

Deliverable 5.1

Project Acronym: PRECIMED

Project full Name: Precision Irrigation Management to Improve Water and Nutrient Use Efficiency in the Mediterranean Region

[Communication and Dissemination Plan (M3)]

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Summary

The deliverable [D5.1 – Communication and Dissemination Plan (M3)], focuses on the development of a dissemination strategy concerning the project, including the design and production of necessary material, the development of communication tools and the organisation and implementation of various communication activities.



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Introduction

The communication strategy of the project will be defined by a **Joint Communication plan** which will be the cornerstone of all communication related activities. The Joint Communication Plan will be elaborated by UTH with the contribution of all the partners. Milestones of the Joint Communication Plan are the following:

- Establishment of the project (business) identity (Logo, presentation template etc.) - Define and present project information in programme's platform
- Define the project's communication approach towards the already identified related stakeholders / Key players - Establish the joint communication channels and means - Define and describe the communication material.

The contents of the Communication Plan are presented in Figure 1.

All related activities will be deployed in the **communication plan**.

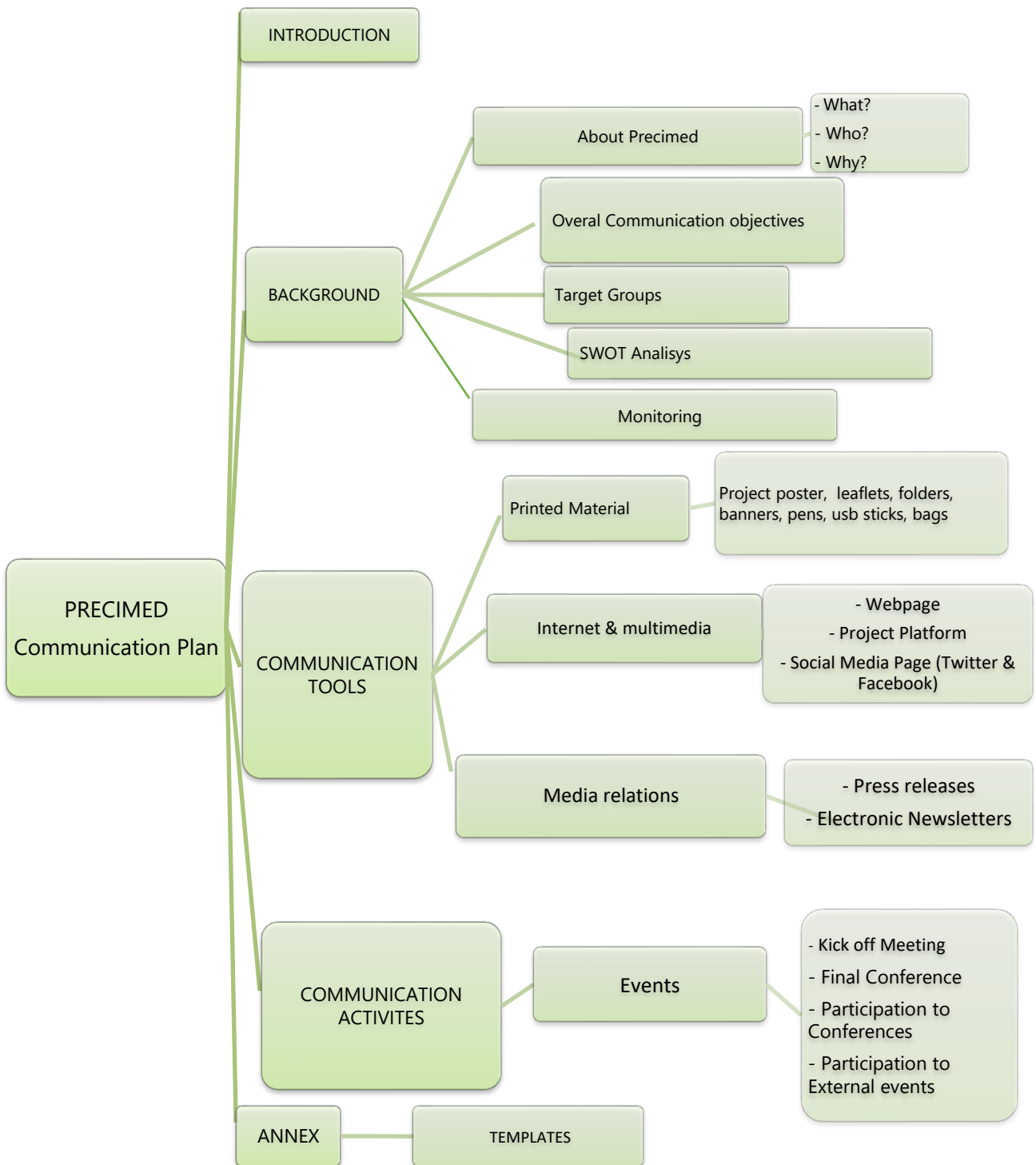


Figure 1 – Structure of Communication Plan



Background

About PRECIMED

The Project "Precimed" is being implemented under the project PRECIMED is financed by a combination of funding coming from PRIMA's Participating States and also by the European Union through the Horizon 2020 programme. The views and opinions expressed in this document are purely those of the writers and may not in any circumstances be regarded as stating an official position of the European Commission and is co-funded by the European Union and National Funds of the participating countries. The Project Partnership includes 5 partners that come from 4 countries (Greece, Spain, Algeria and Tunisia). The Precimed partnership can be seen at the following table:

| COUNTRY | PROJECT PARTNER NUMBER | PARTNER INSTITUTION |
|---------|------------------------|--|
| SPAIN | CSIC Coordinator | RTD. Management and agronomical expertise to develop the new fertigation technologies. |
| SPAIN | ODIN Partner 1 | SME. Technical expertise in the development of ICT's and their expected impacts. |
| GREECE | UTH Partner 2 | RTD. Modelling and use of ICT's to improve water productivity in greenhouses |
| ALGERIA | INRAA Partner 3 | RTD. Modelling and use of ICT's to improve water productivity |
| TUNISIA | OPTIM Partner 4 | RTD. Design, development, deployment and testing of a smart DSS |



The main objective of PRECIMED will be the development, validation and transfer of a data driven irrigation management system, in order to improve Water and Nutrient Use Efficiency (WUE and NUE respectively) in the Mediterranean region, by integrating the knowledge about fertilizers and irrigation water management with Information Communication Technologies (ICTs).

In the 21st century, some problems like water quality degradation, underground water depletion, demographic unbalances between rural and urban areas or soil salinization process, has become evident in arid and semiarid areas (WWAP, 2015). Some of these problems are especially relevant in the Mediterranean Region; in fact, currently large areas in the Mediterranean Region are vulnerable to water scarcity and drought events (Châtel et al., 2014). In the Mediterranean Region, irrigated agriculture contributes 75% to the final production. There is a need for technologies that increase water use efficiency and make additional (non-conventional) water sources available for fertirrigation, thereby decreasing water scarcity and the discharge of water and nutrients to the environment. In this sense, one of the main aims of PRECIMED is to optimize the sustainability of agriculture by using Precision Irrigation techniques, adopting and implementing new water and nutrient management practices.

Although more complex definitions exist, the simple description of the Precision Agriculture is a way to “apply the right treatment in the right place at the right time” (Gebbers and Adamchuk, 2010). Precise irrigation methods are developing rapidly in order to save water while improving yields and fruit quality. Although irrigation has been practiced for centuries, precision irrigation is a new issue as the sector had to respond to societal demands for reductions in water allocation and improvements in efficiency. Irrigation strategies have been proven to successfully increase Water Use Efficiency (WUE) by reducing water use. Thus, the current trend of fertirrigation management implies (i) precision crop irrigation and fertirrigation (ii) use of crop-based information (crop indicators/descriptors), (iii) enhanced analysis, interpretation and valorisation of the collected data & (iv) development of systems for growers’ aid on efficient fertirrigation control. Therefore, other aim of PRECIMED is to provide knowledge, know-how and tools related to efficient and intelligent applications to aid fertirrigation control.

Precision irrigation is technologically feasible through the use of environmental sensors, probes, and decision support systems (NEEA, 2015). Nowadays, there is a wide variety of possible solutions available on the market that range from the simplest based on hand sensing to the more complex that uses satellite imagery. In addition, the “Internet of Things” (IoT) is a highly promising family of technologies which is capable of offering many solutions towards the modernization of agriculture. Recently, IoT world offer new LPWAN networks (Low Power Wide Area) such as Sigfox, LoRa and 5G



(LTE-M and NB-IoT) to allow wireless and autonomous devices for monitoring and control without expensive routers or repeaters. LPWAN technologies enable the Internet connection in disperse places without traditional connection based on 2G/3G/GPRS/GSM technologies. To integrate legacy sensors/actuators, a new IoT paradigm called Cyber-Physical System (CPS) is being developed to enable the interaction with crop facilities to perform precise data acquisition (for plant, soil and environment) and also enhanced remote actuations over nutrition pumps, irrigation valves and greenhouse actuators (e.g. ventilation or lighting). Finally, the analysis of IoT data ("Big Data") allows interpreting and valuing the collected data of complex processes, predicting situations and improving decision support systems. The agricultural sector was highly affected by the Wireless Sensor Network (WSN) technologies and is expected to be equally benefited by the IoT technologies (Tzounis et al., 2017). It is time to transfer technological findings on water and nutrients conservation to end-users and farmers, and for this reason other aim of PRECIMED will be the close involvement of researchers, end-users (farmers) and other stakeholders in a participatory approach, from the EU Mediterranean and non-EU Mediterranean countries, to build capacity and support innovation in precision irrigated agriculture.



PRECIMED project will research, develop and validate a Standards-based Decision Support System (DSS) including Irrigation/Fertirrigation Models for a massive analysis of real-time crop and meteorological status data to improve the efficient use of water, nutrients and energy. For this, the consortium will integrate the knowledge on fertilizers and irrigation of Mediterranean crops with innovative information and communication technologies (ICT) to develop a solution that will be respectful with the environment and economically profitable. In the PRECIMED project, the DSS will be developed for the end user that can easily access and manage through web interfaces from anywhere with the Internet and using their mobile phones, tablets or PC. The DSS platform will be able to collect a large amount of crop data, which will be processed and analyzed in order to provide notices to the user about crop needs and real-time recommendations to farmers regarding the best irrigation and fertilization practices. The DSS will offer management services and remote actuations to improve the lives of Mediterranean farmers and also save water and fertilizers in a region with significant problems of water stress and soil pollution. The challenge is to create stronger bridges between the two areas of the Mediterranean basin, which is made up of EU and non-EU countries: Tunisia, Algeria, Spain and Greece. In this

According to the Strategic R&I Agenda, PRECIMED targets the topic of "Irrigation technologies and practices" to contribute to the following objectives:

- a) Innovative earth observation and ICT tools-based, Decision Support Systems for planning adaptation to global changes and anticipating droughts;
- b) Enhanced remote sensing and ICT technologies and devices for assessing water and energy budget
- c) Optimized balance between soil evaporation and plant evapotranspiration to improve plant water status and retention soil-water productivity;
- d) Decision support systems based on cost-effective devices and sensors for irrigation under water quality/quantity constraints;
- e) Water treatment technology for specific irrigation requirements (e.g., precision irrigation)

The methodology proposed will enhance the users' acceptance and will facilitate a wide adoption of the developed technologies by a larger agriculture community including the relevant stakeholders (farmers).

Overall Communication objectives

The overall objective of the communication activities is to be open and secure that the Precimed key messages reaches all relevant stakeholders and foster their commitment to the project in the long



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term and thus the project's capitalization in the Mediterranean area. The communication plan is based on the following principles:

- *Awareness*, with respect to the role of the EU and the Structural Funds of the EU for the general public and the promotion of the added value of the project.
- *Transparency*, as far as access to the funds is concerned.
- *Consistency*, the project's messages, results and outcomes to be open, clear and consistent.
- *Targeted*, the communication will be open and targeted to the relevant audience, as well as identified for the individual circumstances and specific messages.
- *Interactive*, the project will listen to the views of its target audiences and as far as possible incorporate these into the communication efforts carried out.

1.1 Target Groups – contact / identification approach

The Target Groups of Precimed are the following:

- SMEs in the agro-food sector.
- Actors in the agro-food value chain.
- Public authorities.
- Research and development bodies.

The Specific objectives for each target group are presented here:

SMEs in the agro-food sector:

- Ensuring that the SMEs in the AgroFood sector in the Mediterranean area are aware of the Precimed project and its activities, with respect to the benefits derived by being involved in its activities and through its results.
- Communicating the role of the European Union through the Horizon 2020 Programme in supporting the project.

Actors in the agro-food value chain.

- Raising awareness among actors in the entire AgroFood value chain of the role of the Precimed project and of the project partners

Public authorities

- Raising awareness among public authorities in the Med area of how project partners work together to support Entrepreneurship and Innovation.
- Communicating the role of the European Union through the Horizon 2020 in supporting the project.

Research and development bodies

-Communicating the results of the project to Research and Development bodies.

The following table describes the approach towards each of the target groups

| Target Group | Goals | Approach |
|---|--|--|
| National/Regional/local public authorities | Develop the economy Create jobs | ❖ Promotion of the project in conferences, workshops, fairs ❖ Invitation of politicians, policy-makers, decision-makers to project events |
| EU level institutions | Influence EU policy Create synergies with horizontal projects | ❖ Invitation of EU officials and project's representatives to project events ❖ Presentation of the project achievements to EU events |
| Private Sector (Forum, SMEs, associations, business support organisations, etc.), | Transfer of innovation to SMEs Support to SMEs' access to financial tools Support jobs' creation | ❖ Networking with SMEs and business support organization ❖ Distribution of project material ❖ Organisation of Open Days |
| Academia/Research organisations (universities, research centres], | Development of expertise on sustainable agricultural production Promotion of the innovative models | ❖ Organisation of cross-fertilisation events (seminars, workshops) ❖ Invitation of academic experts to project events |
| General Public | Increase social networking Attract youth to innovative agri-business (growth & jobs) | ❖ Website and social media accounts ❖ Press and media |

1. Valorization of partner's networking.
2. Valorization of partner's human resources and collaboration with other local, regional or national governmental or private agencies to collect detailed information about possible interested stakeholders; Municipalities, ministries or agencies working with agriculture sectors serve as example of the other bodies that will be contacted.
3. Use public (available online) information to identify other possible interested stakeholders and parties.
4. Contact and reach individually or in group interested parties and stakeholders, using the most appropriate and effective method. Methods that can be used include:

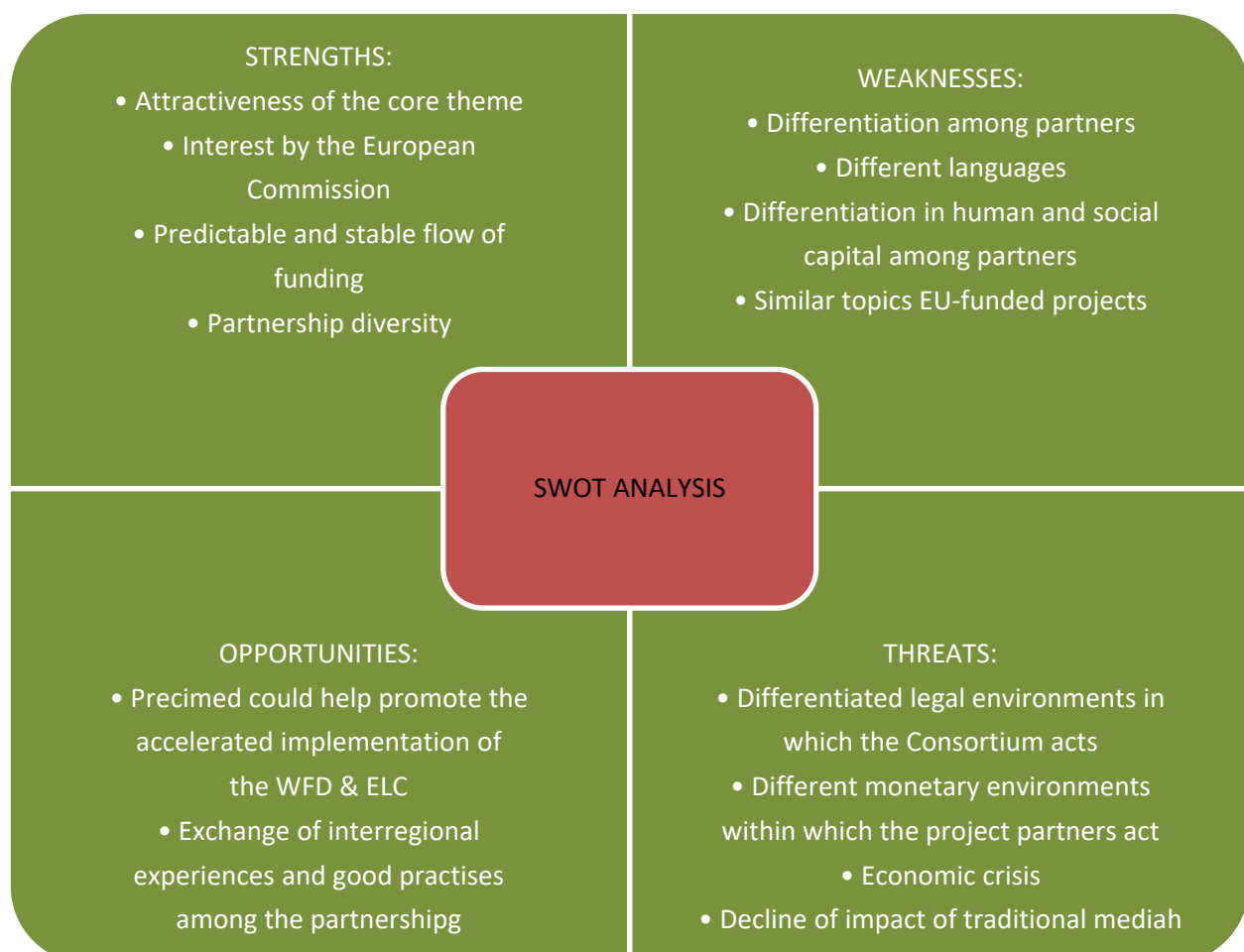
- Organizing meetings with interested parties and stakeholders
- Collaborating with other local or regional agencies to participate in the meetings they organize and to retrieve from them databases which contain information about possible stakeholders
- Contact interested parties via post, e-mail, telephone and other means of communication
- Use massive communication tools such as the project's official webpage, social media (Facebook, twitter), and partner's website/social media etc.
- Disseminate project's promotional material to relevant events.

1.2 SWOT Analysis

In this section, an analysis of the Strengths, Weaknesses, Opportunities and Threats involved in the communication & dissemination strategy is carried out.

This analysis aims at providing the essential information about which Characteristics of the strategy and the project in general are favorable for the achievement of the goals of the communication & dissemination plan and which Characteristics are unfavorable.

The SWOT analysis, therefore, makes easier for the Partners to make forecasts and devise alternative plans, should the unfavorable factors prevail.



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1.3 Communication capacity of the project partners

This chapter presents communication channels & tools for the efficient communication among the project consortium and the stakeholders:

- 1. Project's website & platform:** PRECIMED official website platform could be the main tool for the communication and the dissemination of project's activities/results to stakeholders.
- 2. Development & update of a coordinated communication plan:** The communication plan will be the cornerstone of all communication related activities.
- 3. Publicity & outreach:** Press conferences, interviews, newspaper articles related to the project PRECIMED can further promote project's goals and activities and disseminate its results.
- 4. Electronic communication & multimedia:** Stakeholders will be contacted and presented with information via
 - E-mails,
 - Online Forum,
 - Social media (Facebook, twitter),
- 5. Participation in Events:** External events, Project meetings, Final Conference.
- 6. Dissemination of Promotional material:** pens, leaflets, posters, banners, bags, usb-sticks, folders, notepads.
- 7. Communication with horizontal projects to create synergies (participation in events, capitalization of project results, etc.)**
- 8. Broadcast media**

This is an optional measure which might be used by partners in order to support and enhance their communication efforts. This communication channel includes actions such as interviews, participations in TV formats, radio announces etc. Any eventual costs that such action might imply are not included in the project grant and are to be financed by the involved partner(s).

9. Written publicity: leaflets, posters, roll-up

If a partner need and decide to use any paper publicity, the present document offers an example of models for leaflets and posters that might be used as such or might be modified in order to better support a concrete communication action.

1.4 Tools and Materials

This sub-section describes the digital and hard-copy materials that could be developed to promote the project to the relevant stakeholders and target-groups in addition to the required materials (Website, Logo, Brochures, and Newsletters).



List of tools and materials

| | SHORT DESCRIPTION | ACTION REQUIRED | PARTNER IN CHARGE | OUTPUT INDICATOR | RESULT INDICATOR |
|--------------------------------------|---|--|--------------------------|-------------------------|--|
| Logo & Graphical identity | The official PRECIMED logo & visual identity: | Design of the Logo and Graphics of the project | INRAA | Logo design | Number of publications containing logo |
| Website | The official website | PRECIMED Design | INRAA | Website | Visits on Website |

List of additional tools and materials

| | SHORT DESCRIPTION | ACTION REQUIRED | PARTNER IN CHARGE | OUTPUT INDICATOR | RESULT INDICATOR |
|----------------------|---|---------------------------------|--------------------------|--------------------------------|---|
| Social Medias | Other online outlets, e.g. Facebook Twitter | Create social medias and update | UTH | Number of active social medias | Number of members/ followers of social medias |
| LinkedIn | Other online outlet | Create A Forum | UTH | Number of active social medias | Number of members/ followers of forum |

List of optional actions

| | SHORT DESCRIPTION | ACTION REQUIRED | PARTNER IN CHARGE | OUTPUT INDICATOR | RESULT INDICATOR |
|------------------|--------------------------------|---|--------------------------|--|----------------------------------|
| Brochures | The official PRECIMED brochure | Design and writing of the project's Brochures | UTH | brochures in two stages (semester 2&5) | Number of brochures disseminated |

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|-------------------------------|--|--|--------------|--|--|
| Newsletters | The official PRECIMED newsletters (3), | Design and writing of the project newsletter material. | UTH | Newsletters produced (semester 2, 4 and 6) | Number of newsletters printed and disseminated & number of downloads |
| Dissemination Material | Project poster, leaflets, folders, banners, pens, bags | | UTH INRAA | Project poster, leaflets, folders, banners, pens, bags | Number of Dissemination material |

Logo and graphic identity/ Key images/ Project's Logos

The aim of the logo, brand, and image is to get people to recognize our project. If we use our logo, signature, web site, newsletter, press releases effectively we present a coherent and memorable image of our project.

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Internet & multimedia

Ideas about the display and the contents of the project's internet & multimedia tools:

- **Project's official Webpage**

This is a central pillar for our communication and dissemination strategy. The partners can share all the information about the project and its activities, events, deliverables, and constitutes an important source of information for all stakeholder communities the project is seeking to reach. It could contain links to relevant information, publications, presentations, etc.

- **Project's Platform**

The project's website and platform encapsulates complex needs and objectives, which present important challenges when translating digitally, especially when considering the different backgrounds and interests of the engaged actors. Therefore, it is important to have a unique approach when designing the website and the project's platform in order to engage with all types of audiences and reach the project's goals.

Hints to be taken into account for Webpage & platform:

- Set clear website and project's platform goals: Having many different stakeholders, it is important to lay out the ground on which the website should build, i.e., the common objectives and messages of the project. All audiences should be considered in the design.
- Prioritize good User Experience (UX): interested parties will visit the website to accomplish a goal, not to admire the graphic design. The whole site and interactive platform should be designed with the user experience and task completion in mind. This is especially true for the home page. Positioning the most important and popular content provides a clear roadmap to users. Helping them quickly and efficiently locate information and complete desired tasks.
- Keep information up-to-date: Interested parties will rely on the project's website to retrieve important information. Hence, it is important to have a good and reliable Content Management System which lets local administrators to easily edit and update content.
- Have reliable infrastructure and hosting: The project provides valuable public service. Hence, the website and the project's platform must be fast, as page speed is directly linked to good quality. Data security should also be a top priority.
- Optimize for Search Engines: Information loses value if potential visitors do not know it is there. The website should use search engine optimization techniques so users can easily find their sites and the information they contain. By strategically using keywords, descriptive page titles, clear language and other SEO best practices, we can drive traffic to the project's site and help users find the information they need.
- Responsive design: responsive design is absolutely crucial for the project's website. Especially as mobile browsing continues to rise in popularity. Users expect to access high-quality digital information and services anywhere, anytime and on any device, in a secure manner. This means the project's website and platform needs to be responsive to any and all mobile devices, automatically adjusting for the screen size, platform and orientation of the user's device.



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- Interactive project platform: The project's platform should be an interactive place where all interested parties can engage to retrieve and exchange information and transfer knowledge. Furthermore, it should provide the means for allowing instant communication between registered users; easy exploration of various topics and multimedia; open forums and discussion groups; details about events and important milestones, among others.

▪ **Social Media Page (Twitter Facebook LinkedIn)**

The partners should take a full advantage of the extensive social networks that are already in existence within the consortium to support its dissemination.

Hints for setting up project's Facebook & twitter account:

- Choose appropriate pictures that have the right dimensions, are high-resolution and properly represent the project and its objectives. Pictures should be easily recognized by the audience – e.g., project's and partners' logo. They show up in search results, are located at the top of the social media page and therefore must be carefully chosen
- Add call-to-actions buttons. These buttons offer an interactive way to engage with all interested parties. Examples include Watch Video, Sign Up, Book Now among others and can be easily customized with a destination URL or an important piece of content from the project. They drive more traffic to the social media page.
- Fill the "About" section with basic important information about the project and its milestones. This section should be optimized in order to best align with the project's brand, its general description, mission and objectives and other information considered important. This allows the audience to get a sense of what the page represents. It is important to record milestones and award, as well as information about major events.
- Post visual (photo or video) and textual content. The social media page should be updated regularly by including information that is considered important for the project and its activities. The communication manager should develop a strategy which determines how frequently one should post on the page. A social media editorial calendar can be particularly helpful. It helps to establish a schedule for when to share particular posts according to popularity and reachability.
- Leverage targeting tools. Social media pages allow targeting certain audiences with specific updates, which can be used to segment individual page posts using these criteria. Social media promotion tools can further be used to increase the page visibility and engagement.
- Pin important information to the top. Let specific highly important posts to stay at the top of the page for a longer time.
- Continuously monitor the page, respond to comment, and measure its impact. Engaging social media pages have a higher impact on the targeting audiences. Responds to comments quickly, by answering in a polite, informative and attractive manner. Analyse the impact of the page using built-in tools and categorize the audience using various criteria (e.g., demographic) in order to better reach and affect each interested actor.

Develop tailored strategies depending on the social media tool being used. While all social media pages should be developed using a similar approach, notice and take advantage of the particularities



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and differences of each of them. For instance, twitter requires short and meaningful updates and Facebook targets a broader audience and therefore might require to update the page using more generic posts.

Tips

How to make a post on Facebook

In order to establish a common criterion for the publication of posts on the official social networks of the project, the following tips have been defined:

- Title or **short description**
- A link to website **to get traffic**
- Tag **all the consortium** partner's profile
- Tag the profile of the main program (**PRIMA**)
- Hashtag related to the content and the **official tags of the program**

Structure of the post

- Part 1: **Content:** (just a sentence with the info and a link to the website)
- Part 2: **Tags:** (PRIMA and partners profile)
- Part 3: **Official Hastags:** (#primaprogram #PRIMAProgram #Mediterranean #EU #EUinnovation #innovation #PRIMAProject #H2020)
- Part 4: **Project Hastags:** (#PRECIMED #precisionagriculture #irrigationtech)

Partner's profile

The following table lists the official profiles of the project partners to be tagged in all publications. In this way, we encourage joint participation and increase the impact of the posts.

| Organization | Country | twitter | Facebook | LinkedIn |
|-------------------|----------------|----------------|-------------|-------------------------|
| CEBAS-CSIC | Spain | @CEBAS_CSIC | @CEBAS-CSIC | @cebas-csic |
| ODINs | Spain | @OdinSolutions | | |
| UTH | Greece | @uth_gr | @uth.lacec | @University of Thessaly |
| OPTIM | Tunisia | | | |
| INRAA | Algeria | | | |

Events

This chapter presents hints & good practices for the organization of project's events:

- Kick off Meeting
- Final Conference
- Participation in to Conferences
- Participation in External events



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The successful implementation of all stages of the project passes through an important series of collaborative events, such as consultations, seminars / webinars, and conferences. These events will help the project's partners, stakeholders, target groups, and all interested parties to come together in an environment with the following objectives in mind:

- to inspire the attendees and get them involved in the project
- to keep them up to date with project's main activities
- make new contacts organically in person
- to share knowledge with all interested parties

Despite the form or methodology, let be a traditional conference or a digital and modern webinar, the objective is to engage all stakeholders into a fruitful collaboration.

The following tips and ideas might help while preparing for the events

- Determine specific goals for each event: Each partner must carefully consider the event at hand and plan accordingly, while keeping in mind the particularities and differences of each event. The organizing team might consider brainstorming about the most important objectives and goals of the event; make those objectives clear to participants and set up a detailed plan on how to achieve them
- Carefully consider event management and logistics: Choosing the most appropriate venue for the event is crucial. The place must reflect and reinforce the project's identity and objective and must be easy accessible for all attendees. It is also highly important to plan everything in advance. The organizing team should put together a timeline of all key deliverables, deadline dates, identify the person responsible for each task and hold everyone accountable.
- Event registration provides valuable information on the participants' background and interests. We can allow for pre-event registration and also onsite registration. It is important to explain clearly how attending the event will impact and benefit each participant (visual or video explanations are eye-catching and effective). Also, the registration process must be simple, yet effective and informative.
- Conference program and content: content is the single most important part of each event. It must offer the right balance of educational and knowledge transferring elements as well as interesting and entertaining spots. The event's content must be build up having in mind the target audience and their interests, needs, wants and demands. Every element of the event must align with the key messages of the project.
- Social events, networking and social media are another key aspect of every event. It must provide participants with an opportunity to network and create fruitful connections which will help in the next steps of the projects. Furthermore, social media should be used as an additional communication tool to promote the event, capture instant feedback from attendees and respond to any issues.

Monitoring

Methodology

To manage the project's activities effectively, each partner must clearly identify the objectives, goals, potential problems and constantly monitor activities to check whether the performed actions are achieving the desired results.

We propose monitoring and control techniques to be split in three key areas: project plan monitoring, project budget monitoring, and monitoring through regular status and/or state reporting. These aspects might involve identifying *critical path activities* and other major stages or decision points, and measuring progress against them. To monitor milestones, one can use tables, features on a *Gantt chart* or *milestones slip charts*. Monitoring against pre-set limits or tolerances enables the level of corrective action to be appropriate to the extent of the deviation from the plan. Another important technical aspect is the correct application of the *Pareto Principle*, i.e., each partner must identify the 20% of activities that are responsible for the 80% of labour costs. Project monitoring would then concentrate on those key areas.

To achieve these objectives, the project team needs to focus on

- Knowing the stakeholders and their needs: A successful project is one where all stakeholders' needs are met accordingly. By communicating (interview, feedback, polls, etc.) with stakeholders, the project team can pin-point their interests, needs and demands.
- Identifying priorities and converting them into measurable goals: A prioritized list of goals can now be turned into easy to measure goals. One framework for this is to employ the SMART principle. Goals should be specific, measurable, achievable, relevant and time-bound. Formulating goals this way helps to measure them for completion and success. These goals can now be put down into the project plan along with a mention of the stakeholders and their needs.
- Identify project deliverables and establish a schedule: Almost as important as the goal identification is the breakdown into deliverables. For each goal, it is vital to understand and identify how it translates into outcomes. It needs to be clearly stated when each deliverable is due and how it will be achieved. This deliverable can now be added to the project plan preferable with close to accurate delivery dates as well as acceptable levels of delay. Each deliverable needs to be converted into tasks that need to be performed in order to produce required results. Here, the number of man hours per task needs to be calculated and resources need to be assigned. This includes both people and other resources. With this calculation, there may be a need to update the project timelines specified previously to present a more realistic image.
- Create supporting plans: With the basic plan in place, the team can now work on setting into place any required supporting plans. These can include
 - o Human resources plan: This plan needs to record in detail, the names of all the people and organizations involved in carrying out the project. Against each name mention their roles and responsibility.
 - o Communication plan: A communications matrix needs to be put into place identifying who needs to be privy to project updates and how they will be provided the same. This means identifying a common format for reporting and establishing reporting frequency



- *Risk mitigation*: It is important to identify all possible risks to the project and have a plan in place to address these. Using a simple log, one can identify each risk and outline what will be done to prevent it and what will be done if it ends up happening. This log can be updated on a regular basis.

Quantitative and qualitative data that will be necessary to produce the evaluation indicators will be collected by the means of:

- questionnaires concerned stakeholders and target groups;
- survey of the webpage and social media activity;
- statistics from the activities at local levels;
- Survey of the return from local broadcast media coverage.

Each partner could be responsible for the survey, the record and the evaluation of the communication and dissemination performance in its country and will have to produce a short report on each of the dissemination activity conducted which will form part of the intermediate and finale project reports.

The project leader could be responsible of those activities at European level and will have to produce the related report.

Furthermore, the success of the organized events of the project could be evaluated based on participants' feedback or satisfaction questionnaire.

A standard indicative form questionnaires and interviews is proposed hereby:

- **Short description of the participant profile:**
- **What is your general feedback from the project experience?**
- **Pros and cons according to your experience**
- **Has the project changed your way of thinking of work organization?**
- **Has the project changed your way of working actually?**
- **What are your general conclusions and recommendations?**

Effectiveness indicators for the regular project promotion and communication activities:

- **Social media communications**
 - Number of followers of the Facebook page
 - Number of likes in Facebook, Twitter
 - % Increase of comments
 - Number of dissemination events subscribers via social media
 - Feedback from contacts
- **Newsletter & Mailing**
 - Number newsletter subscriptions
 - Number of e-mails received from stakeholders
 - Number of inquiries received
 - Number of answers to Greenhouses dissemination mails
- **Communication in local media**
 - Number of inquiries/comments/feedbacks received after an action in local media
- **Presentation or workshop of project concept**



- Number of participants in Digital Workplace events
- Number of information demands received after an event
- Number of subscribers during or after a Digital Workplace event
- Feedback obtained from audience
 - **Distribution of dissemination materials**
- Number of people informed about the project via paper dissemination materials
- Number of subscribers via paper dissemination materials
 - **Project Website**
- Number of visits in Digital Workplace Project Web (traffic)
- Activity & site path reports
- Traffic from web pages which link to Digital Workplace project site
- Traffic of the channeling of visitors reaching the site via search engines
- Number subscribers via the project website
- Feedback from contacts
 - **Communication to local policy makers**
- Number of inquiries received from policy maker



Annex

In order to fulfil the dissemination requirements of the project, University of Thessaly designed the templates for the trifold leaflet, the poster and the newsletter of the project (all having the dimensions of A4), ready to be customized by each partner. This material is going to be given out to all the partners of the project, by the University of Thessaly, including the specifications concerning the dimensions and the quality of any type of dissemination material, in order to achieve a high quality level.

The material mentioned above, is going to be used by all of the partners of the project at events, meetings and other types of activities/actions concerning the project, for dissemination purposes.