Interreg
Italy - Croatia
ARGOS

European Regional Development Fund

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ARGOS

ShARed GOvernance of Sustainable fisheries and aquaculture activities

as leverage to protect marine resources in the Adriatic Sea

COMMUNICATION PLAN

Contents

1. Introduction

"ARGOS - ShARed GOvernance of Sustainable fisheries and aquaculture activities as leverage to protect marine resources in the Adriatic Sea" was approved by The Italy-Croatia CBC Programme Monitoring Committee.

The Adriatic basin owns several different marine ecosystems, most of them of high biological value and quality, making the Adriatic Sea one of the most important and various environment in terms of biodiversity richness at worldwide level. Hence, the protection degree of these marine habitats is still low, counting only on 2% of marine surface dedicated to MPAs. The Adriatic marine ecosystems are threatened by human pressure and mostly by fisheries and aquaculture activities, as also reported in the Programme Environmental Report.

Overfishing leads to a decrease in fishing stock consistency, the loss of genetic diversity and generically to the disruption of habitats. On the other hand, fisheries and aquaculture continue to represent one of the economic pillars of Adriatic coastal communities, also considering the employment point of view, and therefore, their maintenance should be pursued not only to guarantee the economic sustainability of Adriatic communities but also as symbol of a social heritage.

In this scenario, one of the main challenges faced by ARGOS is to combine the environmental protection and the reduction of human pressure on marine ecosystems made by fisheries and aquaculture with the economic sustainability of these last economic activities, by promoting the adoption of coordinated management measures, based on science and monitoring evidence.

Indeed, the adoption of sustainable fishing and breeding practices is not only an opportunity for the conservation of the good environmental status, tackled by ARGOS, but also an unavoidable requirement for the continuity of the fishing activities themselves, due to it allows the permanence of consistent fishing stocks.

Besides, aquaculture is expanding very fast in the Adriatic basin, representing an opportunity to a balanced development of Adriatic area, but at the same time, needing of coordinated and sustainable protocols, provided by the project, to avoid overexploitation of marine resources and space as well as a negative impact in the sea habitats. Thus, ARGOS undertakes specific challenges in relation to integrated actions at multiple level (e.g. institutional, technical-scientific and operational) able to promote the sustainability of the fisheries and aquaculture, contributing to preserve the status of Adriatic marine resources having at the same time positive spill-over effects at environmental and socio-economic level.

ARGOS sets up a common framework for governance where all Institutions competent for fisheries and aquaculture in the Programme area act in the management and protection of shared biological resources, under the best scientific guidance. So, the scientific Adriatic Advisory Council (AAC) is established for recommendations that are preparatory to final outputs from the Steering Committee (SC).

Recommendations and final outputs come from results of multidisciplinary activities as:

- Maritime Spatial Planning studies to deepen the overlaps in the use of marine spaces;
- Assessment of interactions between environmental management and social-economic impacts;
- Standardization of existing data on Adriatic biological resources;
- Running of bioeconomic models for stock assessments;
- Implementation of pilot actions;
- definition of a cross border network to share project results and define the best practices for training operators towards environmental sustainability and the adoption of responsible practices in fisheries and aquaculture.

Adriatic Advisory Council (AAC) and Steering Committee (SC) activities, as a process for governance, aim at defining common measures for the sustainable management of fisheries and aquaculture activities, in the framework of the protection of the marine Adriatic environment

Communication among the involved parties plays a key role for achieving objectives. All the involved parties must be informed on the existing situation, the new ideas and the expected benefits, in order to be able to evaluate, in total, the present and the expected future matters to enable everyone to contribute for the transition to a more ideal situation.

This document on communication strategy expands on the information contained in the section G – "Communication approach" and chapter WP2- Communication activities of the application form.

2. Background and project's objectives

The Italy-Croatia CBC Programme's overall objective is to increase the prosperity and the blue growth potential of the area by stimulating cross-border partnerships able to achieve tangible changes. The aim had been set to enhance blue innovation, to boost safety and resilience, to support and promote environment and cultural heritage, and to develop and improve environment-friendly and low-carbon transport systems with the overarching ambition to increase stakeholder involvement and cooperation intensity.

ARGOS is coherent with **EUSAIR** objectives, pillars and actions.

ARGOS' outputs (WP3, WP4), contributes to **PILLAR 1 (Blue Growth)- topic 2 (**Fisheries and aquaculture), with scientific cooperation on fisheries and fish stock, sustainable management of fisheries, EU compliance and common standards and practices, developing skills and **topic 3 (**Maritime and marine governance and services) regarding the "Governance of maritime space" and the "Data and knowledge sharing".

It also contributes to **PILLAR 3 (Environmental Quality) - topic 1**, by tackling the issue of environmental quality and protection of marine environment.

It contributes to ensure a shared governance of marine resources, promoting the "implementation of MSP (Marine Spatial Planning) and the ICM (Integrated Coastal Management)" principles and the MFSD (Marine Strategy Framework Directive) by:

a)   active dialogue among Adriatic institutions and stakeholders (WP1, WP3, WP 5);

b)   adoption of a common management oriented to the maintenance of good ecological status of Adriatic Sea (WP3, WP4);

c)   promote the education toward sea protection (WP5-act.5.1);

d)   implement pilot activities for the sustainable management of biological resources (WP5 - act.5.2, act.5.3).

ARGOS is fully coherent with the objectives of the MSP (Marine Spatial Planning) process, ensuring an exhaustive approach in the whole Programme eligible maritime area for the governance of fish-related human activities by:

1) putting in place an active and coherent dialogue among Adriatic institutions and stakeholders (WP 5);
2) limiting the conflicts between fishery and aquaculture sectors with the other anthropic activities (WP3);
3) protecting the sea environment and the maintenance of the good ecological status of Adriatic Sea as well as implementing pilot activities to prevent of the loss of marine biodiversity (WP5)

ARGOS creates strong synergies with the principles of the Common Fisheries Policies (CFP) by promoting a marine resources management based on the precautionary principle that introduces for fisheries and aquaculture the adoption of environmental and economic sustainable approach, supported by policy addresses (WP3) based on the best available scientific advice. With the Adriatic Advisory Council (WP3), ARGOS moves towards a co-management of fisheries stocks able to safeguard stock vitality and in the meantime allowing a profitable industry.

The Project Result will be a more resilient aquaculture and fishery industry, both economically and ecologically, contributing to the sustainable management of renewable resources at the basin scale (GSA17 e GSA18), and exploiting its intrinsic strengths as advantages on the market. It will be integrated in a network with the principal innovation actors of the Blue Growth, and thus able to innovate behaviours and approaches, taking advantage of the lessons learned within the Project, but also actively producing new ideas.

2.1. Main objective

The general objective of ARGOS is to promote and apply a common integrated approach in the protection of marine resources and in the preservation of good environmental status of Adriatic Sea, built upon both institutional and operative actions oriented to reduce directly and indirectly the human pressure by fisheries and aquaculture activities on marine habitats and species.

Institutional actions provide a shared approach to common topics concerning the sustainable management of fisheries and aquaculture activities; operative actions provide the definition and the testing of shared protocols and schemes for the reduction of fish-related pressures on marine environment, in accordance with Programme and Strategic Theme Concepts.

Such an integrated approach is based on the best available scientific advice as well as by operative stakeholders for the application of common direct measures to increase the environmental and economic sustainability of fisheries and aquaculture activities

The project idea revolves around the fact that innovation, particularly in the fishing sector, means reducing the general unsustainability, and moving towards an integrated management paradigm of the coastal marine space. To do this, it is necessary to move from a model of competition to one of cooperation.

As part of the planned activity, a cross-border approach will be developed, involving all the different actors responsible for the coastal strip management process, from policy makers, a scientific committee, fishermen and other interested parties (such as NGOs).

Strategies to reduce risks and exploit opportunities will, finally, be identified in collaboration with stakeholders, and will serve to strengthen scientific opinions, and improve long-term production planning and the policy-making process.

The project is oriented to set up a common framework for governance in which Adriatic Institutions competent for fisheries and aquaculture management and ARGOS partners can dialogue and act as a whole and to represent the Adriatic basin needs at European and international level. To this purpose, project activities include an establishment and functioning of an Adriatic Advisory Committee (AAC – WP3)

that will coordinate and manage all project technical-scientific outputs and subsequently will propose to and finally validated by the enlarged SC. The AAC will provide the possibility to Adriatic Institutions to: 1) have a privileged framework to dialogue and compare on best common chooses for a coordinated management of Adriatic marine resources in order to harmonise the governance process towards sustainability and balanced development of the Adriatic fisheries and aquaculture; 2) play together to represents and pave the way for Adriatic needs in the European and international scenario; 3) share common models (knowledge-based) for the further application at regional and local levels of coordinated (and therefore more efficient) interventions and management measures as well as shared schemes for the reduction of human pressures and the promotion of a sustainable management of the fisheries, both at environmental and socio-economic level, in the framework of the Common Fishery Policy

2.2. Specific objectives

1. **Establishing a common framework for the CB dialogue and governance of Adriatic marine resources:**

The project is oriented to set up a common framework for governance in which Adriatic Institutions competent for fisheries and aquaculture management and ARGOS partners can dialogue and act as a whole and to represent the Adriatic basin needs at European and international level. To this purpose, project activities include an establishment and functioning of an Adriatic Advisory Committee (AAC – WP3) that will coordinate and manage all project technical-scientific outputs and subsequently will propose to and finally validated by the enlarged SC. The AAC will provide the possibility to Adriatic Institutions to: 1) have a privileged framework to dialogue and compare on best common chooses for a coordinated management of Adriatic marine resources in order to harmonise the governance process towards sustainability and balanced development of the Adriatic fisheries and aquaculture; 2) play together to represents and pave the way for Adriatic needs in the European and international scenario; 3) share common models (knowledge-based) for the further application at regional and local levels of coordinated (and therefore more efficient) interventions and management measures as well as shared schemes for the reduction of human pressures and the promotion of a sustainable management of the fisheries, both at environmental and socio-economic level, in the framework of the Common Fishery Policy.

2. **Set up a knowledge-based and inclusive decision-making process for the protection of marine resource.**

According to the main European strategies on marine and maritime management, the governance framework proposed by ARGOS is set upon a scientific and inclusive approach: indeed, within the AAC (WP3) the project intends to promote a cross-border dialogue and decision-making process supported by a continuous scientific advice (provided by PP12+PP13) and a permanent consultation with stakeholders. At scientific level, ARGOS promote the general harmonization in the assessment of fisheries and

aquaculture data in the Adriatic area by the establishment of a common approach to fish stocks consistency and trend data, eco-biological status of marine endangered habitats and species (WP4), as reference common scenario to propose shared models and measure for the management of marine resources. Moreover, all positions tackled by the AAC will be based on research findings obtained also by specific MSP studies and assessment conducted by the project itself (WP3). On the other hand, the project foresees a strong inclusion and commitment by the operative stakeholders (fisheries and aquaculture operators) to guarantee the consultation of economic sector and its participation in the policy-making process supported by ARGOS and the proposal of chooses based also on economic sustainability.

3. Improvement of sectorial know-how toward environmental sustainability:

ARGOS aims to improve the sectorial capacities and know-how to change the behaviors of Adriatic partnership area fishery and aquaculture operators towards shared environmental sustainability along the whole chain of fish products. To grant a mutual development, partners will set up a network oriented to facilitate the cross-border exchange of information and knowledge among operators for the improvement of their competences toward environmental sustainability (WP5). The project, moreover, is oriented to generally increase the available knowledge for the fisheries and aquaculture sector, both by developing new knowledge and by transferring the already available research findings form the scientific level to the operative one. Operators will hence be involved and will be active part on the testing of the guidelines and management protocols for fisheries and aquaculture (pilot actions) in order to be educated on the fields on best responsible behaviors and to promote the ownership of ARGOS results on a long term perspective. Moreover, the methods of executions of the pilot actions and their results will be shared among operators both trough dedicated labs and thanks to exchange of experiences, granting equal opportunities in training and sharing knowledge.

3. The nature of the Communication Plan

Communication has gained a vital role in cooperation programs and projects throughout the past years. Effective communication is the basis of cooperation. Moreover, it is mandatory for the project to deliver relevant results not only to project partners but also to audiences outside the project communities. All in all, communication has become an integral part of the working procedures at all levels throughout the project and program cycles.

The ARGOS IT-HR Strategic Project intends to adopt an active role in direct communication with the potential beneficiaries, using all the most recent developments in the field of communication technology available, to reach as wide an audience as possible, and focusing on a more interactive approach to engage the target audiences and increase the attractiveness of the project and promote its comparative advantages and distinctive features with the long-term consequences.

As well, targeted communication will help projects to achieve aims and ensure transparency in the use of the EU funds. The quality of project communication results comes from a committed work of all partners and not only the partner responsible for communication activities.

Furthermore, a good internal communication management within the partnership is a key for the successful external communication of the project. To target program communication, and to frame the communication strategy, a systematic approach will be followed per each of the selected communication fields. In total, three communication objectives were identified.

For each aim, target groups relevant for achieving the respective aim are determined.

For each target groups, different approach for communication is selected.

Diverse tactics are an important element of communication strategy planning as they allow the planner to verify if certain activities are likely to achieve the aim or not.

To achieve the aims flexibility may be needed due to fast changing modern society world.

4. Communication objectives

4.1. Overall objective

The ARGOS communication plan targets to use, effectively and efficiently, communication tools to involve the main project target groups (national, regional and local policy makers dealing with fisheries and aquaculture, MSP and marine environment protection, Higher Education/Research, MPAs managers, fisheries and aquaculture operators/associations) and the general public, in a series of initiatives aimed at increasing their awareness on project results but most of all to share knowledges.

A Mainstreaming Strategy (MS) is set up to ensure that project objectives and outputs are known and understood by relevant entities who can provide input for further actions, programmes, and strategies. "MS" also details feedback mechanisms put in place to evaluate and fine-tune communication activities and to coordinate them with the ITA-HR Programme strategy. Communications activities are developed using 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.

4.2. Specific objectives

The following specific communication objectives should be pointed up:

1. **Raise awareness on environmental benefits from the use of innovative tools and management models and contribute to increase sustainable behaviour of fishermen and aquaculture operators.**

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 biodiversity and reduce the environmental impact of aquaculture practices. Communication activities will support the dissemination and widespread of ARGOS pilot applications capitalizing, improving, and testing on different marine areas. Media (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.

2. **Increase knowledge on the benefits deriving from an ecosystem-based management and influence policy makers attitude and behaviour 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 help to influence attitude and behaviour 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 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.).

3. **Raise awareness on the need to adopt common cross-border governance framework for the sustainable management of Adriatic marine resources and the basis of a multi-level cooperation**

Communication and capitalization strategy 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 under the best scientific knowledge. To this end, the project Communication and Capitalization activities support the stakeholders engagement in the development of common models tested and in the improvement of MSP in Adriatic of the key stakeholders by means of traditional (local consultation, visibility events, exchange of experiences) and contributing to the dissemination of the core outputs: promote and apply a common integrated approach in the protection of marine resources and in the preservation of good environmental status of Adriatic sea, built upon multi-level actions oriented to reduce directly and indirectly the human pressure made by fisheries and aquaculture activities on marine environments.

5. Target groups

<u>Communication activities as foreseen are mainly addressed to the different target groups of the project (with target value numbers):</u>

- - **General public (8.000)**

General public is the main target group of the whole communication activities of WP2 foreseen by the project, it will be involved in visibility events and reached by media and non-media tools (website, infographic posters, social media profiles, articles, video, publications) constantly managed and updated by WP2 Leader and PPs contribution to ensure a wide dissemination and awareness at local, national, and international levels on project key messages, activities, and shared experiences.

- **Local, regional, and national public authorities (47)**

Local, regional, and National authorities in charge of fisheries and aquaculture policies and environmental protection, will be involved through the communication activities. Their programming and/or implementation tasks will be addressed by cross- border institutional cooperation, common management models and improved conservation measures tested under science-based inputs, recommendation document and technical event, transnational knowledge exchange and thematic data availability.

- **Protected areas/natural heritage management bodies (5)**

They include regional and national authorities competent for the management of Natura 2000 areas. They will benefit from studies and analyses provided by ARGOS on the environmental status of marine habitats and with management measures for handling the marine protected areas (WP3)

- **Regional and local development Agencies (11)**

They include regional/local development and sectoral Agencies dealing with fisheries & aquaculture policies and environmental topics. They will be addressed by improving local planning and managing capabilities and know how thanks to models and best practices proposed by ARGOS for the management of marine resources (WP3) and will be directly involved for the activation of centres and pilot actions at regional/local level (WP5).

- **Associations (20)**

Associations Fisheries and aquaculture operators will be involved in co-decision process set up in the governance framework of WP3, according to an inclusive approach and will be addressed by new practices and tools to reduce the ecological impact of fisheries and aquaculture activities that the project will test in its pilot areas (WP5). Also, they will be involved as target group in project cross-border exchange benefiting from knowledge, lesson learnt and experiences sharing.

- **Education and training organizations as well as universities and research institutes (18)**

They include Universities and Research Centers (both public and private) dealing with marine environment and fisheries and aquaculture issues. They aim at monitoring the status of marine resources and stocks (WP4) as well as the pressure of fisheries on them (WP3), based on a cooperation between the Scientifics and institutions during the whole duration of the project.

Each of three specific communication objectives have specified target groups to which they relate:

- **Target group for the first communication objective "Raise awareness on environmental benefits from the use of innovative tools and management models and contribute to increase sustainable behavior of fishermen and aquaculture operators" are**:

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

- **Target group for the second communication objective "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" are:**

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.

- **Target group for the third communication objective "Raise awareness on the need to adopt common cross-border governance framework for the sustainable management of Adriatic marine resources and the basis of a multi-level cooperation" are:**

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 technicians; Fisheries and Aquaculture Operators and sector associations; Fisheries Management Organizations and research Institutes; Development Agencies in charge of coastal communities' sustainable development.

6. Communication channels

6.1 Internal communication

Communication is a horizontal project task and implies the engagement of all project partners. Furthermore, a good internal communication management within the partnership is a key for the successful external communication of the project.

It is recommended that each project partner appoints one person responsible for communication.

Partner responsible for Working package of communication (Emilia-Romagna Region) must appoint a Communication Manager responsible for planning and coordination of communication measures for the whole project.

Also, it is necessary to ensure constant and regular contact with Managing Authority/Joint Secretariat (MA/JS) coordinated by Project Manager from LP.

The MA/JS will provide communication training, templates, and technical tools to projects as support for project communication. In return, the MA/JS expects the projects to deliver content for communication activities at the Programme level.

The WPL of communication will lead this activity together with LP and other WPL's, allowing continuous internal, day-to-day, cooperation favoring direct participation and communication with e-mails and small web-meetings.

The Project Management Unit will be appointed by LP, which will select among its staff suitable individuals with a strong background in cross-border cooperation projects, and draft a document specifying its work modalities. The PMU shall be introduced to PPs during the kick-off meeting and its work modalities shared and approved.

The activity will ensure efficient management of daily tasks, coordination within and among PPs, effective communication with the Programme's bodies. LP, via the internal PMU, will define day-to-day management tools, and support the PPs in administrative-financial management as well as in all tasks

related to the technical implementation of the Project. The tools will be constantly assessed for efficiency and updated if required. The PMU will also ensure steady effective and efficient communication among PPs and toward Programme's Bodies by informal and formal means.

Each PP will also take measures to ensure effective and efficient workflow and communication, and solid administrative, financial, and technical management for all Project's duration up until 3 months after closure to allow for the submission of the required final administrative documents – the final progress report, the final payment claim and the eventual reconciliation with the initial granted amount, if necessary.

Day-to-day management Guidelines – Tool drafted by PMU for a steady, effective, and efficient project implementation based on Programme Manual indications. The management tools shall be constantly assessed for efficiency and updated if necessary.

The tools will provide at least:

- activities agenda and checklist for each WP

- templates for deliverables collection

- guidelines on progress reporting

- guidelines on sound management

- references to Programme Manual.

Project Progress Reports – Report including all relevant information on activities undertaken and expenditures incurred at the whole project level on semester basis. Project Progress Reports will be compiled on the template provided by the Programme and submitted to JTS/MA by LP according to Programme procedures. To allow the production of Project Progress Reports each PP will submit to LP in time partner's progress reports, providing data on activities and expenditures for each reporting period, on a standard form devised by LP and mirroring the structure of Project Progress Reports.

Project Final Report – Final Report drafted by LP on the template provided by the Programme.

It will give MA/JTS relevant information on the performance, results, and contribution to Programme's objectives of the entire project as well as the overall financial information.

6.2 External communication

WP2 will cover all aspects of communication related to the project.

The communication strategy will be targeted specifically towards stakeholders, aquaculture operators, fishermen and the general public. In this framework, the main objectives will consist in:

- engaging effectively with stakeholders;

- changing operator's behaviors where necessary;

- ensuring general public understanding.

The activities will be preceded by the definition of a Mainstreaming Strategy to detail project messages, tools, means, actions, and feedback mechanisms to fine tune such actions, and ensure project outputs are known and understood by relevant entities and can provide input for further actions, Programmes and strategies. A "stakeholder map" will be drawn to precisely identify the target groups.

The activities will focus on:

- Organization of the kick-off meeting

- Publications on local general press, EU specialized press and Scientific Journals

- Realization and constant update of project website and social media

- Realization of public education and awareness-rising campaigns for the general public and operators

- Organization of a final high-profile event

PP2 /Emilia-Romagna Region) will oversee the coordination of the activities and shall be supported by all partners.

6.3 Project website

On the web-platform managed by the JS of the Interreg Italy-Croatia Programme, the ARGOS project website will be developed and joined. It should be visual attractive and user-friendly, as it is one of essential elements to communicate the project. It will be regularly updated with all the relevant updates to contribute to the widespread dissemination of ARGOS achievements. The important updates (e.g.: general project information, related events, news, activities, outcomes and/or outputs, contact persons, etc.) should follow the instructions of the communication responsible of the Programme.

6.4. Publications, articles, and press releases

The activity will be managed by PP2 and address the production of dissemination material:

Infographic Flyer (n. 3.000) illustrating project key messages in English and National languages it will outline project strategy and key actions. Flyers will be distributed during local meetings with stakeholders, promotional, mainstreaming and networking events. Design is defined by PP2 according to Programme common graphics indications.

Articles and Publications (n. 10) on local generalist press and on specialized EU magazines and platforms. Each PPs will publish at least 1 article at local level to inform the general public and promote the involvement of local stakeholders. P12 with P13 will publish at least 1 paper in a scientific journal of international leve.

-    Scientific publications on international peer-reviewed journals, arising from scientific work carried out in WP3. PP8 will be responsible for the scientific publications.

The activity also includes the organization of press conferences for the kick-off and final events: the first one will make public project objectives and engage the as many stakeholders as possible, and the latter will raise awareness on project results and presents future actions and strategy. Moreover, press releases

will be given during main meetings to properly involve local, national, and EU-level media and will be collected in a media report. PP3 will be responsible to provide a "press-kit" and for the media report.

Promotional material (ordered by individual partners) will be used for capitalization events, trainings, and final conference.

6.5 Media relations and publications

Final Publication (n.1) – in English and National languages by P2, with LP supervision, with collaboration of all PPs.

Press Conferences (n.2) – One organized by LP during the Kick-off event in Trieste, to launch the project strategy and the mainstreaming process; another one organized by P11 during the Final event to raise awareness on project results and propose means for further actions and strategies.

Infographic Flyer (n. 3.000) – in English and national languages. Flyers will be distributed during local meetings with stakeholders, promotional and networking events. Design is defined by PP2 according to Programme graphics indications.

Mainstreaming Document (n.1) – It will be based on the guidelines defined in the MS, summarising the lessons learned within the Project and defining the guidelines to implement the results into relevant Policies. It will give attention to the transfer of Project Results outside the Project and Programme Area

Promotional gadgets and material (n. 8.000/10.000) - branded with the Project and Programme logo, distributed throughout communication events. P2 is in charge for activity

6.6 Web communication and multimedia

The activity will address the setup of official Project website and social media, to create a community of interest, foster digital engagement and encourage stakeholders to contribute to project activities. PP2 will take care of project social media and of active participation to the Programme's Social Media.

PP2, will also create the website and regularly update its contents on the platform provided by the Programme.

In addition, a storytelling video will be produced to advertise the mainstreaming process and the achieved results.

The Video, realized by PP2, will not be distributed on physical supports, to minimize resource consumption and environmental impact, but broadcast only through project's website and social media on the main online video services, to reach a wider target of consumers and operators.

- **Social media profile and regular updates** – Social media are set up by PP2 with the support all PPs. PP2 coordinates contents updating, proper hashtags and feeding timetable, all the Partners contribute following PP2 indications. PP2 also ensures visibility of Project-related events on the social media and coordinates active participation to the Programme Social Media.

- **Regular project Website** (n.1) – It will present updated project information, news, events, networking activities and project deliverables, and implemented on the common Programme platform. PP2 coordinates contents updating with the contribution of all Partners.

- **Storytelling video** (n.1) – The storytelling video presenting project achievements will be produced in both project's languages and subtitled in English. Storytelling video will be developed by PP2, with PPs providing contents, translation for subtitles and online dissemination through their own institutional websites. The video will not be distributed on physical media, instead it will be made available online only, for sustainability reasons.

- **Others multimedia products** and innovative appealing citizen friendly solutions like for exemple videos, video tutorial and other web documentary about activities and goals of the project

6.7 Visibility events

Activity foresees two high-level Conferences (Trieste 2021 and Zara 2022) on Adriatic fish resources and the protection and the increase of marine biodiversity and fish resources where scientific research centers, Adriatic Institutions and Ministries policy maker, Operators and their associations and other stakeholders will be invited. LP and PP2 will participate at three important fishing fairs, one at international level (European Seafood Exhibition) at Barcelona on April 2021 and 2022, at AQUAFARM in Pordenone on February 2021 and 2022 and at CROFISH in Poreč in November 2021 and 2022, in which the activities of the project will be presented and shared with the journalist, policy makers, citizen, stakeholders and other members of the fisheries network.

Moreover, in the related activities of WP5 the visibility of the project will be ensured with the rising awareness and dissemination actions with operators, scientific experts and other stakeholders of fish and aquaculture sector.

- **High-level Conference in Trieste** (n.1)

  will be organized and overseen by LP.

- **High-level Conference in Zadar** (n.1)

  will be organized and overseen by PP8.

- **Participation at the international and national Fishing fairs** (n.3):
  1) European Seafood Exhibition - ESE at Barcelona on April 2021 and 2022
  2) AQUAFARM fair in Pordenone on February 2021 and 2022
  3) CROFISH fair in Poreč in November 2021 and 2022, under the responsibility of LP and PP2

6.8 Other activities

Other activities will start with organization of the Kick-Off meeting in October online managed in parallel with the start-up activities of WP1 and the development of ARGOS Communication Strategy (CS) according to the Programme indications and suggestions. WP2 Leader will appoint a Communication Manager (CM) that will produce the communication plan (strategy adopted, both for internal and for external/target communication) while the Kick- Off communication aspects were arranged by LP. One of the activities is making a database of ARGOS stakeholders for future communication actions and the development of a project informative roll-up/notice board to be displayed at strategic places of each PP's premise. Apart from those channels, a strong support of every partner through their own channels is expected.

7. Communication activities and related deliverables

The ARGOS communication activities are:

1. Common methodology for the project communication activities

2. Production of the communication tools - publications

3. Communication tools - digital activities, social media, and multimedia

4. Participatory communication tools - Events, Workshops and Conferences

7.1. Common methodology for the project communication activities

Each ARGOS project partner (PP) will appoint one project manager, one communication manager and one project financial manager along with its staff. Some PPs will externalize the financial management. All partners will define staff members to be involved in project implementation activities.

A Steering Committee (SC) will be assembled involving one member per PP. The SC and the individual WP joint implementation teams with their staff members represent the project core joint staff.

The project will have a main communication manager (CM) that will be appointed by WP2 Leader (Emilia-Romagna Region). The Communication manager must be constantly informed by all partners about all the relevant phases and activities of the project.

One of tasks is to produce the communication plan that should include strategy, and guidelines both for internal and for external/target communication. The Communication plan is a document detailing how to engage stakeholders in ARGOS actions, tools, channels, and actions to ensure project outputs are visible,

connected to future actions, programmes and strategies and available resources and each PP's role and responsibility.

A database of ARGOS stakeholders should contain all the relevant information and will be used for future communication activities. It will be based on a grid prepared by CM and WPL with the help of LP and PP2-RER. The database will be filled with new information by each PP.

Deliverables:

- Stakeholders database

- Communication Plan

7.2.   Production of the communication tools – publications

Activity 2.4 includes production of promotional materials and on the other hand, publishing articles and scientific publications. From the printed promotional material flyer and poster will be made. Flyer contains ARGOS portrait with key-messages in three official languages English, Italian and Croatian. According to the Annex XII of the Regulation (EU) No 1303/2013, all approved projects should produce a poster of minimum A3 size with information about the project including the financial support from the Union and the project logo.

Poster should be produced in English, Italian and Croatian language. When finished, flyer and poster sample will be delivered to all partners to be printed and distributed locally.

Also, PPs should place the poster at a location readily visible to the public, for example at entrance area of a building.

Furthermore, during firsts periods of the project (first twelve months) project's informative notice board or roll-up must be produced. This will be displayed at strategic places of each project partner's premise. This will in some way label ARGOS partners and make the whole more visible from very beginning.

During the whole length of the project articles and scientific publications will be produced.

All project publications must include the project logo and the reference to the EU co-financing.

All project partner, following their specific field of activity should produce local press articles and scientific publications.

Each PP is responsible to promote the publication of at least one article promoting project in local press to inform the general public and foster the involvement of local stakeholders.

Moreover, at least two articles in Italy and Croatia must be published in national and EU magazines/press. As well, the articles could be included on online platform and networks of relevant dimension and importance. Publications are targeting different end-users, all to improve visibility of ARGOS also among wider public.

Deliverables:

- Roll-up/Noticeboard
- ARGOS flyer: with project key-messages in EN, IT and HR
- ARGOS Poster: to be reproduced by each PP, in EN, IT and HR
- ARGOS articles on EU magazines: at least two main publications realized by LP and WP2 Leader on EU magazines or web platform of relevant dimension and importance.

7.3. Communication tools - digital activities, social media and multimedia

Social media are becoming more and more important to reach a wide range of target audiences.

Digital activities and social media will be an important communication tool of ARGOS project.

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. Several media profiles on the major social networks will be activated and regularly updated by the ARGOS CM.

CM will coordinate all the PP's in publishing through Social networks (e.g., Facebook, Instagram, LinkedIn). Special attention must be given to the development of content for social media networks due to their growing importance in everyday communication in all the target groups. Innovative, source full and modern stream of news and content must be able to attract target groups and build an appeal for all the results of the project. Original content with viral potential should be the goal of the activities on the social media. Infographics, pictures, short videos, interviews, surveys... are just some of the forms that can be used to build on interaction with target groups.

Together with the social media activities, project website will be set up.

ARGOS' website will be integrated and hosted on the Interreg Italy-Croatia 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 internal/external human resources for regularly updating the project website. Website will be monthly updated with fresh news from the project. Content developed for social media can be used here, too. Each partner should publish on their institutional website, in English or in local language, a short description of the project. This description should be proportionate to the level of support, including its aims and results, and highlighting the financial support from the Union. Partners should also include the project logo and the reference to the EU co-financing and, both set in a visible place and complying with the publicity rules. A link to the project website in the Italy- Croatia CBC Programme platform should also be added.

As part of activity 2.4. Publication, video that shows the ARGOS results and messages will be produced. This video as a mainstream document will be uploaded on project's social media and website, and it is intended to popularize the project results among the broader audience.

Deliverables:

- Mainstreaming Document, a video showing the ARGOS results and messages (for large public, YouTube, socials)
- Social Media accounts and profile set up and updating
- Monthly update of the ARGOS website hosted by the program platform

7.4. Participatory communication tools - Events, Workshops and Conferences

The ARGOS project started with the Kick-Off Meeting (KOM) organized online as a web-meeting on October 6. It will be organized as a public online conference to launch the project strategy and share key actions towards the main target groups. LP is responsible for the organization of the KOM. The KOM will be followed by a launching press conference. All the partners will actively participate and contribute with publishing press releases after the KOM.

In 2021, activity 2.3 foresees a high-level conference that will be held in Trieste, meanwhile in 2022 another one will be held in Zadar.

The Conferences will be about Adriatic fish resources and the protection and the increase of marine biodiversity and fish resources where scientific research centres, Adriatic Institutions and Ministries policy maker, Operators and their associations and other stakeholders will be invited.

Relevant policy makers, representatives of ESI funds MA, of ETC Program MA and of Macroregional strategies governing board will be invited to attend and to give speeches.

LP and PP2 will participate at three important fishing fairs, one at international level (European Seafood Exhibition) at Barcelona on April 2021 and 2022, at AQUAFARM in Pordenone on February 2021 and 2022 and at CROFISH in Poreč in November 2021 and 2022, in which the activities of the project will be presented and shared with the journalist, policy makers, citizen, stakeholders and other members of the fisheries network. Moreover in the related activities of WP5 the visibility of the project will be ensured with the rising awareness and dissemination actions with operators, scientific experts and other stakeholders of fish and aquaculture sector.

Deliverables:

- Kick-Off Meeting (KOM) To be organized online due to COVID-19 issues instead than as planned in Trieste (Lead Partner implementing Unit), it will be organized as a public conference to launch the project strategy and share key actions towards the main target groups. The KOM will be organized on an online platform by the LP, contextually to the 1st Steering Committee and will follow a launching press conference. All the partners will actively participate and contribute.
- ARGOS Press Conferences – to be organized twice, the first time after the KOM event (by LP) to launch the project strategy and the mainstreaming process and another one organized by P11 during the Final event to raise awareness on project results and propose means for further actions and strategies
- Final ARGOS Conference. A major event to be organized in Dubrovnik by PP11. The event will aim to present and share ARGOS results in front of the relevant major actors in the EUSAIR Regions: EUSAIR, ESI funds managing authorities, Interreg programmes (Adrion, MED, Italy-Croatia, Interact), BLUEMED initiative of the EU Commission.

8. Communication rules

8.1. EU regulation (Annex XII of the Regulation (EU) n. 1303/2013)

All communication activities should be implemented in the respect of the rules on information and publicity for all beneficiaries, according to the EU regulation No 1303/2013. To comply with EU regulations, follow next rules:

• The project logo, as well as a clear reference to the EU co-financing must be used on agendas, list of participants, related publications, promotion materials and presentations. (Regulation (EU) No 1303/2013).

• 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 European Union and the project logo.

• 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).

8.2. Branding requirements

To comply with Programme and EU branding you need to use on all communication materials: Project logo + ERDF referencing

In practice there is a second option. Separate version which combines 2 images - logo and ERDF ref that could be placed separately on the document

European Regional Development Fund

8.3. Logos

Project logo is made in different versions- colour and monochrome adjustments, such as black and white, CMYK, grayscale, negative and RGB.

Black and white

CMYK

Greyscale

Negative

RGB

The same versions were made for project logo with ERDF referencing. Project logo must be used on all communication material.

1. printed publications: reports, promotional handouts;

2. audio-visual: videos, audio podcasts;

3. digital or electronic materials (websites, web tools, videos, podcast, etc.);

4. events (e.g., on PPT presentations, agendas, bags and other conference material);

5. stationery and office materials.

8.4. Colors

The logo colors are derived from the European flag and must not be changed.

They are also the central brand colors of the Interreg brand and are used to identify the brand also beyond the logo in all visual communication.

The colors are defined for all color systems.

Colors and their meaning are defined in Programme brand manual.

Reflex blue
CMYK: 100 M 80 Y 0 K 0
RGB: R 0 G 51 B 153
HEX #003399
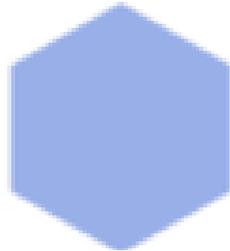
Light Blue
CMYK: C 41 M 30 Y 0 K 0
RGB: R 159 G 174 B 229
HEX #9FAEE5
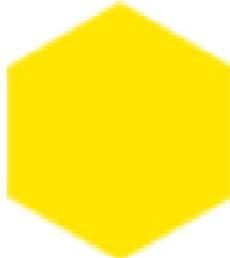
Yellow
CMYK: C 0 M 0 Y 100 K 0
RGB: R 255 G 204 B 0
HEX #FFCC00

8.5.   Posters

It is compulsory to have a poster with information about the project including the financial support from the European 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.

To help project partners to comply with this obligation, the Programme provided a Poster template available for download on the Programme web platform.

Templates are available as different files (Adobe Acrobat document, InDesign Markup document, LINKS file). Projects are free to edit a poster on their own, provided the regulatory conditions are respected, and the thematic pictograms and colors and the branding font are used.

To produce a poster, professional printing or design services must be engaged.

Printed version must be a least A3 format (297 x 420 mm). Linguistic versions: English and a national language (Croatian or Italian)

A picture of the poster must be sent to the Program within the first progress report.

On the next page there is the Italian version attached:

STRATEGIC PROJECT

ARGOS

ShARed GOvernance of Sustainable fisheries and aquaculture activities as leverage to protect marine resources in the Adriatic Sea

Sostenibilità ambientale
e socio-economica
obiettivo comune per la tutela
delle risorse del mare Adriatico

PROJECT DURATION
April 2020 - December 2022

ERDF
4.866.381,75

TOTAL BUDGET
5.725.155

ARGOS promuove ed attua un approccio comune per la protezione delle risorse e la tutela ambientale dell'Adriatico attraverso azioni istituzionali ed operative dirette ad integrare in modo sostenibile le attività di pesca e di acquacoltura negli habitat marini.

PROJECT PARTNERS

REGIONE DEL VENETO

Regione Emilia-Romagna

REGIONE PUGLIA

REGIONE MARCHE

mipaaf
misure delle politiche
agricole alimentari e forestali

CNR

Zadarska
Županija

ISTARSKA
ŽUPANIJA

MINISTARSTVO
POLJOPRIVREDE

rerasd

primorsko
goranska

INSTITUT ZA OCEANOGRAFIJU
I RIBARSTVO SPLIT

RAZVOJNA AGENCIJA

LEAD PARTNER CONTACT

REGIONE AUTONOMA
FRIULI VENEZIA GIULIA

Regione Autonoma Friuli Venezia Giulia
Servizio Caccia e Risorse ittiche
cacciapesca@regione.fvg.it

8.6. Project website and institutional website

ARGOS project website will be integrated and hosted on the Programme web platform and will have its own domain. Projects must foresee internal/external human resources for regularly updating 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.).

All project partners should publish on their **institutional websites** ("where such website exists") a short description of the operation, in English or in Italian/Croatian language. This description should be proportionate to the level of support, including its aims and results, and highlighting the financial support from the Union. Partners should also include the project logo and the reference to the EU co-financing and, both set in a visible place and complying with the publicity rules. A link to the project website in the Italy-Croatia CBC Program platform should also be added.

8.7. Publications, press & scientific articles

Golden rule: "logo + ERDF reference" on all project publications: event invitations, projects leaflets, brochures, newsletters, studies, articles, etc. 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.

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.

8.8. Promotional material

Partners are encouraged to produce promotional goodies (pens, folders, hand lamps, backpacks...) to be used on for capitalization events, trainings, and final conference. Production of promotional materials is left to individual partners. However, golden rule ("logo + ERDF reference") applies to all the produced material, except when items are too small to include both. In such cases logo is necessary.

A few guidelines to all PP's when considering the production of promotional goodies:

- Does it meet my strategic objectives?

- Is it relevant for the promotion of my project?

- Is it useful, creative, and memorable enough?

- Is it green? "the fewer the better"

9. Risk management in communication plan

9.1. Roles and Responsibilities

The collaborative nature of ARGOS project requires well-defined responsibilities regarding the risks. Although the LP is responsible for the general coordination and each WP leader is responsible for each work package implementation, all the PPs are to run the project activities. The ARGOS decision-maker body is the Steering Committee (SC), functioning according to the SC Regulation document (approved and subscribed by all PPs). SC is formed by Project Manager (PM) and Financial Manager (FM) from Lead Partner (LP), by one project manager for each partner and by the Communication Manager (CM, PP2-Emilia-Romagna Region). SC is the core implementation body, meets biannually and discusses the project state, setting the next goals and updating the project implementation plan. Because of the large size of the ARGOS partnership, a Coordination Committee (CC) of the project has been established and its members will monitor the project by delivering mid-term risk and quality management reports thus ensuring and anticipating the risks throughout the project life.

CC is composed by PM, FM (WP1), CM (WP2) and the thematic Work Package Leaders (WPLs). WP Leaders are responsible of the implementation of the work within their own WP, so they have the risks ownership for the deliverables and milestones within the WP they are leading.

PP2- Emilia-Romagna Region, is responsible partner for communication deliverables. They assure the identification and management of the risks and they should inform the Coordination Committee. If new risks are identified, they should be reported to the CC who will update the risk Management Register. For actions in which several work packages are involved (such as workshops), WP leaders will be co-responsible of the risks.

The day-to-day management is addressed by the coordination between LP and WP leaders, with at least one monthly web-meeting with all partners, thus minimizing lack of internal coordination. It is the responsibility of all ARGOS partners to communicate to the Project Manager the status and effectiveness of each risk and mitigation plan in order to update the risk management register and assess the relevance of the tools.

9.2. Risk Management process

The risk management process is applicable for management, communication and research activities or transnational access taking place within the ARGOS project.

First step is identification actions which can compromise defined schedule, costs, or project's outcomes. These actions are linked with the level of risk exposure (low, medium, high, critical). Following the evaluation of the risk exposure, the risk owner will first seek how to prevent actions and events that may harm the project from happening. The risk owner will confirm the correct implementation of the risk responses and will check the effectiveness of the response. Also, the risk owner will keep track of the situation and inform the Project Manager. Every identified risk must be reported and inscribed in the Risk log and Risk Management Register.

9.3. Risks in communication

The risks that could be foreseen in WP2 - communication activities are comparable to risks that can be foreseen in other WPs. Mostly, they are concerning problems with data exchange and provision, bottlenecks, and delays in the work and low quality of handed deliverables.

Also, some particular risk can occur, such as:

- PP's not following the rules of visibility resulting in losing funds due to expenditures being declared as ineligible costs.
- Unresponsive PP's in updating website and social media accounts resulting with unattractive digital media of the project and bad reaction from target groups.

All the risks concerning WP2 - communication activities will be implemented in the Risk Management Register which will be accessible to all members through Google Drive/Dropbox.

10. Budget for the Communication Work Package

The budget estimated for this project includes a specific WP for communication actions, so communication activities and/or material have been budgeted under staff and external expertise/services lines. With this regard, partners have been provided with a detailed budget which includes the breakdown per activity and partner.

In the following table total amount of budget per partner awarded to communication is visible:

PP	PP's name	PP's Budget for Communication
LP	AUTONOMOUS REGION OF FRIULI VENEZIA GIULIA	€ ,00
PP1	VENETO REGION	€ ,00
PP2	EMILIA-ROMAGNA REGION	€ ,00
PP3	MARCHE REGION	€ ,00
PP4	MOLISE REGION	€ ,00
PP5	DEPARTMENT OF AGRICULTURAL, RURAL AND ENVIRONMENTAL DEVELOPMENT OF THE APULIA REGION	€ ,00
PP6	REGION OF ISTRIA	€ ,00
PP7	COUNTY OF PRIMORJE AND GORKI KOTAR	€ ,00
PP8	ZADAR COUNTY	€ ,00
PP9	PUBLIC INSTITUTION DEVELOPMENT AGENCY OF ŠIBENIK-KNIN COUNTY	€ ,00
PP10	PUBLIC INSTITUTION RERA SD FOR COORDINATION AND DEVELOPMENT OF SPLIT DALMATIA COUNTY	€ ,00
PP11	DUBROVNIK NERETVA COUNTY	€ ,00
PP12	NATIONAL RESEARCH COUNCIL	€ ,00
PP13	INSTITUTE OF OCEANOGRAPHY AND FISHERIES	€ ,00
PP14	ITALIAN MINISTRY OF AGRICULTURE, FOOD AND FORESTRY POLICIES	€ 0,00
PP15	CROATIAN MINISTERY OF AGRICULTURE	€ 0,00
	Total Project Budget for Communication	**€ 664.325,00**

In the following table budget for the working package (WP) 2 is distributed by activities and budget lines:

Act.	Activities of WP2 Communication	Budget Line	Budgets	
2.1	Start-up activities/Communication	**Total per Activity**	€	**59.890,00**
		Staff	€	28.600,00
		External expertise and services	€	27.000,00
		Office and Administration	€	4.290,00
		Travel and Accomodation		€ 0,00
2.2	Web Communication and Multimedia	**Total per Activity**	€	**233.090,00**
		Staff	€	78.900,00
		External expertise and services	€	142.355,00
		Office and Administration	€	11.835,00
		Travel and Accomodation		€ ,00
2.3	Visibility events	**Total per Activity**	€	**126.520,00**
		Staff	€	25.500,00
		External expertise and services	€	52.000,00
		Office and Administration	€	3.825,00
		Travel and Accomodation	€	45.195,00
2.3	Media Relations and publications	**Total per Activity**	€	**244.825,00**
		Staff	€	75.500,00
		External expertise and services	€	158.000,00
		Office and Administration	€	11.325,00
		Travel and Accomodation		€ ,00
	Total Project Budget for Communication		**€**	**664.325,00**

11.   Reporting, monitoring and evaluation

11.1. Reporting – reporting in periods and final report

Even when the communication plan is completed and implemented successfully, it does not mean that the work is done, and we can file our strategy away. We must prove that all planned and arranged activities were realized and report them so that PP's can be refunded. Therefore, all partners must collect the following documents related to the project:

In case of meetings, seminars, conferences, or any similar event:

- Minutes, agendas, photos, list of participants;

In case of media presence, the following documents must be collected:

- Copy of any published articles or press release;
- Link to the published article on the internet;
- Interview in the media: memo of the content of the interview and the exact date and time of the interview;
- Every other record or file constituting proof for the dissemination activity.

All activities must be monitored, and all partners should keep records of their activities.

Towards this direction, a report table is going to be used so that all partners can track down their dissemination activities and collect all required monitoring documents.

WPL (Emilia-Romagna Region) will send templates for reporting on different community activities.

Also, template for Communication report for each reporting period will be available to all PP's. PP's must fill the Communication report with documents covering the reporting period and deliver it to the CM.

CM will generate Joint Communication report to be delivered by LP to SIU system.

Similar procedure will take place in creation of the final communication report. However, it will be accompanied with thorough evaluation documentation to conclude on efficiency of the project communication.

11.2. Monitoring and evaluation

Every communication strategy requires continual evaluation and up-dates. It is a dynamic document that needs to be updated throughout the project duration. The communication system should be tested periodically to ensure that messages are received and understood, and that the receivers are satisfied with the method deployed.

First, we must supervise the implementation of our strategy. More specifically, this refers on the task's timely implementation and as planned or certain adjustments are necessary to achieve, complete the task.

Secondly, communication system should be tested periodically to ensure that messages are received and understood, and that the receivers are satisfied with the method deployed. Above all, regular evaluation will show whether tactics are helping to achieve project's objectives and overall goal. If it is needed some modifications in the communication plan and work will be made accordingly for the forthcoming period.

Here is a set of possible qualitative indicators:

- 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.

Quantitative indicators:

- Number of downloaded publications, number of printed and distributed publications;
- Number of participants to events;
- Number of press articles.