

## Deliverable 2.1.1 Detailed Communication, Dissemination and Capitalization Plan

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## List of abbreviations

AF	Application Form
CDC	Communication, Dissemination and Capitalization plan
IBI	Consorzio IB Innovation
ICT	Information and Communication technology
LP	Lead Partner
LSP	Logistics Service Providers
PP	Project Partner
R&D	Research & Development
SC	Steering Committee
SME	Small & Medium enterprises
WP	Work Package

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## EXECUTIVE SUMMARY

The detailed communication, dissemination and capitalization plan provides an overall framework for managing and coordinating the variety of communication tools that will directly and indirectly take place as a part of the project activities. It addresses communicators, audiences, messages but also communication channels, feedback mechanism and message timing and creating integration between them.

The document within its framework ensures that project provides relevant, accurate, consistent communication information within the project lifetime. Purpose of the Communication, Dissemination and Capitalisation plan (CDC plan) is substantial to:

- Identify target audience at different territorial and sectoral areas;
- Analyse and identify key needs of the stakeholders;
- Define how to keep stakeholders informed about project activities and results;
- Define key communication messages;
- Define key communication channels and tools which will be applied within the project;
- Ensure consistent, quality and timely information;
- Define each partner responsibility.

CDC plan is organized in eight main chapters as follows:

- Chapter.1 is dedicated to overall project approach, main project communication challenges and objectives and the current state of communication activities
- Chapter.2 is defining detailed communication and dissemination strategy with analysed and identified target audience and key communication messages
- Chapter.3 is putting its focus on key delivery channels, main communication tools and ways of information collection
- Chapter.4 elaborates communication plans with defined communication schedules, communication events and partner responsibilities
- Chapter.5 is dedicated to capitalization strategy of the CAMARG project
- Chapter.6 defines evaluation measures and success criteria of the communication activities within the project
- Chapter.7 forms the work plans per project periods; this chapter will be upgraded for each project period
- Chapter.8 is dedicated to list of main communication contacts and visibility-communication elements of the project.

## 1. INTRODUCTION

Project CAMARG is about how to put high-quality zero-km agrofood products directly on the consumers' table at the same price of standard-quality mass retail stuff. In order to achieve such objective, CAMARG would test and validate a brand new and easy web-based service that can support clusters of small local producers in four MED territories. In detail, such clusters are provided with a tool that is helpful for organizing self-sustaining supply networks able to deliver daily the selected food to the consumers' locations.

In a similar context, a detailed communication, dissemination and capitalization plan is needed to set up the internal rules for communication, an action plan for key communication channels detailing responsibilities and timing within the project partnership. The plan defines in detail communication and capitalization strategy and it serves for a clear and easy implementation of project communication activities.

### 1.1. PROJECT OVERVIEW

Because of the market conditions, where small producers - no matter where they are located are suffering from the market competition of the mass retail business models, this project intends to help them survive on the market and intends to increase their competitiveness with the web-based solution of the commerce service and zero-km approach.

CAMARG project aims at exploiting a sustainable purchasing and distribution framework which uses the zero-km philosophy in order to shorten the path between local farm producers and final consumers, also it is focusing on promotion and provision of visibility to local food producers in the MED area through introduction of innovative technology and the strengthening of relationship between farmers/producers, final consumers and LSP.

CAMARG project is all about testing and introducing new technologies with an aim of reduction the distance between producers and consumers. CAMARG aims to development of links between enterprises by connecting different actors of the supply chain at the same table, promoting business investment in research and innovation. Project is involving citizens / final users in use of new/updated e-service which brings to them a new way of decision making process regarding issues where and how to buy, and from whom to buy. Within this process final users have an opportunity to know from where their product is coming from and accordingly to that also the authenticity of the product is confirmed.

As said, four different MED regions are involved in the project: Provence-Alpes-Cote d'Azur (France), Emilia-Romagna (Italy), Slavonia and Baranja (Croatia) and Andalucia (Spain). They will commonly test and validate CAMARG zero-km e-Commerce solution in order to see how and if it is applicable on their territories in the project time framework of 30 months.

Detailed communication, dissemination and capitalization plan is needed in order to support the overcoming of the obstacles that today affect the full development of small agrofood producers and to accomplish the main project objectives, which are closely related also to communication objectives and the tools needed for reaching the targeted audience.

### 1.2. CHALLENGES & OBJECTIVES

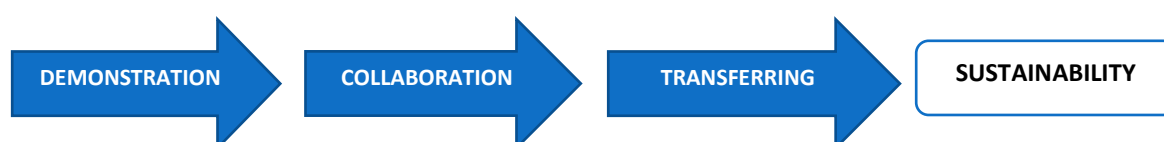
The most challenging part of CAMARG project is the process of defining the approach to target groups, especially when it turns to farmers who are not so familiar with applying of new technologies into their businesses; indeed, they are usually more focused on some traditional ways when it comes to selling their



products to final consumers. Because of this challenge, the CAMARG CDC plan elaborates on key target groups, analyses and defines key communication channels and messages that would directly be sent to those groups in order to achieve the project objectives.

Three main project targets are closely linked to communication objectives of each main action and its approach, which are highlighted below:

- With a support to creation of local clusters and contacting producers, carriers, consumers, also by involving R&D sector, the final demonstration of CAMARG e-platform will be implemented in order to support local zero-km agrofood producers on the electronic Market.
- Clusters of main participants will collaborate in order to find out new and more sustainable e-market solutions and social innovation programmes. In order to achieve this objective, communication will be needed to support the layer to prepare 'easy' communication messages to be mainstreamed to the local stakeholders;
- Communication tools and approach will be crucial in the phase of transfer of testing results to clusters' members in order to support the transfer of lessons learnt and knowledge.



**Figure 1: Key project principles**

In order to accomplish project key challenges and objectives project's setting up main pillars which are representing key project principles: demonstration, collaboration and transferring. Demonstration of CAMARG e-platform leads to collaboration and better communication between producers and final consumers, but also to collaboration between main clusters' participants. To achieve project results and their sustainability there is a need for transfer of project results to clusters' member but also lessons learnt and knowledge to a broader audience.

To overcome the previously mentioned challenges and to reach placed objectives, CAMARG partners use different approaches and methods within the communication activity. This CDC plan serves in order to simplify implementation of communication actions and to boost, not only private, but public interest. In order to reach target audience project uses different kinds of communication channels and tools which are adjusted to each target group and those tools are defined in following chapters.

### 1.3. COMMUNICATION OBJECTIVES

Lead partner of CAMARG project communication is Regional Development Agency of Slavonia and Baranja (PP5), while all other PPs' are involved and would have some responsibilities in the implementation process of the various communication deliveries.

The main communication message of CAMARG project is led by the zero-km agrofood chain market place concept: this would be addressed to the audience by establishing a mechanism for communicate information to defined target groups. The CAMARG communication approach is then divided into three sections: internal communication, external communication and Programme communication platform.

In order to achieve the project communication objectives, communication activity aims to produce several deliverables with the purpose of reaching variety of target audience from different segments and to promote the project, the MED Programme and also local agrofood products while applying innovative solutions.

Detailed CDC plan sets up main methodology for achieving the communication, dissemination and capitalization objectives with defined plans and strategies.

Directly it is focused on target groups through created key messages which are going to be distributed to them through strictly defined key communication channels.

Internal and external communication rules are set up with details on responsibilities and time frames.

To reach target audience and to boost their interest for the project main thematic, activities and results, communication package would produce mailing list of 200 contacts per country. Those contacts will be receiving periodically messages about project activities, accomplishments and invitations to project events. In this way, target audience would have an opportunity to feel like a part of the project activities.

Newsletters are containing basic project info and project activities description, but also partners' experiences. Flyers with main information about the project would be distributed to key target groups which are defined in the framework of this database.

Media dissemination is focused on articles which represent project main and basic information; on the other hand, press releases would more be targeting on the business community, especially agrofood production and logistics SMEs and consumers. In order to promote the project on the Programme level and to spread project results on EU level, CAMARG works with the horizontal project SYNGGI on the daily basis: collaboration is based on sending key information and modular (CAMARG) project outputs to the horizontal project in order to allow SYNGGI team to prepare joint promotional material, which is based on unified results of all modular project that are a part of Green Growth Community of the MED Programme.

To support the agrofood and logistic sectors, SMEs, and also clustering and collaboration as drivers of competitiveness, the project focuses on organizing local public events dedicated to approaching the zero-km principles towards a wider audience. In the end, a final conference with the main aim of maximization of capitalization of the project results is also foreseen.

#### 1.4. THE COMMUNICATION SWOT ANALYSIS

In order to accomplish the project communication objectives, the SWOT analysis of the project main thematic is first needed and it is highlighted below.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>Financial and human resources;</li> <li>Strong project team;</li> <li>Availability of technology and other resources;</li> <li>Past experiences.</li> </ul>	<ul style="list-style-type: none"> <li>Project deadlines;</li> <li>Different types of consumer needs on the markets across the MED area;</li> <li>Strong competition between producers;</li> <li>Small opportunities of product placement for small local agrofood producers.</li> </ul>

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>Adjustment of already existing e-service model in different MED areas;</li> <li>Targeting new markets;</li> <li>A step ahead of the competitors.</li> </ul>	<ul style="list-style-type: none"> <li>Competitive prices;</li> <li>Environmental factors;</li> <li>Political influences;</li> <li>Negative feedback from the main target groups.</li> </ul>

**Table 2: SWOT analysis of the CAMARG project**

As it could be seen by the above table, project CAMARG deals with problems that small agrofood producers have when they're placing their products on the market.

With its strengths, the project could reach opportunities such as the project brings an adjustment of the already existing model of e-Service for different kind of markets in the MED area. With introduction of e-service model and targeting new markets, the project would provide the opportunity for small local producers to always be one step ahead of the competitors.

Project weaknesses lead to project main threats which are the competitors' prices, impossibility of successful implementation of pilot projects, some environmental factors, political influences and the possible negative feedback from the main target groups. To avoid these barriers and accomplish the project objectives, partnership will use all of its strengths, but also different communication tools.

A specific SWOT analysis related to CAMARG communication aspects can be then prepared in order to see what are the main strengths, weaknesses, opportunities and threats in this field. Those elements need be defined in order to ensure smooth and easy communication within the partnership.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>Wide range of partnership: academia, research institutions, IT organization, development agencies, association</li> <li>Previous experience of partners</li> <li>Communication budget which leaves space for creativity and high-quality</li> </ul>	<ul style="list-style-type: none"> <li>Partner organizations are coming from different sectors which is a challenge for internal communication</li> <li>Geographical dislocation of partners – 4 countries across MED area</li> <li>Usage of English because of different national languages means longer period for distribution of tools and materials within the project</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>Target groups are aware of the issues with which this project deals</li> <li>There are several national and international events/meeting dealing with this thematic where project CAMARG could be presented</li> </ul>	<ul style="list-style-type: none"> <li>Negative feedback from the main target groups</li> <li>Messages not being interpreted as expected</li> <li>Changes to the project team membership that can have influence on project culture</li> </ul>

**Table 1: SWOT analysis of CAMARG in terms of communication**

With wide range of partners' institutions which constitute the CAMARG partnership, their previous experiences and the communication budget which leaves enough space for creation of main deliverables,

the project would take all of its opportunities to engage various stakeholders in order to present them the main issues that project will deal with.

A complete business model that is going to be used in order to overcome those barriers would be presented within the project Partner organizations of CAMARG. The partners are coming from four different MED areas, which are geographically dislocated with different market characteristics – this is challenging given the project main purpose, which is to apply the same business model in all four territories with different characteristics.

Threats and risks of the CAMARG project are related to possible negative feedback from the main target groups and also by their potential disinterest in project activities and results.

In accordance with these, CAMARG would set up number of communication rules, plans and evaluation measures to ensure successful achievement of the communication objectives.

## 2. COMMUNICATION & DISSEMINATION STRATEGY

Based on previously defined elements of the CDC plan, communication and dissemination strategy of the CAMARG project can be introduced. It uses the combination of the conventional approaches and methods of communication and today's Internet potentials. Also, this chapter focuses on basic visibility-communication elements which could be used on all project promotion materials and in all project communication deliverables.

### 2.1. LINK BETWEEN PROJECT AND COMMUNICATION OBJECTIVES

Aim of the communication is to promote capitalization of the CAMARG project outputs and result (external communication) and to support smooth project implementation (internal communication). Communication objectives of the project are tightly connected with specific project objectives, so the table below shows their interconnection.

PROJECT OBJECTIVE	COMMUNICATION OBJECTIVE
<b>Demonstrate sustainable testing actions to support local zero-km agrofood productions on the electronic Market success</b>	Support the creation of the local clusters by contacting producers, carriers, users/consumers and by involving R&D sector to make innovation process dynamic and never ending.
<b>Zero-km Agrofood cluster innovation process by introducing novel ICT technologies and business &amp; governance model</b>	Communication would be supporting layer to prepare easy communication messages to be mainstreamed to local stakeholders. The role of the communication of the project is to simplify the outcomes and experience done.
<b>Transferring testing results to Clusters' members and put the basis for experience mainstreaming and improvement.</b>	Because this project objective is taking place closer to the end of the implementation, communication is crucial at this point to support knowledge transferring process.

**Table 3: CAMARG communication objectives vs project objectives**

There are several ways of approach and tactics to achieve communication objectives and they are highlighted below:

- Direct involvement of producers' groups and associations through local meetings and workshops are needed in order to support the creation of local clusters. This will be accomplished through contacting producers, carriers, users/consumers and also by involving R&D sector to make the innovation process never ending. Key needs of stakeholders should be identified and reached with use of communication tools such as press releases, flyers and parts dedicated to the project on partners' websites. In order to boost public, but also the private interest, social media communication campaign will assist the project implementation;
- In order to introduce novel ICT technologies and business and governance models, communication would accompany all the process of innovation transferring both internal to the partnership and directed to each of the active/operating members of each local cluster. Based on the supporting training material prepared by other WPs, communication role is to prepare messages, summaries or outcomes in the way all the members or external stakeholders can easily understand and use in turn;

- To transfer testing results to Clusters' member and put the basis for experience mainstreaming and improvement events (national workshops, awareness raising campaigns, final conference), communication activities (tailored events towards SMEs) would be applied till the end of the project.

## 2.2. VISIBILITY-COMMUNICATION ELEMENTS

In the framework of the new programming period 2014-2020, the MED Programme has adopted some new rules and approach for project management that also drive new orientation on project identities and expected results. Within that approach, each project is a part of a thematic community to which it is expected to contribute. According to that, CAMARG project is part of Green Growth Community of the MED programme and it would closely work with horizontal project SYNGGI to better disseminate its results in the whole MED area.

The project communication, in this sense, is more focused on promoting thematic communities than the identity of the project itself. Following these new rules, the Interreg MED Programme has adopted a single branding for project logos that includes the following elements:

- The Interreg logo (symbol of the European Territorial Cooperation objective), associated with the European Union flag, in accordance with the graphic standards and the reference to the European Union;
- The Programme logo ("Mediterranean" naming with the brush stroke symbol coloured with gradient that includes all its four axis colours);
- Related project's logo (in case of Modular).



**Figure 2: Logo of the CAMARG project set up by the Interreg MED Programme**

Because the basic element of the project promotion is already set up by the Programme, there is no possibility to change and/or update it, but there is space to creatively adjust project promotion materials in order to make CAMARG project different than others and to ease for all target groups the possibility to see differences between CAMARG and the their projects. In accordance with that, basic project communication material would be customised for CAMARG purposes in its own way.

In order to maximize the project visibility, its communication elements would be used on all project promotion materials and in all promotional occasions. In particular:

- **Online tools:** project partners' websites, MED Web Platform;
- **Social media:** Facebook page, Twitter account;
- **Media material:** press releases, articles;
- **Project publications/ digital and printed version:** newsletters, flyers;
- Project events;
- Transnational events;
- Green Growth Community events.

The official Facebook page of the project CAMARG has been created and it is published at: [https://www.facebook.com/camargproject/?ref=aymt\\_homepage\\_panel](https://www.facebook.com/camargproject/?ref=aymt_homepage_panel)

Facebook page allows to introduce the general public with basic information about the project but also to continuously inform the audience about implemented project activities and accomplished results.

The header of such page can be seen in the figure below.



**Figure 3: Header of the official CAMARG Facebook page**

In accordance with Programme Communication Manual, which requires at least one image that could represent each MED project, visibility elements of the project CAMARG also include up to 20 photos that represent the project purpose. Some of them are shown below.





Figure 4: Facebook cover image 1



Figure 5: Facebook cover image 2

Project illustrations/images would serve to send CAMARG key message of “high-quality zero-km agrofood products directly on consumers’ table at the same price of standard-quality mass retail stuff” to the main target groups through the online project communication channels and the printed project material – newsletters, flyer and promotional packages delivered to the participants at all project events and workshops.

According to the “Project branding, information and publicity rules”<sup>1</sup>, the CAMARG project would place a poster (A3 size) with information about the project - including the financial support from the Union and the project logo - at least at the LP’s premises, in a location readily visible to the public, such as an entrance area of a building. Programme has already provided the approved projects with the poster template, which is shown on a figure below.

<sup>1</sup> [https://interreg-med.eu/fileadmin/user\\_upload/Sites/Programme/Toolbox/Reference\\_documents/23.-Project\\_branding\\_information\\_and\\_publicity\\_rules.pdf](https://interreg-med.eu/fileadmin/user_upload/Sites/Programme/Toolbox/Reference_documents/23.-Project_branding_information_and_publicity_rules.pdf)



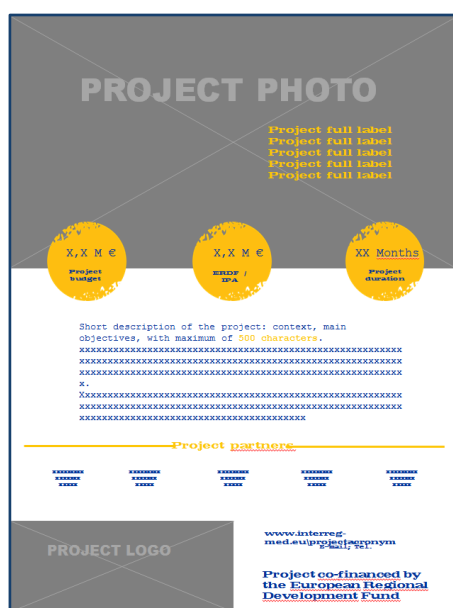
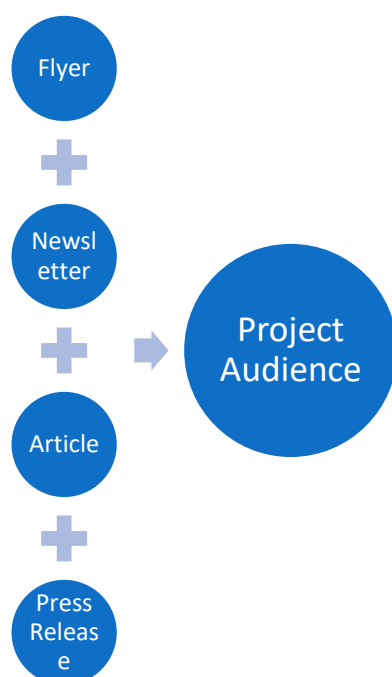


Figure 6: Poster template

### 2.2.1. CONVENTIONAL COMMUNICATION APPROACHES

Conventional approach includes different types of publications that will be produced within the project: three different types of flyer, four newsletters, five press-releases and eight articles.

- Flyer would be made in three different types, of which **the first one** would be made at the start of the project in order to inform general public and target groups about the project purpose, main activities and objectives and inform them about partnership; **the second one** would be made in the middle of the project implementation in order to introduce target groups with the new technology and to inform them about the procedure with the main deliverable of the project; **third one** would be the final one, which presents the project achievements to broader audience and focuses on raising its awareness on the project thematic also in order to boost those kind of activities in the future.
- Newsletter would serve to inform target groups about the project main activities in detail, so **the first** newsletter would be made in order to inform TGs about the partnership and in order to involve them in whole story about the zero-km Agrofood marketplaces; **second and third one** would be made before and after the accomplishment of the project main objectives and achieving the main results, and the final one would use for the promotion of all project results and partnership experience and it would be made as a final brochure of the project.
- Press releases would target the business community and especially agrofood production and logistics SMEs / producers and consumers, but also to general public. They contain information about project activities with a purpose of introducing target groups with the project progress. Those would be sent to local/regional media and uploaded on MED web-platform, also on partners' institution websites.
- In order to present general information about the project thematic and project activities to wider audience, there would be **eight articles written, two per involved country**.



**Figure 7: Communication approaches to the audience**

Amongst the above-mentioned communication tools, project events would be also used to ensure maximum capitalisation of the project results. Story telling would be used as a presentation tool at the local public events, which are dedicated to agrofood sector development, clustering and cooperation as competitiveness drivers, regional, national and EU policies supporting the sector, zero-km principles, integration with R&D sector and cross-sector cooperation. Except four local public events, which would be organized in a way one per country, at the end of the project the final conference would be organized in order to present the achievements of the project and to ensure their uptake by local users.

#### 2.2.2. INTERNET COMMUNICATION APPROACH

Within the project implementation, great emphasis would be given to e-communication tools because of their great potential to reach widest possible general public. Dissemination of project promotion material and information about the project would be delivered to general public and defined target groups via web pages of partners' institutions, MED web platform, Facebook page and e-mails.

After creation of the mailing list of **at least 200 contacts** per country, newsletters, event invitations and other promotion materials would be sent to those addresses via e-mail to inform them about project implementation process.

To reach general public, every partner would create project section on their website dedicated to CAMARG project, where Internet users can be able to find all relevant information about the project purpose, objectives, activities, implementation timeframe and budget. Main information about CAMARG and its promotion material would be uploaded also on the MED web-platform, in the section of the modular projects. All visitors would be able to download e-based project promotion materials from the web spaces.

CAMARG would use social media in order to reach variety of different target groups and to spread innovative and inspirational texts. This could allow to reach Facebook users and include them in discussion of the project

and to raise their awareness on project thematic. Within the Facebook, project intends to reach **at least 500 likes on the page.**

As an innovative tool for daily informing the all interested general public and target groups about the project progress, a Twitter page would also be created.

All communication channels would lead from one to another via the symbol containing direct link on each page.

### 2.3. INTERNAL COMMUNICATION RULES

Besides communication objectives and tools that are dedicated to external communication directed to target groups, there are also some internal communication rules that support the exchange of info among the project partners themselves.

A summary list is reported here below.

#### **General:**

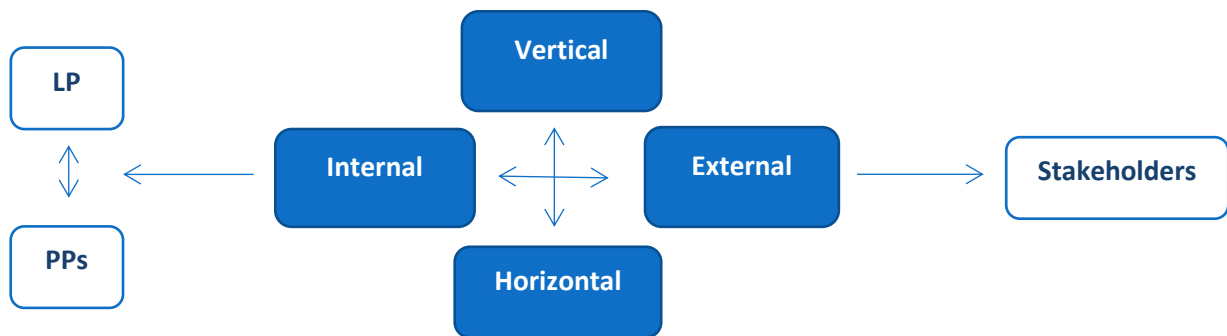
- Communication is an important tool; it should serve the overall purpose of the project;
- No information overflow; all messages are be audience-specific;
- Every key message is communicated formally;
- Messages are distributed through an appropriate channel;
- Team communicate about people needs to know before they need to know;
- All critical communications must be approved by project team prior to distribution;
- The partnership is open and tolerant. In case any partner would have a problem, a doubt or question in the development of the project and would like to share with the other partners, the LP is consulted first.

#### **Electronic communication:**

- All internal project documents and files are shared amongst the partners through internal area in the OwnCloud space;
- Names and contact data of each partner are placed in an excel table;
- E-mails needs to be answered in the three working days unless marked as urgent;
- Unified file names are used. E.g. for deliverables: "CAMARG\_deliverable number\_deliverable name\_date\_version\_partner name"<sup>2</sup>.

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<sup>2</sup> Specific rules are available in CAMARG D.1.1.2 "Technical and Financial Reporting Manual"



**Figure 8: Scheme of internal & external communication**

In order to ensure successful communication process within the project CDC plan is establishing scheme for key communication channels between project partners (internal communication) and from project partners to key project stakeholders (external communication).

Internal communication refers to exchange of information between the partnership and defining messages that will be a subject of external communication to stakeholders.

To make project communication effective there is a need to set up and adjust vertical and horizontal communication.

Vertical would consider a formal communication with a flow of information both up and down the chain of command while horizontal considers informal communication which doesn't follow the chain of commands and means the flow of information between colleagues.

All four types of communication are needed to be defined and accepted in order to ensure smooth and ease processes related to internal and external communication.

## 2.4. TARGET AUDIANCE

This part of CDC plan identifies those target groups who would be involved in dissemination processes and receipt of communication messages issued by the project team which is going to create them and send them out. After identifying target audience, type of information and time frame of sending them out is defined. Key messages and their qualities are elaborated.

### 2.4.1. IDENTIFIED TARGET AUDIANCE

The main identified target audience which would be addressed by the presented communication and dissemination activities are those already identified in the CAMARG AF together with others which are also important and which are going to need information about project flow, outputs and results. Except those target groups already identified within AF, other are: Steering Committee; Lead Partner; CAMARG project team members; Project partner organizations; JTS of the MED Programme; First level control; Related project teams; EU institutions; printed and electronic media. List of all target groups is highlighted below:

- Steering Committee (representatives of the participating partners and leaders of the work packages)
- Project manager, i.e. the Lead Partner (LP);
- CAMARG Project team members (project manager, operative contacts on national and partner organizational level, experts);
- Project partner organizations (12);
- JTS of the MED Programme;
- FLC's (first level control in all Partners' countries);
- Related projects' teams: projects that could make synergies with CAMARG as ARISTOIL, PEFMED and MADRE (preliminary list);
- EU institutions;
- Sectoral agencies;
- Business support organizations;
- Interest groups including NGOs;
- Higher education and research;
- State administration;
- Local and regional authorities;
- SMEs;
- General public;
- Printed and electronic media.

The below table gives an overview on target audience identified, information they need and time frame for delivering the information.

TARGET AUDIENCE	INFORMATION	TIMEFRAME
<b>Steering Committee</b>	<ul style="list-style-type: none"> <li>- Summary project status</li> <li>- Critical risks and issues</li> <li>- Budget and timeline performance</li> </ul>	Once a year
<b>Project manager</b>	<ul style="list-style-type: none"> <li>- Detailed project status</li> <li>- All risks and issues</li> <li>- Resource, budget and timeline performance</li> </ul>	Monthly
<b>Project team members</b>	<ul style="list-style-type: none"> <li>- Detailed and clear project strategy and work plan</li> <li>- Detailed project status</li> </ul>	Each project period (twice a year)
<b>Project partner organizations</b>	<ul style="list-style-type: none"> <li>- Project status</li> <li>- Critical risks and issues</li> <li>- Budget and timeline performance</li> </ul>	Once a year
<b>JTS of the MED Programme</b>	<ul style="list-style-type: none"> <li>- Technical and financial project reports</li> </ul>	Twice a year

<b>FLC's (First level control in Croatia)</b>	<ul style="list-style-type: none"> <li>- Technical and financial project reports</li> </ul>	Twice a year
<b>Related projects' teams</b>	<ul style="list-style-type: none"> <li>- Project outputs and results</li> </ul>	When external output and/or results established
<b>EU institutions</b>	<ul style="list-style-type: none"> <li>- Project pilot activities</li> <li>- Recommendations based on project outputs and results</li> <li>- Information about project activities and results in the project region</li> </ul>	<p>Before, during and after activities</p> <p>After the accomplishment of project activities</p>
<b>Sectoral agencies</b>	<ul style="list-style-type: none"> <li>- Information about project activities</li> </ul>	Before, during and after public project events
<b>Business support organizations</b>	<ul style="list-style-type: none"> <li>- Information about project activities</li> </ul>	Before, during and after public project events
<b>Interest groups including NGOs</b>	<ul style="list-style-type: none"> <li>- Information about project activities</li> <li>- Recommendations based on project outputs and results</li> <li>- Recommendations based on project outputs</li> </ul>	<p>Before, during and after public project events</p> <p>After the project activities</p> <p>After the accomplishment of project activities</p>
<b>Higher education and research</b>	<ul style="list-style-type: none"> <li>- Information about project activities</li> </ul>	Before, during and after project events
<b>State administration</b>	<ul style="list-style-type: none"> <li>- Recommendations based on project outputs and results</li> </ul>	After the project activities
<b>Local and regional authorities</b>	<ul style="list-style-type: none"> <li>- Information about project activities in their region(s)</li> <li>- Recommendations based on project outputs</li> </ul>	<p>Before, during and after public project events</p> <p>After the accomplishment of project activities</p>
<b>SMEs</b>	<ul style="list-style-type: none"> <li>- Recommendations based on project outputs and results</li> <li>- Information about project activities in the region(s)</li> <li>- Recommendations based on project outputs</li> </ul>	<p>After the project activities</p> <p>Before, during and after public project events</p> <p>After the accomplishment of project activities</p>
<b>General public</b>	<ul style="list-style-type: none"> <li>- Information on project, activities and results/outputs</li> </ul>	Before, during and after public project events

<b>Printed and electronic media</b>	<ul style="list-style-type: none"> <li>- Information on project, activities and results/outputs</li> </ul>	Before, during and after public project events
<b>External suppliers and contractors</b>	<ul style="list-style-type: none"> <li>- Detailed and clear work plan</li> <li>- Critical risks and issues</li> <li>- Budget and timeline performance affecting their contract</li> </ul>	Depends on contract

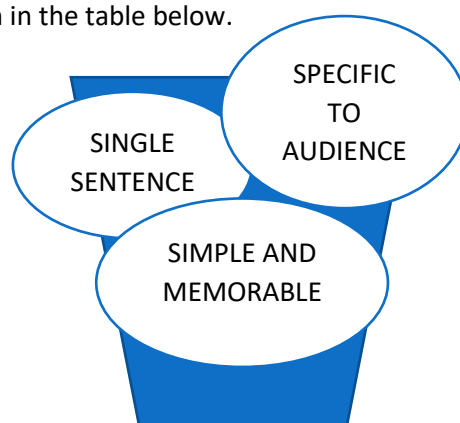
**Table 4: Information needs from target audience**

## 2.5. KEY MESSAGES

Regular messages would be provided through communication, dissemination and capitalization activities to the target audience. The main message that communication would focus on is zero-km agrofood chain market place and high-quality zero-km agrofood products directly on consumers' table at the same price of standard-quality mass retail stuff.

Key message of the project follows the aim of the project CAMARG, which is testing a brand new and easy web-based service to support clusters of small local producers of agrofood excellences in organizing self-sustaining supply networks able to deliver daily the selected food to the consumer locations.

Regular messages would be provided through communication, dissemination and capitalization activities to the target audience, as shown in the table below.



**Figure 9: Qualities of key message**

The figure above shows the main qualities that successful key message should have. Key message of the project will serve to distribute project messages to the audience in order to show the benefits of project activities and objectives and to motivate audience to act. But to be successful project key message needs to be shaped in a single sentence, specific to each individual audience and specific, also easy memorable, so that stakeholders could easily remember it.

Table below shows key messages directed to each individual target audience.

TARGET AUDIENCE	KEY MESSAGES
<p>Steering Committee</p> <p>Project manager (LP)</p> <p>Project team members</p> <p>Project partners organizations</p> <p>JTS of the MED Programme</p> <p>FLC's</p>	<p><b>Project status:</b> whether the project is currently operating within the agreed schedule, budget and quality targets;</p> <p><b>Project issues:</b> the impact of issues currently affecting the project and the actions taken to resolve them;</p> <p><b>Project risks:</b> the high-level risks which may affect the project and the actions taken to mitigate, avoid or reduce them;</p> <p><b>Project outputs:</b> the outputs completed to date and the items which are scheduled for completion within the next reporting period;</p> <p><b>Project budget:</b> the overall situation in project budget in relation to the plan and any contains currently affecting the project.</p>
<p>EU institutions</p> <p>Sectoral agencies</p> <p>Business support organizations</p> <p>Interest groups including NGOs</p> <p>Higher education and research</p> <p>State administration</p> <p>Local and regional authorities</p> <p>SMEs</p> <p>General public</p> <p>Printed and electronic media</p> <p>External suppliers and contractors</p>	<p><b>Project results:</b> what are the project results that can improve market position of small local agrofood producers and the placement of their products and make them more competitive?</p> <p><b>Project events:</b> invitations to public project events, tailored communication during the events and dissemination of results of events.</p>

Table 5: CAMARG Key messages and target audience



### 3. CHANNELS

This part of CDC plan defines the main communication tools that the partnership would use within the project implementation process, main delivery channels but also the way of information collection.

#### 3.1. MAIN COMMUNICATION TOOLS

In the CAMARG project, in internal and external communication processes, the communication tools listed in the below table would be used.

TOOL	TYPE OF THE TOOL
<u>MEETINGS</u>	<ul style="list-style-type: none"> <li>• Kick – off meetings</li> <li>• Steering Committee meetings</li> <li>• Horizontal project meetings</li> </ul>
<u>EVENTS</u>	<ul style="list-style-type: none"> <li>• Local public events</li> <li>• Regional event (optional)</li> <li>• Transnational events</li> <li>• Final conference</li> </ul>
<u>ONLINE COMMUNICATION TOOLS</u>	<ul style="list-style-type: none"> <li>• MED Web Platform</li> <li>• OwnCloud partners' working space</li> <li>• E-mail</li> <li>• Partners' web pages</li> <li>• E-promo material/newsletters, flyers/</li> </ul>
<u>SOCIAL MEDIA</u>	<ul style="list-style-type: none"> <li>• Facebook page</li> <li>• Twitter account</li> </ul>
<u>PRINTED MATERIAL</u>	<ul style="list-style-type: none"> <li>• Newsletters</li> <li>• Flyers</li> <li>• Promotional package for events (bag, folder, planner, pen, accreditation leash, USB stick, pendant, umbrella, cup, t-shirt)</li> </ul>
<u>MEDIA</u>	<ul style="list-style-type: none"> <li>• Press releases</li> <li>• Articles</li> </ul>
<u>CONVENTIONAL MEANS</u>	<ul style="list-style-type: none"> <li>• Skype</li> <li>• Telephone</li> <li>• Post/E-mail</li> </ul>
<u>OTHER COMMUNICATION TOOLS</u>	<ul style="list-style-type: none"> <li>• Promotional video</li> </ul>

Table 6: Communication tools of the project CAMARG

#### 3.2. DELIVERY CHANNELS

The delivery channels – the mechanism for disseminating information to the target audience – are divided into four main groups:

- Internal communication;
- External communication: publications and public events;

- MED web platform;
- OwnCloud project working space.

Chapters below describe each delivery channel which would serve for dissemination of project activities.

### 3.2.1. INTERNAL COMMUNICATION

Internal communication within the project is important to ensure smooth communication between project partners and also to jointly set up main methodologies, tools and guidelines for ease implementation of the project activities. Delivery channels in the framework of the internal communication are the basis for accomplishment of the objectives of all other delivery channels. Project internal communication is divided in few main categories:

- Project meetings;
- Project status and outputs;
- Publications;
- Project events.

Here below the various means of internal communication are detailed with their expected exploitation – delivery plan.

MEANS OF COMMUNICATION				
PROJECT MEETINGS				
<u>Meeting</u>	<u>No</u>	<u>Timeframe</u>	<u>Activity</u>	<u>Project partner</u>
Kick-off meeting	1	Period 1	Act.1	IBI – LP
Steering Committee	5	Every 6 months	Act.1	IBI – LP
PROJECT STATUS AND OUTPUTS				
<u>Channel</u>	<u>No</u>	<u>Timeframe</u>	<u>Work Package</u>	<u>Project partner</u>
MED web platform	1	Period 1	Act.2	RDA SB + all PPs
Facebook page	1	Period 1	Act.2	RDA SB + all partners
Newsletters	4	Period 2 – Period 5	Act.2	RDA SB + all partners
Flyers	3	Period 2 – Period 5	Act.2	RDA SB + all partners
Partners' websites	8	Period 1 – Period 5	Act.2	RDA SB + all partners
PUBLICATIONS				
<u>Channel</u>	<u>No</u>	<u>Timeframe</u>	<u>Work Package</u>	<u>Project partner</u>

Flyer	3	Period 2 – Period 5	Act.2	RDA SB + all partners
Newsletters	4	Period 2 – Period 5	Act.2	RDA SB + all partners
Press releases	5	Period 1 – Period 5	Act.2	RDA SB + all partners
Articles	8	Period 3, Period 5	Act.2	RDA SB + all partners

#### PROJECT EVENTS

<u>Event</u>	<u>No</u>	<u>Timeframe</u>	<u>Work Package</u>	<u>Project partner</u>
Local public events	4	Period 3 – Period 5	Act.2	RDA SB + all PPs
Final local events	4	Period 5	Act.4	CINNGRA + all PPs
Final conference	1	Period 5	Act.2	RDA SB + all PPs

**Table 7: Means of communication**

### 3.3. COLLECTION OF INFORMATION

The following table specifies the information sources for each channel listed above.

#### Dissemination channels and information sources

<u>CHANNEL</u>	<u>INFORMATION REQUIREMENTS</u>	<u>DESCRIPTION</u>
PROJECT MEETINGS	Information requirement	<i>Objectives, program; list of participants; timeframe; venue</i>
	Information provider	<i>Organizer; operational contacts at national and partners' levels</i>
	Collection timeframe	<i>1 month prior to the meeting</i>
MED WEB PLATFORM	Information requirement	<i>General information about project activities and project implementation</i>
	Information provider	<i>Project manager; WP leaders</i>
	Collection timeframe	<i>On-going</i>
FACEBOOK PAGE	Information requirement	<i>General information about project activities and project implementation</i>
	Information provider	<i>Project manager; WP leaders</i>
	Collection timeframe	<i>On-going</i>

<b>NEWSLETTER</b>	Information requirement	<i>Information about partners; project outputs and results and their application</i>
	Information provider	<i>Project manager; WP leaders</i>
	Collection timeframe	<i>After achieving outputs and/or results</i>
<b>FLYER</b>	Information requirement	<i>Information about partners; project outputs and results and their application</i>
	Information provider	<i>Project manager; WP leaders</i>
	Collection timeframe	<i>After achieving outputs and/or results</i>
<b>PARTNERS' WEBSITES</b>	Information requirement	<i>General information about project activities and implementation processes</i>
	Information provider	<i>All PPs</i>
	Collection timeframe	<i>On-going</i>
<b>PRESS RELEASE</b>	Information requirement	<i>Project outputs and results; information on project meetings and events</i>
	Information provider	<i>Project manager, WP leaders, contacts for communication</i>
	Collection timeframe	<i>1 week after achieving output and/or results</i>
<b>ARTICLE</b>	Information requirement	<i>Summary and findings after the implementation of certain project activities</i>
	Information provider	<i>Authors: Leaders and partners of all WPs</i>
	Collection timeframe	<i>After the achievement of relevant findings</i>
<b>PROJECT EVENTS</b>	Information requirement	<i>Objectives, program; list of participants; timeframe; venue</i>
	Information provider	<i>Organizer; operational contacts at national and partners levels</i>
	Collection timeframe	<i>2 months prior to the event</i>

**Table 8: Dissemination channels and information sources**

## 4. COMMUNICATION PLANS

Communication plan specifies the project activities and its deliverables by the period of its implementation. There are five periods of implementation within the project CAMARG and some activities will be implemented within the whole project life-time as is the case with the social media: Facebook page. Each deliverable has its milestone which is marked with 'm' letter.

### 4.1. COMMUNICATION SCHEDULE

For a better readability, the communication schedule is reported in the following page.

Year		2017												2018												2019						
Year/month		2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	
Project months		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	
Project period	No	Period 1						Period 2						Period 3						Period 4						Period 5						
Common methodologies																																
Communication, dissemination and capitalization plan					m																											
Project meetings																																
Kick-off meetin	1		m																													
Steering Committee meetings	5		m				m							m					m								m					
Online promotional space & Social media																																
MED web plaform	1					m						m						m						m							m	
Facebook page	1					m						m						m						m							m	
Printed and electronic media																																
Newsletter	4									m						m						m							m			
Flyer	3													m						m							m					
Media																																
Press releases	5			m					m							m					m							m				
Articles	8												m																	m		
Project events																																
Local public events	4						m								m						m						m					
Final local events	4																										m	m				
Final conference	1																												m			

Figure 10: Communication schedule

## 4.2. COMMUNICATION EVENTS

Within the project CAMARG there would be organized several types of events. Each of them would focus on different target groups.

Partners' meetings would be organized in order to discuss on project implementation and to agree on previous and next project activities; also the SC meetings would be organized in order to discuss major developments and risks of the project.

Local public events would focus on presentation of the main project activities and on introducing project target audience with developed tool, also training them to use it.

At the final project conference, the general public and project main target groups would be introduced with the results of the project. Communication events have intention to maximize project capitalization and to reach broader audience.

Here below a table describes each kind of project event together with its main purpose and project period in which it's going to be implemented.

EVENT	DESCRIPTION	PURPOSE	Project month/period (P)
<b>Kick-off meeting</b>	Formal meeting between all team members and other representatives of project partners.	Starting project activities officially. To agree on basic working methods and project implementation plan.	P 1 – 22/03/2017
<b>Steering Committee meetings (5)</b>	Formal meeting involving 1 representative from every country (and other if necessary).	To discuss the project status, major developments and risks and to agree on further strategy and work plan for the next project period.	P1; P2; P3; P4; P5 (every 6 months)
<b>Local public events</b>	Local events in all participating countries dedicated to project thematic; involving all PPs or their representatives as well as target groups and final beneficiaries.	To present project activities and results and to introduce main target groups with developed tool within the project; also to train them to use it.	P3: after the development of the platform
<b>Final local events</b>	Local events in all participating countries at the end of the project; involving all PPs or their representatives as well as target groups and final beneficiaries.	To present project results and to announce official closing of the project.	P5

<b>Final conference</b>	Formal event involving all PPs or their representatives, target groups and beneficiaries.	To present the main results of the project and to officially close the project.	P5
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**Table 9: Communication events overview**

#### 4.3. COMMUNICATION RELATED MILESTONES

Table<sup>3</sup> below represents the overview of responsibilities of all project partners in the process of implementation and delivery of communication-related activities and tasks.

Act.2 milestones/deliverables	No	LP IBI	PP1 BISY	PP2 CER	PP3 IAT	PP4 CINNGRA	PP5 RDA SB	PP6 SLAP	PP7 CRITT	PP8 CRA
Detailed CDC plan	1									
MED web platform	1									
Facebook page	1									
Newsletter	4									
Flyer	3									
Press releases	5									
Articles	8									
Local public events	4									
Local final events	4									
Final conference	1									

**Table 10: Act. 2 - Activities per partner**

#### Legend:

Coordinating partner	
Participating partner	

<sup>3</sup> The table will be periodically updated



#### 4.4. CURRENT STATE OF COMMUNICATION ACTIVITIES

Some of the communication activities within the project have already been implemented and they are highlighted below in three main categories

##### **Internal communication:**

- Electronic communication between the Lead partner and the partner organizations within the phase of project planning;
- Excellent coordination and balancing of tasks in accurate time and lined communication by the Lead partner;
- During the communication process through emails the project objectives were clearly formulated and tasks were distributed among the partners;
- Partnership Agreement was signed by partners.

##### **Partners' meetings:**

- Kick-off meeting of SYNGGI horizontal project was held on 28<sup>th</sup> of February, 2017 where all partners of modular projects, including CAMARG, have met with Programme Officers and horizontal project representatives in order to get familiar with MED Programme logics, its new approach and basics of SYNGGI itself;
- CAMARG kick-off meeting was held on 22<sup>th</sup> of March, 2017 in Bologna: the main project activities and responsibilities by each partner were defined.

##### **Transnational events:**

- 1<sup>st</sup> transnational MED event was organized in Alicante, Spain on 17<sup>th</sup> of May: Memorandum of understanding was signed by representatives of the MED Programme, horizontal and modular projects representatives.
- 1<sup>st</sup> MED Green Growth Transnational Event named "New challenges in the agrofood sector" was organized in Girona, Spain. Event aimed at gathering the whole Green Growth community and relevant stakeholders of the Mediterranean area and other European regions to jointly discuss the new challenges that the agrofood sector is facing nowadays.

##### **CAMARG dissemination meetings:**

- CINNGRA organized a local dissemination meeting of the project CAMARG on 20<sup>th</sup> of June – meeting was organized between CINNGRA and Municipality of Huetor Tajar, which is an associated partner of the project, in order to give a first insight on the project to the agrofood companies in Granada.

#### 4.5. CAPITALIZATION STRATEGY

As for the capitalization on CAMARG project results and outputs, it could be said that, in geographical terms, it would be mainly oriented to the MED area, but also target the future potential exploitation beyond its boundaries.

Capitalization effect depends on the effective communication of project materials/outputs to the relevant target groups. In order to assure the maximum capitalization effect, CAMARG has clearly identified its main target groups under the defined categorization criteria.

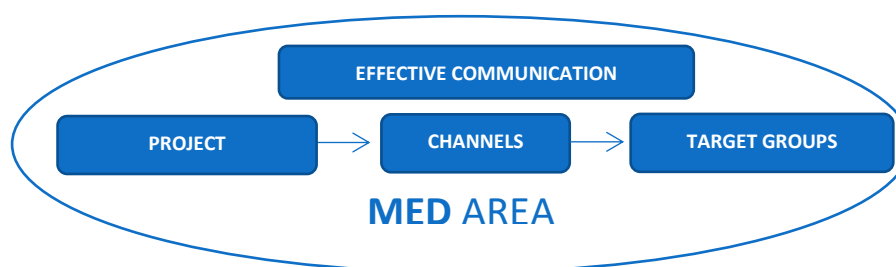
Target groups which are pointed out in CAMARG AF are:

- 1.) Sectoral agencies – project plans to involve at least 20 organizations
- 2.) Business support organizations – project plans to reach at least 12 organizations
- 3.) General public – project would involve population of at least 200
- 4.) Interest groups including NGOs – project plans to involve at least 15 organizations
- 5.) Higher education and research – project would reach at least 20 organizations
- 6.) Local public authorities – project aims to involve at least 20 local public authorities
- 7.) SMEs – project targets to involve at least 40 enterprises
- 8.) Regional public authorities – project would involve at least 8 regional public authorities

Other target groups of the project are R&D organizations, but also other institutional and non-institutional stakeholders in the MED area and beyond who could be interested in the project outputs and experiences of the project partners gained through the implementation process.

The online platform is based on the already existing e-Commerce solution: it would be customised and tested through four pilots in the four MED involved countries. Such pilots should act as capitalisation hub for all local agrofood producers and support them to enhance their position on the market, improving the placement and promotion of their products and local area from which they are coming from. Through its high visibility, CAMARG solution and its testing results could serve as an example of best practice and also could result in multiplying effects in the MED area and beyond, thus generating upgrades on already developed solutions and better solutions at faster pace.

In order to achieve capitalization of project results in the whole MED area, effective communication of project activities and results should be directed to the right defined audience and through carefully selected communication channels as the figure below is showing.



**Figure 11: Scheme of the capitalization strategy**

## 5. EVALUATION OF COMMUNICATION ROLLING OUT

Evaluation would be used to get feedback on whether or not the communication tools (electronic, printed) and events were successful. It would be realised after every communication event and/or dissemination of project information via communication tools.

To evaluate success of the activities and deliverables within the activity 2, RDA would follow the target values of each deliverable set up in the application form in order to accomplish them. This detailed communication, dissemination and capitalization plan would be evaluated through the internal communication between partners where after the final approval by all PPs, CDC plan is considered achieved.

Direct communication and dissemination of project information to SMEs and other stakeholders would be evaluated through their interest for project activities, which will be shown through their participation in different project events and meetings and also through their interest in following the project activities via Facebook page and Twitter account.

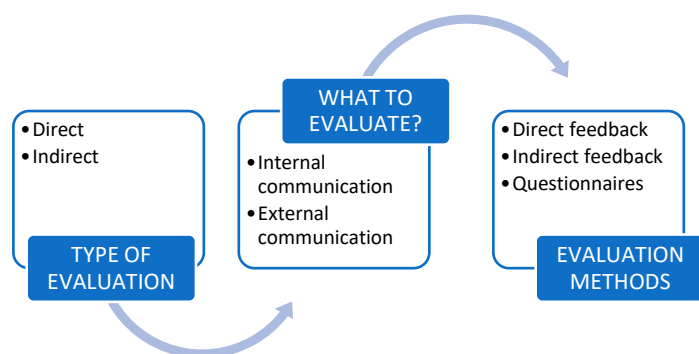
Success of the activities which are related with media communication and dissemination would be evaluated through number of published articles and press-releases in local and regional media, while the collaboration with horizontal projects could be measured through the synergies created between modular and horizontal project and the enabling of potentiality to reach a broader audience with jointly created material supporting the overall MED Programme visibility.

Project events success would be evaluated through events reports, which include questionnaires filled out from participants with their thoughts and recommendations of so far implemented activities and future actions.

The methodology that it is used for measuring the success of the communication objectives consists of the following main methods for measurement and evaluation applied to activities and deliverables of CAMARG Activity 2; they are: (i) direct evaluation and (ii) indirect evaluation.

- The direct evaluation refers to the internal project documents directly evaluated and confirmed by all PPs.
- The indirect evaluation refers to evaluation of feedbacks collected from key stakeholders through indirect feedback forms and questionnaires.

In the next paragraph, the evaluation methods are described in detail.



**Figure 12: Evaluation of communication rolling out**

## 5.1. EVALUATION METHODS

Evaluation methods would gain feedback on the level of success of the event and other communication activities to determine whether the right information is distributed to the right people at the right time.

They can be listed as follows.

- Direct feedback (personal, e-mail) would be used for the evaluation of internal/electronic communication within the Consortium;
  - All internal communication, including electronic communication between partners would be evaluated continuously within the project implementation with direct feedback within the Consortium and Consortium and stakeholders. Those feedbacks will be collected within the electronic communication; e-mails.
- Indirect feedback forms would be used during and right after the project events;
  - During the project events - local, regional, public events in period 3 and during the final conference, in period 5, PPs which are responsible for organization, would use the surveys prepared from activity 2 leader, in order to review participants' opinions on project activities/results and to question their possible recommendations for future actions. This would be useful for PPs to improve the next project activities and to adapt them to stakeholders needs but also to better plan future actions
- Questionnaires or other suitable data collection tools would be used in the last project period to evaluate the distribution of project outputs and results among the final beneficiaries.
  - In the last project period, in May 2019, some data would be collected and analysed in order to see how the project activities and results are distributed amongst the final beneficiaries. This could be data from media, social media, but also suitable data collected directly from key stakeholders about their accomplishments reached through the project.

### 5.1.1. EVALUATION MEASURES

Implementation of work plan for different project periods defined in chapter 6 and 7 would be monitored and evaluated annually. Leader of communication activity will collect feedback from each partners' communication responsible person, collect planned data, assess the situation, and if needed plan to overcome the challenges and improve the respective activities during the next period.

Leader of the project communication activities will evaluate communication efforts by collecting annual target values for the following deliverables:

No	Deliverable	TARGET VALUE			
		Year one (2017)	Year two (2018)	Year three (2019)	TOTAL
<b>2.1</b>	<b><i>Elaboration of detailed CDC plan</i></b>				
<b>2.1.1</b>	Detailed CDC plan	1			<b>1</b>
<b>2.2</b>	<b><i>Direct dissemination and communication to SMEs and stakeholders</i></b>				
<b>2.2.1</b>	Flyer	1	1	1	<b>3</b>
<b>2.2.2</b>	Newsletter	1	2	1	<b>4</b>
<b>2.2.3</b>	Social media activity report	1	1	1	<b>3</b>

<b>2.3</b>	<b>Media communication and dissemination</b>				
<b>2.3.1</b>	Press release	2	2	1	<b>5</b>
<b>2.3.2</b>	Articles (per country)		1	1	<b>2</b>
<b>2.4</b>	<b>Collaboration with HP</b>				
<b>2.4.1</b>	Contributions to HP	1	2	1	<b>4</b>
<b>2.5</b>	<b>Project events</b>				
<b>2.5.1</b>	Local public events (per country)		1		<b>1</b>
<b>2.5.2</b>	Final conference			1	<b>1</b>

**Table 11: Target values of deliverables**

In order to measure and evaluate in which extent the deliverables are targeting the project audience here some target values of persons reached are listed:

No of deliverable	Name of deliverable	Target value per country	Total target value
<b>2.2</b>	Mailing list	<b>200</b>	<b>800</b>
<b>2.2.1</b>	Flyer	<b>1.000</b>	<b>4.000</b>
<b>2.2.2</b>	Newsletter	<b>1.000</b>	<b>4.000</b>
<b>2.2.3</b>	Facebook page "likes"	<b>125</b>	<b>500</b>
<b>2.3.1</b>	Press release	<b>5.000</b>	<b>20.000</b>
<b>2.3.2</b>	Article	<b>2.500</b>	<b>10.000</b>
<b>2.5.1</b>	Local public event	<b>50</b>	<b>200</b>
<b>2.5.2</b>	Final conference	<b>60</b>	<b>240</b>

**Table 12: Target values of reached audience**

## 5.2. SUCCESS CRITERIA

In order to achieve communication objectives within the project implementation, some success criteria need to be set. They are highlighted in a table below:

COMMUNICATION OBJECTIVE	SUCCESS CRITERIA
The message reached its intended audience at local public events	<ul style="list-style-type: none"> <li>Media reports</li> <li>Questionnaires filled out by participants of events</li> </ul>
The message is distributed through the planned channel	<p><b>External:</b></p> <ul style="list-style-type: none"> <li>Media reports</li> <li>Event reports (e.g. participant lists)</li> <li>Social media reports</li> </ul> <p><b>Internal:</b></p> <ul style="list-style-type: none"> <li>Meeting minutes conclusions of SC meetings</li> <li>E-mail feedbacks given by Consortium</li> </ul>

The message reached the intended audience on schedule	<ul style="list-style-type: none"> <li>Putting in ratio dates of organized local public events and final project events with the planned dates</li> </ul>
The message achieved the desired effect	<ul style="list-style-type: none"> <li>Media reports</li> <li>Social media reports</li> <li>Event reports</li> </ul>
The message addressed the information requirements of the audience	<ul style="list-style-type: none"> <li>Questionnaires filled out by participants of project events</li> </ul>
There were no complaints received	<ul style="list-style-type: none"> <li>Received complaints via e-mail and questionnaire forms</li> </ul>

**Table 13: Communication objectives and success criteria**

## 6. WORK PLANS

Work plans for communication, dissemination and capitalization (CAMARG Act.2) prepared by Act.2 leader and consulted with the lead partner would be presented to the members of the Steering Committee at the 2<sup>nd</sup> SC which will be organized in Osijek in September, 2017, but also to all PPs via e-mail for discussion, comments and final approval.

Act. 2 work plans would be updated for each project period of six months. Also, the success criteria would be monitored in the plan after the completion of each project period.

The implementation of the actual Act.2 Work Plan would be periodically evaluated at the Steering Committee meetings.

### 6.1. COMMUNICATION WORK PLAN FOR PROJECT PERIOD 1: FEBRUARY – JULY 2017

Work in the Activity 2 in this period would concentrate on development and strengthening of the internal communication system.

WHAT	WHEN	WHO	DELIVERABLE (YES/NO)
<b>Communication strategy and plans</b>			
Communication, dissemination and capitalization plan	30/06/2017	Act.2 leader + all PPs	YES
CAMARG visual identity	P1/P2	Act.2 leader + all PPs	NO
<b>Contacts for communication</b>			
Appointment of contacts for communication	P1	All PPs	NO
Mailing list with communication contacts and partners' info	P1	All PPs	NO
<b>MED web platform</b>			
Persons in charge for management area of the MED platform	P1	LP + Act. 2 leader	NO
<b>Project meetings</b>			
1/5 Steering Committee meeting	22/03/2017	Steering Committee members	YES
<b>Horizontal project meetings</b>			
1/5 HP meeting	28/02/2017	LP + Act. 2 leader	YES
<b>Transnational events</b>			
First MED transnational	17/05/2017	LP + Act. 2 leader	YES

Table 14: Communication work plan – period 1

## 6.2. COMMUNICATION WORK PLAN FOR PROJECT PERIOD 2: JULY 2017 – JANUARY 2018

The table below is showing a draft version of the working plan for project period 2. It could be a subject of

WHAT	WHEN	WHO	DELIVERABLE (YES/NO)
<b><i>MED web platform</i></b>			
Publishing information on the MED web platform	P2	LP + Act. 2 leader	NO
<b><i>Project partners' websites</i></b>			
Publishing information on partners' websites	P2	All partners	NO
<b><i>Partners meetings</i></b>			
2/5 Steering Committee meeting	P2	Steering Committee members	YES
<b><i>Horizontal project meetings</i></b>			
2/5 HP meeting	P2	LP + Act. 2 leader	YES
<b><i>Newsletter</i></b>			
Newsletter 1/4 - to determine content; what events/activities to put in; what languages printed or e-format	P2	Act. 2 leader + all PPs	YES
List of stakeholder who will receive newsletter	P2	Act. 2 leader + all PPs	n/a
<b><i>Flyer</i></b>			
Flyer 1/3 - to determine content; what information to put in; what languages printed or e-format	P2	Act. 2 leader + all PPs	YES
List of stakeholders who will receive it	P2	Act. 2 leader + all PPs	n/a
<b><i>Social media dissemination</i></b>			
Facebook page	P2	Act. 2 leader + all PPs	YES
Twitter account	P2	Act. 2 leader + all PPs	YES
<b><i>Media related actions</i></b>			
2/5 Press release	P2	Act. 2 leader	YES

**Table 15: Communication work plan – period 2**



### 6.3. COMMUNICATION WORK PLAN FOR PROJECT PERIOD 3: JANUARY – JULY 2018

The table below is showing a draft version of the working plan for project period 3. It could be a subject of

WHAT	WHEN	WHO	DELIVERABLE (YES/NO)
<b><i>MED web platform</i></b>			
Publishing information on the MED web platform	P3	LP + Act. 2 leader	NO
<b><i>Project partners' websites</i></b>			
Publishing information on partners' websites	P3	All partners	NO
<b><i>Partners meetings</i></b>			
3/5 Steering Committee meeting	P3	Steering Committee members	YES
<b><i>Horizontal project meetings</i></b>			
3/5 HP meeting	P3	LP + Act. 2 leader	YES
<b><i>Newsletter</i></b>			
Newsletter 2/4 - to determine content; what events/activities to put in; what languages printed or e-format	P3	Act. 2 leader + all PPs	YES
<b><i>Flyer</i></b>			
Flyer 2/3 - to determine content; what information to put in; what languages printed or e-format	P3	Act. 2 leader + all PPs	YES
<b><i>Social media dissemination</i></b>			
Facebook page	P3	Act. 2 leader + all PPs	YES
Twitter account	P3	Act. 2 leader + all PPs	YES
<b><i>Media related actions</i></b>			
3/5 Press release	P3	Act. 2 leader	YES
<b><i>Articles</i></b>			
1/2 Article in local/regional/national media	P3	Act.2 leader + all PPs	YES
<b><i>Local public events</i></b>			
First local public event	P3	Act.2 leader + all PPs	YES

Table 16: Communication plan – period 3

#### 6.4. COMMUNICATION WORK PLAN FOR PROJECT PERIOD 4: JULY 2018 - JANUARY 2019

The table below is showing a draft version of the working plan for project period 4. It could be a subject of modifications.

WHAT	WHEN	WHO	DELIVERABLE (YES/NO)
<b><i>MED web platform</i></b>			
Publishing information on the MED web platform	P4	LP + Act. 2 leader	NO
<b><i>Project partners' websites</i></b>			
Publishing information on partners' websites	P4	All partners	NO
<b><i>Partners meetings</i></b>			
4/5 Steering Committee meeting	P4	Steering Committee members	YES
<b><i>Horizontal project meetings</i></b>			
4/5 HP meeting	P4	LP + Act. 2 leader	YES
<b><i>Newsletter</i></b>			
Newsletter 3/4 - to determine content; what events/activities to put in; what languages printed or e-format	P4	Act. 2 leader + all PPs	YES
<b><i>Social media dissemination</i></b>			
Facebook page	P4	Act. 2 leader + all PPs	YES
Twitter account	P4	Act. 2 leader + all PPs	YES
<b><i>Media related actions</i></b>			
4/5 Press release	P4	Act. 2 leader + all PPs	YES
<b><i>Regional event (optional)</i></b>			
Regional event	P4	Act.2 leader	YES

**Table 17: Communication work plan – period 4**

## 6.5. COMMUNICATION WORK PLAN FOR PROJECT PERIOD 5: JANUARY – JULY 2019

The table below is showing a draft version of the working plan for project period 5. It could be a subject of modifications.

WHAT	WHEN	WHO	DELIVERABLE (YES/NO)
<b><i>MED web platform</i></b>			
Publishing information on the MED web platform	P5	LP + Act. 2 leader	NO
<b><i>Project partners' websites</i></b>			
Publishing information on partners' websites	P5	All partners	NO
<b><i>Partners meetings</i></b>			
4/5 Steering Committee meeting	P5	Steering Committee members	YES
<b><i>Horizontal project meetings</i></b>			
5/5 HP meeting	P5	LP + Act. 2 leader	YES
<b><i>Newsletter</i></b>			
Newsletter 4/4 - to determine content; what events/activities to put in; what languages printed or e-format	P5	Act. 2 leader + all PPs	YES
<b><i>Flyer</i></b>			
3/3 Flyer - to determine content; what information to put in; what languages printed or e-format	P5	Act. 2 leader + all PPs	YES
<b><i>Social media dissemination</i></b>			
Facebook page	P5	Act. 2 leader + all PPs	YES
Twitter account	P5	Act. 2 leader + all PPs	YES
<b><i>Media related actions</i></b>			
5/5 Press release	P5	Act. 2 leader + all PPs	YES
<b><i>Articles</i></b>			
2/2 Article in local/regional/national media	P5	Act. 2 leader + all PPs	YES
<b><i>Public/political events</i></b>			
Final conference	P5	Act.2 leader	YES

Table 18: Communication work plan – period 5

## APPENDIX A – COMMUNICATION CONTACTS

In order to ensure smooth communication between partners and to avoid constraint of the communication processes, some key communication contacts per each partner are reported below.

PP	Partner	Communication leader of the partner	E-mail	Office phone	Country
LP	Consorzio IB Innovation	Margherita Banzi	<a href="mailto:banzi@bo.interporto.it">banzi@bo.interporto.it</a>	00390512913020	IT
PP 1	BISY srl	Federico Stradi	<a href="mailto:federico.stradi@bisy.it">federico.stradi@bisy.it</a>	00393292810929	IT
PP 2	Confagricoltura ER	Vicenzo Mirra	<a href="mailto:mirra@confragricoltura.it">mirra@confragricoltura.it</a>	0039051251866	IT
PP 3	Andalusian Institute of Technology	Grazia Buiza	<a href="mailto:gbuiza@iat.es">gbuiza@iat.es</a>	0034954468010	ES
PP 4	Cluster of Agro-food innovation in Granada	Cristina Rodriguez Ramirez	<a href="mailto:cinngra@gmail.com">cinngra@gmail.com</a>	0034689405520	ES
PP 5	RDA SB	Matea Rešetar	<a href="mailto:matea.resetar@obz.hr">matea.resetar@obz.hr</a>	0038531221844	HR
PP 6	Association for Creative Development Slap	Nika Šiprak Wendling	<a href="mailto:nikaw.slap@gmail.com">nikaw.slap@gmail.com</a>	00385957779991	HR
PP 7	Agrofood Regional Innovation and Technology Transfer Center	Estelle Marin	<a href="mailto:estelle.marin@critt-iaa-paca.com">estelle.marin@critt-iaa-paca.com</a>	0033617440903	FR
PP 8	Regional Chamber of Agriculture PACA	Sabine Picard	<a href="mailto:s.picard@paca.chambagri.fr">s.picard@paca.chambagri.fr</a>	0033619886843	FR

Table 19: List of communication contacts

Last update: 05/07/2017

## REFERENCES

- 1) CAMARG Application Form
- 2) Interreg MED Programme Manual – “Project branding, information and publicity rules”
- 3) CAMARG D1.1.2 “Technical and Financial Reporting Manual”
- 4) CAMARG D1.1.4 “Steering Committee Guideline”
- 5) CAMARG D1.3.1 “Project Evaluation Plan”