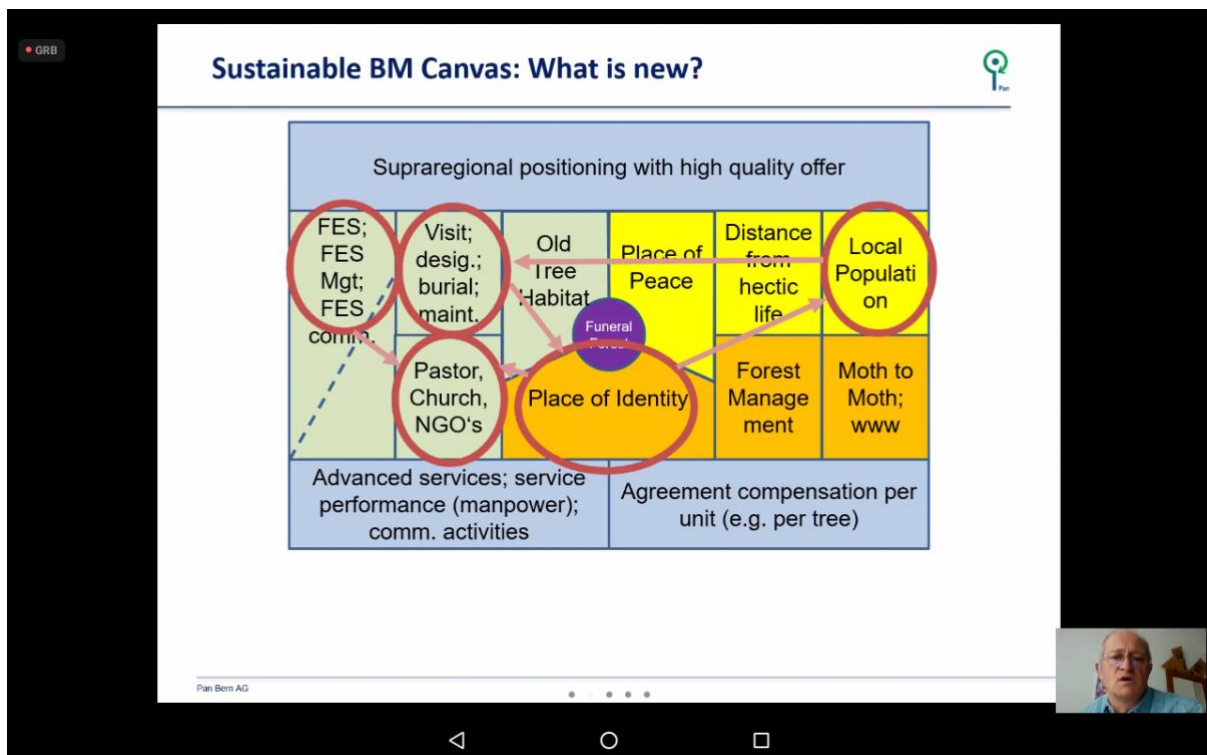


Figure 2 - Example output Pan Bern

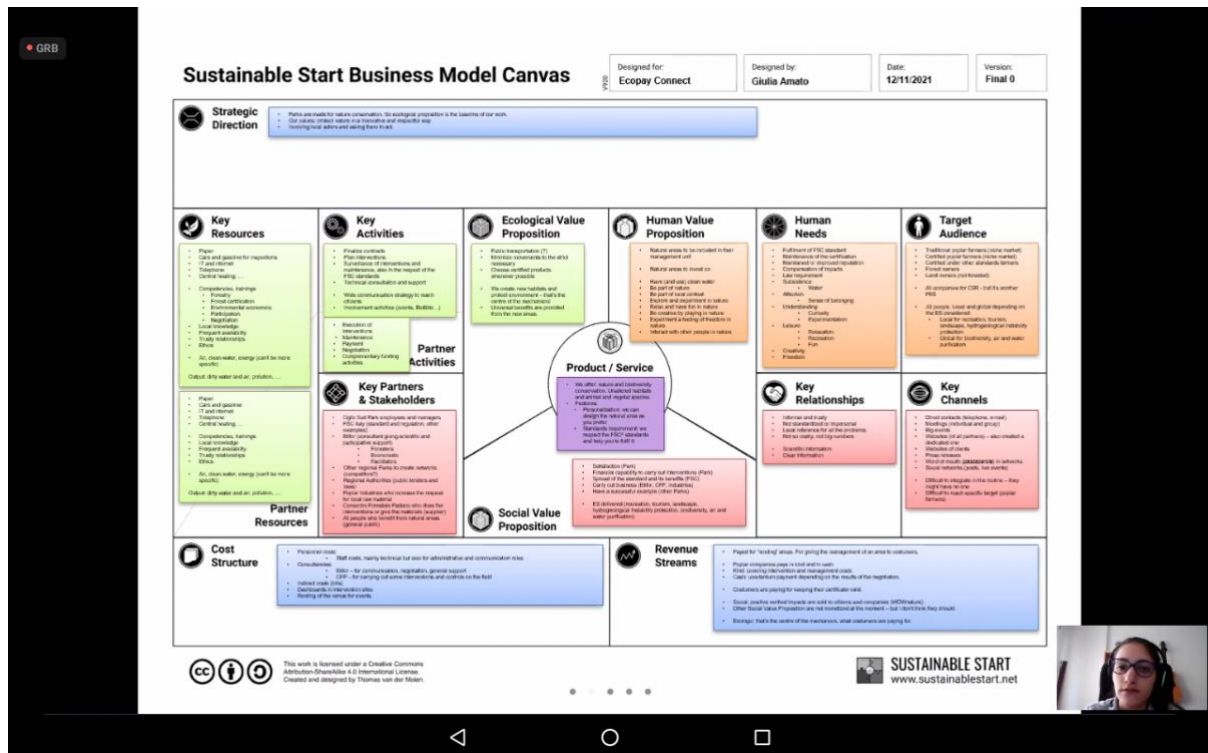


Figure 3 - Example output Ecopay Connect

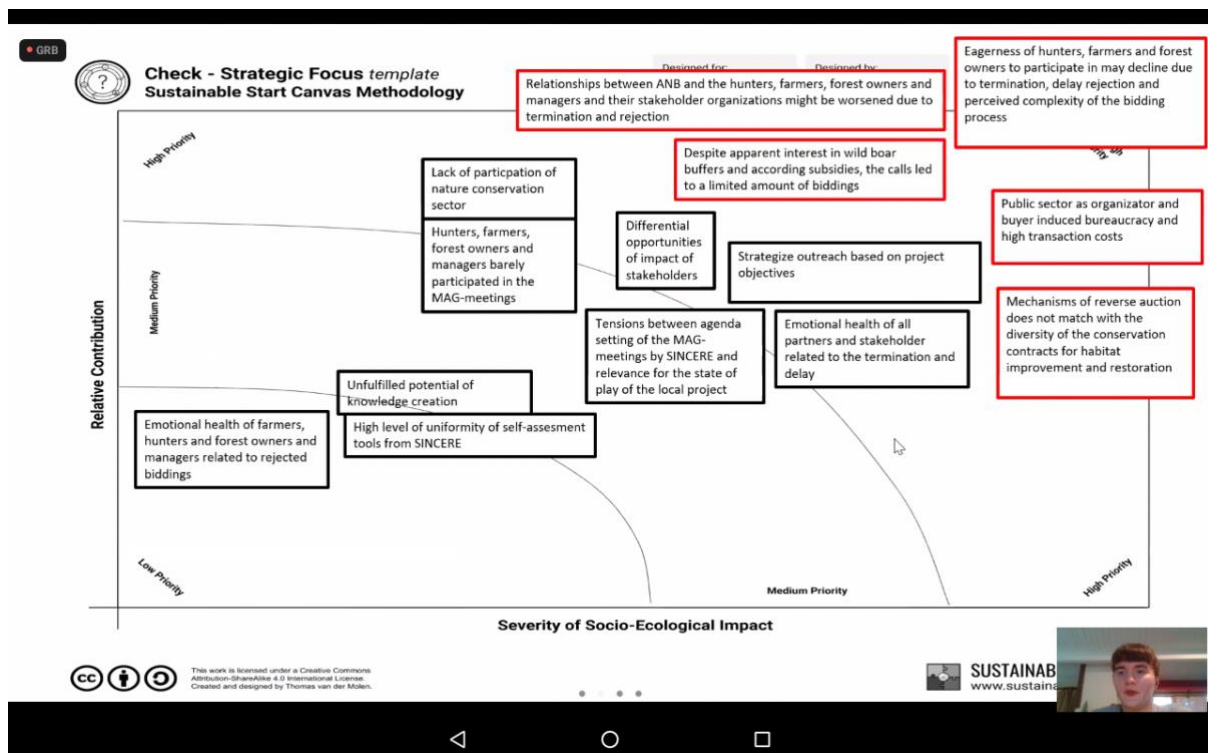


Figure 4 - Example output ANB

2. SINCERE for Business package II

This specific deliverable is aimed at the wider business community, business and economics educators and future business leaders, the package consists of didactic, synthesis and exploitation elements. The main objective is aligned with what was outlined in the grant agreement on SINCERE's main strategic goal being to advance innovative mechanisms (IM) (including novel policies and business models) that support the provision of FES across Europe and beyond, and to align them with a coordinated supportive policy framework in view of working towards a Europe-wide incentive system for FES.

Several products that synthesise and distil SINCERE results that are relevant for the business community were planned.

The main actions on this plan include:

- Open classes – A packages of slides that convey the business and economic potential of FES and IM to future business leaders, for use in business and economics universities. Slides will also be available to project beneficiaries and to educators outside of the project;
- A Business meaning brochure, which is a publication that describes lessons learned, best practices and replication guidelines, through a compilation of selected most relevant information produced during the project;
- The Business opportunities scan is a final brochure/infographic summarizing the main lessons learned by the project partners into an infographic, integrated and based on the information from the Business meaning publication;
- WBCSD final Workshop – the last workshop involving the business community. (MS28)
- SINCERE second video – IAs outcomes and transferrable Business Models.

The key objectives, therefore, are to:

1. Transmit lessons learnt from the IAs to project partners and other stakeholders in the business sector.
2. Communicate and disseminate SINCERE business-related outcomes to a relevant audience at EU and international level.

This plan outlines actions to take for each component of this task.

This document addresses each component of the task as outlined in the Grant Agreement and the adjustments that have been done, to illustrate how these SINCERE products were used to achieve the described objectives.

Deviations (delay, resources, costs) and justifications:

The business meaning brochure, scheduled for 2020, was only developed in 2022. It has been noted in the past deliverable D 5.8 that this output fully depended on the deliverables from WP4-WP5, both of which were subject to deferral due to the pandemic. A first meeting between both WPs was held on February 2021 to plan the uptake of project results in the business sector, through the promotion of IMs' potential through slides and identification of business opportunities.

The no cost extension requested by the consortium due to Covid-19 context pushed forward all the deadlines of the partners and the whole project schedule.

BCSD Portugal worked closely with University of Copenhagen specially on the deliverables 4.2 - Synthesis report of the experiences and lessons learnt, situating them in the global experiences and knowledge and 4.3 – Information brief on innovative business models. An early draft of deliverable 4.2 was available in December 2021. The deliverables were finally available in their final version in March and February 2022, respectively, which provided a tight schedule for most of the task development of this D 5.9 deliverable.

2.1. Open Classes

From the Grant Agreement: Package of slides that can be used by each partner (and is available for use outside the project) to convey the potential of IM in business and economics universities.

SINCERE outcomes that are relevant to the business sector will be made available on the SINCERE website in the form of a package of slides. They will be structured in a user-friendly format, as stand-alone slides with accompanying “teacher’s notes” which illustrate aspects of interest for teaching on ecosystem services, using and acknowledging evidence / examples developed.

Several partners deliverables have supported the development of this task. The outcomes of the Making the Business of FES Work - Learning Lab, which happened 25.03.2021, also informed the development of this deliverable.

This outcome can be distributed through the subscribers of SINCERE newsletter, which is sent to subscribers and all SINCERE partners.

BCSD Portugal will also share this deliverable with national academic organizations such as: ISEG (Instituto Superior de Economia e Gestão da Universidade de Lisboa), Porto Business School, Universidade Nova de Lisboa, Coimbra Business School, etc. Finally, this material will also be shared to other businesses that demonstrate interest and want to integrate this information into their own training materials.

This deliverable is already being reviewed internally for one last time, and will be ready for dissemination in some days.

Sharepoint link to the open classes slides: [Open Slides SINCERE 08.02.2022_prop 01.2.pptx](#)

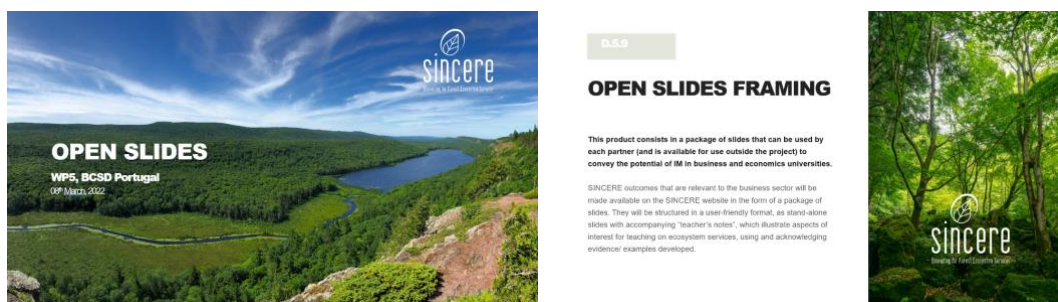


Figure 5 First and second slides

2.2. Business Meaning Brochure

From the Grant Agreement: *A brochure with the findings and outcomes of each working package using appropriate language for the business sector.*

The main objective of this brochure is to inform the business sector regarding the main outcomes of the project, on a language that is both understandable and practical for this niche audience. Highlighting the main opportunities and threats within the concept of Forest Ecosystem Services for the business sector. This will be achieved by exploring the main learnings of the IAs during the project and the summarization of the relevant findings of the other project partners materialized on the work reported in the deliverables.

It was discussed internally within WP5 regarding the structure of this outcome. On the grant agreement, the scope was defined one section of 20 pages per WP. With the development of the project, it became clear that not every WP will have relevant inputs for the business sector. Also, the length of the document was deemed too long for the target audience. Hence, it was proposed a reduction of the number of pages and an integration of both the Business Meaning Brochure and the Business Opportunity Infographic, where the latter is an integrated summary of the first.

This publication, the Business Meaning Brochure, is a compilation of selected most relevant information retrieved from several different deliverables from partners, and working documents from marketing clinics and other events. It has been developed in the period since the draft of deliverables 4.2 and 4.3 have been put forward, and is now on final revision due to the tight schedule. The front cover and the table of contents are as follows:



Figure 6 Publication front cover and table of contents

Sharepoint link to the Business Meaning publication:

[Innovative Mechanisms for Payment for Ecosystem Services 1.03.pdf](#)

This publication can be distributed through the subscribers of SINCERE newsletter, which is sent to subscribers and all SINCERE partners.

BCSD Portugal will also share this publication with its members through the newsletter, and to the extended business community through its working groups and initiatives in Portugal, and internationally through WBCSD working groups and initiatives.

2.3. Business Opportunity Scan

From the Grant Agreement: A final infographic will be developed identifying business opportunities that IM can bring to economic and business development.

Similarly to the Business Meaning Brochure, BCSD summarized the main lessons learned by the project partners into an infographic, adapting the language into a more suitable one for the business

sector, compiling selected information retrieved from several different deliverables from partners, and working documents from marketing clinics and other events.

This outcome can be distributed through the subscribers of SINCERE newsletter, which is sent to subscribers and all SINCERE partners.

BCSD Portugal will also share this deliverable with its members through the newsletter, and to the extended business community through its working groups and initiatives in Portugal, and internationally through WBCSD working groups and initiatives.

Sharepoint link to the Business Opportunity Scan infographic:
[Innovative Mechanisms for Payment for Ecosystem Services info 1.2.pdf](#)

Innovative Mechanisms for Payment for Ecosystem Services

Forest Ecosystem Services (FES): the benefits humans obtain from forest ecosystems. These include provisioning services, such as timber, non-wood forest products and water; regulating services such as climate and water regulation; cultural services such as recreation, aesthetics and cultural heritage.

Innovation Actions (IA): activities conducted in the regional cases directly aimed at co-designing, co-testing, co-implementing and co-evaluating Innovative Mechanisms that support the provision of Forest Ecosystem Services.

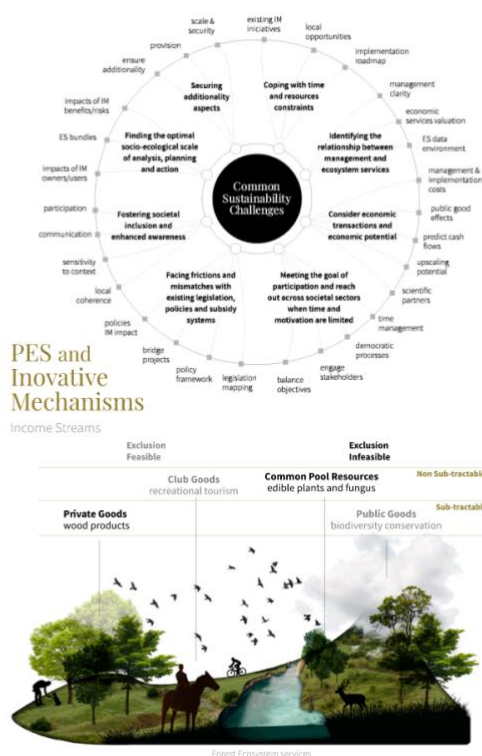
Innovative Mechanisms (IM): novel policies, business models and other mechanisms, including Payments for Ecosystem/Environmental services, to support the provision of Forest Ecosystem Services.

Innovation Action cases (IA cases): the regional cases where IAs are developed and implemented.

Payments for Ecosystem/Environmental Services (PES): Voluntary transactions between service users and service providers that are conditional on agreed rules of natural resource management for generating off-site services.

Stakeholders: all types of active groups with an interest in IM and forest governance, ranging from public officials and administrations to private-sector interest groups. SINCERE distinguishes three types of stakeholders: (i) national and international (European) stakeholders; (ii) (mostly local) stakeholders linked to the IA cases; and (iii) (mostly local) stakeholders outside the IA cases with an interest in the IA.

Toolkit
www.sincereforests.eu/resources/toolkit/
Resources
www.sincereforests.eu/resources/working-materials/



Mapping Innovation across Europe

A map of innovative ways in which forests are being employed and managed to provide benefits to people has been launched by the *Spurring Innovations for forest eCosystem sERVICES in Europe (SINCERE)* project.



Cases Upscaling Potential

Case	ES Provider	Primary ES Beneficiary	Source of Funds
Reverse Auction			
Denmark Biodiversity Protection	Forest Owners	Public	Government Tax Revenues
Market Based Compensation			
Finland Landscape Values	Forest Owners	Tourists, Visitors	Donations
Payments Market Orientation			
Italy, Bergamo Mushroom	Forest Owners Association	Mushroom Pickers	Picking Permits
Payments/Benefits with Administrative Pricing			
Spain, Catalonia	Forest Owners	Water Users	Water Use Tax/Donations

Figure 7 Business Opportunity Scan Infographic

3. WBCSD final Workshop

From the Grant Agreement: two workshops with the European business community using the regional European network of the World Business Council for Sustainable Development (WBCSD)

The first workshop with the business community took place in 2019, at the Business Co-design event, with representatives of:

- Forest Solutions Group of the **WBCSD** (World Business Council for Sustainable Development);
- The Navigator Company (world leader Pulp and Paper Industry);
- BOS+ (associate member of The Shift, member of CSR Europe and WBCSD GN);
- And others invited by the IA Partners and Prospex Institute.

The last event with the community took place at the final conference. Structured as a roundtable, discussing and reflecting about the project results that are relevant to the business sector. Hence, instead of in the month 42, it has happened on the month 45, September 29th of 2021.

The international conference was organized jointly by two European-wide research and innovation projects, SINCERE and NOBEL.

This session focused on building the business case for innovative mechanisms to support the provision of FES. A structured panel debate discussed business models developed for incentivising FES provision and tested in practice, especially focusing on the potential to expand their use, possibilities to build attractive business cases and related challenges.

Impulse presentations from SINCERE and NOBEL presented experiences and learning points for FES business models on four key aspects: demand for FES; income streams for FES; financing for FES; and FES business models. After each impulse presentation, a panel of experts from business, finance and forest owners discussed the issues raised and considered the implications for successful business models for FES, before opening the floor to invited contributions from participants.

This session was aimed potential FES providers, beneficiaries, and intermediaries, as well as scientists, practitioners, and policymakers.

BCSD Portugal invited relevant speakers for the session, namely Paula Guimarães, Sustainability Manager at The Navigator Company, and Vasco Ferreira Costa, Structured Finance Officer at the European Investment Bank.

Session program:

Day two: 29 September	
SESSION 3: Business models for forest ecosystem services	
Facilitator: <i>Prospex Institute</i>	
14:00 CET	<p>♦ Introduction to session Marc Gramberger, <i>Prospex Institute</i></p>
Impulse presentations & interactive discussion	
14:10	<p>♦ Demand for FES Dennis Roitsch, <i>Junior Researcher, European Forest Institute</i> <i>Interactive discussion</i></p>
14:40	<p>♦ Income streams for FES Sven Wunder, <i>Principal Scientist, European Forest Institute</i> <i>Interactive discussion</i></p>
15:10	<p>♦ Financing for FES Bo Jellesmark Thorsen, <i>Professor, University of Copenhagen</i> <i>Interactive discussion</i></p>
15:40	<p>♦ FES Business models Nelson Grima, <i>Project Manager, IUFRO</i> and Giorgia Bottaro, <i>PhD Student, UNIPD</i> <i>Interactive discussion</i></p>
<u>Panellists</u>	
♦ Business Paula Guimarães, <i>Sustainability Manager, The Navigator Company</i>	
♦ Investment Vasco Ferreira Costa, <i>Structured Finance Officer, EIB</i>	
♦ Forest owners N.N., <i>European Landowners Organization</i>	
16:10	Wrap up
16:15	Close

Figure 8 Session 3 program.

4. Second Video – SINCERE for Business

From the Grant Agreement - when significant results have been obtained, this deliverable should synthesise outcomes of IAs and transferable business models. As well as acting as dissemination tools for project beneficiaries and case-study partners, brochures and videos will also be used to promote replication to stakeholders not involved in the project's IA, including where possible in countries beyond those of the project consortium.

This video shortly summarizes the some of the IAs that were explored by the SINCERE partners and mention their potential for scalability and transfer and transferability. It will include interviews of the IAs regarding and forward the viewers to the SINCERE website toolkits and reports for more information.

Due to the tight schedule of the planned tasks, this video is being produced at the time of the delivery date of this report, so it is only possible for now to attach frames of the mentioned interviews.



Figure 9 Interview frames, Danish and Spanish IAs



Figure 10 Interview frames, Finnish and Italian IAs