

D8.4 Dissemination Plan

Project acronym:	SENSE4US
Project full title:	Data Insights for Policy Makers and Citizens
Grant agreement no.:	611242
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Document Reference:	D8.4
Dissemination Level:	CO
Version:	Final
Date:	28/03/14



History

<i>Version</i>	<i>Date</i>	<i>Modification reason</i>	<i>Modified by</i>
0.1	15.12.2013	Initial draft	Gregory Liogaris (Gov2u)
0.2	29.01.2014	Second draft	Gregory Liogaris (Gov2u)
0.3	10.02.2014	Review	Vasso Zalavra (Gov2u)
0.4	14.02.2014	Comments provided	Kheira Belkacem (egovlab)
0.5	20.02.2014	Review - comments	Vasso Zalavra & Gregory Liogaris (Gov2u)
0.6	07.03.2014	Review - comments	Beccy Allen (Hansard Society)
0.7	17.03.2014	Comments provided	Timo Wandhoefer (Gesis)
0.8	24.03.2014	Comments provided	Anton Talantsev & Aron Larsson (SU/egovlab)
0.9	26.03.2014	Review - edits	Gregory Liogaris (Gov2u)
1.0	28.03.2014	Final reviewed deliverable	



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List of abbreviations

<Abbreviation>	<Explanation>
D8.4	Deliverable D8.4
DoW	Description of Work
DIGIT	Directorate-General for Informatics
EC	European Commission
EP	European Parliament
Gov2u	Government To You
ICT	Information and Communication Technologies
M1	Month 1, M3=Month 3 etc
MP	Member of Parliament
MEP	Member of the European Parliament
NGO	Non-Governmental Organization
Soton	University of Southampton
UK	United Kingdom
WP	Work Package



Executive summary

Sense4us is a project that was launched in October 2013, which will research ways to make policy-making more effective using cutting edge research and technologies. The project partners will create an online tool that will gather and summarize information from multiple sources (i.e. open data, citizen generated data, forums etc.), thus helping policy makers find and use effectively the most relevant and updated information when forming policies; it will also enable policy-makers to simulate the impacts and consequences of different policy options before policies are formally adopted.

One of the main objectives of the project Sense4us is to communicate the technologies it will be creating to Members of the European Parliament, MPs in the UK and Germany, governments, public administrations, citizens, opinion leaders and the media.

However, the effectiveness of a given communication strategy depends on factors such as the target audience and the information channel. Thus, a strategy that might work well for transmitting general information to the general public might not be necessarily appropriate for communicating specific research findings to policy makers.

Based on these considerations, this document addresses the challenges of impact and visibility in the overall context of Sense4us, aiming to provide a strategic, co-ordinated and consistent approach to dissemination measures to be carried out in order to maximize the impact of the project.

The present deliverable outlines the strategy that will be implemented for the dissemination and communication of the project throughout its duration. Communication strategies include the definition of objectives, a comprehensive and detailed action planning, collaboration with other WPs, systematic impact assessment, etc.



1 Introduction

1.1 The project: Sense4us

Sense4us is a three year project that was launched in October 2013 with the aim to assist policy makers in their tasks, by giving them the tools and methodology to access a wide array of current data and take into account the views of citizens on policy issues in real time.

As specialists currently have to rely on readily available public information sources based on historic, rather than current data and consultation with a select group of consultants, Sense4us project will create a toolkit which will support them in information gathering, analyzing and policy modeling. This package of utilities will be based on cutting-edge research. The project's tools will allow: the extraction of information from big data and open data sources; the automatic annotation and linkage of heterogeneous data; the lexical analysis of sources; the creation of policy models combining quantitative open data sources with qualitative social comments; the use of game-theoretic techniques to predict outcome of policy; and social network analysis for tracking discussion dynamics in social media.

Through close interaction with policy makers around Europe, the Sense4us project will validate results in complex policy-making settings and direct the research towards the support of more effective and better understood policy creation.

Sense4us is a project co-funded under the Seventh Framework Programme (FP7-ICT-2013-10) and through its work and results it aims to provide social and economic benefits at all governmental levels across Europe.

1.2 WP8 Dissemination and Exploitation

WP8 is a subset of Sense4us project. According to the Sense4us Description of Work (DoW), WP8 will dedicate its efforts to promoting and communicating the project, its objectives, findings and accomplishments on local, national and European level. To achieve this, WP8 will use a series of online and offline tools and strategies throughout the project lifetime, in order to bring attention to the project, gain trust and ensure acceptance of the results.

The achievement of WP8 main goals and objectives is highly dependent on the active role and participation of the partners in all the tasks and activities of this WP. As described in the DoW, all partners are responsible for individual dissemination tasks, for example authorship of research publications, attendance of conferences and events, etc.

1.3 Scope and objectives of the deliverable

The scope of this deliverable is to outline the communication and dissemination strategy that will be implemented for the project.

Dissemination strategies include the definition of objectives, a clearly defined action planning (what has to be achieved, by whom, when, results, monitoring), iteration cycles to collect feedback from all stakeholders, systematic impact assessment and so on.

The dissemination activities will be implemented at local, national and European level throughout the duration of the project. This dissemination plan will be regularly reviewed and updated on the basis of the project's evolution and the new knowledge acquired. If necessary, corrective actions will be taken, in consultation with the project consortium.



1.4 Methodology of the deliverable

The methodology followed for the production of the current deliverable is based on the constructive and close collaboration of WP8 leader with the WP8 partners.

The initial version of the “D8.4 Dissemination Plan” deliverable was created by Gov2u and was sent to WP8 partners for review and comments. The final version resulted after incorporating their comments/suggestions to the deliverable and sent to the project leader.

1.5 Structure of the deliverable

This deliverable will take on two fundamental aspects of communication: External and Internal communication. The external communication of the project will be performed based on a well-structured dissemination strategy by all WP8 partners targeting various audiences (key stakeholders – identified in following section) in order to achieve the objectives and mission of Sense4us.

Internal communication among the partners is equally important for the success of the project and cannot be overlooked, as the smooth development of the project needs to be ensured.

The main sections of the document are presented below:

- **Introduction**
- **External Communication**
 - **Stakeholder Identification** - Target groups that are expected to be interested in the project and are considered as key to the project will be identified and listed.
 - **Dissemination Objectives and Strategy** - Definition of the overall objectives of the dissemination strategy and description of the phases of the dissemination strategy, the tools and methods that will be used in order to achieve the dissemination goals.
 - **Dissemination actions and measurement of their effectiveness** – The actions planned in order to achieve a successful dissemination of the project will be detailed and accompanied by evaluation processes in order to measure their short and long-term effectiveness.
- **Internal Communication** – This section describes how the project works internally, the roles and the responsibilities of the partners, how internal communications are being implemented etc.
- **Conclusion**

Even though this document is primarily addressed to the project partners, it can also be proven useful to other stakeholders in the future, drawing to the needs and benefits of the project.



1.6 Relation of the deliverable to WP8 deliverables

The current deliverable is interrelated with other deliverables of WP8. The list below explains the dependencies and relation:

- **D8.1, D8.2, D8.3 Project dissemination materials (M6, M12, M36):** These deliverables will be dedicated to the project dissemination materials, namely factsheets, brochures, posters etc that will be designed and created. Therefore, these deliverables are related to the dissemination strategy as described in the current deliverable.
- **D8.5, D8.6, D8.7 Report on dissemination activities (M12, M24, M36):** These deliverables will be produced annually and will be reporting the dissemination activities carried out by partners in the specific reporting period. These reports will include the progress made on the action plan and activities that are foreseen in the current deliverable as well.

1.7 Quality management

To guarantee the quality of this document, the first ideas were presented and discussed during the Sense4us kick-off meeting, as well as in teleconferences that were held regularly. Gov2u prepared the first draft of this document and distributed it to WP8 partners for reviewing and contribution. The deliverable uses the correct template of the project and a language quality control has been performed.



2 External Communication

An external communication strategy is a well structured plan that will guide the dissemination of all information related to the project. The objective of this strategy is to identify and organize activities that will best promote and widely disseminate Sense4us project, as well as its findings and successes.

The various aspects of the external communication strategy are presented in this chapter and are the following:

- The audience (who)
- The intention (why)
- The matters (what)
- The media (how)
- The time (when)

2.1 Stakeholder identification

One of the major steps in the dissemination strategy is the identification of the target groups. These groups stand to benefit from the project and should have the opportunity to affect the project, its operations and performance. Beyond their identification, recognizing and addressing their needs and interests enhances in turn the performance of the project and secures its continued acceptance.

It is also important to remember that communication is an active process and it's most effective when target groups can provide feedback. Thus, the dissemination strategy becomes a cycle, from creation through to the point where feedback is used to inform creation of the next set of dissemination products.

The strategic stakeholder groupings that have been identified for the dissemination and communication of the Sense4us project are presented below:

- **Those involved in policy making or government / public administrations & governing bodies**
 - Members of the European Parliament (MEP)
 - Parliamentary Committee Secretariats (EP)
 - Impact Assessment Unit (EP)
 - European Added-Value Assessment Unit (EP)
 - Policy Department (DG IPOL/DG EXPO in EP)
 - EP Political Groups
 - Political Groups' policy advisors
 - European Commission
 - Heads of Units (EC)
 - Policy officers (EC)
 - Council of Ministers



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- MPs & Peers in the UK
 - Parliamentary Committees
 - Parliamentary Officials and bodies
 - 23 UK governmental departments
 - Germany: State Parliaments
 - State / Senate Chancelleries (Germany)
 - Ministries
 - Draft legislation committees
 - EC: 1518 accredited assistants to MEPs
 - 20 Committee Secretariats
- **Those involved in technology**
 - ICT researchers
 - ICT Industry
- **Other experts**
 - Think-tanks
 - Research Councils
 - External experts
 - Leaders / decision-makers of political parties
 - Academia – research & systems sciences, social sciences
 - Research institutes (e.g. Warwick Policy Lab)
 - Marketing researchers
 - Public Relations experts
 - Business strategists
 - What Works Centre network
 - Advocacy groups
 - Royal Statistical Society
 - Open Government Partners
 - Legal experts specializing in relevant fields
 - Researchers in social science or political science
 - Public agencies
 - Directorate- General for Informatics (DIGIT)
 - Civic groups and Non- Governmental Organizations (NGO's)
- **Citizens, or those whose viewpoints policy makers or social analysts want to listen to**
 - Citizens



- Citizens' movements
 - Bloggers, members of online forums
 - Online groups for eDemocracy and eParticipation
- **Media:** pan-European media, national media from all 28 EU Member States, local media (mostly UK and Germany). Media are not only stakeholders in the project but also the means to raise awareness about Sense4us. Therefore media serve both as a goal and as a means.

2.2 Dissemination objectives and strategy

A dissemination strategy will be developed in order to effectively achieve the dissemination objectives described in section 2.2.1 of this Chapter. This dissemination strategy is developed by the WP8 Dissemination leader and will be followed by the WP8 partners towards the achievement of the WP8 objectives at national level throughout the project.

2.2.1 Dissemination and Communication objectives

The main objectives of WP8 are the following:

- **To launch** an effectual internal and external communications strategy, focused on the project's vision and design the dissemination activities' plan.
- **To attract** the highest amount of users of the project tools in order to maximize the take-up and sustainability prospects beyond the project's end.
- **To ensure** that the project's objectives, the findings, the methodology and benefits will be widely and efficiently communicated and disseminated among all potential users and interested stakeholders – at local, national and European level.
- **To establish** a consistent and distinctive project identity and maintain a favorable reputation. Thus all communication efforts in both external and internal environment will be coordinated in such a way that the identity is effectively and consistently communicated.
- **To raise visibility** and awareness of the project's objectives, mission and expected results.
- **To attract** key stakeholders interested in the project for knowledge sharing and enhanced motivation: All strategic stakeholder groupings should remain fully abreast of technological developments and project achievements, have the opportunity to influence them, provide feedback, share knowledge and exchange good practice.
- **To define** an exploitation strategy and ensure the take-up of the project's solution in the long-term.

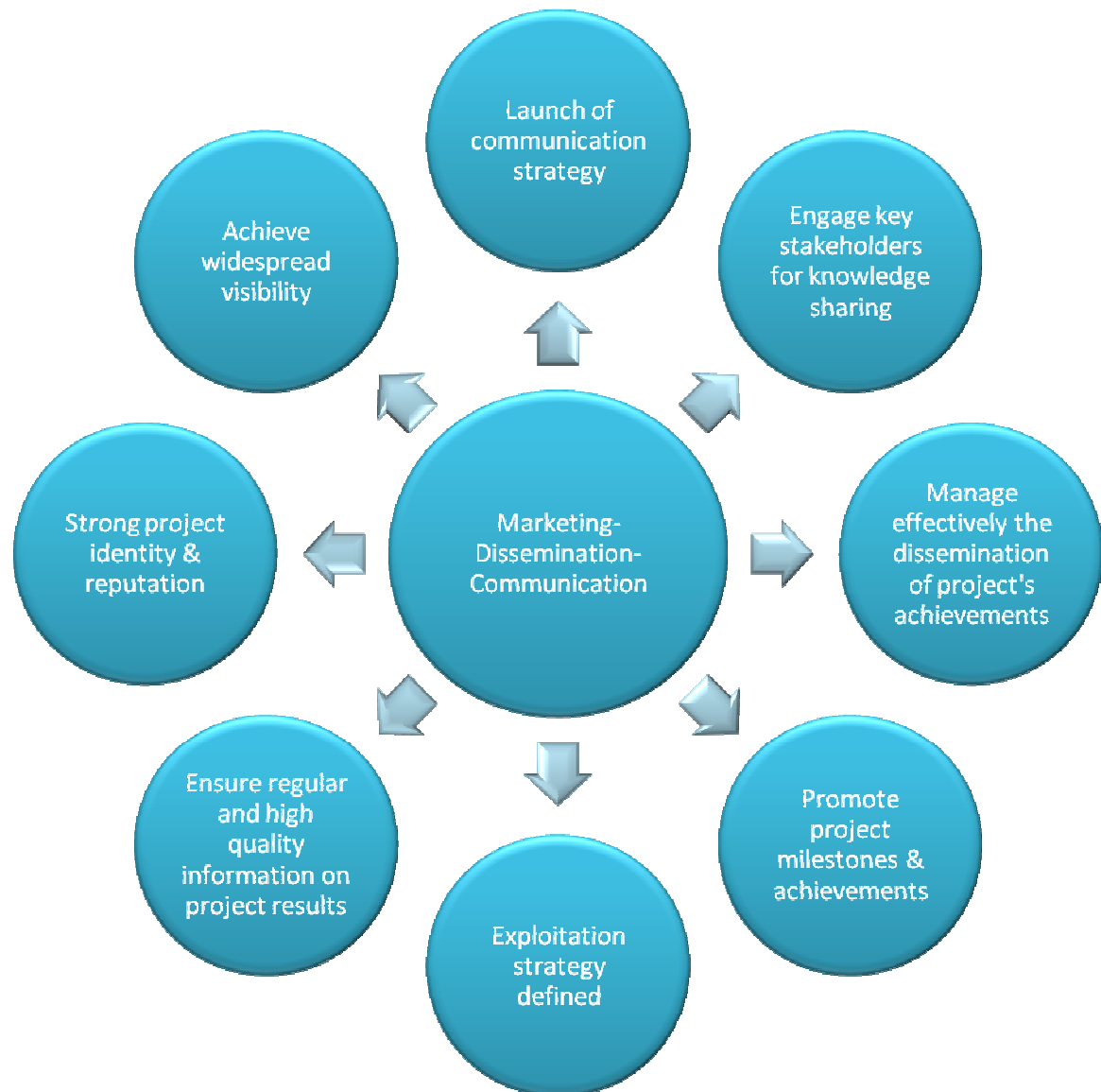


Figure 1 : WP8 Main Objectives

2.2.2 Dissemination and Communication strategy

The purpose of the Dissemination and Communication Strategy described in the current deliverable is to provide an overall framework and guidelines for the implementation of successful communication and dissemination activities aligned with the project's goals. To that end the strategy is composed of interrelated activities whose purpose is to inform the target groups and the end-users about the objectives of the project, the tools that will be created, the outputs/results obtained and to encourage them to get involved and to contribute by providing feedback to the project.

Therefore, the Dissemination and Communication Strategy of WP8 can be grouped into three broad areas:

- **Promotion:** the dissemination actions of the project are aimed to raise awareness and visibility of the project goals, the tools the project will create, the progress of the project work and its results.
- **Involvement:** the dissemination actions of the project are aimed to further engage interested stakeholders in the project, fostering their participation in tailored workshops organized to receive their feedback on the project and its progress.
- **Networking:** effective networking is about building strong and useful relationships over time that can lead to mutual understanding and trust and which can help the raising of project's positive reputation and take-up of its solution in the long term. It is clear that creating and engaging a community of interest including various stakeholders will help the project itself to boost performance, win trust and sustain acceptance beyond its timeline.

The dissemination strategy is developed with consideration and reference to the context and the overarching vision and objectives set. The process from vision to action is depicted in the below figure:



Figure 2 : Process from Vision to Action

The action plan is accompanied by clear prioritization of tasks, roles and responsibilities of the people available (capacity) and planning, which includes regular monitoring of the impacts achieved and measuring progress towards tasks. Implementing the chosen options, i.e. taking action is vital after agreeing on an action plan. Timing is an important factor as well.

In this context, the strategy foresees the following for the dissemination and communication of the project:

- **Sense4us website** (including partners' private area)
- **Media:** Online media, offline media, social media, dissemination through advertising using social networks.



- **Events – conferences - workshops:** Sense4us project and its developments will be presented in a number of events at national and European level by project partners. The tools will be demonstrated in real life settings and end users will be able to interact.
- **Collaboration with other European projects/EC:** Promotion will focus on close cooperation with projects active in similar arenas (Symphony, Consensus, ePolicy, Simpol, Policy Compass, EU Community, Insight, Flagship) to coordinate and communicate Sense4us results.
- **Key messages to the identified Stakeholders Groups:** tailored messages will be delivered to the relevant stakeholders groups (what's in it for me?), aiming at their engagement and strong involvement to the project.
- **Materials:** Design and creation of the project logo and website, development and distribution of the project brochure, press release, factsheet, presentation, poster, and dissemination through online newsletters.
- **Deliverables:** the public deliverables will be available on the website for knowledge and results sharing with people interested in Sense4us project, its tools and findings.
- **Lists:** Mailing list and partner networks, as well as media lists at national level.
- **Journals, publications:** Publication in relevant conferences and journals.
- **Direct marketing, etc.**

2.2.3 The phases of dissemination process

WP8 has defined the dissemination phases to effectively achieve the dissemination objectives of WP8 and better disseminate the project's developments during its lifetime. The dissemination materials and activities will be adapted according to the needs and requirements of these phases.

The phases are described below:

- **Initial phase (M1-M6):** this phase is focused on establishing the project identity, raising awareness and visibility of the project and it covers: the project announcement, the launch of the project website, the design and creation of the dissemination/promotional materials, the sharing of these materials with partners and stakeholders, the strengthening of online coverage through the use of social media, the media coverage of the project, the cooperation with other EU-funded projects, the definition of the internal collaboration with the WP8 partners and the definition of key target groups.
- **Second phase (M7-M24):** during this phase WP8 will focus on further dissemination of the project objectives, widespread visibility and tailored dissemination to stakeholders groups, engagement of stakeholders as well as promotion of the project tools. WP8 will continue expanding the stakeholders network and establishing new contacts. The tools created by the project will be disseminated by specific promotional material (brochures, press releases, marketing plans and guidelines).
- **Third phase (M25-36):** this phase is the final one and will focus on the effective dissemination of the final results and solution, building on its favorable reputation. WP8 intends to present the project and its tools in major events and workshops in order to share knowledge and experience. All findings will be disseminated widely and to all possible outlets at national and European level to gain acceptance, trust and confidence.

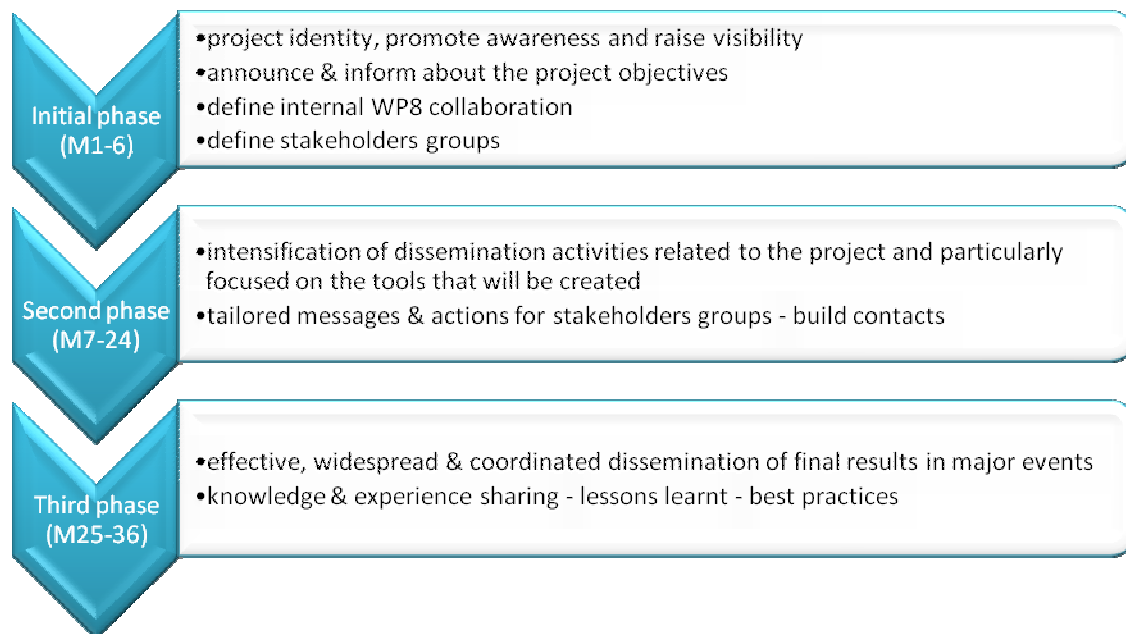


Figure 3 : Dissemination phases

2.2.4 Principles of stakeholder engagement (strategic & operational)

Project partners should follow a clear and concise logic of engaging stakeholders, which entails the adoption of strategic and operational principles. The former refer to a higher level of understanding of stakeholder engagement. It involves identification of stakeholders' significant issues and expectations.

- **Significance:** dealing with issues that are significant to the stakeholders and the aim of the project
- **Efficiency:** understanding of the concerns, views and expectations of the stakeholders
- **Feedback:** responding as appropriate and in a clear manner

Feedback concerns the action of dealing with stakeholders, for example the stakeholder engagement plan (**how** will the project proceed with stakeholders' contact and engagement).

- **Communication:** Open and effective communication, exchange of ideas. Recognize the importance of engaging at the most direct level and ensure the level is appropriate for the purpose. Maximize community and stakeholder opportunities to say what they want and to provide information and feedback.
- **Transparency:** Information and feedback process. Identify the objectives of the community and stakeholders. Clearly explain the established processes and ensure that communities and stakeholders understand the principal objectives. Clearly set out the process and provisions for two-way feedback.
- **Cooperation:** Working together for mutually beneficial outcomes. Recognize that adequate time and resources are needed by all. Comprehensively deal with the issues and seek stakeholder input into responses.



- **Inclusiveness:** Involving stakeholders in the process. Identify and, where possible, understand community and stakeholder issues, interests, aspirations and concerns to better define what matters most to the community.

2.2.5 Methods and tools: channels of dissemination

There are a wide range of tools and media available that can be used for dissemination and communication. In many cases, a combination of methods and tools is likely to offer the best chances of success. The most appropriate channel will be selected, depending on audience characteristics and the type of message to be communicated.

The following table lists the many tools that have been selected to promote the project.

Channels	Tool	Purpose	Description
MEDIA	Press releases	Raise awareness and interest Raise visibility Promote	A press release is a formal announcement of the project to the national, European and international press. Press releases are issued to announce important news and achievements, as well as workshops and events organized by project partners.
	Featured articles, interviews and posts	Raise awareness and interest Inform	In addition to the dissemination of press releases, every opportunity should be taken to improve the media repercussion of the project. This includes publishing featured articles in magazines, setting up interviews with national and local media and fostering online buzz with postings.
ONLINE TOOLS	Project website	Raise awareness and interest Inform	The website is a versatile dissemination tool. It is necessary since it includes all the information included for all audiences. Public and partners' private areas are included. It is regularly updated so that people keep visiting it and so that it engages more users and visitors.
	Newsletters	Raise awareness and interest Inform	The project newsletters are used to announce the project, develop a profile and give regular updates on its progress and developments. The newsletters will be creative making sure that all target audiences know how the project is progressing.



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	Social Media	Raise visibility Interact Promote Engage Participate Inform	Social media profiles play a promotional role for the project and improve visibility to a wide range of audience. Regular posts and updates on social media profiles on the projects developments, news and sharing of best practices increase the engagement of the interested audience and help to achieve interaction with the users. Also, highlighting external news that can have an impact on the project and create a discussion also produces positive results.
OFFLINE ACTIVITIES	Project meetings (internal)	Engage	Project meetings are excellent opportunities for knowledge exchange and feedback.
	Conference presentations	Raise awareness and interest Engage Promote	National and European conferences are an important opportunity to share the project's achievements with experts in the field and raise interest among target groups.
	Workshops	Engage Inform	Workshops are small interactive events held to achieve a specific objective. A workshop could be used to get feedback from users on the proposed solution or to get feedback from experts on a particular issue.
	Demonstrations	Raise visibility	Demonstrations allow us to show what is being developed and get feedback.
	Project deliverables	Inform Build trust Show results to EC and stakeholders	The public project deliverables explain the project mission, objectives, strategies and the action plan to achieve the objectives.
	Marketing collaterals (brochures and posters)	Raise awareness Raise visibility Inform Promote	Marketing collateral is the collection of media used to support the promotion of a project. Both digital and printed brochures and posters have been created to be circulated electronically or printed for conferences or meetings.
	Collaboration with other EU-funded projects		Promotion will focus on close collaboration with projects active in similar arenas (Symphony, Consensus,



			ePolicy, Simpol, Policy Compass, EU Community, Insight, Flagship) to coordinate and communicate Sense4us results.
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Table 1 : Dissemination tools

2.3 Dissemination actions

This chapter lists the dissemination actions that describe how the strategy presented in the sections above can be implemented and achieve the full list of dissemination objectives which were described in detail previously.

2.3.1 Actions to achieve the dissemination objectives

Dissemination objectives	Dissemination tool	Actions	When
Raise awareness Disseminate effectively the project and its findings Raise widespread visibility Maintain a consistent and distinctive project identity	Project Informational Website (including public website, partners private space, Google analytics)	www.sense4us.eu	M1 done
		The website will be updated regularly taking into consideration: project progress, newly provided outputs, participation in third party events and/or events organised by partners, published articles, press releases, etc.	M1-M36
		The project website will be advertised in all promotional materials of the project.	M1-M36
		Website Analytics will be implemented to monitor the visits to the website	M1-M36
Raise awareness Disseminate effectively the project and its findings Raise widespread visibility Maintain a consistent and distinctive project identity	Promotional materials	Project presentation	M1, updated yearly
		Project Factsheet	M1, updated yearly
		Project brochure	M1, updated yearly
		Press releases (to announce major news as launch of the project, events or workshops organized for stakeholder groups, achievements, project final results and findings)	M3, releases based on project developments
		Project newsletter (distribute via email to subscribers,	M6, published



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		stakeholders lists, available online, posted on social media profiles of the project, posted on ePractice blog, posted on Democracies-on-line)	quarterly
		Project Poster	M1, updated yearly
Raise awareness Disseminate effectively the project and its findings Raise widespread visibility	Media	Create and update media list	M1-M36
		Send press releases to the list	
		Coordinate with project coordinator and partners about media enquiries such as write an article, give an interview, etc.	
		Collaboration with ePractice	
Raise widespread visibility Disseminate effectively the project and its findings Raise awareness Stakeholders engagement Stakeholders motivation Launch and effective internal and external communications strategy	Events - Conferences	Events list (circulate to WP8 partners, ask availability for participation in events, update regularly)	M2, updated every 3 months
		Presence in several major conferences at national and European level	M1-M36
		Give promotional materials to visitors	Per event
Raise awareness Launch and effective internal and external communications strategy Engage and motivate stakeholders Disseminate effectively the project and its findings Raise widespread visibility	Social media	Facebook profile	M1-M36
		Twitter profile	
		LinkedIn profile	
		Include social media profiles in website and promotional material	
		Posts on project news and other interesting news, events, articles related to the project and policy thematic field.	
		WP8 partners to participate in the project's social media profiles and engage their stakeholders with the project.	
Raise awareness	Papers – Articles - Publications		
To gain acceptance, trust, confidence Disseminate	Deliverables	Deliverables to be delivered on time	M1-M36
		Write public deliverables in non technical language to be used for citizens,	



effectively the project and its findings Maintain a consistent and distinctive project identity		partners, media etc.	
Launch and effective internal and external communications strategy Maintain a consistent and distinctive project identity Raise awareness	Logo – Templates (logo, templates for ppt, newsletter, factsheet, press release, deliverable, letterhead document)	Create and use the Logo	M1-M36
		Create and use the Deliverable template	
		Create and use the Factsheet template	
		Create and use the Letterhead template	
		Create and use the Newsletter template	
		Create and use the Presentation template	
		Create and use the Press Release template	
		WP8 partners to coordinate and create stakeholders lists and keep them updated	M1-M36
		Follow up after establishing contacts	regularly
		Organize/ participate in events for stakeholders	regularly

Table 2 : Objectives-Tools-Actions-When

2.3.2 Actions to reach the identified stakeholders

WP8 dissemination and communication strategy foresees a number of actions to reach the identified stakeholders. The table below presents the stakeholders groups, the dissemination objectives that WP8 achieves by approaching and managing to engage each group, the actions and the tools to reach the stakeholders and fulfill the particular objective, as well as when this will be undertaken. The identification and reaching out to stakeholders is a collective and collaborative task and has to be undertaken by all WP8 partners.

Stakeholder Group	Dissemination Objective	Action to achieve the objective	Tools	When
Public sector end users [MPs, MEPs, policy officials, ministries, public administrations etc.]	Stakeholders engagement	Become aware of the project, get informed	Project website	M1- M36
	Stakeholders motivation		Invitations and tailored messages	M1-M36
	Disseminate effectively the project and its findings	Send to stakeholders questionnaire/survey (WP2)	Promotional materials (press releases, newsletters, brochures, factsheets, posters, presentations)	M1-M36
	Raise visibility	Organize face-to-face meetings for MPs & MEPs		
	Build trust and gain acceptance &	Participate in events at national level		
		Collect contact information		



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	confidence	on stakeholders and questions asked and issues rose in conferences, meetings, etc. Follow up with the contacts established Advertise the website in all the project marketing materials Keep them abreast of latest developments	Events	M1-M36
			Meetings	M2-M36
			Mailing lists	M2 –M36
			Stakeholder surveys and questionnaires	M3-M36
			Social media	M1-M36
IT experts, researchers	Stakeholders engagement Stakeholders motivation Disseminate effectively the project and its findings Raise widespread visibility Raise visibility Build trust and gain acceptance & confidence	Become aware of the project, get informed WP8 partners to collect contacts and create lists Organize workshops, face-to-face meetings Participate in events organised by IT experts Collect contact information on stakeholders and questions asked and issues rose in conferences, meetings, etc. Follow up with the contacts established Business stakeholders have access to a large amount of information. They can comment and enrich it Advertise the website in all the project marketing materials Keep them abreast of latest developments	Project website	M1-M36
			Invitations to attend, tailored messages, value stories for the project ,success story	M1-M36
			Promotional materials (press releases, newsletters, brochures, factsheets, posters, presentations)	M1-M36
			Mailing lists	M10-M36
			Events	M10-M36
			Workshops - Meetings	M15-M36
			Stakeholder surveys, questionnaires	M20-M36
			Social media	M1-M36
Other expert groups	Stakeholders engagement Stakeholders motivation Disseminate effectively the project and its findings Raise widespread visibility Raise visibility	Become aware of the project, get informed WP8 partners to prepare a relevant contact list. Organize workshops, face-to-face meetings for expert groups Collect contact information on stakeholders and questions asked and issues rose in conferences, meetings, etc.	Project website	M1-M36
			Invitations to attend, tailored messages, value stories for the project, success story	M1-M36
			Promotional materials (press releases, newsletters, brochures, factsheets,	M1-M36



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	Build trust and gain acceptance & confidence	Follow up with the contacts established	posters, presentations	
		Advertise the website in all the project marketing materials	Mailing lists	M1-M36
		Keep them abreast of latest developments	Events	M10-M36
			Stakeholder surveys, questionnaires	M3-M36
			Social media	M1-M36
Media	Raise awareness Raise visibility Engage and involve media Disseminate effectively the project and its findings Promote widely the project Build trust and gain acceptance and confidence	Become aware of the project, get informed Appoint national press focal points Each partner to create a national media list Send them press releases and newsletters A full media list including all media in Europe is available in WP8 dissemination and communication team Interact with the media: present the project, give interviews Inform about events and workshops related to the project and invite them Share contacts on social media	Project website	M1-M36
			Press focal points	M1
			National media lists	M1
			Media list of all European media outlets	M1
			Coordinate interviews and article publications	M1-36
			Promotional materials (press releases, newsletters, brochures, factsheets, posters, presentations)	M1-M36
			Events - workshops	M10-M36
			Social media	M1-M36
Citizens	Raise awareness Raise visibility Engage and involve them Interact and participate Disseminate effectively the project and its findings Promote widely the project Build trust and gain acceptance	Become aware of the project, get informed Engage and involve citizens during events (at national and European level) where the project is presented and the tools are demonstrated Collect contact information on stakeholders and questions asked and issues rose in conferences, meetings, etc. Follow up with the contacts established	Project website	M1-M36
			Tailored messages, value stories for the project, success story	M1-M36
			Promotional materials (press releases, newsletters, brochures, factsheets, posters, presentations)	M1-M36
			Events	M10-M36



	and confidence	Advertise the website in all the project marketing materials Keep them abreast of latest developments Manage enquiries received	Social media	M1-M36
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Table 3 : Actions to reach the identified stakeholders

2.4 Measurement of the effectiveness of Dissemination and Communication activities

It is extremely important to monitor and measure the effectiveness of the dissemination and communication activities, given that they allow the WP8 leader to estimate the effectiveness of the communication strategy and activities to the target groups, as well as the impact of the dissemination and promotion of the project. Moreover, they can consider the actions undertaken so far, the dissemination methods and tools.

For this reason, an important stage of the marketing planning process is to establish targets so that progress can be monitored. Moreover, performance will be continuously monitored against predetermined targets. Planning six months ahead also serves in this direction. Surveying the opinions of strategic groupings regarding the project is also essential. Field notes (in meetings, workshops etc), meetings, Google Analytics, analysis of documents and materials, research to update stakeholder lists and monitoring of press are used throughout the project duration. As far as internal communications is concerned, proof of active involvement is participation in the email discussions and in the teleconferences.

The table below presents the way that the effectiveness of dissemination and communication activities can be measured by defining the effectiveness indicator, when the measurement takes place and who is responsible.

Indicators how to measure effectiveness and visibility of dissemination and communication activities	When	Who	Target
Number of registered subscribers in the Newsletter	Gov2u measures the people registered to the newsletter in general (every six months). Measurements will be compared to view the number of subscribers before and after an event and estimate the growth rate. Measurements will take place after sending the newsletter (quarterly) to estimate people registered to the site.	Gov2u	Double the number during each dissemination phase



Interest from stakeholders (MPs/MEPs, citizens, etc.)	<p>Replies to queries sent from stakeholders to communication email should be replied in one-day time if it is a simple answer or 3-day time if feedback from partners is requested.</p> <p>Questions from stakeholders should be answered by email 1 week to ten days after the event.</p> <p>Email with information should be sent to all contacts 1 week to ten days after the event.</p>	Gov2u, WP8 partners	Manage to engage and involve all of the interested stakeholders that contacted the project
Interest from media outlets (invitations to give interviews, enquiries to write articles or to give feedback for articles, enquiries to cross-disseminate news, etc.)	Per media enquiry	Gov2u, WP8 partners	
Monitor media coverage (press releases published at national level, articles about Sense4us, etc.)	Every month in general 6 weeks after the publication of a press release	Gov2u, partners' press focal points	Increase growth of visibility each time at least 10% from previous measurement
Participation in social media	Monthly	Gov2u	Increase in social media (Facebook, Twitter, LinkedIn) at least 10% monthly
Participation in project workshops	During the event	All partners to provide contacts	Define the target per event according to the audience expected
Internet search	Every six months to check where Sense4us and its publications was mentioned	Gov2u	

Table 4 : How to measure effectiveness and visibility of dissemination activities



3 Internal Communication

Internal communication is aimed at making the workflow between the team members of the organizations and other entities participating in the project more efficient. This agrees with the Consortium's strong belief in an effective internal communication between partners, aiming to increase the partners' understanding of the project and their obligations linked to it, as well as to encourage the enhancement of their efforts for the project's success.

WP8 consists of 7 partners and Gov2u is the WP8 leader.

3.1 Internal workflow

The internal communication flow will rely on the following means:

- For the daily implementation of tasks, exchange of information and documents, as well as for the coordination of activities, WP8 basic communication will be performed by electronic mail, regular phone calls, file transfer and conference calls.
- Teleconferences pertaining to dissemination activities will be held regularly, as part of the weekly conference calls where all partners participate.
- Face-to-face meetings and WP8 meetings will be organized whenever it is necessary. During the General Assemblies, WP8 will ask for a session dedicated to WP8 discussions on tasks and progress reporting if it is not foreseen in the agenda.
- A list of press focal points of all partners has been created with Gov2u's initiative. So the press focal points translate the press releases and distribute them in their national media, while they are also responsible for the media coverage monitoring.
- Gov2u has created a private partner area on the website.
- Specific roles and responsibilities have been defined (see section below).
- A reporting procedure has been defined: WP8 partners are responsible for reporting on what they have done after they are finished to the WP8 leader. The reporting should be regular so that the dissemination and communication team can bring visibility to the partners' activities, announcing them on the website (such as participation in events, speeches, published articles and interviews, etc.). A template has been created by Gov2u and distributed to the partners in order to facilitate the recording of their activities.
- A number of guidelines were provided to all WP8 partners regarding the performance of various activities related to the WP (media, how to write a press release, how to communicate at national level – see Appendix IV). Several guidelines were provided to partners for the better and effective collaboration and successful implementation of dissemination activities.

The implementation of WP8 marketing, communication and dissemination activities are explained in the following table where it is indicated what should be done, when and who is responsible:

TASKS	SUBTASKS	WHO	WHAT	WHEN
WEBSITE	Build site (public, private area)	Gov2u	Design, create and launch live the Sense4us website	M1
	Manage/Support the website	Gov2u	Technical support of the website	M1– M36



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				ongoing
	Find news items	Gov2u, WP8 partners	Update latest news, marketing materials, presentation, approved deliverables, etc.	M1 – M36 ongoing
	Receive feedback from stakeholders and reply	Gov2u	Responsible to reply	M1 – M36 ongoing
		WP8 partners	Assist Gov2u if necessary	
	Evaluate regularly the website	All partners	Suggestions / Comments	M1 – M36 ongoing
MEDIA	Press releases - milestones	Gov2u, WP8 partners	Discuss and define important milestones appropriate for publication of press releases	M1 – M36
	Media enquiries, set up interviews, articles	Gov2u, WP8 partners	Gov2u: ask WP8 for availability for interviews Local interviews: partners in coordination with Gov2u	M1 – M36 whenever an interview is requested
SOCIAL MEDIA	Update content	Gov2u	Keep the same profiles, update and include Sense4us information	M1
	Provide content for new posts	WP8 partners		M1- M36
EVENTS, CONFERENCES	Prepare the Events list	Gov2u	Prepare a table of interesting events related to the thematic area of the project and circulate to WP8 partners	M1 – M36 Update every 4 months
		WP8 partners	Complete the list, suggest other relevant events at national and European level	
	Organize presentations at conferences – identify speakers – communicate with organizers, send abstracts, etc.	Gov2u, WP8 partners		M1 – M36 ongoing
	Booth	Gov2u, WP8 partners	Booths will be manned by WP8 partners Partners have the leading role in	M1 – M36 ongoing



D8.4 Dissemination Plan

			presentations	
	Update general presentation	Each speaker	Each speaker updates according to its speech needs and WP8 approves and makes additions if necessary or requested	M1 – M36 each event
	Printed dissemination material where necessary	WP8 partners	WP8 partners that will attend an event where the project will be presented can contact the dissemination team to ask for dissemination material and if printed material is available. Partners will coordinate with regard to the printing.	M1 – M36 per event
	Report on events that WP8 partners have attended and Sense4us was presented	WP8 partners	Each partner that participates in and/or attends an event on behalf of Sense4us and/or presents the project has to contact the dissemination team and give a small report (1-2 paragraphs) about the outcome of the event and possible feedback received by other attendees/visitors.	M1 – M36 per event
PAPERS, ARTICLES	Submission of papers and articles	Gov2u, WP8 partners	Provide information about conferences where papers can be submitted	
		WP8 partners	Volunteer for papers preparation and presentation to conferences if necessary	
MATERIALS	Logo	Gov2u	Design and provide to all project partners, upload on private area	M1
	Factsheets	Gov2u	Design and content management of the project factsheet	M1 (update yearly)
		All partners	Review	
	Posters	Gov2u	Design and creation All consortium partners:	M1 (update



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			review	yearly)
	Brochures	Gov2u	Design and creation of the project brochure and content management	M1 (update yearly)
	Presentation	WP8 partners	Content management of the project general presentation. Review and update: all partners	M1 (regular update based on important progress and milestones)
	Templates	Gov2u	Design and creation of all templates (presentation, deliverable, brochure, poster, factsheet, letterhead document, newsletter, Press Release)	M1
CONTACT LISTS/MAILING LISTS	General partners project list	Soton	All lists will be regularly updated if necessary	M1 – M36 ongoing
	Press focal points list	Gov2u		
NEWSLETTER	Write	Gov2u	Provide the first draft and finalise	Publish on quarterly basis (starting month: March 2014)
	Review and contribute content where necessary	WP8 partners	WP8 partners: content in various sections such as Sense4us presentation in events, etc.	
	Send to subscribers and stakeholders	Gov2u		
	Upload on website, post in project's social media profiles, ePractice community blog, Democracies on Line	Gov2u	WP8 partners need to support and re-post the posts to their profiles, as well as rate and comment on the blog posts in ePractice	
INTERNAL COMMUNICATION	Email exchange	WP8 partners		Daily
	Conference calls	WP8 partners – initiated by Soton/IT Innovation	Organize, provide agenda, send minutes WP8 partners: participate, comment, give feedback	Weekly
	WP8 meetings	Gov2u	Organize, provide agenda, send minutes WP8 partners:	One per year



			participate, comment, give feedback	
DELIVERABLES	Write deliverables	Gov2u		M1 – M36 according to the date of delivery of each deliverable
	Review – provide comments – contribute content	WP8 partners		

Table 5 : General responsibilities of WP8 partners



4 Conclusion

The dissemination and communication strategy described in this document was developed with the purpose of raising awareness about Sense4us, fostering a clear understanding of WP8 objectives and how they will be implemented in the context of the project's objectives, how WP8 partners will be involved in the WP8 work, their roles and responsibilities. The strategy clearly presents the project's stakeholders and how it will offer the various identified target groups incentives to take action, get involved and promote the project.

Moreover, it is clear that each partner markets the project, thus all Sense4us partners should promote the project's objectives, developments and results throughout the project's lifetime and beyond.

By providing a clear definition of the goals to be reached, a detailed description of the project's target groups and tailored actions, this document will optimize the reach out of the project and will build a reputation that is consistent with Sense4us' identity.



APPENDIX I – WP8 Contact points

WP8 Partner	Country	Contact person
University of Southampton – IT Innovation	UK	Steve Taylor
Government To You (Gov2u)	Belgium	Gregory Liogaridis
Hansard Society	UK	Beccy Allen
Gesis – Leibniz Institut	Germany	Timo Wandhöfer
Stockholm University/eGovlab	Sweden	Kheira Belkacem Somya Joshi
University of Koblenz	Germany	Nasir Naveed
Open University - KMI	UK	Miriam Fernandez Elisabeth Cano Ampaeli



APPENDIX II – WP8: Person Months per partner

WP8 Partner	Person Months
University of Southampton – IT Innovation	3.00
Government To You (Gov2u)	20.00
Hansard Society	2.00
Gesis – Leibniz Institut	3.00
Stockholm University/eGovlab	2.00
University of Koblenz	2.00
Open University - KMI	3.00
TOTAL	35.00



APPENDIX III – WP8: Roles of WP Leader, partner representative and Project Coordinator

<i>WP Leader</i>	
Role	Leader of a given Work Package
Typical tasks	<ul style="list-style-type: none">• Responsible for the timely and effective execution of the Work Package work towards the WP objectives;• Ensuring a smooth running and co-ordination with other WPs;• Monitoring of the tasks progress with respect to task goals, milestones and adequacy of results;• Reporting to the GA of any possible deviations identified due to scheduling, unsuitability or risks affecting the quality of project results and/or objectives;• Designation and co-ordination of task leaders;• Transmission of any document or information to the partners concerned.

<i>Partner representative</i>	
Role	The Partner Representative is responsible for all tasks carried out at partner site.
Typical tasks	<ul style="list-style-type: none">• Responsible for the work carried out within the organisation;• Represents the partner at Sense4us and participates in GA meetings and voting;• Reports to the appropriate WP Leader, when it is necessary.

<i>Project Coordinator</i>	
Role	Leadership at management level, both for longer-term strategic steering of the project (such as setting goals) and daily operational issues and challenges (such as performance monitoring).
Typical tasks	<ul style="list-style-type: none">• Point of contact with consortium members and responsible for maintaining the communications with the Sense4us Project Officer;• Submission of deliverables and project interface to the Commission;• Monitor overall performance, progress and costs of the project against planned schedule;• Check that milestones are met and deliverables properly produced;



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	<ul style="list-style-type: none">• Agenda, minutes and chairman to General Assembly;• Schedule and organise periodic GA meetings and EU Review meetings;• Supervision of Administrative and Financial Manager activities;• Organisation of information flow through the different bodies in the project;• Promote project visibility and dissemination of project results to the outside community;
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APPENDIX IV – Guidelines on how to perform particular activities

This section describes a number of guidelines that were provided to all WP8 partners regarding the performance of various activities related to the WP. Several guidelines were provided to partners for the better and effective collaboration and successful implementation of dissemination activities. The subsections of this section focus on specific guidelines provided to partners while some general guidelines are listed below:

- Gov2u is responsible for coordinating the whole dissemination process and keeping partners informed.
- Promotional materials, press releases, articles and newsletters shall be previously reviewed internally by the Consortium before their publication.
- Promotional materials will be prepared by Gov2u but support and content input by consortium partners is necessary. Mainly for the preparation of promotional materials related to particular outputs, contribution of all partners will be requested.
- Press releases will be translated by press focal points and then distributed to their national media list.
- WP8 partners are responsible for the translation of the promotional materials according to their decision if necessary to distribute them translated in their native language at national level.
- Monitoring of the project in media has to be reported to Gov2u. WP8 partners are responsible for the project coverage in media at national level such as printed articles, interviews in newspapers, audiovisual announcements, etc.
- Presentations at events and conferences shall be included in the specific template designed and created for the dissemination purposes. After their presentation at events, partners shall provide their presentation to Gov2u to upload it on the website.
- In case of presentation of the project at events, feedback from audience may be collected. This feedback would be useful for the project. Collecting such feedback shall be based on short, previously prepared questionnaires carefully adjusted to the particular event and its target audience, and then the events' participants will be asked to fill out the questionnaire.
- Partners have to coordinate and collaborate to produce research papers related to the project.
- The approved public deliverables will be published on the project informational website. University of Southampton-IT Innovation, the project coordinator, will provide the final version to Gov2u each time a deliverable is officially approved. All public deliverables before their approval from EC are uploaded on Own Cloud, having the "pending EC approval" status. When the approval is obtained, then the status of deliverables will be changed to "approved by EC" and uploaded also in the public area of the website.



Events Guidelines

The Events guidelines document includes a comprehensive set of guidelines to advise Sense4us partners on the correct process to follow with regard to the organization as well as the participation and attendance at events where the project is presented during its timeline.

All partners are responsible for updating dissemination information. The most frequently updated information will be the Events list. Gov2u provided the partners with a detailed Events list including major events focused on the project's thematic area. Partners have to update these tables regularly including relevant events at national level and deliver them to Gov2u in order to include them in the updated version of the Events list. The update will be provided every 3 months or just after some new events will be identified. In case of finding any new possibilities interesting from dissemination point of view, partners shall report it to Gov2u.

Before and after the project has been presented at events, some brief information will be published on the project informational website and presentations and any accompanying publications will be downloadable from the website.

All events shall be accompanied by leaflets and brochures distributed to event's participants and/or posters put in relevant places to attract the wider audience. All these promotional materials are available and downloadable from the website and the consortium's document sharing platform.

Media Guidelines

Press releases are a major communication tool serving the wide dissemination, visibility raising and promotion of the project. Useful guidelines on the process for successful press release dissemination and monitoring of the media coverage have been provided by Gov2u to all partners to ensure that communication policy is respected throughout the consortium. The first step required is the nomination of a press focal point per partner. The press focal points team is responsible for the preparation of a media list at national level, the translation and distribution of the press releases to all media outlets and the monitoring of the media coverage.

Moreover, Gov2u and the partners' press focal points have to monitor on a monthly basis the media coverage achieved such as collect press clippings, links of the announcements of the press release, etc and send them to Gov2u in order to publish them on the Sense4us website and include this information in dissemination reports. Press focal points have to monitor mostly search engines but also EU news resources, industry publications, etc for Sense4us and relevant to Sense4us clippings. Gov2u will regularly send an email to all press focal points to remind them to send any press clippings.

This internal document is available in the document sharing platform.

Guidelines on Communication at national level

The dissemination and communication strategy is important at national level; therefore WP8 provides some guidelines about how partners should address people in their national or local settings and connect with citizens.

WP8 partners must appoint a person from their organization as responsible in dealing with dissemination/communication. Once this is done and the person given this authority to speak and coordinate with the media has been identified, WP8 partners can follow the guidelines given below to facilitate their dealing with them:



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- It is important to understand clearly the dissemination and communication objectives and to keep in mind the communication & dissemination goals, what needs to be achieved and how it can be achieved
- The right tailored message must be used: identify your target audience and ensure that the message can be easily understood by your target audience. The message should into account the information needs of the various groups that you want to reach
- The message receiver is the final destination of the message. The receiver will interpret the message according to their own logic, perspective and knowledge. A well-expressed message can be more easily understood by the receiver and thus it can be disseminated in a proper way that will bring the expected results
- Communication is not a one-way process and therefore we consider that when we send a message to someone, this person will react to the message received
- It is imperative to listen: take peoples' views and concerns into account
- For media relationships to work, mutual respect should be established with journalists and the relationship should be based on this trust. You must keep them informed when you have genuine news to share
- It is important to be proactive: Draw the journalists' attention to key events and developments of particular interest
- If for whatever reason you are not able to answer a journalists' question, try to refer them to someone else in the project who can assist
- It is really important for dissemination and communication activities to estimate the impact of your actions and your strategy. Therefore please collect press clippings, links, videos etc. and send them to the dissemination and communication team so they can be uploaded on the Media section of the project website
- Each one of the project partners markets the project and contributes to its wider promotion at national level by all possible means. It is important to take the initiative and send available promotional material to journalists of your media list.
- The participation in various relevant events highly increases the project's visibility and triggers user engagement and involvement. Therefore, you can look for relative events in your country and try to participate; alternatively you can also check the Events list on the document sharing platform the consortium is using, under Dissemination. Once you confirm your participation to an event, you shall inform the dissemination and communication team so you can disseminate the event and your presentation there.
- Write articles
- It is important to use the template created for the presentation of the project, thus keeping the project identity
- If a presentation is given to a non-scientific or non-specialized audience, please keep the presentation clear, simple and to the point
- It is also equally important to use plain spoken language in you presentations and documents so that most people can understand without requiring further explanation
- You can send your translated press releases or other material to the dissemination and communication team to upload them on the website in the Media section.

It is clear that the visibility of the project is highly dependent on the way we promote it and the tools that we use.



Guidelines on “How to write a Sense4us deliverable”

The purpose of this document created by WP8 is to provide a few guidelines to Sense4us WP leaders on how to write a deliverable. It is an internal document and aims to facilitate the procedure of writing a project’s deliverable.

The document is available in the document repository that the consortium is using.