

BLUE KEP COMMUNICATION PLAN

BLUE Knowledge Exchange Program and
integration of education systems

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Abstract

The BLUE KEP Communication Plan aims at ensuring the durability and transferability of the BLUE KEP project outputs and results as well as at producing long-lasting and meaningful impact on the relevant target groups and the wider public.

The plan sets measurable objectives, identifies target groups and stakeholders, assigns responsibilities. It identifies tools, methods and activities to pursue these goals and provides the consortium with guidance as to their sound and effective management and monitoring/evaluation. The final part of the plan focuses on the capitalisation of the BLUE KEP project as a result of quality management and circulation of expertise among thematic networks, on the one hand, and the promotion of results and experiences among relevant stakeholders across and outside the EU, on the other.

1 Introduction

1.1 Purpose of the Communication Plan

In compliance with the result-oriented approach of the EU's 2014-2020 programming period as well as with the Interreg Italy-Croatia Communication Strategy, the purpose of the present document is to ensure the durability and transferability of the BLUE KEP project outputs and results. In particular, it aims at producing long-lasting and meaningful impact on the actual life of specific and relevant target groups as well as the public at large.

In order to do so, the BLUE KEP Communication Plan identifies the best strategies to generate interest about the project and the related opportunities, to establish a strong connection with project beneficiaries and unlock their ownership of its topics, while engaging them as source of inputs for the project itself. More precisely, it targets high schools and SMEs of the nautical and maritime sectors as well as national and local authorities of the cooperation area, as a way to improve the visibility of previous achievements and milestones (e.g. the IPA Adriatic-funded KEPASS project).

The communication of results is not just conceived of as being a per se achievement of project's specific output indicators, but is understood and pursued as an integral part of the working procedures at all levels throughout the project cycle. In this perspective, this Communication Plan:

- ❖ Sets (measurable) objectives that contribute to achieving project's overall and specific aims;
- ❖ Identifies the main target groups and selects tactics to interact with them as well as to develop strategic relationships with key stakeholders;
- ❖ Assigns responsibilities between project partners, relying on their cooperation throughout and beyond project's lifetime;
- ❖ Creates different sets of tools and activities that are suitable to pursuing communication goals and maximising dissemination.

1.2 Document maintenance

This Communication Plan is a work in progress. It integrates communication from the first months of project execution and is updated all along the process. It is a document that partners

have to agree upon and contribute to implement, according to general and individual responsibilities.

The following table tracks the revisions of the document all along the project timeline up to final approval. It can be removed from the Communication Plan once it has a consolidated final version. It can then be stored as a separate document on the server, attached to the final version.

Table 1 Communication Plan Revision History Log				
Version	Status	Date	Implemented by	What's new?
0.1	Draft	31-03-2018	P1 AIE	
0.2	Final Version	11-05-2018	P1 AIE	Update according to Project Communication Kit

1.3 Project objectives

The Adriatic Ionian Sea is a key asset and a challenge for both Italy and Croatia. Innovation, research and education in the field of the so-called “Blue Innovation” is however underdeveloped in both countries, where the competitiveness of SMEs operating in relevant business niches (such as sustainable tourism, shipbuilding, creative industries, fisheries and aquaculture) is discouraged by the lack of innovative skills.

By enhancing the transfer of knowledge between the higher education system and private enterprises, the BLUE KEP project contributes to creating the framework conditions for a faster and more efficient alignment with the smart growth, as defined in the Europe 2020 Strategy.



The BLUE KEP project offers valuable opportunities for both students and teachers to enrich their experiences and acquire the specialisation that companies presently demand of the labour force, while improving cross-border cooperation among blue economy systems, clusters and complementary specialisations.

In particular, the BLUE KEP project will provide tools aimed at the integration and harmonisation of technical (nautical and maritime) education systems of the cooperation area, such as the standardisation of curricula and methods for the recognition of educational and vocational profiles through tailored-made mobility and training programmes and common education and professional assessment tools.

The project has a specific work package for the dissemination and communication of results, aimed at devising an adequate plan for reaching the widest audience and raising their awareness by targeting relevant local actors and stakeholders and involving them as a source of perspectives and feedbacks/inputs for the project's overall success.

1.4 Project partners

The project's Lead Partner is Informest, Development and International Economic Cooperation Agency based in Italy, active since 1991. Project partners are the Marche Region in Italy, and the Adriatic Ionian Euroregion, the Region of Istria, the Public Institution Development Agency of Šibenik-Knin County and the Public Institution RERA SD for Coordination and Development of Split Dalmatia County in Croatia.

1.5 Project budget

Total Budget: 921.134 Euro

EU co-financing (85% of total budget): 782.963,90 Euro

2 Communication strategy

2.1 BLUE KEP communication objectives

The bases upon which the BLUE KEP Communication Plan relies are an accurate situation analysis and the identification of the relevant target audiences, both aimed at highlighting specific communication objectives, activities and deliverables to support the delivery of project outputs and results as described in the previous section.

In particular, communication objectives are defined according to the following variables: - efficiency in contributing to the change envisaged at the specific objective level; - measurability against a baseline, targets and milestones; - capacity to achieve the target; - relevance in terms of contribution to the Interreg Italy-Croatia Programme and Priority Axis “Blue Innovation”; - possibility of being available and updated at different points in time, by providing it at the beginning of the project.

2.2 Situation analysis

“Blue Growth” is an innovative concept used by the European Commission to harness the untapped potential of Europe’s oceans seas and costs for jobs and growth. It has also become a priority of the EU regional development policy as specified by the Smart Specialisation agenda.

Blue Growth depends heavily on the capacity of private and public sectors to collaborate towards enabling competency development and knowledge sharing, also through trans-national and inter-regional cooperation, macro-regional strategies included. Innovation is key to this concept, too, inasmuch as it implies a cross-sector approach as a way to develop a range of activities that are often dependent on each other. The maritime value chain is in fact complex and interactions between economic sectors active on or near the seas are manifold.

Both Italy and Croatia have a long-lasting maritime tradition, and shipbuilding represents a regional specialisation for both countries as well as an area of mutual interest in terms of cross-border cooperation. Shipbuilding has remained an asset of the Italian blue economy even after the crisis that struck the sector in 2008, thanks to the high level of specialisation and the export-oriented approach of Northern Adriatic Italian shipyards. The Croatian shipbuilding industry suffers from a general lack of ability to modernise, specialise and apply hi-tech innovation, notwithstanding the significant tradition, experience and knowhow of SMEs.

There is hence enormous room for cooperation, especially in terms of reducing the environmental impact of the industry as well as and exposures of workers to hazardous materials by innovating traditional production processes such as welding, painting, blasting and fiberglass production.

The BLUE KEP project intends to act as a catalyst for public-private cooperation towards the modernisation and innovation of this niche of excellence and diversified specialisation. In particular, it identifies competency and knowledge gaps and devises knowledge exchange

programmes between higher education schools and shipbuilding companies aimed at facilitating the development of high-skilled labour forces.

More specifically, the project tackles the necessity to strengthen the capacity of education systems to match labour market needs as a way of combatting student's dropout, to provide them with new competencies and skills as well as new opportunities for a smoother school-to-work transition. Moreover, while adapting school curricula, it strengthens the quality of vocational education and training systems and their relevance and recognition.

In addition, by promoting the establishment and development of work-based learning contexts, the project gives businesses of the shipbuilding sector the opportunity of seeing their demand of specialised skills met, while creating the context to better prepare the future labour force. Moreover, the increase in skills and the development of human capital is expected to have a positive impact on SMEs' competitiveness and regional economies as well.

Lastly, by bringing such opportunities under the attention of local and national authorities, these actions help implement education and economic development policies, and the deepening and widening of cross-border cooperation beyond project duration.

2.3 Identification of target groups

All project partners contribute to identifying the groups or segments of public to be involved in both communication and dissemination activities, including the capitalisation of the KEPASS project. The project needs a direct involvement of the target groups in order to achieve its expected results, especially in relation to key activities (project events, study visits, mobility and training modules, capitalization workshops, opinion surveys).

The methodology for identifying and involving target groups is based upon the analysis of attitudes and interests and is aimed at conveying effective and tailor-made messages. To this end, target groups are categorised according to the level of interest and potential involvement in the project, as follows:

- ❖ *Higher education systems*: high schools (students and teachers) in the maritime and nautical sector will be the direct beneficiaries of project outputs such as cooperation agreements, mobility and training programmes devised with the cooperation of shipbuilding companies, etc. Other high education schools in the tourism, hospitality and catering sectors can be targeted for dissemination purposes.
- ❖ *Small and Medium Size Enterprises (SMEs)*: local SMEs in the nautical, shipbuilding and blue technology sectors will be actively involved by project partners in the creation and implementation of apprenticeship and related training programmes for the students selected for mobility.
- ❖ *National, regional and local public authorities*: Policy makers in charge of Education and SMEs as well as authorities in charge of managing regional and national EU funds. For example: Italian and Croatian Ministry of Education, Italian and Croatian regional authorities in charge of the 2014-2020 ERDF ROPs concerning education, vocational training and development as well as the design and implementation of policies for SMEs and productive activities, especially those relate to the maritime sector; Managing authorities of regional/national EU funds.
- ❖ *General public*: citizens, media and the general public will be a target of the communication activities and will be involved especially in the transferring and capitalising phase to increase the general awareness and the benefit of blue innovation as a way of fostering employability of young people as well as SMEs competitiveness, as highlighted by both the KEPASS and the BLUE KEP projects.

2.4 Responsibilities

Communication is a horizontal project task and implies the engagement of all partners. Project partners are equally responsible for contributing to the quality of project communication results as well as to the achievement of communication objectives, by sticking to both their internal and external communication requirements. A good internal communication management within the partnership is in fact key to the successful external communication of the project.

Once these criteria are shared, partners are called to take related individual and shared responsibilities, as described in the following matrix.

Table 2 Matrix of tasks

	LP	P1	P2 P3 P4 P5
Communication organisation			
Identification of C. Staff	R		R
Identification of C. Manager		R	
Internal communication			
Target Groups identification	R	R	R
Communication Plan	S/C/I	R/I	S/C/I
Capitalisation plan	S/C/I	R/I	S/C/I
Compliance with BLUE KEP visibility rules	I	R/I	I
External Communication			
Website, social networks, promotional mat.	S/C/I	R	S/C/I
Call for Interest	R	I	R
Organisation of Launch event	R	I	I
Organisation of mid-project events	S	S	R
Organisation of Closing event	S	S	P2 = R, all other = S
Capitalisation workshops		R	
Opinion surveys for feedback	R	R	R

Keys: R= is responsible; I = implements; S= supports; C = contributes information.

2.5 Communication and dissemination activities, channels and tools

2.5.1 Visibility rules

The Communication of project results complies with the rules for programme and project visibility as laid down in the Programme Brand Manual (v. 01 | Jan. 2018), Factsheet n. 8 - Project Communication (v. 01 | Apr. 2017) and Project Brand Manual (v. 01 | April 2018). Partners are provided with recommendations detailing rules of both Programme Branding (Programme Logo, Programme Slogan, Key visuals, Programme Priority Icons, Typography, Documents' Layout) and Project Communication and Branding (including the identification of Target Groups, Project Logo, Project website, other relevant communication obligations).

These recommendations identify parameters for the full compliance with the proportions, positioning and layouts suggested by the Interreg Italy-Croatia Programme for both office materials and (printed, video and audio) materials for project promotion as well as all communication and dissemination activities.

P1 will constantly assist project partners in the implementation of the Project Communication kit provided by the Programme.

2.5.2 BLUE KEP website

The project's website is intended as a first point of contact for people who are interested in learning more about the subject matter and the activities being carried out by the consortium during the project life-cycle. It will also serve as a portal for information on project events and

provides the possibility of making contact with the participants of the project in order to solicit further information or create synergies with the activities of other organisations.

The BLUE KEP website will contain:

- ❖ Project description, including its aims and results and highlighting the financial support from the Union.
- ❖ Information about activities, results and events;
- ❖ Information about the beneficiaries (partners);
- ❖ Information about call for interest targeting high schools.
- ❖ Press releases;
- ❖ Public and private deliverables;
- ❖ Intranet;
- ❖ Links to social networks;
- ❖ Information about the source of the funds received

The project website will be regularly updated with all the information about the development of the project (especially, about results). All (public) documentation generated during the project will be published therein, to facilitate consultation and downloading. The website will be updated in English.

2.5.3 Social networks profiles

WP2 leader will create and update Facebook, LinkedIn and Twitter project profiles and these will be linked to the project website. The use of social network profiles will help deliver all the

information regarding the project as well as promote the exchange of information, knowledge and discussion between the target groups. In particular:

- ❖ BLUE KEP Facebook profile will be used to communicate with civil society and stakeholders;
- ❖ BLUE KEP LinkedIn profile will be used to boost professional profiles of students involved as well as SMEs and to publicise events, exchanges, mobility and training programmes, public deliverables;
- ❖ BLUE KEP Twitter profile will be used to disseminate project in real time, communication target will be civil society, stakeholders with identified Twitter profiles and mass media.

Responsibilities of project partners:

- ❖ Communicate any important milestone/new related to the project to AIE, (upon reception of monthly request by Communication Manager) in order to make awareness raising through social media profiles;
- ❖ Post, share, comment or give likes with their own organisations' profiles;
- ❖ Join LinkedIn project group by sending a request to the group, and after their acceptance, use it to publicise, post, comment or share in the project LinkedIn with their own organisations' LinkedIn profiles.

The topics that will be used to generate content range among the following:

- ❖ Programme framework, slogan and main objectives;
- ❖ Project description (objectives, expected impact, etc.);
- ❖ Information of activities, results and events;

- ❖ Information about the beneficiaries (partners);
- ❖ Information about calls for interest;
- ❖ Press releases/articles;
- ❖ Other public deliverables.

Social media profiles will be updated in Italian and English and when possible in Croatian.

2.5.4 Promotional materials

Promotional materials including a publication on EU paper magazines, a poster and short portraits of project and its results will be created under the coordination of P1 and implemented by all project partners.

All project publications must include the project logo and the reference to the EU co-financing as laid down by Programme's visibility rules.

One publication on EU relevant paper magazines

A journalistic article will be promoted through the EU relevant paper magazines so to target the widest public.

Poster of the project

A poster will be drafted by P1 according to the template provided by the programme within the Project Communication Kit. The poster will convey a brief description of the project, including aims, results and financial support from the EU, along with visual identity elements.

Every PP will place a professionally printed copy at a location readily visible to the public (e.g. at the entrance of their organisations' premises, at schools and at locations of local cross-border events).

Leaflet of the project

A project leaflet will be created in order to capture interest, provide clear, user-friendly information on the project's aims and objectives, and encourage people to find out more by visiting the project website and interacting with the project through their social media profiles.

2.5.5 Call for interest for schools

It is pivotal for the project success that a sufficient number of schools, teachers and students agree to participate in the project. The opportunities offered by mutual recognition of credits, diplomas and European opportunities for schools and students need to be acknowledged by all potential beneficiaries. For this reason, the call for interest will be diffused as widely as possible, through the project's official website, partners' website and contacts, project's and partners' social media channels.

2.5.6 Promotional events

Under the coordination of P1, partners will organise one promotional event/open day in each Region involved in the project (Marche excluded, these events add up to a number of 4), addressed to nautical and technical schools and representatives of blue economy industries. During these events, the project's promotional material will be distributed and project's main

objectives and results will be presented, aiming at raising stakeholders' awareness about the potential benefits of exchanges and training for the economic and social growth of the Programme area.

2.5.7 Press conference

A press conference will be organized by the Lead Partner to present project's organisation and goals in the framework of the Kick-of-Meeting.

2.5.8 Capitalisation workshops

The capitalisation workshops will be organized in Rome and in Zagreb. Italian and Croatian partners will provide national authorities (Education Ministries) with presentations of project results in order to raise awareness of project's good practices at institutional level. The workshops will be aimed at taking stock of partners' experiences and formulating recommendations for future projects.

2.5.9 Closing conference

In order to valorise and transfer project results, a closing event will take place in Ancona. The event will present the main outputs of the project to all target groups identified by the project. A plenary session will be followed by thematic sessions/workshops.

Before the event, partner in charge shall send to AIE detailed information about it, in order that it can make dissemination. To this end, the partner in charge must complete and send to AIE the template attached to this document, along with other relevant documentation.

Likewise, before, during and after the seminar the partner(s) in charge can:

- ❖ Publish information/photos/images about this event on its own entity profile.
- ❖ Post, share, comment or give likes in the project profiles with its own entity profiles.

2.5.10 Project guidebook

Capitalisation of project's results will be achieved through a short Project guidebook, which will be made available in both electronic format and professional print. The electronic format will be published and will be available on the project's website, whereas the printed version will be distributed during the capitalisation events to the main target groups (e.g. technical schools students and teachers, SMEs, general public) as the project's final public report.

The brochure will provide a summary of initial goals and main achievements, recommendations and lessons learnt from the project. It will be produced in English.

2.5.11 Opinion surveys for feedback

Opinion surveys will be carried out in order to collect feedbacks from involved stakeholders the degree of satisfaction with the actions and their perceived utility as a measure of project impact.

3 Management of communication and dissemination

3.1 Internal communication

Fluent daily internal communication is key to both efficient project management and external communication. In fact, internal communication makes sure that all partners speak with one voice and provide the same consistent information. It will be ensured by regular emails, calls and meetings and will help the partnership to establish a good flow of information, exchange best practices and increase its problem-solving ability.

The communication flow between partners will be ensured by the following tools:

- ❖ *E-mail*: it is the main tool of daily communication, updates, recalls and preparation/circulation of project deliverables. A project mailing list is implemented each time the production of a deliverable or the organisation of an activity entails PPs contribution. Partners should aim to respond as soon as possible.
- ❖ *Virtual meeting* (skype call) will be frequently used during all the project duration.
- ❖ *Telephone calls* are used if urgent decision is required.
- ❖ *Open source tool* is created to provide remote access to archived project documents
- ❖ *Project meetings* (kick-off meeting, steering committees), *deliverables* (workplan, capitalisation plan), *reports and minutes* represent occasions for further interaction and fine-tuning of activities and deliverables.

The partner responsible for communication tasks will collect all relevant data from PPs and create a BLUE KEP Communication dataset for a smoother management of all activities and requests. Communication towards all PPs will be in English.

3.2 External communication

External communication of project deliverables will be carried out through a mix of channels, tools and activities. Particular attention shall be paid in relation to the extensive overlap between communication and capitalisation target audiences. In fact, even though contents and expected results might vary a lot, we should be careful in not spamming targeted audiences and reaching out to them with inconsistent or contradictory messages, but rather with complementary ones in a mutually reinforcing approach. As the success of the project will hinge upon targeted and successful communication to and between these actors, the communication tools used to reach these audiences and involve them in the implementation of the project should be measured and appropriate for their intended results. Moreover, since some of the external communication relates not just to WP2 “Information, awareness raising and capitalisation”, but also to WP3 “Studying” and WP 2 “Testing”, in order to reinforce other Work Packages’ actions, coordination and consistency shall be sought.

To this end, Table 5 pinpoints tailor-made messages for each target category identified in paragraph 2.3.

Table 3 Key messages by category of the target group

TARGET GROUP	KEY MESSAGES
<i>Higher education schools</i>	<ul style="list-style-type: none"> ❖ Transition to the labour market of students and graduates of technical sectors can be smoother if they acquire key skills. ❖ Education systems have to equip themselves with renewed curricula including mobility and exchange experiences as well as methodologies to assess vocational training. ❖ The BLUE KEP project seeks to create synergies between high education systems and enterprises aimed at competency development, knowledge sharing, retention and development of skills that match labour market demands.
<i>SMEs</i>	<ul style="list-style-type: none"> ❖ The blue sector in the Adriatic Ionian area lacks innovative skills related to the smart growth as defined in the Europe 2020 strategy. ❖ Traditional sectors of the blue economy (e.g. shipbuilding) need to renew themselves in order to maintain or improve their strategic position in the domestic market, as well as to enhance their competitiveness, both in the EU single market and globally. ❖ Investment in human resources development is key to triggering innovation processes into your company and meet the challenges of the so-called Blue Growth. ❖ The BLUE KEP project involves your companies in the creation of new workforce profiles, which is crucial to creating the right conditions to the modernisation and innovation of local value chains and traditional clusters, boost competitiveness and general wealth in the Programme area.
<i>Public authorities</i>	<ul style="list-style-type: none"> ❖ Promotion of competency development and knowledge sharing aimed at retention and development of skills in the fields of blue economy is essential to boost competitiveness, economic growth and employment rates in the Adriatic

Ionian area.

- ❖ National authorities are crucial to endorse capacity-building cooperation between higher education systems and enterprises, with particular reference to skills validation.
- ❖ Regional public authorities play a driving role in promoting innovation of traditional sectors, by promoting policies, including educational ones, methodologies and tools to boost innovation. They are hence crucial to the dissemination and capitalisation of projects' results.

General public

- ❖ The BLUE KEP project main objective is to create framework conditions for a faster and more efficient catch-up with socio-economic challenges in the Adriatic Ionian area, especially by tackling the so-called Blue Growth.
- ❖ In order to boost innovation in the blue economy traditional sectors, enhance employment rates and create general economic growth in the Adriatic Ionian area, the BLUE KEP project promotes the integration of technical high education systems and the development of competencies that meet demands of the labour market.

4 Dissemination administration

4.1 Project communication deliverables

Table 4 lists all project deliverables, those meant for public dissemination are highlighted in *italics*.

Table 4 Project communication deliverables				
WP	N.	Deliverables		
WP 1 Project Management	1.1.1	<i>Kick-of-Meeting</i>	1.3.1	4 SC minutes
	1.2.1	Workplan	1.3.2	2 Evaluation reports
	1.2.2	4 TC meeting minutes	1.4.2	Plan of deadlines
	1.2.3	<i>Open source Tool</i>	1.4.3	3 Progress reports
WP 2 Information awareness raising and capitalisation	2.1.3	<i>Capitalisation Plan</i>	2.4.1	<i>1 Press conference</i>
	2.2.1	<i>BLUE KEP Website</i>	2.4.2	<i>4 Promotional events</i>
	2.2.2	<i>2 Social media profiles</i>	2.5.1	<i>2 Capitalisation workshops</i>
	2.2.3	<i>6 Promotional materials</i>	2.5.2	<i>1 Closing conference</i>
	2.3.1	<i>2 Calls for Interest</i>	2.5.3	<i>1 Project guidebook</i>
WP 3 Studying	3.1.2	1 Assessment grid	3.4.1	1 Selection grid
	3.2.1	<i>1 Call for schools</i>	3.4.2	10 Call for students
	3.2.4	4 Cooperation agreements	3.5.1	List of selected companies

	3.3.1	1 Workshop	3.5.2	39 Training programmes
	3.3.2	10 Study visits minutes		
WP 4 Testing	4.1.1	3 International modules	4.3.1	39 Learning agreements
	4.1.2	1 Student assessment grid	4.3.2	78 Mentoring reports
	4.2.1	5 Language courses	4.4.2	39 Assessment forms
	4.2.1	1 Mobility Plan	4.4.3	1 Evaluation grid
	4.3.1	List of selected students		

5 Monitoring and evaluation

Monitoring and evaluation are crucial for keeping track of performance, results and impacts achieved by the BLUE KEP Communication Plan and activities thereof. They help tackling the question as to whether the communication plan is reaching the specific and diversified target audience effectively. In order to answer this question, it is useful to set performance and result indicators that keep track and analyse communication activities:

Table 5 Evaluation indicators		
TYPE OF ACTIVITY	PERFORMANCE	RESULTS
Public events	N. of events	N. of participants
Web channels	N. of channels	N. of visits, likes, replies
Publications	N. of publications	No. of distribution points

To these performance and results indicators we shall add an analysis of impact indicators, useful to evaluate more long-term effect or consequences of the information/advertising actions as well as the whether these effects can be attributed to the said interventions.

Impact indicators will be deducted by opinion surveys about the degree of satisfaction with the actions and their perceived utility.

All indicators shall be taken into account in evaluation reports.

6 Capitalisation Plan

According to the Interreg Italy-Croatia Programme, Standard+ projects are *“operations stemming from existing cooperation, capitalising the achievements of the previous programming period, by means of piloting, testing or implementing, in the CB area, solutions developed in a larger scale context and in the framework of a 2007 – 2013 ETC Programmes in which Italian and Croatian partners already worked together (Adriatic IPA CBC, SEE and MED)”*.

Interreg Programme definition of capitalisation refers to *“an integrated building process that gathers valuable [...] project results [and] enables identifying and sharing knowledge, raising awareness about the achievements [...] to support the development of future policies and programmes”*.

In a result-oriented and thematic concentration approach, Interreg projects should hence enable both “internal capitalisation”, namely the transfer of results among networks, to increase thematic expertise/competence and the general quality of projects; and “external capitalisation”, that is to say to highlight the added value of cooperation by sharing and promoting results and experiences among relevant stakeholders across and outside the EU. Only by meeting the specific needs of the widest audience of beneficiaries, projects can be durable and sustainable.

Based on such principles, the BLUE KEP Capitalisation Plan has been designed to allow exploitation of the results of previous projects and thereby pinpoint a strategy of appropriate actions and tools to target local and regional groups as defined in the BLUE KEP Communication Plan (: high schools, enterprises, policy makers, and the general public). The plan has been closely linked to the BLUE KEP Communication Plan so to maximise the value of project’s results, facilitate integration among multiple levels and enhance their impact.

The present plan provides a brief description of the KEPASS project, the aims and objectives of the BLUE KEP capitalisation strategy, and a summary table that shows how target groups identified in the BLUE KEP Communication plan and capitalisation actions and tools can be intertwined for an effective dissemination and valorisation of both projects.

6.1 Synergies with previous projects

The BLUE KEP project builds upon the experience of three IPA CBC projects developed along the 2007-2013 programming period: KEPASS, BLUEskills and DELMVET.

While the KEPASS project focused on the harmonisation of education systems in the Adriatic-Ionian region through the creation of a student mobility system for upper secondary schools and for the reciprocal recognition of programmes and diplomas, its sequel, the BLUEskills project, created a first version of a common assessment grid for the assessment of students' skills. The DELMVET project aimed at reforming VET systems managed at local level in the Adriatic countries. All three projects were aimed at providing opportunities to upgrade and internationalise high school and VET systems in the Adriatic area by establishing a strong cooperation between relevant stakeholders (state and regional level authorities, schools and VET centres) that could guarantee the sustainability and long-lasting effects of the projects.

6.2 BLUE KEP capitalisation strategy

With a view to taking stock from previous experiences and results, and in order to capitalise them, the BLUE KEP project will use KEPASS methodology and recommendations with specific

reference to the accreditation of schools, the selection of students, the development of international modules, the organisation of exchange of students, the assessment and recognition of competences gained during the exchange. This goal will be pursued thanks to the thematic competence of project partners. In fact, the BLUE KEP partnership was built taking into account previous experiences and thematic expertise, especially in relation with the above-mentioned projects as well as with the individual capacity to collect, analyse, transfer and disseminate good practices previously developed.

In applying KEPASS procedures, the BLUE KEP project will both widen and deepen the scope of previous projects to EUSAIR thematic pillar 1 “Blue Growth”, and its cross-cutting priority action “Capacity Building” and topic “Brain Circulation”, with a particular focus on the impact that the further integration of education and vocational systems will have on the Blue Economy in the Adriatic-Ionian area. The project will in fact involve technical high schools and promote synergies with SMEs in the nautical, shipbuilding and maritime technology sectors, with a view to enabling a virtuous process of human resource development.

6.3 Capitalisation objectives

The main objectives of this plan are to ensure the capitalisation of the project results, to ensure their continued operability, to raise awareness and to involve the largest number of stakeholders in the discussions, debates, actions and initiatives triggered by the project results and outcomes.

In particular, the BLUE KEP capitalisation plan aims at setting a strategy for creating results that:

- ❖ Meet the real needs and expectations of project beneficiaries on potential project benefits;
- ❖ Are sustainable, namely easily implemented by target groups and all potential stakeholders and adapted to their changing needs;
- ❖ Can be transferred to other sectors (tourism, hospitality and catering)), as to upgrade innovation systems and practices on a local and regional scale;
- ❖ Encourage the maintenance of networks for the capitalisation of the results after the end of the project.

In order to do so, the plan has to be understood not only as a guide for the mere valorisation of the project, but as a reference base for optimising the value and impact of the BLUE KEP project by means of an effective interaction with beneficiaries via adequate channels and the involvement of target groups and stakeholders by means of a sound resource management.

6.4 Capitalisation action plan

Capitalisation actions are arranged around three main dimensions:

1. The optimisation and maintenance of the results implemented;
2. Networking and synergies for the exchange of best practices and transferability of results;
3. Identification of the expected impacts.

These actions have to be matched with BLUE KEP capitalisation/communication tools and each has to be conveyed to the relevant target group (as identified earlier) at the relevant point in project execution as determined in the project action plan.

This table shall be kept into account also in relation to the tailor-made messages indicated at Table 3.

Table 6 Plan of capitalisation actions, tools and target groups						
Actions	Tools	Execution	Target Group			
			month	HS	SME	PM
Result optimisation and maintenance	Website, social media	1-18				
	Paper publication	1-18				
	Promotional materials	1-18				
	Workshops	10-18				
	Project guidebook	10-18				
	Final brochure	1-18				
Networking and synergies	Cross-border events	1-18				
	Closing conference	10-18				
Expected impacts	Opinion surveys	10-18				

7 Conclusion

The present Communication Plan aims at guiding PPs to communicate and disseminate the projects' aims, methodology and results to its stakeholders, project beneficiaries and the general public effectively. Its strategy encompasses information, building relationships, training and enabling feedback about expectations and satisfaction of relevant needs.

The Plan is based upon the identification of categories of audiences, key messages tailored to audiences' specific needs, different channels and tools of communication, and a mix of formal and informal communication, which together work towards maximising participation and the effects of awareness raising actions. It also devises internal communication strategies aimed at ensuring commitment and cooperation among PPS, as well as performance indicators to monitor and evaluate both the achievement of communication objectives and the effectiveness of messages in terms of creating and measuring a positive impact on target groups and stakeholders.

8 Annex 1 - BLUE KEP visibility rules and attachments