



COMMUNICATION AND VISIBILITY PLAN

Promoting UPcycling in Circular Economy through INNnovation and education for creative industries in MEDiterranean cities (INNOMED-UP) Project

Prepared by FUTURE PIONEERS FOR EMPOWERING COMMUNITIES (PP6)

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NATIONAL TECHNICAL UNIVERSITY of ATHENS



Città di Prato



FUTURE



PIONEERS Empowering Communities

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Table of Content

Summary	2
Part One: Introduction	3
1.1 Project Background	3
1.2 About the Communication and Visibility Plan	3
1.2.1 Background.....	3
1.2.2 Overall Aim of the Communication and Visibility Plan	4
1.2.3 Communication and Visibility Outputs and Activities	4
Part Two: Communication and Visibility Plan	8
2.1 Target group	8
2.2 Key Messages.....	9
2.3 Communication Tools and Channels Identified	13
2.3.1 Newsletter Publication	13
2.3.2 Social Media Accounts.....	13
2.3.3 Project Banners and Posters	14
2.3.4 Project Leaflet	14
2.3.5 Videos	15
2.3.6 Online Platforms.....	15
2.3.7 Press- release.....	15
2.3.8 Conferences and Awareness Campaign	16
Part Three: Requirements to finalize this communication plan.....	18
Part Four: Evaluation Measures.....	19
Part Five: Timeframe of the Activities.....	20
Part Six: Communication Budget.....	22

Summary

The INNOMED-UP project (Promoting UPcycling in Circular Economy through INNnovation and education for creative industries in MEDiterranean cities) will be implemented over three years period in partnership between seven organizations lead by the National Technical University of Athens from Greece, Environmental Planning Engineering and Management (PP1) from Greece, Municipality of Prato (PP2) from Italy, Center for Economic and Social Research for the South of Italy (PP3), Municipality of Tunis (PP4) from Tunisia, Birzeit University (PP5) from Palestine, and Future Pioneers for Empowering Communities' Members in the environmental and educational fields (PP6) from Jordan. Its overall aim is to propose a strategy for Med-cities, where CCI SMEs create circular economy clusters locally and participate at cross border innovation networks thus promoting urban and social inclusion.

This communication plan was prepared to fulfil the project requirements, and it was developed based on the guidance provided by the managing authority of the ENI CBC Med Program guideline for preparing the communication and visibility plans. It will be used as a tool to standardize partner's communication efforts, coordinate their communication channels more effectively in order to aid achieving project's objectives. The plan will define means to reach the target audiences, communicate with them and increase their knowledge about the project, stimulate the change in attitudes toward the project ultimate aims, and gain more support to sustain the project. Therefore, each project partner organization shall read the plan carefully, and use it as a reference for all communication actions planned over the project period.

This plan will be implemented with the leadership of Future Pioneers for Empowering Communities' Members in the environmental and educational fields (PP6) with supervision from the Lead Applicant represented by the National Technical University of Athens. The plan includes several components such as: 1) project background, 2) objectives, 3) target groups and the key messages, 4) communication tools and channels identified, 5) timeframe, and 6) budget.

This plan will not deal with the internal communication since a Steering Committee (SC) will be developed, composed of representative from the partner organizations. In addition, a communication manager will be appointed to follow up the implementation of this plan and one of the most important project management obligations, essential for the success of the project, is the coordination & communication between partners and the managing authority, avoiding misunderstandings and promoting mutual trust and common goals, respecting the unique needs of each partner.

Part One: Introduction

1.1 Project Background

A three years project has been initiated with the title “Promoting UPcycling in Circular Economy through INNOvation and education for creative industries in MEDiterranean cities” (INNOMED-UP). This project will be implemented in partnership with five countries which are Greece, Italy, Tunisia, Palestine, and Jordan. The project overall objective is to propose a strategy for Med-cities, where CCI SMEs create circular economy clusters locally and participate at cross border innovation networks thus promoting urban and social inclusion. This aim will be achieved through the following specific objectives:

- 1 CCI SMEs Clustering in the Mediterranean historic city centers promoting urban revitalization&social integration networking at cross border level, accessing knowledge Innovation Endorsement of Industrial Symbiosis, Social Economy&Cross-Border schemes. Synergies with local governments & stakeholders.
- 2 CCI SMEs access to new&external knowledge from the research/educational sector&experts on CE & training on the use of new technologies&smart tools to accelerate innovation&boost their competitiveness deliver new innovative products&new business models for CCI SMEs on the circular economy concept.
- 3 Promotion of social engagement with CE practices through six case study clusters & active involvement of local stakeholders/local communities Boosting job opportunities, Enhancement of Social Cooperative Entrepreneurship and Sharing Economy, Promotion of social inclusive & gender equality policies.

Several activities were approved to achieve the project specific objectives and thus the overall aim such as granting 60 sub-grants for innovative products, which will be produced by selected CCI SMEs in all the participating cities during the Pilot Clusters from upcycled materials. The grants will be distributed in consideration of 1) innovative (technologically, organizationally, socially etc), 2) ideas/products/processes, 3) women, 4) young people, 5) NEETS & other marginalized groups. The selection will be based on specific criteria regarding the scientific and artistic knowledge of the beneficiaries. Moreover, the project will ensure large and wide dissemination, in order to ensure that a potential competitive advantage of the beneficiaries will be reduced.

1.2 About the Communication and Visibility Plan

1.2.1 Background

The communication and visibility plan is led by Future Pioneers under work package two, where all project partners and the supervision of the project applicant. It will be used as a tool to standardize partner's communication and visibility efforts,

coordinate their communication channels more effectively in order to aid achieving project's objectives. In addition, this plan will set the foundation of the capitalization activities beyond the project's duration.

The plan describes target groups & final beneficiaries, the key messages, the type of communication channels to be used & the expected results of the activities. Also, the documentation to be used by the project partners such as templates and presentations along with specific timelines, roles and responsibilities. Lastly, an annual evaluation by the end of each year over the project period will be performed, and reports will be produced.

1.2.2 Overall Aim of the Communication and Visibility Plan

This plan was prepared to "**Steer the Dissemination and Visibility Activities towards the Maximization of the Results**". It is important for all partners of the INNOMED-UP project to follow a unified and approved plan with clear guidance on activities and visibility of donor entity in order to deliver achievements in the best quality it require. In addition, the plan will help all beneficiaries to be aware about the project activities, success stories and lessons learned.

To achieve this goal, it is important to involve the key stakeholders and to streamline communication in order to present an integrated and consistent message.

1.2.3 Communication and Visibility Outputs and Activities

According to the approved project, the communication and visibility plan will foresee a mix of outputs including:

- 1 Online communication (newsletters, press releases and social media)
- 2 Printed communication (printed material and release of two Guides)
- 3 Awareness campaigns on critical issues
- 4 Conferences open to the public (during and at the end of the project)
- 5 Horizontal and vertical (across WPs) project dissemination activities

The following table illustrates the key outputs and the activities associated with according to the project application form.

Output	Activity	Description	Responsibility
Communication and visibility plan (CVP)	1. Drafting of communication and visibility plan	Draft preparation and production	PP6
		Supervise implementation, and update of the CVP	Lead Applicant
	2. Yearly evaluation of communication activities	1. Evaluation will be conducted on a yearly base 2. Three reports will be produced	PP6
Awareness Campaigns	1. Campaign for the concept of Circular Economy in the	Design and implement the campaign according to the state of the art updates	PP6 PP1

	Mediterranean	regarding the Circular Economy principles and best practices across the Mediterranean	
	2. Campaign for the role of CCI across Mediterranean and their potential to adopt CE principles	CCIs across the Mediterranean and their potential to adopt CE principles: 1. Bring the role of CCIs & their historic importance in the Mediterranean basin and the urban environment of the historic cities to the fore 2. Aspire CCI SMEs to adopt CE practices.	PP6
	3. Campaign for the CCIs clustering at a local level and cross-border innovation & technology transfer	1. Keep CCIs SMEs up to date about the positive impact of clustering by creating new business models & cooperative schemes 2. Inform them how the cross-border innovation could be achieved through the technology transfer & cooperation 3. Launch the cutting edge technological tools that could be integrated into their productive activities	1. PP2: Create new business models 2. PP4 3. PP5 4. PP6
Online Communication & Dissemination material	Newsletters & press releases	1. One Newsletter per semester (6)	Lead Applicant
		2. A total of 30 press releases	All partners
	Videos	1. Produce 20 videos (Two or three videos per participating city)	1. Applicant, PP2, PP4, PP5, PP6: produce 3 videos (pilot clusters, innovative products, open workshops or open reuse market) 2. PP3: produce 2 videos (pilot cluster & open workshop) 3. PP4: produce 3 videos of the awareness campaigns

	Social Media	Creation of Social Media accounts and pages at Facebook, LinkedIn, Twitter, Academia.edu	PP6
Printed Communication & Dissemination material	Packages of Material for events / Conference material	This should be prepared for 30 meetings over the project duration	PP6
	Project Leaflet in all program's languages	A total of 11,000 leaflets in all program's languages (English 3.000, French & Arabic 4.000, Greek 2.000, Italian 2.000)	Applicant, PP2, PP4 and PP5
	Project Banners and Posters	A total of 24 Project Banners & 48 Content Posters	PP6
	Publication of Guide for access to financing tools for CCI SMEs who want to innovate in the CE.	<ol style="list-style-type: none"> 1. Guide for access to financing tools at national, Mediterranean, European and internal levels for CCI SMEs 2. Edit and print 2.000 copies in two languages (English – Arabic) 	PP4
	Publication of Guide for Circularity Strategy for CCI SMEs in the Mediterranean - INNOMED-UP Model	<ol style="list-style-type: none"> 1. Guide for Circular Economy in the Mediterranean and its applications (refer to O6.3) 2. Edit and print 2.000 copies in two languages (English – Arabic) 	PP5
INNOMED-UP Digital platform for CCI SMEs' training and networking	Development of Digital Platform	<p>It should include</p> <ul style="list-style-type: none"> • Networking features (between SMEs, industry and research organizations) on Med-level • An open source repository (O 4.3) • An asynchronous learning platform • Cross-border tools for networking and knowledge diffusion 	PP6
	Asynchronous e-learning platform	It will host online all the training material produced in WP6	PP6
	Web-GIS Platform	It will host all the geospatial data collected in WP3, required for the creation of maps in each city	
Info points for consultation of SMEs	Establishing & Operating Info point in MPC	Operate as consultation office for the CCI SMEs in order to support them and access foreign investments	PP6
	Establishing & Operating Info	Operate as consultation	PP3

	point in EUMC	office for the CCI SMEs in order to support them and access foreign investments	
Capitalization plan	Conferences	Conduct two Conferences at the end of the first and second years	PP2 and PP4
	Synergies and decision makers mainstreaming	Creation of a board of open cross-border dialogue	PP6
	Publication of INNOMED-UP Guides and clustering roadmaps (online)	<ol style="list-style-type: none"> 1. Publication of INCOMED-UP Model Guide 2. Guide for access to financing tools for CCI SMEs and SMEs clustering roadmaps (online) 	PP6
	Capitalization Event/Conference	Capitalization Event/Conference will be the final outreach event of the project	Lead Applicant

Part Two: Communication and Visibility Plan

2.1 Communication objectives

Overall Objective: “Steer the Dissemination and Visibility Activities towards the Maximization of the Results”.

Specific Objectives

- Provide the necessary information about the project status, achievements and future opportunities
- Raise awareness to aid planning and coordination to ensure effective implementation and proper visibility

2.2 Target group

Based on the project documents, the following target groups were identified

1. Policy makers
2. SMEs (MPC CCI)
3. Circular economy's communities
4. Local and Regional authorities
5. General public
6. Broder public (Mediterranean)
7. Local communities
8. Women
9. Local SMEs and their professional chambers
10. University students/ Arts, Design and Architecture,
11. Environmental, architectural, planning ... Experts

2.3 Key Messages

Target Group	Change Required through project communication	Communication objectives	Key messages	Potential Communication Channels/ Tools
Policy makers and key stakeholders	<ul style="list-style-type: none"> • Increase knowledge • Change attitude and practices 	<ul style="list-style-type: none"> • Inform about current status and future opportunities • Raise awareness to aid planning and coordination • Informing about the project achievements 	<p>Circular Economy is a tool to achieve communities livelihood</p> <p>Cross-border innovation could be achieved through technology transfer and cooperation</p>	<ul style="list-style-type: none"> • Direct communication through e-mail, skype, personal and group meetings. • Newsletters • Social Media • Meetings • Project Website • Guides • Web-GIS Platform • Conferences
SMEs (MPC CCI)	<ul style="list-style-type: none"> • Increase knowledge • Change attitude and practices 	<ul style="list-style-type: none"> • Inform about current status and future opportunities • Raise awareness to aid planning and coordination 	<p>CCIs plays a critical role across the Mediterranean in enhancing communities socio- economic status especially if they have adopt the CE concept</p>	<ul style="list-style-type: none"> • Direct communication through e-mail, skype, personal and group meetings. • Newsletters • Social Media • Meetings • Project Website • Guides • Conferences • Campaigns
Circular economy's	<ul style="list-style-type: none"> • Increase knowledge 	<ul style="list-style-type: none"> • Raise awareness to aid 	<p>New business models and</p>	<ul style="list-style-type: none"> • Direct communication

communities		planning and coordination	<p>cooperative schemes is required for better exchange of information and expertise as well as enhancing livelihood status</p> <p>Consultation office for the CCI SMEs operation will support to access foreign investments</p>	<p>through e-mail, skype, personal and group meetings.</p> <ul style="list-style-type: none"> • Newsletters • Social Media • Meetings • Campaigns • Project Website • Guides • Conferences
Local and Regional authorities	<ul style="list-style-type: none"> • Increase knowledge 	<ul style="list-style-type: none"> • Informing about the project achievements 	<p>Cross-border innovation could be achieved through technology transfer and cooperation</p>	<ul style="list-style-type: none"> • Leaflets • Posters • Social media • Project Website • Dissemination events • Guides • Web-GIS Platform • Conferences • Campaigns
General public	<ul style="list-style-type: none"> • Increase knowledge 	<ul style="list-style-type: none"> • Informing about the project achievements 	<p>Consultation office for the CCI SMEs operation will support to access foreign investments</p>	<ul style="list-style-type: none"> • Leaflets • Posters • Social media • Project Website • Dissemination events • Guides • Campaigns

Boarder public - Mediterranean	<ul style="list-style-type: none"> • Increase knowledge 	<ul style="list-style-type: none"> • Informing about the project achievements 	Cross-border innovation could be achieved through technology transfer and cooperation	<ul style="list-style-type: none"> • Leaflets • Posters • Social media • Project Website • Dissemination events • Guides • Web-GIS Platform
Local communities	<ul style="list-style-type: none"> • Increase knowledge • Change attitude and practices 	<ul style="list-style-type: none"> • Informing about the project achievements • Raise awareness to aid planning and coordination 	<p>New business models and cooperative schemes is required for better exchange of information and expertise as well as enhancing livelihood status</p> <p>Consultation office for the CCI SMEs operation will support to access foreign investments</p>	<ul style="list-style-type: none"> • Direct communication through e-mail, skype, personal and group meetings. • Newsletters • Guides • Social Media • Meetings • Campaigns • Project Website
Women	<ul style="list-style-type: none"> • Increase knowledge • Change attitude and practices 	<ul style="list-style-type: none"> • Informing about the project achievements • Raise awareness to aid planning and coordination 	New business models and cooperative schemes is required for better exchange of information and expertise as well as enhancing livelihood status	<ul style="list-style-type: none"> • Direct communication through e-mail, skype, personal and group meetings. • Newsletters • Social Media • Meetings • Project Website

			<p>Consultation office for the CCI SMEs operation will support to access foreign investments</p>	<ul style="list-style-type: none"> • Guides • Campaigns • Conferences
<p>Local SMEs and their professional chambers</p>	<ul style="list-style-type: none"> • Increase knowledge • Change attitude and practices 	<ul style="list-style-type: none"> • Informing about the project achievements • Raise awareness to aid planning and coordination 	<p>New business models and cooperative schemes is required for better exchange of information and expertise as well as enhancing livelihood status</p> <p>Cross-border innovation could be achieved through technology transfer and cooperation</p> <p>Consultation office for the CCI SMEs operation will support to access foreign investments</p>	<ul style="list-style-type: none"> • Direct communication through e-mail, skype, personal and group meetings. • Newsletters • Social Media • Meetings • Project Website • Guides • Campaigns • Conferences

2.3 Communication Tools and Channels Identified

Selecting the communication tool shall take into consideration cost-effectiveness of each channel to be used. The following will describe the communication tools which will be used over the project period.

2.3.1 Newsletter Publication

It is expected to produce one newsletter per three months (quarter base) over the project period. This is considered a key tool to inform the relevant target audiences about the evolution of the project and its success stories. The newsletter will be mailed in electronic format and published on the website. It will be designed with standard identity.

2.3.2 Social Media Accounts

It is expected to create accounts and pages using four major social media accounts which are Facebook, LinkedIn, Twitter, and Academia.edu. Therefore, content will be developed on a regular basis with the aim to engage target audiences in a meaningful conversation about several topics related to the project activities including challenges and solutions.

To increase the impact of the project, the project communication team will encourage target groups to share their experiences, insights, photos and videos connected to project topics. Also, the following hashtags will be used: #INNOMED-UP#INNOMED-UP_Mediterranean#upcycling_INNOMED-UP#CircularEconomy

It is important to note that posts will be published in English, and translation could be provided whenever possible. The following hints should be followed for a successful social media posts (source: Communication and Visibility Plan Guide: ENI CBC Mediterranean Sea Basin Programme):

- **Regular:** it is important to post news on frequent base to increase and retain audience. Two posts per a week is preferable
- **Concise:** write short and concise paragraphs rather than long paragraphs with 40–80 characters preferable for Facebook post.
- **Creative:** each post should include high-resolution photos. In addition, videos, infographics and other types of contents (including GIF) could be used.
- **Adaptive:** the news posted should follow updates and provide linkages with new initiatives especially those launched by the EU.
- **Curious:** make use of influencers is a great tool to enrich post viewers and retain audience.
- **Use paid ads:** Advertising on social media is cheaper than on traditional media (newspaper and TV/radio) and impact in terms of engagement and reach can easily be measured.

All posts published using various social media outlet should state that the project is “Funded by the #EU under @ENICBCMed” to the support of the EU/Programme and

to strengthen visibility measures. Also, Facebook and Twitter cover photos shall include the project logo.

2.3.3 Project Banners and Posters

A total of 24 project banners and 48 content posters will be created, where information about the project, including the financial support from the EU ENI CBC MED program will be ensured. Posters and banners will be located visible to the public, such as the entrance area of a conference room. The poster needs to stay visible for the whole time of the project duration. In order to create the poster, a template will be designed and approved by the Lead Applicant by PP6.

2.3.4 Project Leaflet

A total of 11,000 leaflets in all program's languages (English 3.000, French & Arabic 4.000, Greek 2.000, Italian 2.000) will be produced over the project period. Leaflets will be distributed to all project stakeholders and target audiences during project implementation phase, using conferences, campaigns and public events as a tool to reach a wider audiences. Leaflets will serve as a tool of building awareness and knowledge about the project objectives, activities and major achievements.

Publications will focus on the tangible results achieved, not the financial and administrative details. Texts should be short and simple, and pictures used where possible to illustrate the action and its context. Pictures should be of the people involved in the project, rather than the officials responsible for its management.

Publications shall always incorporate the project logo on the top of the cover page as well as the following elements:

- A clear reference that the project is funded by the EU under the ENI CBC Med Programme
- The total budget of the project as well as the amount of the contribution received (in figures + percentage)
- The following disclaimer: "This publication has been produced with the financial assistance of the European Union under the ENI CBC Mediterranean Sea Basin Programme. The contents of this document are the sole responsibility of <Lead Beneficiary's/partner's name> and can under no circumstances be regarded as reflecting the position of the European Union or the Programme management structures."
- Long publications shall also contain the general statement about the Programme and the EU

Statement about the Programme: **"The 2014-2020 ENI CBC Mediterranean Sea Basin Programme is a multilateral Cross-Border Cooperation (CBC) initiative funded by the European Neighbourhood Instrument (ENI). The Programme objective is to foster fair, equitable and sustainable economic, social and territorial development, which may advance cross-border integration and valorise participating countries' territories and values. The following 13 countries participate in the Programme: Cyprus, Egypt, France,**

Greece, Israel, Italy, Jordan, Lebanon, Malta, Palestine, Portugal, Spain, Tunisia. The Managing Authority (JMA) is the Autonomous Region of Sardinia (Italy). Official Programme languages are Arabic, English and French. For more information, please visit: www.enicbcmmed.eu.

Statement about the EU: "The European Union is made up of 28 Member States who have decided to gradually link together their know-how, resources and destinies. Together, during a period of enlargement of 50 years, they have built a zone of stability, democracy and sustainable development whilst maintaining cultural diversity, tolerance and individual freedoms. The European Union is committed to sharing its achievements and its values with countries and peoples beyond its borders"

It is important to note that any partner of the consortium and before issuing any publication, projects beneficiaries shall share the draft version with the Programme communication manager for approval.

2.3.5 Videos

A total of 20 videos (Two or three videos per participating city) will be produced during the project period. Videos will document project activities, pilot clusters, innovative products, open workshops or open reuse market and campaigns. Videos will be distributed and posted using the platforms, and the project social media. In addition, they will be posted on a special channel of YouTube dedicated for the project.

It is important to note that all videos, which will be produced, shall always acknowledge the EU/Programme support and displayed the project logo at the beginning.

2.3.6 Online Platforms

It is expected to develop three kind of platforms over the project period which are: 1) Digital Platform, 2) Asynchronous e-learning platform and the 3) Web-GIS Platform. Partners are encouraged to participate effectively in brainstorming before the development of these platforms.

2.3.7 Press- release

A total of 30 press releases will be published to inform and invite to public events, workshops and training activities during the project. Articles will be published in daily newspapers and specialized magazines and other media at national and regional level. A list of target media will be drafted with the contribution of each partner and will be used to promote project's results and best practices. Once published, it will be uploaded on the project social media channels created.

The press release will be written following the professional guidelines including but not limited to:

- Write a clear, short headline in which you clearly state what the reader is going to learn if he/she dives into the article.
- Identify audience and choose the right style accordingly
- Use catchy tip
- Avoid project technicalities
- Use correct grammar and proofread for errors and typos before sending out the information.
- Add high resolution photographs or drawings that represent your press release.
- Make sure that the EU funding is mentioned in the article/news

A press release will be published at the beginning of the project (to announce the press conference and provide information about the project, expected achievements, and opportunities) and one at the end of project summarizing the main results achieved. The press releases shall contain the following elements:

- The project logo
- A clear reference that the project is funded by the EU under the ENI CBCMed programme
- The total budget of the project as well as the amount of the contribution received (in figure + percentage)
- The following disclaimer: *"This document has been produced with the financial assistance of the European Union under the ENI CBC Mediterranean Sea Basin programme. The contents of this document are the sole responsibility of <Lead Beneficiary's/partner's name> and can under no circumstances be regarded as reflecting the position of the European Union or the programme management structures."*
- The name of at least one person whom the journalist can contact for further information (including email address and telephone number) and the addressee of the project webpage on the programme website
- The release should be kept to one side of an A4 page whenever possible (max. 500 words recommended).

2.3.8 Conferences and Awareness Campaign

The conferences and awareness campaign which are expected to be held over the project duration is a great cost-effective opportunity to view the project objectives and achievements and attract media outlets to cover a newsworthy event. Therefore, the project partners will follow these guidelines before organizing the conference or awareness campaign.

- Select the proper venue
- Select the presenter and speakers carefully
- Select the date properly
- Prepare media kits (press release, info about the project, contact information...etc) to be distributed to journalists and other stakeholders.
- Prepare a media conference or interview/short statement to TV and\ or Radio crews before the conference

- Brief all the presenters/speakers with important information about the project
- Leave time for questions.

2.3.9 Other Communication Tools

- Stationery (e.g. letterheads, fax cover sheets, business cards, email signatures, PPT templates)
- Promotional material such as bags, pens, notebooks, USB sticks.
- Scientific/academic publications.

Part Three: Requirements to finalize this communication plan

Each partner appoints a communication manager and\ or coordinator who will be supervised by the communication manager of the project. The responsibility will be to implement the communication plan. Therefore, each project partner shall:

1. Provides inputs on the communication plan at the kick-off meeting
2. Assign a communication manager and\ or coordinator for each partner
3. Set the communication rules and mechanisms and the way-forward
4. Creates target groups & stakeholders directory which will include names, functions, e-mail addresses...etc.
5. Follow the responsibilities as set in the workplan and ensure delivering his] her part
6. Sends timely information and reports to the Project Communication Manager

Part Four: Evaluation Measures

The implementation of this plan will be monitored and evaluated annually where three reports shall be produced by the end of each year. Project communication manager will collect feedback from each local communication manager, collect planned data, assess the situation, and if needed plan to overcome the challenges and improve the respective activities during the next period.

Indicator	Target Values		
	Year One	Year Two	Year Three
Number of campaigns achieved over the project duration	1	1	1
Number of Newsletters produced	6	6	6
Number of Press releases published	10	10	10
Number of produced and published Videos	8	6	6
Number of Published Facebook posts	50	70	150
Number of Facebook page fans/followers	100	100	300
Number of Published tweets	50	70	150
Number of Twitter followers	100	100	300
Number of Instagram followers	100	100	300
Number of Published video clips on YouTube channel	8	6	6
Number of YouTube channel views	100	100	300
Number of Printed project posters	16	16	16
Number of Printed project banners	8	8	8
Number of Printed and distributed leaflets	5,500	5,500	
Number of Project information published on each partner web site (if applicable)	12	12	24
Number of Visitors to each partners web site (total reach) (if applicable)	5000	5000	5000
Number of Published and distributed guides	3		
Number of Digital Platform users		1	
Number of Asynchronous e-learning platform users		1	
Number of Web-GIS Platform users		1	
Number of Info point in MPC visitors		1	
Number of Info point in EUMC visitors		1	
Number of Conferences	1	1	
Number of Board of open cross-border dialogue		1	
Number of Capitalization Event/Conference			1

Part Six: Communication Budget

Each partner covers its communication costs from the budget line Work Package 2: Communication activities, with 577.193,00EUR. This package is assigned to Future Pioneers for Empowering Communities' (PP6) to manage under the supervision of the National Technical University of Athens (Lead Applicant). It worth to note that several activities within the communication and visibility plan were assigned to different project partners. The following table illustrate these

#	Role	Partner organization	Country
1	Lead Applicant	National Technical University of Athens	Greece
2	Partner 1	Environmental Planning Engineering and Management	Greece
3	Partner 2	Municipality of Prato	Italy
4	Partner 3	Center for Economic and Social Research for the South of Italy	Italy
5	Partner 4	Municipality of Tunis	Tunisia
6	Partner 5	Birzeit University	Palestine
7	Partner 6	Future Pioneers for Empowering Communities'	Jordan

Table 2 below illustrates the specific activities assigned for communication and the budget set for each

#	Activity	Bond	Budget allocated for the activity €
1	Finalize communication and visibility plan and approve it by partners	PP6	11.543,86
2	Supervise implementation, and update of the communication and visibility plan	LA	
3	Evaluate the communication and visibility plan and produce evaluation reports	LA	
4	Design and implement a campaign according to the state of the art updates regarding the Circular Economy principles and best practices across the Mediterranean		98.122,81
5	Design and implement a campaign for the role of CCIs across Mediterranean and their potential to adopt CE principles		
6	Design and implement a campaign for the CCIs clustering at a local level and cross-border innovation & technology transfer		
7	Publish one Newsletter per three months		184.701,76
8	Publish 30 press releases	All	
9	Produce 20 videos (Two or three videos per	All	

	participating city)		
10	Create Social Media accounts and pages at Facebook, LinkedIn, Twitter, Instagram, Academia.edu	PP6	
11	Publish project Leaflet in all program's languages (11,000 leaflets in all program's languages (English 3.000, French & Arabic 4.000, Greek 2.000, Italian 2.000)	LA, PP2, PP4 & PP5	
12	Design and produce project banners and posters	PP6	
13	publish and print 2.000 copies of a guide for access to financing tools at national, Mediterranean, European and internal levels for CCI SMEs in two languages (English – Arabic)	PP4	
14	publish and print 2.000 copies of a guide for Circular Economy in the Mediterranean and its applications in two languages (English – Arabic)	PP5	
15	Develop a Digital Platform for cross-border tools for networking and knowledge diffusion	PP5	
16	Develop asynchronous e-learning platform to host online all the training material produced in WP6	LB	
17	Develop a Web-GIS Platform to will host all the geospatial data collected in WP3, required for the creation of maps in each city	LB	
18	Establishing & Operating Info point in MPC to operate as consultation office for the CCI SMEs in order to support them and access foreign investments	PP3 and PP6	11.543,86
19	Establishing & Operating Info point in EUMC to operate as consultation office for the CCI SMEs in order to support them and access foreign investments	PP3)	
20	Conduct two Conferences at the end of the first and second years	PP2 and PP4	69.263,16
21	Creation of a board of open cross-border dialogue		
22	Publish INNOMED-UP Guides and clustering roadmaps (online)	PP6	
23	Conduct a capitalization event/conference for outreach purposes	LA	

Part Seven: Communication Team

A communication team will be established and will be composed of representatives from the partner organizations involved in INNOMED-UP project. The following is a proposed structure

1. Communication Manager

Lead Partner: National Technical University of Athens from Greece

Role and Responsibilities

The communication manager will be in charge of overseeing all internal and external communications for INNOMED-UP project, ensuring its message is consistent with the EU ENI CBC MED program, and engaging of relevant stakeholders. Also, to supervise communication products which will be developed over the project period and provide final decision before releasing any of these products

Specific responsibilities

- Lead, follow- up, supervise FEPC in the implementation of the communication plan, and ensure effective execution of its content.
- Review and approve all communication products, which will be developed by partners over the project period
- Review, approve and communicate communication reports with the funding entity
- Provide ideas to enrich communication process and support achieving its aims and objectives.
- Respond to media inquiries, arrange interviews, and act as a spokesperson for the project.
- Respond to communication-related issues in a timely manner.

2. Communication Specialist

Project Partner 6: Future Pioneers for Empowering Communities' Members in the environmental and educational fields

Role and Responsibilities

The communication specialist will be in charge of implementing the entire communication plan, ensure fulfilling its articles and communicate effectively with partners and the communication manager on frequent base. Also, act as a liaison between project partners, communication products and communication manager.

Specific responsibilities

- Collaborate with the communication manager effectively to develop and implement an effective communications plan based on the indicators set as well as the target audience needs.
- Write, communicate, receive, send, edit, and distribute content, including publications, press releases, website content, annual reports, speeches, and other marketing material that communicates the project activities, products and/or services.
- Seek opportunities to enhance publicity of the project.

3. Communication Officers

Project Partners: Environmental Planning Engineering and Management (PP1) from Greece, Municipality of Prato (PP2) from Italy, Center for Economic and Social

Research for the South of Italy (PP3), Municipality of Tunis (PP4) from Tunisia, Birzeit University (PP5) from Palestine

Role and Responsibilities

Read carefully the communication plan, and respond to their role and responsibilities according to the indicators. Communicate effectively with the communication specialist in order to ensure high communication process and extraordinary visibility.

Specific responsibilities

- Develop and prepare all related posts which will be uploaded on social media outlets and according to the communication plan guidance, and converse this with the communication specialist
- Develop and prepare the newsletters, and converse this with the communication specialist before sending this for publishing
- Implement all tasks and activities as set in this plan document

Annex