



Project co-financed by the European Regional Development Fund

**MED Greenhouses**  
**“Green Growth through the capitalization of innovative Greenhouses”**

*Del. 2.1.1 - Joint Communication Plan*

*University of Thessaly*



Agricultural Research Institute



Project Details:

Programme: **Interreg MED 2014-2020**

Priority Axis: **1. Promoting Mediterranean innovation capacities to develop smart and sustainable growth**

Objective: **1.1. To increase transnational activity of innovative clusters and networks of key sectors of the MED area**

Project Title: **Green Growth through the capitalization of innovative Greenhouses**

Project Acronym: **MED Greenhouses**

Reference No: **3082**

Lead Partner: **University of Thessaly**

Total Budget: **1,171,400 €**

Time Frame: **01/02/2018 - 31.12.2019**

Deliverable Details

WP: 2 - Communication

Activity: 2.1 – Communication Strategy

Deliverable Title: 2.1.1 Joint Communication Plan

Responsible Partner: *University of Thessaly*

Involved Partners: All

Date & Place of delivery: 31/05/2018



Agricultural Research Institute



## Contents

Introduction .....	3
1. Background.....	5
1.1 Key Aspects of the Project to be communicated.....	5
1.2 Target Groups.....	7
1.3 Target Groups – contact / identification approach.....	8
1.4 Communication capacity of the project partners .....	10
2. Main Plan.....	12
2.1 Key messages.....	12
2.1.1 Key words.....	13
2.1.2 Key images/ Project’s Logos .....	13
2.2 Communication Tools .....	14
2.2.1 Printed Material .....	14
2.2.2 Internet & multimedia.....	16
2.2.3 Media Relations .....	18
2.2.4 Events.....	19
3. Monitoring.....	21
3.1 Methodology .....	21
3.2 Timeplan .....	23
Annex .....	26

## List of Figures

Figure 1 – Structure of Communication Plan.....	4
---	---

## List of Tables

Table 1 – Target Groups.....	7
Table 2 – Design of Promotional Material .....	15
Table 3 – Indicative timeplan for project’s deliverables/Activities/Events.....	24
Table 4 – List of Stakeholders in Albania.....	26
Table 5 – List of Stakeholders in Cyprus.....	30
Table 6 – List of Stakeholders in France.....	32
Table 7 – List of Stakeholders in Greece.....	35
Table 8 – List of Stakeholders in Italy .....	40
Table 9 – List of Stakeholders in Spain.....	42

## 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 LP (TEI of Thessaly) 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.

To be noted that the objective of the Project Communication (WP 2) is to engage final beneficiaries in the project activities and to maximize the project's impact. The tactics that will be applied are mixed and include:

- a) common dissemination activities (e.g. project platform, communication and promotion material)
- b) a mixed set of different types of events (e.g. seminars, webinars, external events, conference, consultations),
- c) a video (MED Greenhouses Video)
- d) a set up of communication channels with self explanatory roles towards the achievement of project's objectives.

To achieve the WP goals, each partner will set a Communication Manager (CM); CMs will be in direct contact and inform their Project Manager. All related activities will be deployed in the **Joint communication plan**.

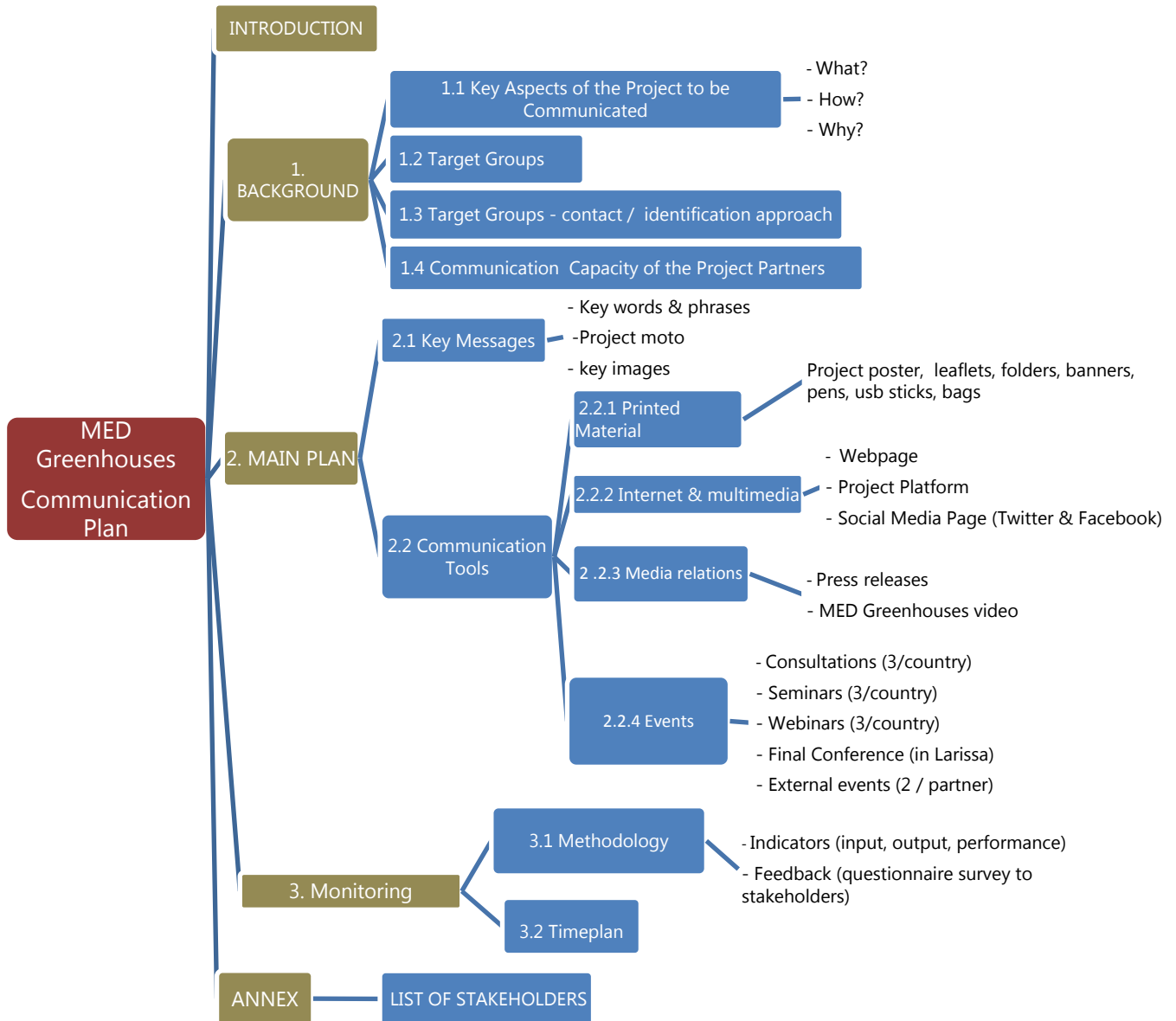


Figure 1 – Structure of Communication Plan

# 1. Background

---

## 1.1 Key Aspects of the Project to be communicated

### - Key aspects of the project to be communicated:

- The transnational innovative cluster / agricultural network that will be created through a memorandum of agreement should be disseminated at EU, transnational, national level.
- The tailored policy recommendations should be communicated at all levels, addressing policy instruments such as the Structural Funds, in order to lead to concrete projects/investments.
- The knowledge transfer tools (e-learning, training course material, webinars etc), should be promoted at regional/local level by each PP, so that they attract the general public.
- The new financial opportunities and the public-private collaboration schemes should be disseminated at local level by each PP, formulated to the needs of each region, aiming at supporting the regional clusters/networks and SMEs.
- Common guidelines and best practices enabling cross-discipline data curation policies.
- A vision about shared virtual research methods for greenhouse agriculture supported by foresight studies.
- Mainstream standardization and interoperability in order to support data and knowledge sharing among European Technology SME's and research bodies
- Common tools to be shared in the Mediterranean region to increase quality, greenhouse productivity and industry competitiveness.
- Innovative Greenhouses in the MED area, minimizing water and energy demands.
- Contribution to Green Growth by stimulating environmental awareness, promoting sustainable development and raising apprehension on issues related to efficient use of water and energy resources.
- Enhancement of eco-innovation capabilities of interested parties both in the public and private sector by increasing and strengthening collaboration, cooperation and stimulating knowledge transfer.
- Creation of an Agricultural Transnational Innovative (ATI) Cluster favouring cooperation among actors of 4helix and promoting eco-innovation.
- Knowledge transfer and provision of training seminars/webinars contributing to capacity building of the stakeholders of the sector.
- Development of tailored policy recommendations favouring sustainable development and green growth.
- Provision of financial channels/tools promoting eco-innovative investments.



Agricultural Research Institute



- Success stories, best practices and positive impact achieved during the implementation of the project on local and European level.
  - Spread awareness of European Union actions to tackle the changes currently occurring in the job market and to inform about MED programme, its functioning, opportunities and best practices.
  - Opportunities for regional stakeholders to:
    - exchange experiences with other Mediterranean countries (although there is a lot of competition between the regions for agricultural production)
    - Foster greenhouse agriculture in Med regions
    - Formulate policy recommendations to regional, national and EU bodies for supporting greenhouses development through innovation and regional planning strategies
    - Initiate regional or trans-national innovation projects
    - Develop innovative greenhouse solutions for sustainable local organic food production
    - Energy is the key pillar of greenhouse production
- **Approach for their implementation:**
- The above key aspects can be achieved through a coordinated and comprehensive set of dissemination and communication activities, maximizing the impact of the project both within the consortium and on its external stakeholders.
  - Generally, the communication actions need a coordinated approach and excellence when designing the links between the activities, objectives, events, results that we wish to disseminate and the target groups that will receive them. Different means of communication should be used, adapted to the specificities of each target group.
  - The consortium should aim at creating a dialogue with the stakeholders (through consultations), provide opportunities for feedback from stakeholder groups, transfer knowledge, share good practices, enhance their capacity building (through workshops) and build transnational, interregional and local networks (through ATI Cluster).
  - In terms of contents of the dissemination material (press releases, newsletters, etc), priority will be given to storytelling and images (pictures and videos) of the activities. It will be also interesting to mix followers/users contents and professional materials.



- Through the wide range of promotional events and dissemination tools foreseen, the project will become a reference point for SMEs and stakeholders operating at a local and a regional level in PPs' countries.
- It is important for the partners to assess the state of play, to perform an in-depth analysis identifying the major challenges faced in each territory, and to communicate clearly and efficiently how the project can help to tackle and address those challenges.
- Key messages can be delivered using a variety of communication tools such as printed material, internet, multimedia, and different events in order to increase the scope and reach every possible interested actor.
- Each partner in the project should identify and engage possible target groups and stakeholders to promote the importance of the project and its benefits. Then, by addressing particularities of different geographical contexts and stakeholders, the communication plan should serve as a platform for bringing together different actors into achieving the common objectives.

## 1.2 Target Groups

Table 1 presents the target groups that must be reached and involved/engaged in the project according to the Application Form. More information is presented in the annexes and in deliverable 3.1.2.

Table 1 – Target Groups

Target groups	Description	Target value
Sectoral agency	Development agencies in the involved regions	8
Business support organisation	Chambers from each country, Agriculture Associations etc.	16
General public	Farmers, greenhouse owners	200
Interest groups including NGOs	NGOs relevant with agriculture and sustainable development	8
Higher education & research	Research institutes, Universities, etc	8
International Organisation	European Economic Interest Grouping (EEIG)	6
Local public authority	Municipalities from each region	16
National public authority	Ministries of Agriculture, Development etc.	6
SME	SMEs related with agriculture/greenhouse sector	16
Regional public authority	Regional authorities of the involved countries	6



### 1.3 Target Groups – contact / identification approach

Approach for the identification & the involvement of the stakeholders:

- Classification of the target groups will facilitate the communication actions, with tailored solutions for each group. One possible classification could be the following:
  - ❖ **National/Regional/local public authorities** of the PP areas involved in the project, including different levels of elected and local government (central government, regions provinces, municipalities, etc). Interaction will include both direct involvement of representatives (including decision-makers & elected members) from these institutions in the project’s local or transnational meetings, as well as dissemination of promotional material.
  - ❖ **EU level institutions**, such as EC, Parliament, DG Agri, European networks (e.g. WIRE EIP-Agri action group, FERTINNOWA, EUVRIN, ISHS, EurAgEng, EGME, EEEO). In order to achieve maximum penetration of the project’s policy recommendations and innovative solutions, direct communication of the activities to EU institutions will be organized via workshops, presentations and sending reports.
  - ❖ **Private Sector** (clusters, SMEs, associations, business support organisations, etc), whose engagement to project activities will build the foundations for the development of long-term collaboration and new investments for growth and jobs in the agrofood sector.
  - ❖ **Academia/Research organisations** (universities, research centres], the participation of which will ensure innovation and exploitation of research results.
  - ❖ **General Public**, especially local communities of the project partners, must be directly involved and well-informed, to raise awareness on the objectives of the project.

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	<ul style="list-style-type: none"> <li>❖ Promotion of the project in conferences, workshops, fairs</li> <li>❖ Invitation of politicians, policy-makers, decision-makers to project events</li> </ul>

EU level institutions	Influence EU policy Create synergies with horizontal projects	<ul style="list-style-type: none"> <li>❖ Invitation of EU officials and project's representatives to project events</li> <li>❖ Presentation of the project achievements to EU events</li> </ul>
Private Sector (clusters, SMEs, associations, business support organisations, etc),	Transfer of innovation to SMEs Support to SMEs' access to financial tools Support jobs' creation	<ul style="list-style-type: none"> <li>❖ Networking with SMEs and business support organization</li> <li>❖ Distribution of project material</li> <li>❖ Organisation of Open Days</li> </ul>
Academia/Research organisations (universities, research centres],	Development of expertise on sustainable agricultural production Promotion of the innovative models	<ul style="list-style-type: none"> <li>❖ Organisation of cross-fertilisation events (seminars, workshops)</li> <li>❖ Invitation of academic experts to project events</li> </ul>
General Public	Increase social networking Attract youth to innovative agri-business (growth & jobs)	<ul style="list-style-type: none"> <li>❖ Website and social media accounts</li> <li>❖ Press and media</li> </ul>

2. Valorization of partner's networking.
3. 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.

4. Use public (available online) information to identify other possible interested stakeholders and parties.
5. 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.

#### **1.4 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:** MED Greenhouses official website and e-learning platform could be the main tools 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 – Liaisons with other international initiatives:** This task will aim at coordinating and pooling existing networks of the partner's, external to the consortium such as European projects, National Platforms, EIP - Agri.

**4 – Publicity & outreach:** Press conferences, interviews, newspaper articles related to the project Med Greenhouses can further promote project's goals and activities and disseminate its results.

**5 - Database with stakeholders:** This database will include information with stakeholder of the sector along with contact details (address, email, telephone, website, social media accounts, etc), their main activities, interests, challenges, and what they are expecting from the project. The use this kind of database by each partner can facilitate massive communication among all stakeholders of the project.

**6 - Electronic communication & multimedia:** Stakeholders will be contacted and presented with information via

- E-mails,
- Online Forum,

- Social media (facebook, twitter),
- MED Greenhouses video.

**7 – Participation in Events:** Consultations, workshops, external events, training seminars/webinars, Final Conference.

**8 – Dissemination of Promotional material:** pens, leaflets, posters, banners, bags, usb-sticks, folders, notepads.

**9 - Communication with horizontal projects to create synergies (participation in events, capitalization of project results, etc).**

#### **10 - Face to Face presentations & seminars**

Every aspect of the Greenhouses project will be presented in various specially organized for this purpose events in each partner's country. Those events will be mainly hosted by the project consortium organizations. As an option and when it is feasible, partners may choose to make additional short presentations of the project concept on local forums and conferences, in universities and schools. The aim of those presentations will be mainly to increase the awareness on Greenhouses.

#### **11. Online marketing**

The most intensive communication channel will be the Internet. We assume that our main target groups are familiar with the Internet and social media, and therefore we will make an extensive use of those means. A page on Facebook, as well as a profile on Twitter will be created and fed regularly with information on activities and forthcoming events during the whole project lifetime by each partner.

The Project main webpage will serve as a communication tool for every project key message and related information.

#### **12. Broadcast media**

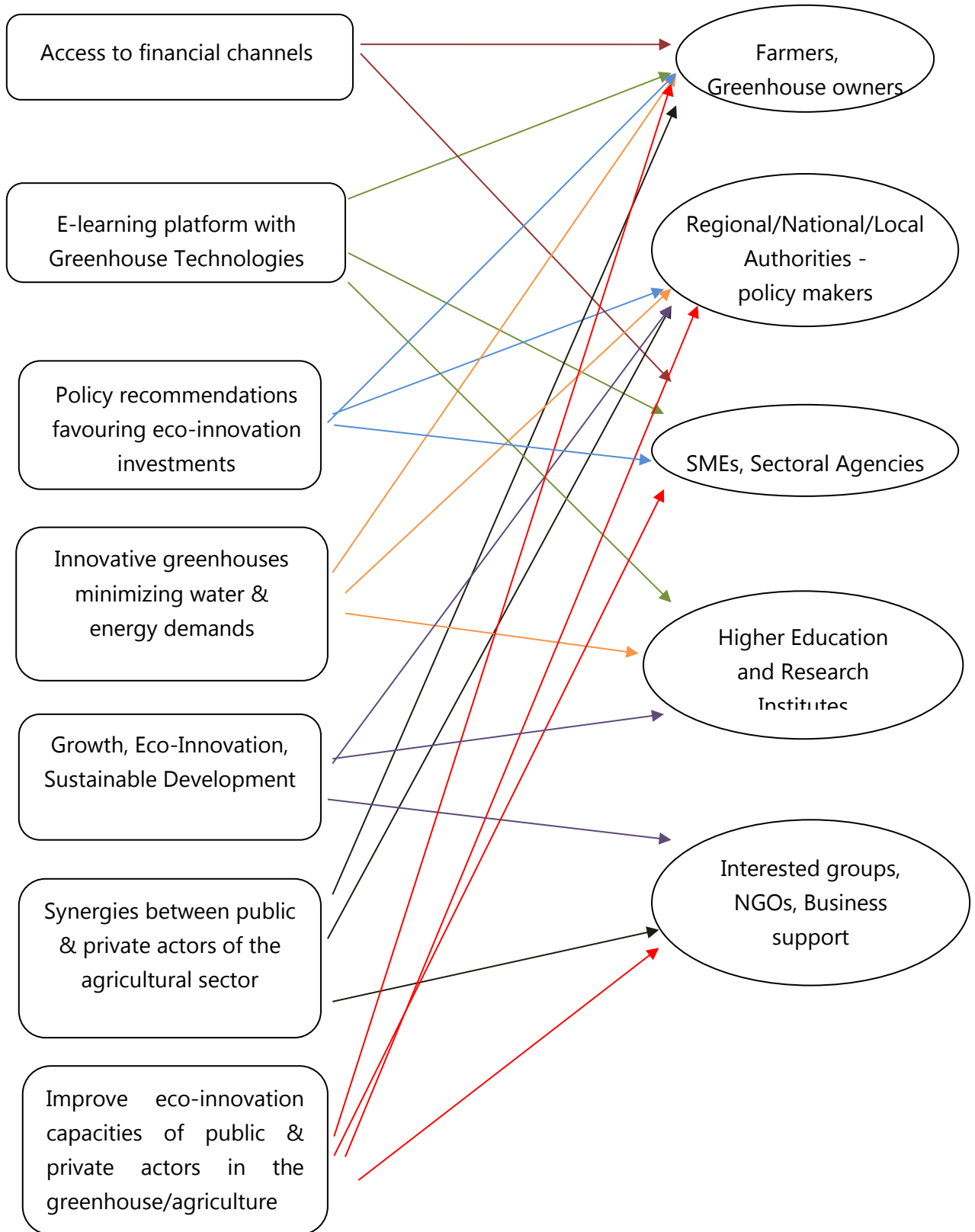
This is an optional measure which might be used by partners in order to support and enhance their communication efforts. This communication channel includes actions such as interviews, participations in TV formats, radio announces etc. Any eventual costs that such action might imply are not included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

#### **13. 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.

## 2. Main Plan

### 2.1 Key messages





### 2.1.1 Key words

This chapter presents key words (words that should be included in the logo strapline) that should be included in all relevant communications of the project, both in terms of content, and in terms of symbolism.

*Food quality & security, water scarcity solutions for protected crops, water monitoring, Adaptation to climate change, Mediterranean technology development, Innovative Greenhouses, Green Growth, water & energy efficiency, sustainable development, agricultural network, eco-innovation, cooperation, knowledge transfer, environmental awareness, Sustainable agricultural production, Innovative agricultural cluster, Eco-innovation, Zero emissions, Low input, Food quality, Circular economy, Circular horticulture*

### 2.1.2 Key images/ Project's Logos



## 2.2 Communication Tools

### 2.2.1 Printed Material

Will be designed and produced promotional material for project purposes.

(Total units of digital/written communication material: 8.969 units)

**LP:** (a project poster, 250 pens, 200 notepads, 200 folders, 120 usb sticks, 2 banners, 200 leaflets, 200 bags) Total: 1.173 units

**PP1:** (250 pens, 200 notepads, 200 folders, 120 usb sticks, 2 banners, 200 leaflets, 200 bags) Total: 1.172 units

**PP2:** (250 pens, 200 notepads, 200 folders, 120 usb sticks, 2 banners, 200 leaflets, 200 bags) Total: 1.172 units

**PP3:** (250 pens, 200 notepads, 200 folders, 120 usb sticks, 2 banners, 200 leaflets, 200 bags) Total: 1.172 units

**PP4:** (250 pens, 200 notepads, 200 folders, 120 usb sticks, 2 banners, 200 leaflets, 200 bags) Total: 1.172 units

**PP5:** (152 pens, 140 notepads, 140 folders, 50 usb sticks, 2 banners, 140 leaflets, 140 bags) Total: 764 units

**PP6:** (250 pens, 200 notepads, 200 folders, 120 usb sticks, 2 banners, 200 leaflets, 200 bags) Total: 1.172 units

**PP7:** (250 pens, 200 notepads, 200 folders, 120 usb sticks, 2 banners, 200 leaflets, 200 bags) Total: 1.172 units



Table 2 – Design of Promotional Material

**Bag**



**Banner**



**Folder**



**Pens & Leaflets**



**Pen**



## Notepad & pen



## Leaflet



### 2.2.2 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.

- *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)**

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. Analyze 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 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.

### **2.2.3 Media Relations**

The project video should serve as a communication tool to engage all beneficiaries, and to maximize the project's impact on a broader community. The video must be used to build a communication channel between the project partners, the interested parties and the general public. To achieve this objective, we propose to take into consideration the following tips and ideas

- The project video should/could include:



- the prototype greenhouses, with narration of their innovative features and demonstration of these innovations.
- interviews with the people responsible for the operation of the innovative greenhouses, as well interview with the Project Coordinator
- a footage of project meetings and local events should be incorporated to the video.
- The Important deliverables such as the e-learning platform, educational material, memorandum of understanding, forum, project platform, etc
- The most important messages of the project (considered at a high level: impact, results, objectives, etc) should be delivered, through the video, in a simple, and understandable language accompanied by meaningful and catchy images and streamed sequences.
- The video should serve as a communication tool that helps to raise public awareness and enable actors to act accordingly.
- The video should focus on demonstrating practical installation and operational elements of MED greenhouses, and yet, through meaningful true stories should aim to highlight the importance of the project as a whole
- It could be assessed the possibility of producing two or three shorter versions of the longer video, in order to shift focus to particular aspects of the project. Messages should be simple and direct to particular target groups; therefore, if the message is highly focused towards approaches that deal with few problems, it might have a better impact.
- 

## 2.2.4 Events

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

- Consultations (3/country)
- Seminars (3/country)
- Webinars (3/country)
- Final Conference (in Larissa)
- Participation in External events (2 / partner)

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.

### 3. Monitoring

---

#### 3.1 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 plant. 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



- 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.
- 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 participant's 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**
- **Have the project changed your way of thinking of work organization?**
- **Have 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 makers

### 3.2 Timeplan

The chapter presents an indicative timeplan regarding project's events/meetings/deliverables that have to be undertaken during project implementation.

Table 3 – Indicative timeplan for project’s deliverables/Activities/Events

Month	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20
Del/Act/Events	Feb18	Mar18	Apr18	May18	Jun18	Jul18	Aug18	Sept18	Oct18	Nov18	Dec18	Jan19	Feb19	Mar19	Apr19	May19	Jun19	Jul19	Jun20	Jul21
Kick off Meeting																				
2 <sup>nd</sup> SCM																				
Skype Meeting																				
3 <sup>rd</sup> SCM																				
Progress Reports																				
Project Reports																				
Final Report																				
Certify Expenses																				
Payment Claim																				
Evaluation reports																				
Promo material																				
Social Media pages																				
Video																				
Reporting knowledge from Horizontal projects																				
Reports & minutes of external events																				
Feeding web platform																				
Report with innovative technologies																				
Stakeholders & beneficiaries database																				
Report with financial channels																				
Report with existing policies & frameworks																				



Month	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20
Del/Act/Events	Feb18	Mar18	Apr18	May18	Jun18	Jul18	Aug18	Sept18	Oct18	Nov18	Dec18	Jan19	Feb19	Mar19	Apr19	May19	Jun19	Jul19	Jun20	Jul21
Gap analysis & policy recommendations										Implementation	Implementation	Implementation	Delivery date							
Training material										Implementation	Implementation	Delivery date								
E-learning platform										Implementation	Implementation	Delivery date								
Seminars/Webinars												Implementation	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation		
Action Plan											Implementation	Implementation	Delivery date							
Consultations				Implementation	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation	Implementation	Delivery date			
Recommendations for the establishment of mechanisms favouring cooperation between actors of 4helix												Implementation	Implementation	Implementation	Implementation	Implementation	Delivery date			
Memorandum of A/U														Implementation	Implementation	Implementation	Implementation	Implementation		
Final Conference																		Implementation		
Forum													Implementation	Implementation	Implementation	Implementation	Implementation	Implementation		

Implementation
Delivery date



## Annex

Table 4 – List of Stakeholders in Albania

Name	Target Group	Level of impact	Main Services / Actions
Ministry for Tourism and Environment	National Public Authority	National	National public authority in charge of <ul style="list-style-type: none"> <li>- regulation for the environmental protection</li> <li>- sustainable use of natural resources</li> <li>- promotion of renewable resources</li> <li>- protection of nature and biodiversity</li> <li>- sustainable development and management of forestry and pastures</li> <li>- monitoring of waters quality</li> </ul>
Ministry for Agriculture and Rural Development	National Public Authority	National	National Public Authority in charge of <ul style="list-style-type: none"> <li>- regulation of the economic activity in the agricultural sector of the country with a purpose of increasing the sector's production capacity.</li> <li>- responsible for agriculture, rural development, food safety and consumer protection, fisheries and aquaculture, and waters administration</li> </ul>
Agency for Rural and Agricultural Development	National Public Authority	National	<ul style="list-style-type: none"> <li>- National agency for supporting farmers and offering consultative services</li> <li>- Provides information regarding financial opportunities, various applications, and support in key areas of rural development</li> </ul>
National Agency of Environment	National Public Authority	National	<ul style="list-style-type: none"> <li>- A government agency under the supervision of the Ministry of Environment.</li> <li>- It is dedicated to improving, conserving and promoting the country's environment and striving for environmentally sustainable development with sound, efficient resource management</li> </ul>
Regional Directory of Agriculture	Regional Public Authority	Regional	A regional public authority with the objective of creating a united and prosperous agricultural sector where people, livelihoods and natural resources are in a perfect balance. <ul style="list-style-type: none"> <li>- Growing the economy</li> <li>- Job creation</li> <li>- Economic empowerment</li> </ul>



Agricultural Research Institute



Regional Directory of Environment	Regional Public Authority	Regional	Regional public authority in charge of - Environment protection, preservation and development
Agency for the Development of Regions	Regional Public Authority	Regional	Interregional public authority that aims to facilitate cooperation between regions in order to ensure the social economic development of the regions
Municipality of Berat	Local public authorities	Local	Local public authority in charge of developing and implementing policies that ensure the well being of the citizens and their social, economical and cultural progress and prosperity
Municipality of Kuçova	Local public authorities	Local	Local public authority in charge of developing and implementing policies that ensure the well being of the citizens and their social, economical and cultural progress and prosperity
Municipality of Ura Vajgurore	Local public authorities	Local	Local public authority in charge of developing and implementing policies that ensure the well being of the citizens and their social, economical and cultural progress and prosperity
Municipality of Poliçan	Local public authorities	Local	Local public authority in charge of developing and implementing policies that ensure the well being of the citizens and their social, economical and cultural progress and prosperity
Municipality of Skrapar	Local public authorities	Local	Local public authority in charge of developing and implementing policies that ensure the well being of the citizens and their social, economical and cultural progress and prosperity
Chamber of commerce	Business support organization	Local	Business support organization to promote the business interests of the private sector; To further the economic development and to ensure the provision of services and utilities essential to such development; To provide a representative body for business people with which government can consult; To promote, support or oppose legislation or other measures affecting the business community; To promote the economic viability of the area, so those current businesses will grow and new ones will be developed locally;
The Agricultural University of Tirana	Higher Education and Research Institutes	National	A unique center for undergraduate and graduate studies, scientific research, training and extension in the area of

			agriculture and food (Agronomy, Horticulture and Plant Protection, Agribusiness, Economy and Agrarian Policy, Agro-environment and Ecology, Agro-food Technology, Animal Husbandry and Business, Aquaculture)
Institute of Food and Agriculture Safety	Higher Education and Research Institutes	National	National public authority in charge of improving nutrition and health outcomes of the population; Develop food production systems based on agricultural diversification, conservation of water, and efficient use of land; Adapt international standards of food safety and quality for a healthy, market-oriented food supply chain
Institute of Managing Greenhouses and agro-business	Higher Education and Research Institutes	National	National private organizations in support of farmers and greenhouse owners that aim to provide a wide range of services to deal with the challenges they face
Regional Food Authority	Regional Public Authority	Regional	Regional agency with the clear objective of increasing the oversight and control of food quality and safety in the country.
The Albanian Agro-business Council	Interests groups including NGO	National	A national non-governmental organization that offers support and provides services for farmers, agro-businesses and other interested parties
The Organic Agriculture Organization	Interests groups including NGO	National	A non-governmental organization that acts on a national, and regional level to stimulate and promote the development of organic agriculture
National Organization of Albanian Agriculture	Interests groups including NGO	National	A non-governmental organization that acts on a national level to provide a common framework that stimulates policy development for the benefit of all agriculture interested parties
Farmers Union	Interests groups including NGO	National / regional	National and regional organization that has the objective of protecting and advancing the interests of communal as well as commercial farmers to promote the development of a viable farming industry in order to improve rural community's standard of living; and enhance rural farming
Small and medium businesses	Small and medium businesses	Local / regional	Small and medium businesses in the field of greenhouses, agriculture and similar



General public	Farmers, greenhouses owners, etc	Local / regional	Farmers, greenhouses owners, etc
----------------	----------------------------------	------------------	----------------------------------

Table 5 – List of Stakeholders in Cyprus

Name	Target Group	Level of impact	Main Services / Actions
Forest Department	National Public Authority	National	Competent government departments, policy makers, politicians (local, regional, national)
Technical University of Cyprus	Higher Education and Research Institutes	National	Scientists and researchers in relevant fields
Ministry of Agriculture	National Public Authority	National	National and local media
Agronea	Other	National	National and local media
Pancyprian Agriculturists Association	Business Support Organisations	National	Scientists and researchers in relevant fields
Agrotiki Farmers Union	Business Support Organisations	National	Farmers, land owners, agricultural cooperatives / associations
Research Promotion Foundation	Higher Education and Research Institutes	National	Scientists and researchers in relevant fields
Akti – Research and studies centre	Higher Education and Research Institutes	National	Professional groups, consulting companies
Anoixi Public Ltd Vegetable Producers Organization	SMEs	Local	Farmers, land owners, agricultural cooperatives / associations
Genesis Citrus Growers Company Ltd	SMEs	Local	Farmers, land owners, agricultural cooperatives / associations
Birdlife of Cyprus	Interest groups including NGOs	National	Non-Governmental Organizations (NGO) and Civil Society Organizations (CSO)
Cyprus Technical University of Technology	Higher Education and Research Institutes	National	Scientists and researchers in relevant fields
Geological Survey Department	National Public Authority	National	Competent government departments, policy makers, politicians (local, regional, national)
Environment Department	National Public Authority	National	Competent government departments, policy makers, politicians (local, regional, national)
Union of Cyprus Communities	Business Support Organisations	Local	Local communities
Cyprus Union of protecting Sea Environment	Interest groups including NGOs	Local	Non-Governmental Organizations (NGO) and Civil Society Organizations (CSO)

Cyprofresh Citrus SEDIGEP (P.O) Ltd	SMEs	Local	Farmers, land owners, agricultural cooperatives / associations
Technical Chamber of Cyprus (ETEK)	Business Support Organisations	National	Professional groups, consulting companies
Cyprus University	Higher Education and Research Institutes	National	Scientists and researchers in relevant fields
Ministry of Agriculture	National Public Authority	National	Competent government departments, policy makers, politicians (local, regional, national)
Research Promotion Foundation	Other	National	National and local media
Akti – Research and studies centre	Higher Education and Research Institutes	National	National and local media

Table 6 – List of Stakeholders in France

Name	Target Group	Level of impact	Main Services / Actions
e.g. HELLENIC AGRICULTURAL ORGANIZATION - Dimitra	Business Support Organization	National	<ul style="list-style-type: none"> <li>▪ Research and development,</li> <li>▪ Promotion, dissemination, participation in conferences, exhibitions and networking at national and international level,</li> <li>▪ Coordination and management of the Action,</li> <li>▪ Training aimed at linking research results of RTDI projects with the production base but also serve national and international requirements and priorities for sustainable development of the primary sector.</li> </ul>
FILCLAIR	SMEs related with greenhouse sector	International	<ul style="list-style-type: none"> <li>▪ construction of greenhouse</li> <li>▪ Research and development of greenhouse HQE</li> <li>▪ Product development and technical acclimatization. crops under cover in full respect of the environment and increased productivity</li> </ul>
TERRALIA	Business support organization	Regional	<ul style="list-style-type: none"> <li>▪ Support innovation and business growth in Provence-Alpes-Cote d'Azur, Auvergne Rhône-Alpes and Languedoc-Roussillon (TerritoireOccitanie).</li> </ul>
Institut Sophia Agrobiotech	Higher education and research	National	<ul style="list-style-type: none"> <li>▪ Address the challenges offered for agricultural research in the field of ecological management of agroecosystems.</li> <li>▪ Integrate research knowledge in the development of innovative agronomic strategies</li> </ul>
Regional chamber of agriculture	Business support organization	Regional	<ul style="list-style-type: none"> <li>▪ Improving the economic, social and environmental performance of farms and their sectors</li> <li>▪ Accompany, in the territories, the entrepreneurial and responsible approach of the farmers as well as the creation of company</li> </ul>
Regional Direction of Food, Agriculture and Forest of the PACA	Regional public authority	Regional	<ul style="list-style-type: none"> <li>▪ Define, implement and monitor national policies and Community rural development, land use and</li> </ul>

			sustainable development of the territory
CTIFL Technical Center serving the Fruit and Vegetable Sector	Business support organization	National	<ul style="list-style-type: none"> <li>▪ Improve the expertise of the various trades in the sector and increase the competitiveness of companies.</li> <li>▪ Partnership with French and European organizations of research, experimentation and innovation.</li> <li>▪ Technical support of professional actors in strategic development.</li> </ul>
APREL: Provençal Association of Vegetable Research and Experimentation PACA	Generalpublic	Regional	<ul style="list-style-type: none"> <li>▪ The implementation of experimental programs to meet the needs of the regional vegetable sector</li> </ul>
AMAP: Association for the maintenance of a peasant agriculture	Generalpublic	Regional	<ul style="list-style-type: none"> <li>▪ Foster social dialogue around food security and taste;</li> <li>▪ Improve land manage</li> <li>▪ Act for employment, by installing new young farmers;</li> <li>▪ Reduce energy consumption</li> <li>▪ Re-involve the consumer in his consumption choices.</li> </ul>
Regional Group of CIVAMs in PACA *CIVAM- Initiatives Centers to Promote Agriculture and the Rural Environment PACA	Generalpublic	Regional	<ul style="list-style-type: none"> <li>▪ Support the emergence of collectives and accompanies them, promote professional equality between men and women, promote sustainable agricultural practices.</li> </ul>
Metropolis of nice cote d'azure	Local public authority	Local	<ul style="list-style-type: none"> <li>▪ Economic, social and cultural development and planning</li> <li>▪ Management of services of collective interest</li> <li>▪ Protection and enhancement of the environment and living environment policy</li> <li>▪</li> </ul>
Metropolis of Aix-Marseille-Provence	Local public authority	Local	<ul style="list-style-type: none"> <li>▪ Elaboration of the Regional Plan of Economic Development, Innovation and Internationalization, as well as the Regional Plan of Planning, Sustainable Development and Equality of the Territories.</li> </ul>

ARIIPACA Regional Agency for Innovation and Internationalisation of companies	Sectorial agency	Regional	<ul style="list-style-type: none"> <li>Federates economic actors to support structuring projects and SMEs</li> </ul>
CETA Agricultural Technical Studies Center of the Pays d'Aubagne	Business support organization	Local	<ul style="list-style-type: none"> <li>Agricultural technical support</li> <li>Support for individual and collective projects</li> <li>Monitoring and animation of the collective mark</li> </ul>
Regional Council PACA	Sectorial agency	Regional	<ul style="list-style-type: none"> <li>Decentralized territorial authority acting on the regional territory</li> </ul>
EA Eco-entreprises	Business support organization	Regional	<ul style="list-style-type: none"> <li>support its members (regional eco-companies) in their sustainable development, focusing on technology and service providers</li> </ul>

Table 7 – List of Stakeholders in Greece

Name	Target Group	Level of impact	Main Services / Actions
HELLENIC AGRICULTURAL ORGANIZATION – Dimitra Volos Department	Business support organizations > Chambers of commerce > Other business clusters > Incubators > Company development agencies > Private business angels and venture capitals for investor forums	National	<ul style="list-style-type: none"> <li>▪ Research and development</li> <li>▪ Promotion, dissemination, participation in conferences, exhibitions and networking at national and international level</li> <li>▪ Training aimed at linking research results of RTDI projects with the production base but also serve national and international requirements and priorities for sustainable development of the primary sector.</li> </ul>
Chamber of Commerce of Magnesia	Business support organizations > Chambers of commerce > Other business clusters > Incubators > Company development agencies > Private business angels and venture capitals for investor forums	Local	<p>Throughout the years of its operation, the Chamber has been associated with every important financial and business event in Magnesia via a large number of activities which aim at:</p> <ul style="list-style-type: none"> <li>▪ the effective operation as a public entity as far as financial, developmental and promotional issues are concerned regarding the companies.</li> <li>▪ the effective service of its thousands of members on the basis of a modern conception for support and guidance.</li> </ul>
Association of Industries in Thessaly and Central Greece	Business support organizations > Chambers of commerce > Other business clusters > Incubators > Company development agencies > Private business angels and venture capitals for investor forums	Regional	<p>The Association of Industries in Thessaly and in Central Greece (AITCG) is a Legal non-profit Entity operating under Private Law and covering the Regions of Thessaly and Central Greece.</p> <p>Its members may be industrial and handicraft firms in many sectors such as food and beverages, mineral material, wood and furniture, basic metals, textile, chemicals, machinery, renewable energy systems etc., and enterprises providing legal, financial and consultancy services to SMEs that operate under private-economic criteria.</p>
Association of Greenhouse producers of Magnesia	Business support organizations > Chambers of commerce > Other business clusters > Incubators	Local	<p>The association acts in favor of its members. Members of the association are persons from all over the area, registered as agricultural producers, vegetables and flowers in greenhouses.</p> <p>It's scope is:</p>



	<ul style="list-style-type: none"> <li>&gt; Company development agencies</li> <li>&gt; Private business angels and venture capitals for investor forums</li> </ul>		<ul style="list-style-type: none"> <li>▪ To act as an informational center to its members.</li> <li>▪ Help and guide its members to more effective greenhouse production.</li> <li>▪ To solve specific needs and problems of its members.</li> <li>▪ Submitting marketing and price information.</li> </ul>
Gardenia Growers	Business support organizations <ul style="list-style-type: none"> <li>&gt; Chambers of commerce</li> <li>&gt; Other business clusters</li> <li>&gt; Incubators</li> <li>&gt; Company development agencies</li> <li>&gt; Private business angels and venture capitals for investor forums</li> </ul>	Local	Gardenia Growers Group was founded in 1992 by producers who were already involved in the production of gardenia, with the aim of continuously supplying the European Market, with gardenias of various sizes.
Volos Development Agency (ANEVO)	Sectoral agencies <ul style="list-style-type: none"> <li>&gt; Regional development agencies and other key regional sectors</li> <li>&gt; Innovation agencies in charge of venture capital and the seeding of financing public support</li> </ul>	Local	Volos Development Company (ANEVO S.A.) is a development agency established by the integrated Municipality of Volos, with more than 15 years key role in development and planning issues of the city of Volos and the region. ANEVO is distinguished by the flexibility of its organizational structure, the interdisciplinary background of its personnel, the advanced technological equipment and the effectiveness in undertaking innovative actions.
Karditsa Development Agency (ANKA)	Sectoral agencies <ul style="list-style-type: none"> <li>&gt; Regional development agencies and other key regional sectors</li> <li>&gt; Innovation agencies in charge of venture capital and the seeding of financing public support</li> </ul>	Local	The key purpose of AN.KA S.A. is to implement programmes and projects since these are the distinct sections of its intervention. They both result from a complex process as far as planning, documentation and claim are concerned. The development of both rural and urban areas is intended through programmes and projects implementation by enhancing and making the best use of all kinds of resources (natural, human, cultural) while promoting at the same time the local initiative and entrepreneurship. The development concept of AN.KA S.A. focuses on helping "build capacity" and

			"empower" local people, especially the disadvantaged groups as well as avoid social exclusion. Programmes and projects are planned and implemented in order to serve a coherent and integrated vision for local development. Each one covers a specific need, meets a specific goal of this vision, which is constantly updated and enriched through social open debate.
Trikala Development Agency (KENAKAP)	Sectoral agencies > Regional development agencies and other key regional sectors > Innovation agencies in charge of venture capital and the seeding of financing public support	Local	<p>KENAKAP S.A., dealing with the local development of the wider area, is aiming at:</p> <ul style="list-style-type: none"> <li>▪ The modernization of the agricultural exploitations and livestock installations, with the support of innovative concepts</li> <li>▪ Improving infrastructure for technical support &amp; services to the agricultural sector.</li> <li>▪ Exploiting the disposable natural resources</li> <li>▪ Promoting local products to the Greek and international market, by improving their competitiveness (package quality etc) &amp; certifying brands.</li> <li>▪ Promoting human potential, involved in the above production sectors</li> <li>▪ Increasing protection and exploitation of the residential and architectural wealth of the buildings of the area. Emphasis is given to reserving and restoring the traditional buildings.</li> <li>▪ Organizing protection and evaluation of the areas of special natural beauty.</li> <li>▪ Promoting cultural inheritance, cultural growth and social development.</li> <li>▪ Protecting the environment and enhancing environmental awareness.</li> <li>▪ Activating the citizens.</li> </ul>
20 Farmers	General public		<ul style="list-style-type: none"> <li>▪ Farmers interested in greenhouse production</li> </ul>
10 Greenhouse Owners	General public		<ul style="list-style-type: none"> <li>▪ Greenhouse owners</li> </ul>
Perraivia NGO	Interest groups	Regional	<ul style="list-style-type: none"> <li>▪ NGO including 54 local unions of citizens</li> </ul>
Network of NGOs of Thessaly	Interest groups	Regional	<ul style="list-style-type: none"> <li>▪ Umbrella organization of NGOs</li> </ul>

CERTH/IBO	Higher education and research	Regional	The Institute of Bio-Economy and Agri-Technology (iBO), a research and technological development organization, is from 2013 one of the five Institutes of the Center for Research and Technology – Hellas (CERTH), oriented to the agri-technologies and bio-systems engineering scientific domains by integrating the existing scientific niches and research units orchestrated towards one scope.
Ministry of Agriculture	National Public Authorities	National	<ul style="list-style-type: none"> <li>▪ National Public Authority for agriculture</li> </ul>
Municipality of Volos	Local public authorities	Local	<ul style="list-style-type: none"> <li>▪ Local public authority of Volos city and its periurban area</li> </ul>
Municipality of Larissa	Local public authorities	Local	<ul style="list-style-type: none"> <li>▪ Local public authority of Larissa city and its periurban area</li> </ul>
Municipality of Karditsa	Local public authorities	Local	<ul style="list-style-type: none"> <li>▪ Local public authority of Karditsa city and its periurban area</li> </ul>
Municipality of Trikala	Local public authorities	Local	<ul style="list-style-type: none"> <li>▪ Local public authority of Trikala city and its periurban area</li> </ul>
Centaur Technologies	<ul style="list-style-type: none"> <li>&gt; SMEs in agriculture/greenhouse sector</li> <li>&gt; ICT companies</li> <li>&gt; Other strategic regional sectors</li> </ul>	Regional	The company is focused on food safety and abundance. Bringing together intelligent technology to history's oldest industry, keeping crops healthy and the world happily fed.
Agrotechniki IKE	> SMEs in agriculture/greenhouse	Regional	The company is focused on the construction of greenhouses
Agrostis SA	> ICT companies	Regional	The company is focused on the control and management systems for greenhouses
PlastikaKritis SA	> SMEs in agriculture/greenhouse	Regional	The company is focused on the development of innovative cover materials for greenhouses
Thrace NG	> SMEs in agriculture/greenhouse	Regional	The company is focused on the development of innovative screens and ground cover materials for greenhouses
THESGI	<ul style="list-style-type: none"> <li>&gt; SMEs in agriculture/greenhouse sector</li> <li>&gt; ICT companies</li> <li>&gt; Other strategic regional sectors</li> </ul>	Regional	<p>THESgi Farmers' Cooperative of Thessaly aims to:</p> <ul style="list-style-type: none"> <li>▪ Ensure production programming and its adjustment to the demand for agricultural products particularly from a quantitative and qualitative point of view</li> </ul>

		<ul style="list-style-type: none"> <li>▪ Promote the assemblage of supply and distribution of the production of the members of the Cooperative</li> <li>▪ Reduce production costs by achieving economies of scale</li> <li>▪ Improve the quality of the products produced</li> <li>▪ Normalize producer prices</li> <li>▪ Create added value to the products it produces by standardization and processing</li> <li>▪ Promote the ethics of correct agricultural practices, as well as production and management techniques for the different production means setting as a priority the environment protection</li> <li>▪ Improve agricultural equipment management by sharing or exchanging work</li> </ul>
--	--	---

Table 8 – List of Stakeholders in Italy

Name	Target Group	Level of impact	Main Services / Actions
Sviluppo Italia	Business Support Organization	National	<ul style="list-style-type: none"> <li>▪ Promotion, dissemination, participation in conferences, exhibitions and networking at national level,</li> <li>▪ Coordination and management of call for tenders for business development</li> <li>▪ Monitoring and control</li> </ul>
Camera di Commercio del Molise	Business/trade Support Organization	National	<ul style="list-style-type: none"> <li>▪ Coordination and management of call for tenders for business development</li> <li>▪ Monitoring and control</li> <li>▪ Training courses for entrepreneurs</li> </ul>
Regione Molise	Regional Public Body	National	<ul style="list-style-type: none"> <li>▪ Administrative</li> </ul>
Università degli studi del Molise	Higher education and research	National	<ul style="list-style-type: none"> <li>▪ Education, research and technology transfer</li> </ul>
ARSARP	Sectoral Agency	Regional	<ul style="list-style-type: none"> <li>▪ regional agency for agricultural development</li> <li>▪ Research and technology transfer center</li> </ul>
Ordine dei dottori Agronomi e Forestali della provincial di Campobasso e Isernia	Business support organization	Regional	<ul style="list-style-type: none"> <li>▪ professional associations of Agronomist, provides consultancy services and technical support to farmers and SME</li> </ul>
Municipality of: Campobasso, Civitacampomarano, Cantalupo, Montagano, Castropignano, Santa Maria del Molise, Casalciprano, Pietracatella, gambatesa, Guardialfiera, Limosano, Cerecemaggiore, Tufara, Riccia, San Biase, Roccamandolfi	Local public Authority	Regional	<ul style="list-style-type: none"> <li>▪ Municipality</li> </ul>
Coldiretti	Business support organization	National	<ul style="list-style-type: none"> <li>▪ Coldiretti represents agricultural enterprises and values agriculture as an economic, human and environmental</li> </ul>

CIA (Confederazione Italiana Agricoltori)	Business support organization	National	<ul style="list-style-type: none"> <li>Italian Agriculture confederation</li> </ul>
ARPA	Sectoral Agency	Regional	<ul style="list-style-type: none"> <li>regional agency for the environment, functions and technical-scientific activities for collective prevention and environmental controls, for the implementation of environmental research initiatives</li> </ul>
Confcommercio, confcooperative, confesercenti	Sectoral Agency	National	<ul style="list-style-type: none"> <li>Italian General Confederation of Enterprises, Professional Activities and Autonomous Work</li> </ul>
Fururidea	SME	National	<ul style="list-style-type: none"> <li>association for useful and sustainable innovation, promote actions that facilitate technology transfer to companies and companies, using prototypes, demonstration actions, governance of intellectual property, dissemination, information and training</li> </ul>
Naturavicina, DibaBio Società Agricola	SME	Local	<ul style="list-style-type: none"> <li>Innovative Bio Farm, Greenhouses and on-line market</li> </ul>
SMEs associated with CIA and Coldiretti	SME	Local	<ul style="list-style-type: none"> <li>Agricultural and greenhouses SMEs associated with Agriculture confederations (more than 100 SMEs)</li> </ul>
ARGOLAB	SME startup	National	<ul style="list-style-type: none"> <li>Innovative startup related to Precision Agriculture</li> </ul>



Table 9 – List of Stakeholders in Spain

Name	Target Group	Level of impact	Main Services / Actions
Politechnic University of Cartagena	Higher education and research	Regional	<ul style="list-style-type: none"> <li>Agricultural research in the field of industrial agronomics, water and water technologies</li> <li>Integrate research knowledge in the development of innovative agronomic strategies</li> </ul>
Instituto de Fomento de la Región de Murcia (Regional Innovation Agency of Murcia)	Regional public authority	Regional	<ul style="list-style-type: none"> <li>Improving the economic, social and environmental performance of farms and their sectors</li> <li>Accompany, in the territories, the entrepreneurial and responsible approach of the farmers as well as the creation of company</li> </ul>
Regional Ministry of Agriculture	Regional Public Authority	Regional	<ul style="list-style-type: none"> <li>Policy makers</li> </ul>
Ministry of Agriculture	National authority	National	<ul style="list-style-type: none"> <li>Policy makers</li> </ul>
IWA REGIONAL CONFERENCE OF WATER REUSE AND SALINITY MANAGEMENT	International Congress	International	<ul style="list-style-type: none"> <li>Stakeholders related to agriculture and water use</li> </ul>
Spanish Technology Water Plataform	Platform	National	<ul style="list-style-type: none"> <li>R&amp;D platform for water issues</li> </ul>
RUFAPA TECNOAGRO S.L.	SMEs related with greenhouse sector	Regional	<ul style="list-style-type: none"> <li>construction of greenhouse</li> <li>Research and development of greenhouse</li> </ul>
WIND GROUP	SMEs related with greenhouse sector	Regional	<ul style="list-style-type: none"> <li>Construction of greenhouse</li> <li>Research and development of greenhouse</li> <li>Fertigation equipments</li> </ul>