DORY - Capitalization actions for aDriatic marine envirOnment pRotection and ecosYstem

PA 3 – Environment and cultural heritage
Specific Objective 3.2 - Contribute to protect and restore biodiversity
Application ID – 10041641

Title of the deliverable	D2.1.2 Capitalization Strategy
Work Package:	W2 – Communication Activities
Activity	Act 2.1 Start-up Activities
Partner in charge (author)	PP2 Emilia Romagna Region
Contributors	LP – Marche Region, PP1 – Veneto Region, PP3 – Friulia Venezia Giulia Region, PP4 – CNR-IRBIM, PP5 – RERA SD, PP6 –Zadar County – PP7 – IOF (Institute of Fisheries)
Status	Final
Distribution	Public
Date	30/04/2018

Capitalization Strategy – DORY Project

Introduction and General guidelines from Programme Factsheet n. 6 Implementation

To implement a project means to carry out the activities proposed in the AF, with the aim of delivering the foreseen outputs and the expected results and monitoring progress compared to the work plan. The project success depends on many internal and external factors. Some of the most important ones are a very well-organized project team, supported by an effective internal communication, and efficient quality control system of project progress and related expenditure; moreover, a good external communication and dissemination of the project aims and findings is crucial. According to the Factsheet n. 6, a Communication Manager has to be appointed for every project; his/her role is described as follows:

Table 1 - Except from FS 6 Table 1: Project Management Team (the CM role)

Position	Responsibilities/tasks	Characteristics needed
Communication	□ Develops and implements the project communication strategy □ Coordinates all communication activities in the project among all PPs in close coordination with the	Skills: □ Be goal-oriented □ Have very good English language skills □ Be able to lead teams as primus inter pares □ Have a good understanding of the

manager (CM)	Project Manager ▫ Builds the capacity of PPs to effectively communicate project achievements ▫ Communicates with the JS upon needs	project content ▫ Demonstrate good organization skills and communication skills as well as cultural empathy ▫ Be active and participate in all partner meetings and follow-up closely what partners do ▫ Have flexibility in order to overcome unforeseen difficulties ▫ Have experience in communication management ▫ Stay in close contact with all partners, especially the LP and project manager

As for all implementation phases, also in communication activities a clear and effective division of roles and responsibilities among partners is needed, in order to involve them according to their capacity, experience and resources. A common working culture needs to be developed in order to make the project work. Rules, common tools and structures for implementation will be defined in the Partnership Agreement, and will follow the framework Responsibilities as described in the Table 2 of the Factsheet n. 6. Some guideline for communication purpose is enclosed in the present Handbook, according to the Programme Factsheet n. 8 provided by the Programme and the DORY project Application Form.

Table 2 – from FS 6: Practical tips for organization of partner meetings

- Save all the meeting documents and reports in a shared working environment (IT platform)

to ensure that they are always accessible.
- Provide partners with all relevant practical details about the meeting, accommodation, travel, etc. well in advance.

- Create a working atmosphere where all partners feel comfortable (professional but not too formal).
- Provide sufficient space for smaller break-out groups (for example, to have separate discussions with all partners in a work package) rather than only having long sessions in the plenary.
- Ensure easy access to all relevant project materials that might be needed, as well as technical equipment (internet, printers, copy machine, etc.).
- Work out a balanced Programme with sufficient breaks and ensure that there is enough time for everyone to ask questions and discuss specific issues.
- Ask partners for their inputs / discussion points beforehand and add these to the agenda.
- Arrange an informal social activity, such as a joint dinner, for everyone to get to know each other better (but check Programme rules to see whether you can include this type of expenditure as part of the project).
- Ensure that adequate documentation of what was discussed and decided (meeting minutes) is circulated to the partners afterwards – and give them a chance to comment before preparing the final version.
- Keep the pre- and post-meeting documents short and to the point. Highlight responsibilities, action points and follow-up tasks.

The project internal communication

Internal communication is a project management task that ensures effective exchange and coordination among PPs. The LP should take responsibility for establishing tools and procedures that keep the whole partnership aware, knowledgeable and involved, but also each PP has responsibilities in informing about its own difficulties.

As a general rule, it is important to be clear in advance about what needs to be communicated and to whom. Insufficient communication can easily lead to conflicts and problems. Too much information or irrelevant information may, on the other hand, confuse or lead to a drop-in interest in project communications. There are two ways to keep partners informed: face-to-face or virtual communication.

a) Face-to-face communication

Some face-to-face communication is essential for effective project management. The frequency of meetings has to be decided by partners and depend on the availability of resources and the project needs. Face to face meetings are very valuable, but it is recommended to have phone calls or virtual meetings more often to monitor the progress and to deal with urgent issues rapidly.

b) Virtual communication

The use of IT tools facilitates not only communication between PPs, but also project management, in particular coordination and reporting. While phone and e-mail are the most commonly used and immediate tools, cross-border projects can rely on more sophisticated platforms that perfectly support distance collaboration:

- Online storage of documents is a good way to ensure that all partners have easy access to the latest information and documents, templates, etc.

- Shared working environments allow not only sharing of documents, but also co-editing and keeping track of comments and versions.

- Internet calls and conferencing allow calling across countries at low rates (if at all) and phone conferences, where documents can be simultaneously viewed or screens shared.

- Project management platforms allow sharing work plans, assigning tasks and deadlines, and monitoring progress. These platforms may often integrate some of the above-mentioned points.

Fully-integrated platforms allow most of the above, as well as simultaneous written and video messaging within a restricted group of users, or to a larger audience.

Table 3 – Excerpt from FS 6 - Table 4 Internal Communication Tips

Information	Tip	Examples
Information that partners need in order to work together	All PPs must have complete, clear and unlimited access to project information relevant to them	The AF, the Subsidy Contract, the respective tasks in the projects, the total budget, the detailed work plan, the finalized project deliverables, etc.
Information about the sources of official information	All PPs must have access to the official information sources for a matter of transparency. Also, it is often more effective to link the partners to the sources rather than re-writing a project management manual duplicating the information available on the Programme website, or that is provided directly to the partners by their national or regional	Links and contacts of the national/regional contact points where partners can get advice on country-specific details, Programme eligibility rules, link to the Programme official information, information from the Programme to the LP.

	contact points.	
Information about project progress to identify and react to problems and success	All partners need to inform each other about their progress and any issues that need to be addressed by all partners; e.g., how far have we reached towards the overall objective, what is still to be achieved, what are the problems and obstacles, or where were we successful.	Partners informing the rest of the partnership about delays in the data gathering process, about successful outcomes of a meeting with stakeholders, of a successful completion of a trial or pilot period, etc.
Information about decisions and changes within the project and externally, to the Programme	No matter how well a project is prepared and planned, adjustments and changes will be necessary along the way to adapt to events. Both the partners and the Programme must be aware of these modifications. Minor ones will only result in a deviation from the work as planned in the application, whereas major modifications may require a more formal procedure and changes to official project documents	A conference scheduled in the work plan to happen 12 months into the project needs to be postponed to month 15, in order to have more relevant/important content to present.

The Programme implementation Factsheet n. 6 also suggests that, in order to provide a good basis for communicating Programme requirements, and give partners guidance and practical tips on technical aspects, a project handbook could be developed, tailored to the individual project aims to provide a common understanding of how the project works. However, in consideration of the DORY's capitalization aims, and therefore of its short-term duration and financial dimension, a dedicated handbook with the above-mentioned purposes would be overblown. Moreover, it has to be considered that the project logo, the communication kit and the relevant templates will be provided to the partnership directly by the MA.

The Programme provides also in the Factsheet n. 6 some ground rules for communication in a multinational and long-distance environment, as it follows, to be adopted as Guidelines for external communication within the DORY Capitalization Strategy:

Table 4 from FS 6
Ground rules for communication in multinational and long-distance environment

- Use a simple, clear language that is also easy to understand for non-native speakers.
- Be as concrete as possible – vague messages can be interpreted in different ways and can easily lead to confusion or conflicts.
- When using technology, ensure that all partners have technical access/capacity and the skills to use these tools without creating extra work for them.
- Encourage open/honest communication and feedback.
- Respect each other as professionals.
- Support each other and provide help when needed, listen to feedback and ideas.
- Leave open the chance to ask questions any time.
- Share information, expertise, skills, etc. within the team.
- Encourage pro-active participation of all members in the team.
- Have an open-minded/constructive approach to conflicts.

Another set of recommendations from the Factsheet n. 6 concerns the information and publicity activities carried out for the project, in relations to the non-discrimination and equality issues:

- Depending on the nature / scope of the project, consider the possibility of including initiatives / information activities dedicated to various categories of vulnerable groups;

- When preparing the information materials (brochures, promotional videos, web sites etc.), produce materials which are easily read by elderly persons and, if possible and depending on the scope of the project, adapt the materials to the special needs of certain categories such as, for example, persons with visual or reading impairments;

External communication activities

Project publications and dissemination products (project greening)

- Publications can be disseminated electronically. Printing of publications should be foreseen only if strictly necessary and only if following a specific dissemination plan;

- Publications should be printed for external communication purposes (if needed only) on both sides and on recycled paper. For electronic publications, an "eco-friendly" version (less colours, more compact text, less pages) should be made available for printing purposes;

- Publications should be printed where they are going to be distributed in order to minimize transportation distances.

Organization of green and inclusive events

Before the events:

- Explore if a phone or a video conference could be organized instead of a meeting;

- green public procurement procedures shall be applied whenever possible.

During the running-up of the events:

- Electronic means (e.g. e-mail, website) should be used rather than printed materials for pre-meeting and follow-up communications;

- Participants are encouraged to use sustainable ways of travelling: for short trips favor train to coach/plane and if train is not an option, favor car/coach to plane;

- Information on the greening efforts made at the event is provided electronically before and after the meeting whenever possible;

- Participants' bags/packs should be avoided or produced locally using recycled material, and are reusable;

- In case participant's packs cannot be avoided, only strictly necessary material should be included and copying/printing is available upon request at the location of the event;

- The start and end of the meeting are possibly adjusted to the schedules of public transportation means;

- The caterer is preferably informed on the exact number of participants and is able to re-evaluate the quantities needed to avoid waste;

- A dedicated area can be provided for participants to return material that can be re-used (such as badges);

- Accessibility for all participants is taken into consideration and the venue adapted for people with reduced mobility;

- A system that allows all guests to access the catering service could be put in place: long queues for food are avoided, enough chairs for people to sit down are available, people with disabilities or special needs are provided with the necessary facilities.

Specific guidelines from Programme: Factsheet n. 8 Communication

Project communication contributes to the overall Programme Communication Strategy. In particular, project communication should aim at making the general public, thematic experts, decision makers and other target groups aware of the project results and achievements, and has become one of the key elements to ensure durability and transferability of outputs and results.

The success of project communication depends on establishing and developing continuous relations with the key target groups and general public throughout and even beyond the project lifetime. The success of Programme communication depends on good project results and good cooperation between the project partners and the Programme Authorities. Therefore, it is expected that DORY will able to ensure constant and regular contact with the MA/JS. As for all Italy/Croatia projects, the MA/JS will provide communication training, templates and technical tools as support for project communication. In return, the MA/JS expects the projects to deliver content for communication activities at the Programme level, e.g. content for the Programme website, recommendations for interviews to partners, high

quality photos with public copyright license, information about upcoming key events or contributions to events, or online and print publications.

The overall quality of project communication will come from a committed work of all partners, included the Lead Partner and the partner responsible for the coordination of the communication. Furthermore, a good internal communication management within the partnership is a key for the successful external communication of the project. Each project partner should appoint one contact person responsible for communication. The Lead Partner will appoint a Communication Manager responsible for planning and coordination of communication measures for the whole project.

With specific reference to the Factsheet n. 8 criteria, the responsibilities of the Communication Manager within the project will cover:

- setting communication aims for the work packages and ensuring consistency of the aims, target groups and approach;

- drafting a communication plan (which is a Capitalization plan in case of a Standard+ project, like DORY);

- support in planning and implementation of the communication between project partners;

- coordination and support of persons responsible for communication in partner organizations;

- cooperation with MA/JS on communication issues

As regards the partnership, it is advisable for the projects to ensure a good collaboration system and a punctual workflow in the communication activities, so that each Partner will be aware of the project purpose and of their fundamental role in increasing the impact and visibility of the project.

Project communication approach

According to the DORY Application Form, the following main communication aspects should be taken into account for the definition of a **harmonized approach:**

- the communication <u>aims and objectives</u> of the project (what do the project want to achieve with the communication?) (see the AF)
- the main <u>target groups</u> (whom do the PPs have to target with communication activities in order to achieve the project aims?) (see the stakeholders grid to be filled in)
- the <u>tactics</u> selected to interact with target groups to achieve the aims and objectives (accordingly to the characteristics of the selected target groups)
- the <u>activities</u> for each of the tactics selected, which have to be chosen among the following: start-up activities (mandatory), media relations and publications, digital activities (including projects' feeding web-platform and social media management), organization and attendance to events (for institutional, networking, dissemination and training purposes), promotional material production, that are suitable to achieve the aims and objectives

Integration in roles and tasks

According to the Application Form, DORY will adopt an **integrated approach** for the communication tasks, as more detailed in the relevant WP2 Communication.

Project Communication activities will contribute to the overall objectives of DORY by ensuring both a sound internal communication and a better awareness on project results, as well as the knowledge increase towards the main project <u>target groups</u>: national, regional and local policy makers dealing with fisheries, aquaculture, MSP and marine environment protection, Higher Education/Research, MPAs managers, fisheries and aquaculture sectors

operators/associations. On the basis of the logo package provided by the MA/JS, the DORY Capitalization strategy will develop messages, tools and channels to allow the target groups to experience what the capitalization project is about, to be involved in the actions and to contribute to the achievements. External communications for dissemination purposes will be organized through the use of both more traditional tools (newspaper, specialized media, informative poster, flyers) and innovative multichannel tools (social media, storytelling video) to foster the community involvement as well as the digital engagement.

The LP appoints a dedicated communication manager (CM), whose seat will be in the premises of the PP2 / WP2 leader (Emilia-Romagna Region), with the task to coordinate the following communication activities:

- at the internal (project partnership) level, to enable constant information flow among partners. Each PP will appoint a communication responsible to ensure a smooth exchange with the CM. CM will provide a file hosting service[1] to easily pool and access communication resources and will define a set of tools to facilitate messages harmonization (e.g. post schedule, events reporting template, etc.). The hosting tool is compliant with the main EU/GDPR data protection rules (mandatory for all public partners);

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[1] The file hosting service will be managed through the Office tools package named Office Groups – a tool which provides to all project partners the following facilities:

- ✓ File sharing
- ✓ Calendars
- ✓ Mail listing to be shared among all partners
- ✓ Internal Messenger service which allows partners to exchanging emails in google format
- ✓ Notes

- at the Programme level, to effectively contribute to the IT-HR web platform contents implementation, according to the provided tools and common branding indications, by collaborating with the PP RERA who is in charge of the implementation; and moreover, to explore complementarities with other IT-HR projects and opportunities of interaction;

- towards the external audience, institutions, and target groups, to address strategically the project messages.

While Emilia-Romagna is in charge of the coordination of the WP2 Communication activities, the PP 5 RERA will provide support for the digital activities (see Activity 2.3. in the AF), and LP and Veneto Region will contribute to the organization of visibility events (see Activity 2.4). All PPs actively contribute also by disseminating project messages and key findings within respective EU relevant networks.

Communication Objectives

Communication activities need to be developed having the project results as a primary focus. Indeed, not only Communication is to be considered as one of project results (with specific output indicators), but should also contribute to the achievement and to the quality of the project results.

As one of the elements of this **result-oriented approach**, adopted in the 2014-2020 Programming period, all project proposals should demonstrate measurable, transferable and durable outputs and results. Consequently, as part of the project intervention logic, DORY's communication objectives shall clearly contribute to the project's overall and specific objectives, as described in the AF.

Communication objectives are thus very much linked to the types of output projects plans to deliver. For DORY, policy improvement is expected, by raising awareness into the wider public, changing stakeholder's behavior and disseminating knowledge among the economic operators. Moreover, the pilot actions will implicate a better and pro-active involvement of the end-users and industries, stakeholder groups, user testing and therefore should encompass communication objectives that cover very different stages of project implementation.

Criteria for steering the communication

All partners should bear in mind that an effective communication activity should be:

Specific: it contributes to the relevant change at the specific objective level

Measurable: it is possible to measure the baseline, the target and, if necessary, the milestones

Achievable: it is possible to achieve the target

Relevant: it contributes to the change at a priority axis and Programme level

Time-bound: it is available and updated at different points in time

Target Groups

A target group is a clearly identified audience that has an interest in the project, either directly or indirectly. They either should know about the project's activities, they might benefit from the project outputs and results or their involvement might even be necessary to ensure the durability of the project outputs and results. A project can target multiple target groups that will each require a different approach, tools and frequency of communication activities.

One of the DORY's main objectives is to gather a frame-knowledge of the target groups, to tailor the activities, news and messages and to make them coincide with the stakeholders' interests. To do this, the CM will use the information gathered through the grid which will map the interest groups or segments of public, and some additional data requested in order to analyze stakeholders attitude and interest towards the project aims[2]. Target groups will be clearly defined per project activity according to the SMART criteria.

To sustain an effective communication strategy, projects should be concerned with stimulating a lifelong relationship with/within the target groups. Moreover, DORY, as a Standard+ project, set on the basis of a capitalization strategy as follow-up of the previous EcoSea project communication strategy, will focus mainly on the duration of the relationships within the project community. These relationships should be:

- Directed to the real target that benefit from the communication;
- Committed, regular, true and transparent;
- Realistic and coherent with the purposes and promises of the project;
- Based on common knowledge, mutual feed-back and evaluation.

Depending on the project's single activities and WP specific objectives, target groups will take different forms. They can be local/national politicians or decision-makers that need to

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[2] In DORY project, we recommend partnership to choose not to go in depth of assessments and analyses of attitudes and interests of the stakeholders, as in the Programme Guidelines was suggested; it's our opinion that this approach would limit the project inclusivity instead of foster participation and interest among stakeholders, hampering the exchange of experiences and expertise and the collaboration between each partner and its territorial stakeholders. We'll proceed therefore by gathering both information about the stakeholders and suggestions from the PPs about how to better involve them, in a more informal way that an official assessment. See below for more information.

implement policies, end-users using a new product, manufacturers, the general public, SMEs etc. For each Communication Objective set up in the DORY AF, several categories of stakeholders at a local and national level will be defined by each PP, the LP and the CM. Thus, a stakeholder grid will be set up and sent to all PP and the LP with the aim to gather a state-of the art database of stakeholders potentially interested in DORY activities.

See the proposed grid template, to be used for recognition of the existing local stakeholders by each PP. (in attach), proposed to all PPs for filling data in, in order to build a sound framework for stakeholders to be involved in DORY activities.

The CM will request to each PP and the LP to fill in the relevant cases, in order to gather data to complete a framework drawing of the stakeholders to be involved in the activities, accordingly to their operational area and attitude. Each partner will answer and provide information about relevant stakeholders based and operating in their respective territories. This would enable the CM and the LP to adjust and fine-tune the Capitalization strategy, by updating it during the implementation of the project, according to the feedback received. The checklist below will offer some guidance for partners to fill in the grid and to find out the relevant stakeholders for the project actions:

Check-list

Identification of the stakeholders

- Who needs to use my outputs?

- Who from my organization needs to be involved?

- Who can provide useful input throughout the development of my outputs?

- Who needs to be involved to ensure the continuity of the project results that goes beyond my partnership?

- Are there any actors that might have a negative perception or be negatively affected by my project?

- Who will have a direct or indirect benefit from the project outputs produced?

- Is there any behavior change needed to reach the project results? Whose behavior should change and who do I need to involve to reach this?

Objectives (to be agreed between PP, LP and CM)

- What level of involvement does the project require from each of the target groups?

- Is my objective to inform, to receive feedback or to actually work together with the target groups?

Methodology

- How can I reach my target groups?

Do I need a different method per target group in order to be effective?

- Are these actors my regular 'clients' or do I need a different approach to reach them?

Timing

Given the demand-driven nature of the programme target groups and stakeholders should be involved from the very beginning and for the entire duration of the project. But:

- When do I need which specific target group precisely?

- Do I need them at the development of my outputs, at their actual delivery or only at the end to ensure the durability?

Communication Approach

The Application Form (Section G – Communication Approach), entails the following communication objectives and specific approaches[3]

▪ Communication objective 1: Raise awareness on the need to adopt common cross-border models for the sustainable management of Adriatic marine resources and influence attitude to act on the basis of a multi-level cooperation

The Capitalization strategy will contribute to raise awareness on the needs of boosting the implementation of common models for sustainable and integrated management of sea resources adopting a multi-level and bottom-up approach guided by the best scientific knowledge available. To this, the project Communication and Capitalization activities will support the active stakeholders engagement in the development of common models tested and in the improvement of MSP in Adriatic presenting the project to the key stakeholders by means of traditional (local consultation, visibility events, exchange) and digital tools and contributing to the dissemination of the core outputs: CB model for shared stock sustainable management, recommendation documents and feasibility study for limiting and prohibiting fishing operation in core nursery and spawning area.

Target Groups defined by the AF for Communication Objective 1: Target groups are represented by Regional and National Authorities in charge of fisheries and aquaculture policies and programmes, acting also as EMFF Intermediate Bodies, Regional and National Institution dealing with marine environment protection, MSP process and ICZM; MPAs managers and

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[3] Information needs to be added by each PP on how precisely the action plans to involve each of these target groups, and a framework will be provided by the CM after the completing of the stakeholder grid.

technicians; Fisheries and Aquaculture Operators and sector associations; Fisheries Management Organizations and research Institutes; NGOs acting for marine environment protection; Development Agencies in charge of coastal communities' sustainable development.

Specific approach for this Objective: Target groups will be reached by creating interest and encouraging active engagement through the organization of local meetings to present the project and setting-up a constant feedback mechanism and visibility events (Kick of meeting and the Final Capitalization Conference) complemented by project publications such as leaflet and articles. Articles will be published both at local level to engage stakeholders and on relevant thematic journals to specifically reach Fisheries Management Organizations at higher level having a role in the definition of Adriatic basin management measures and Scientific Institutions in order to raise the innovation commitment of researchers.

Proper Campaigns on social media and constant news updating on project webpage within the IT-HR web platform will further help to raise awareness on the CB tools and models developed and tested for marine environment protection and restoration.

▪ Communication Objective n. 2: Raise awareness on environmental benefits deriving from the use of innovative tools and management models and contribute to change behavior towards more sustainable fisheries and aquaculture

Communication and Capitalization strategy will contribute to raise awareness on the conservation and environmental benefits deriving from the use of innovative tools, techniques and management approaches aimed to protect nurseries, spawning areas and sensitive habitats, enhance biodiversity and reduce the environmental impact of aquaculture practices. Communication activities will support the dissemination and widespread of the DORY pilot applications capitalizing, improving and testing on different marine areas the successful achievements of ECOSEA project. Medial (press releases, articles in newspaper and professional press and non-medial (webpage, news, infographic flyer, storytelling video and social media)

tools will support the sharing of the project success stories and foster the exchange of experiences on the innovative process and tools applied and highlight their transferability potential for other beneficiaries.

Target groups are represented by National and Regional Institutions in charge for fisheries and aquaculture programming, Fisheries and Aquaculture Operators and Associations, NGOs and network acting for marine environment protection and sustainable fisheries development, Universities and Education centers interested in innovative practices and tools for protection and enhancement of Marine Resources, General public.

Specific approach: Target Groups will be reached by a constant awareness-raising campaign on the project achievements in terms of environmental benefits and biodiversity protection and enhancement. Digital tools like the storytelling video and an *ad hoc* social media campaign will play an important role, giving a floor to the operators and the institutions involved in the pilot activities implementation to directly share and exchange the achievements and promote the integrated and inclusive approach adopted by DORY project. Reports of the project pilot implementation will be also disseminated during the CB exchange, and the thematic seminars specifically aimed to transfer the knowledge gained and push the uptake of results.

Results of the use of innovative tools and models will be also communicated during the project events (e.g. the Final Promotional Event), by means of local press to increase the project results visibility to public opinion, address the general public and sensitize on the theme of the environment protection. Furthermore, the results will be available and constantly updated on the project website within the Programme Communication hub.

▪   <u>Communication Objective n. 3</u> - Increase knowledge on the benefits deriving from an ecosystem-based management and influence policy makers attitude and behavior towards an integrated, coherent and systematic planning.

Communication and Capitalization strategy will support the transfer of knowledge developed to policy makers and institutions on the applied CB management models and on the innovative tools tested to protect biodiversity, addressing inputs for better governance process and for policy improvement based on scientific evidence and on inclusive and bottom-up approach. Also, communication actions will help to influence attitude and behavior of policy makers and institutions towards an integrated and systematic planning sensitizing on the results of the application of CB management measures contributing to improved MSP and ecosystem based management .To this, communication actions also foresees networking and cross-fertilization activities with other project and initiatives aimed to protect and restore marine environment, with the EUSAIR strategy governing boards and TSG and with the main relevant network at basin and EU level relevant for project issue(e.g ADRIAPAN, CRPM,etc..)

Target groups are represented by: Policy makers at local, regional, national and EU level dealing with fisheries and aquaculture policies, MSP, marine environment protection, IMP and ICZM; EU funds Managing Authorities MPAs managers; Fisheries management organization and association; networks at Adriatic and EU level relevant for the project issues; Representatives of the macroregional strategy.

<u>Specific approach</u>: Policy makers and sector institutions will be reached by means of different communication tools and approaches aimed to increase their knowledge and to influence their attitude towards an integrated and systematic planning:

-dissemination material as leaflet and articles on high level journals will synthetize the CB model and the innovative solutions tested.

- Project Promotional events and the presentation of DORY results in other external events will foster the uptake of results towards Managing Authorities, EUSAIR governing board and relevant TSGs, the main initiatives and relevant network on the project issues.

- Dissemination of project outputs during the CB exchanges, technical seminars and learning labs.

Social media campaign will complement and further support the transfer of the main achievements.

Tactics

A coherent set of tactical actions aimed at achieving a specific objective will be put in place when appropriate. Communication tactics determine which activities are most promising for getting specific messages across to clearly defined audiences (thus ultimately reaching a specific objective). Approaches describe how the project wants to bring across messages to its audiences to reach its objectives. They all have specific persuasive impacts: dissemination and media relations for example will reach and inform many people but convince few to change their attitude, while personal networking and cooperation will reach only few but might be more persuasive.

A non-exhaustive list of communication approaches that are commonly used includes:

- ✓ Advertising;
- ✓ Campaigning;
- ✓ Community relations;
- ✓ Cooperation and harmonization;
- ✓ Dissemination (incl. storytelling);

- ✓ Edutainment (incl. gamification);
- ✓ Media relations;
- ✓ Personal dialogue (incl. networking and exchange);
- ✓ Social/viral marketing;
- ✓ Stakeholder involvement;
- ✓ Training;
- ✓ Visibility and publicity (incl. corporate design).

Communication and coordination roles and tasks

The project must foresee communication coordination roles and tasks. At the project level, DORY will aim at ensuring the involvement of all the partners in every communication action to share or merge activities, including the development of the evaluation of communication activities, the discussion of common methods, and through sharing tools and good practices and exploring complementarities and economies of scale.

At the programme level, DORY will be requested to provide regular information to the Programme in format and deadlines to be defined (for thematic publications, events etc.), mainly through the web platform that the Programme will be providing to the projects and other tools and forms of participation.

Programme expectations

In addition to the regular reporting on communication activities, the project will be invited to contribute to the other activities organized by the Programme in their forward planning and to foresee some budget for the participation to the events (see a non-inclusive list of possible events drafted in the Factsheet n. 8).

The Programme may ask the DORY partnership to present their results and achievements at any of the annual events. In addition, there are several events organized by the European institutions which may help the project to achieve greater visibility and dissemination of their communication material and information about their results.

The Programme participates in these events with input from the projects. For instance, the European cooperation day (EC Day –21 September) is a relatively new initiative presenting projects' work and local level results to the general public. The projects are encouraged to take part in this initiative, which can also bring them more visibility and increase contact with the local media.

A participation to local events in the PP's territories is recommended during the project life, to enhance links and visibility for the project activities and objectives. At the moment, a non-exhaustive list of a suggested inter-institutional and EC level events of interest for the partnership is under construction. A first, international level event has been proposed during the first Steering Committee held in Ancona, namely the European Maritime Day to be held in Burgas, Bulgaria, with the organization of the DG MARE about policies related to the protection and development in maritime and coastal EU regions[4]. This event will be included in the DORY external communication events only by authorization of the MA/JS, due to the fact that Bulgaria is not eligible for Italia-Croatia projects activities, but the Programme could grant an exemption in consideration of the high level of visibility offered to the DORY partnership.

Timeline

A timeline that identifies when each activity will take place will be created and updated by the LP, and will include communication activities, to ensure that deadlines do not slip,

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[4] https://ec.europa.eu/maritimeaffairs/maritimeday/en/burgas-2018 - where you can find the registration page.

opportunities are not missed, and that activities are fully prepared. All proposed communication deliverables need to be represented in the project work plan and should be coherent with the project deliverables, outputs and results as for the other project activities.

Project website

Similar to the approach in project branding, project websites will be integrated and hosted on the Programme web platform and will have its own domain. Thus, for creating and maintaining the standard project website there will be no fixed costs since these services will be provided by the Programme for free while the projects will have to foresee only some internal/external human resources for updating regularly the project website. This activity does not require any specific technical skills and the Programme will develop tutorials to help project partners in using the different features of the website.

The Programme will provide a complete website section (calendar, document library, directory, tools etc.) to each selected project, as well as will provide to the projects all the elements to manage and configure their website section (visuals, features, content, social networking, etc.). Social media platforms can also be handled in a flexible way by the projects.

Partner institutional website

All project partners should publish on their institutional websites ("where such website exists") a short description of the operation, in English or in the local language as set forth in the Regulation (EU) No 1303/2013 (Annex XII, Article 2.2 paragraph 2.a).

Social media

Social media are becoming more and more important to reach a wide range of target audiences. This communication medium is however very diverse and needs regular feeds which can also be time consuming.

The Programme encourages its projects to develop an online presence through some of the social media channels whenever this fits with their communication objectives and is in line with the specificities of their target audiences. Social media has the advantage of being a two-way communication channel, meaning that projects can also get useful feedback from their target groups. The messages posted should therefore reflect the needs of the project and the timing of project delivery.

Although social media is in theory free of cost, projects that aim to reach their target groups via these channels should foresee the necessary time and resources to feed their social media channels.

Project logo

Programme will provide projects with their logo and design templates for publications (event invitations, project leaflets, etc.) and promotional materials, which can be easily adapted and implemented. However: specific branding and / or communication /training tools could still be foreseen as an output of the communication work package for event campaigns, activities, products or services that are expected to sustain beyond the project duration, if well motivated in the Application Form.

Events

The project logo, as well as a clear reference to the EU co-financing has to be used on agendas, list of participants, related publications, promotion materials and presentations. (Regulation (EU) No 1303/2013). During the events, projects are encouraged to place the project poster or a project banner in a readily visible place (e.g. the front of the meeting room).

Publications

All project publications, including brochures, newsletters, studies, articles and others must include the project logo and the reference to the EU co-financing. When this is not possible, for example, in articles, conference proceedings or other publications, projects should explicitly mention the contribution from the EU co-financing and the Interreg Italy-Croatia CBC Programme.

According to the Annex XII of the Regulation (EU) No 1303/2013, all approved projects should place a poster (of minimum A3 size) with information about the project including the financial support from the Union and the project logo, at partner's premises, at a location readily visible to the public, such as an entrance area of a building. In order to help project partners to comply with this obligation, the Programme will provide a Poster template available for download on the Programme web platform.

In addition, projects are strongly recommended to publish in the appropriate section of the Programme website the most essential results (or a summary of them) in the official language of the Programme – English - in addition to the other languages.

Audio / Video information

Any radio/audio spots should be marked and indicate that they are co-financed by the European Union. Please consider the following formats: 8'' brief announcement (so called radio billboard just to indicate an institution financing a given Programme, right before or after a given program, and 15', 30'' up to 60" radio spots. Radio spots can be treated as short forms (small promotional objects accordingly to art. 4 point 2 of the Commission Implementing Regulation (EU) No 821/2014 of 28 July 2014). Thus, the message would be "Programme co-financed by the European Union". In case of longer forms, like radio programs, the message would be "Programme co-financed by the European Union from the European Regional Development Fund". Ideally, any spot should mention a website where more info is available. However, above a length of 30 seconds, both the reference to the European Union and the ERDF shall be mentioned.

Promotional gadgets

Promotional gadgets can be a good way to raise awareness about a project. However, they should be produced only if they meet strategic objectives and are linked to a promotion strategy.

The proposal for DORY is to get to be appointed by the EMD staff and have thus the right to use also their logo and to receive some promotional gadgets.

Special obligations in case of small scale infrastructure and construction works

In case of small scale infrastructure and construction works with a public contribution of more than EUR 500.000,00 specific illustrative requirements, set out in Annex XII of the Regulation (EU) No 1303/2013, have to be adopted. More specifically, this relates to the production and the setting up of plaques and billboards at the relevant sites which shall contain the logo and references as set out above. For DORY PPs whose responsibility encompasses such activities, please refer to the Factsheet n. 8, pag. 13.

Evaluation of communication activities

The communication system should be tested periodically to ensure that messages are received and understood and the receivers are satisfied with the method deployed. Thus, it is important to evaluate the success of communication activities, in order to learn which ones are a success and which need adjustments. Evaluation also creates useful feedback to share with others in the Programme and provides valuable lessons for future projects, so that they can learn from the project experience.

Evaluation of communication activities should be included in the global project evaluation. DORY LP will receive a mid-term report with an assessment and eventually recommendations to improve and update the communication flows (by PP2 ERR). The Factsheet n. 8 sets several possible qualitative indicators for evaluation:

- Satisfaction level of activities implemented (questionnaires for conferences, publications etc.);

- Identification and communication with target groups (distribution lists developed, number of direct mailings to number of persons, how is the feedback within interactive web tools developed, how many 'likes' on FB, how many comments in discussion forum etc.);

- Further analyses of web statistics: where are most of the hits (after a press article, conference, newsletter);

- Hits on different sections.

Other quantitative indicators:

- Number of downloaded publications, number of printed and actually distributed publications;

- Number of participants to events;

- Number of press articles.