



**MedStrategy Project - Integrated Strategy for Sustainable  
Development of Mediterranean Rural Areas**  
Project reference no.: 2G-MED09-282

**C1 – COMMUNICATION COMPONENT**

**Phase 1 – Communication Plan**

**“Communication Plan”**



CONSORZIO INTERCOMUNALE  
TINDARI - NEBRODI

**June 2010**



KAPE CRES | CENTRE FOR RENEWABLE  
ENERGY SOURCES AND SAVING



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# 1. INTRODUCTION

## 1.1 The MedStrategy project

Today rural areas are prone to a number of problems such as institution fragmentation, demographic declination (migration of young people towards urban centres), poor infrastructures and services, weak economic activities as well as lack of know-how and scarce innovation capacity both in technical and governance terms. On the other hand, rural areas have an extremely valuable natural and cultural heritage representing local identity but not driven by appropriate governance for this territorial level.

MedStrategy project aims at improving and address territorial governance of Med rural areas towards sustainability through an innovative integrated Planning Model (PM). The process will focus on 3 themes:

1. the integration of economic, social, environmental dimensions of sustainability in planning;
2. the development of integrated & shared strategies and actions through the cooperation of local authorities and the engagement of local communities (key actors, stakeholders) for the innovation of territorial governance;
3. the setting up of common objectives & activities (preservation of cultural and natural heritage, competitiveness of territorial system, social & gender equality, etc) for local and transnational synergies of rural areas.

The project involves rural territories of the Mediterranean area, in Italy, Spain, Greece, and Malta. The involved areas are: the territory of Tindari-Nebrodi including 16 Municipalities in the Province of Messina (Sicily); the territory of N. Kazantzakis including 22 communities in the Prefecture of Heraklion (Crete); the territory of Teruel including 10 Municipalities within the Teruel Province (Aragon); the territory around Pembroke which will be “project leader” for the Majjstral Local Council including 13 Municipalities in the District of Northern Harbour (Malta Majjstral). The territories that will be studied are located within different type of administrative structures but they have homogeneous cultural and social identity.

The main lines of intervention are:

- ✓ Diagnosis of the involved territories: assessment of the 3 dimensions of sustainability (economic-social-environmental) through appropriate indicators and

using GIS applications, for identifying trends and conditions, root causes of problems.

- ✓ Diagnosis of the institutional framework: audit of local authorities governance systems for identifying weaknesses and strengths of the present institutional system; review of success governance modes and tools.
- ✓ Establishment of communities participation process through the setting up of local forums that involve key actors and local stakeholders (citizens, local administrators and decision makers, opinion leaders, business sector operators, tourism providers, professional associations, environmental associations, civil society groups etc.) in order to elaborate and produce a common vision of future and shared “green economy” strategies.
- ✓ Setting up of planning model and drawing up of 4 Strategic Plans of the involved territories: SPs will be scheduled following strategic axes and objectives. For each strategic axis innovative and integrated actions will be pointed out. The technical and administrative tools, the financial sources/tools and the key actors requested for the implementation of each action will be defined as well as actions’ time schedule. For the monitoring and the evaluation of SPs, a model report will be defined. It consists in the performance indicators that should be monitored for verifying the implementation progress and the effectiveness of the used tools.
- ✓ Drawing up of 4 key interventions in the involved areas.
- ✓ Transnational synergies in the execution of Planning Models.

The working plan encompasses the following activities:

1. **Diagnosis and ex-ante evaluation of territories and institutions** is foreseen within Project Component 3 (C3). It will aim at realizing, in the four involved regions, an integrated analysis and evaluation of economic, social and environmental sustainability dimensions and of institutional framework. The analysis will regard environmental, social and economic local systems through the development of appropriate set of indicators and GIS applications for identifying trends and conditions. Moreover an analysis of institutional structures of local authorities will be realized in order to point out the interdependences of different institutional levels, the competences of the Local Administrations and their capacity to support/manage

growth and innovation. SWOT analysis will define those factors that could encourage or impede the development policies.

2. **Participation component: strategic common vision**, called C4, will establish a community involvement process. Forums will be locally organized, divided into Plenums and Thematic Focus Groups. Through them it will be possible to identify prior intervention sectors and targets. Meanwhile a selection of success case studies on sustainable local development policies and a process of evaluation of success/failure factors through performance and benchmarking indicators will be realized. Finally it will be implemented a trans-national comparison and evaluation of problems and solutions perceived/proposed by the local actors, constructing a Strategic Common Vision through the application of EASW methodology.
3. **Strategic planning in Med rural areas** will be developed within the Project Component 5 (C5). For each rural area involved in the project a Pilot Operative Plan will be drawn up. This will contain the key actions oriented toward innovation and sustainability of local system, for increasing its competitiveness. Moreover each Plan will define target and key interventions, identifying monitoring and evaluation indicators. For one of them, the partners will define technical solutions, procedure and administrative modalities, human resources and technical competences needed. A comparative evaluation of the results included in the local Pilot Operative Plans, will define the framework of the Transnational Local Development Methodology for the definition of an “*Integrated Strategic Plan for the sustainable development in Mediterranean rural areas*”. The results of this phase will be included in the Guidelines that will be structured as an operative handbook.
4. **Communication Component (C1)** will be carried out through the implementation of a communication plan and through communication campaigns including a set of actions aimed at informing potential and final beneficiaries as well as the general public about the project and to facilitate local and European partnerships. Therefore a strong dialogue with the main stakeholders, will be developed in order to create a continuously increasing of awareness. The aim is not only to provide information on relevant activities and results of the project but also to increase the involvement of stakeholders at a local level through awareness campaigns, seminars, training activities,

etc. National conferences will be organized at the end of the project to disseminate project's results at a local level. Moreover an international conference will have the aim to reach the European institutions and international stakeholders.

## 1.2 Communication Plan contents

This document describes the communication and dissemination strategy of the MedStrategy project. The purpose of this document is to offer the partners of the project a 24-month plan for the communication and dissemination activities in its general lines. This document will be updated accordingly to the project flow in case of new project strategy and to meet new project needs. Moreover it will be enriched by a detailed description on what it will be realized by the partnership in terms of communication in order to become a sort of “report” about MedStrategy communication activities at the end of the project itself.

The document is completed by a short powerpoint version of the communication plan contents which briefly describes the main tools for disseminating project results.

The effectiveness of the strategy designed in the following paragraphs is based on the cooperation and timely of all involved project partners, which will have to strongly cooperate and work at a local level in order to multiply the dissemination impacts.

Communication plan will answer to the main needs expressed by the project's objectives, as briefly summarized by the following scheme.

<b>Project's objective</b>	<b>Activity</b>	<b>Communication tool</b>
Integration of the three dimensions of sustainability in the planning process of rural areas	Diagnosis of socioeconomic and environmental characteristics of the involved areas as a key element for the definition of the Strategic Plans	Awareness raising seminars, observatories of Municipalities, training courses, national conferences.
Improvement of governance	Diagnosis of the institutional framework and adoption of innovative successful ways and tools for their association	Case studies, awareness raising seminars, observatories of Municipalities, training courses.
Reorganization and qualification of administrative structures	Proposal of models in the different territories, including different ways of organization in relation to the different local administrative realities	Communication campaigns, articles, interviews, videos, press releases, website.
Democratic and participative handling of decision making process.	Local community active participation, increase the awareness and consensus about aims, methods and results of the project	Presentation template, project poster, project brochure, website, local dissemination activities, Awareness raising seminars, observatories of Municipalities.

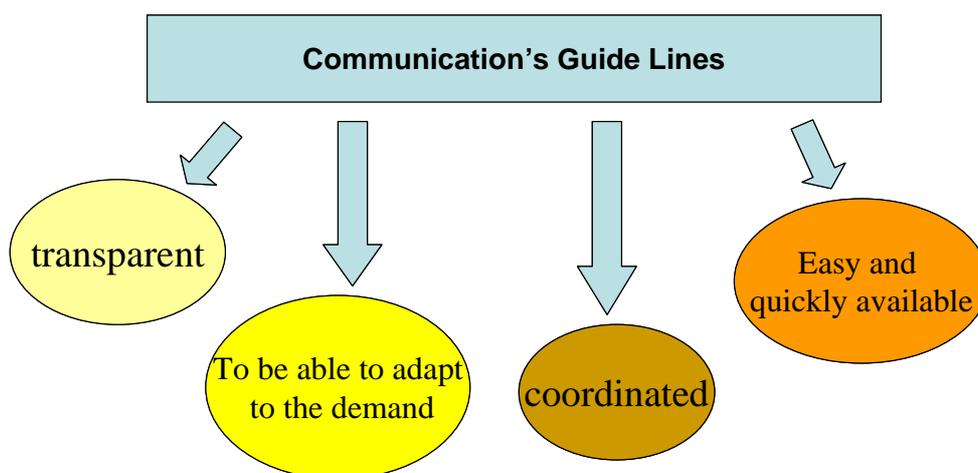
Increasing attractivity and competitiveness of rural areas	Protection and valorization of historic, cultural and natural heritage	Communication campaigns, articles, interviews, videos, press releases, website, national conferences.
Development of trans-national and local synergies	Dissemination and capitalization project measures	Website, communication campaigns, final conference.

## 2. COMMUNICATION AND DISSEMINATION OVERVIEW

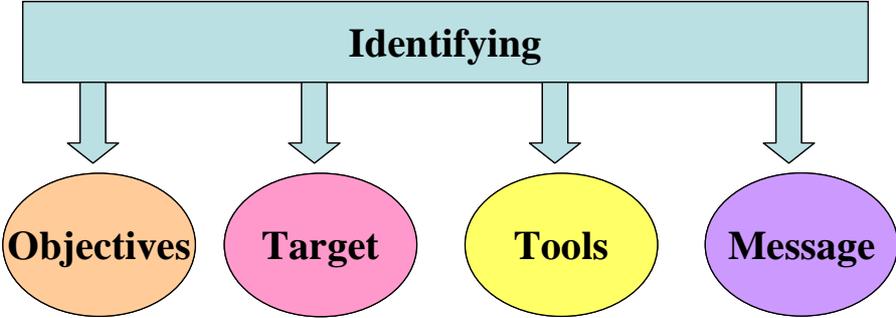
Two kinds of communication are distinguished in this Communication Plan: ‘internal’ communication and ‘external’ communication. Internal communication involves the communication between partners within the project. External communication involves the communication with the outside world and it can be distinguished between communication at a local level (within each region involved in the project) and communication addressed to general public and above all to the MED eligible area.

Both the aspects of the external communication are especially important to MedStrategy project as, on one side, the governance process needs a wide involvement of local actors and stakeholders and, on the other side, a relevant amount of information is generated. Involving and informing different stakeholders and target groups to harvest and disseminate knowledge will therefore be essential.

The basic philosophy which has to be followed in planning communication activities has to respect the generally agreed communication approach, i.e. it must to be transparent, able to be easily adapted to the demand, coordinated, quickly available.



Moreover the communication strategy will cover, as said before, the aims, target groups and messages of the project communication plan. It will be important to define in advance and clearly define detailed, achievable and measurable communication objectives. At the same time, the definition of target groups with their specific characteristics and needs is essential to make communication more effective. As concerns MedStrategy it seems, for example, really important the safeguarding of the dissemination of knowledge and the participation of stakeholders as they represent an integral task of all project work packages and the work process. After defining objectives and tools it will be easier to decide the appropriate tools and messages to be disseminate.



**2.1 Communication and Dissemination objectives**

Dissemination represents a key part within any project. A precise communication and dissemination strategy needs to be planned well in advance in order to maximize its benefits. One of the most important transversal objectives to be considered for the dissemination to the general public will be to identify key messages and simplifying the arguments to facilitate the translation from technical writing (regarding territorial planning) into layman's terms.

In more general terms, MedStrategy communication and dissemination activities will mainly aim to raise awareness on development planning and to encourage local cooperation and transnational networks to promote new governance models for Med area's development.

Specific objectives for external communication will be:

- Encouraging community involvement in a ‘participatory’ process raising their awareness on the development of their area.
- Highlighting the project results and expertise making these visible to the large public.
- Communicating the objectives and results of the MedStrategy project to stakeholders and decision-makers, and to exchange results and lessons learned with stakeholders and other projects.
- Communicating project news to a broader pool of stakeholders and Municipalities.
- Increasing the visibility of the research centres involved in the project and related research activities at an international level.
- Planning the project continuity to EU institutions, policy developers, public authorities, development agencies, research organizations, entrepreneurial & professional associations, investment experts, etc.

Specific objectives for internal communication will be:

- Transferring project news and results and transparency and effective information flux among the involved partners.
- Facilitating knowledge transfer at a local and international level to the associated partners.
- Planning a communication system both for the project Steering Committee and Expert Board.
- Setting up and effective system of exchange of documents among partners.

## **2.2 Project deliverables regarding communication and dissemination foreseen in the project**

To unify all aspects relative to the information about the project and to disseminate them in a uniform and coherent manner, to both stakeholders and wider public, a specific component was included in MedStrategy working plan (C1) addressing “Communication and Dissemination” activities.

This document already represents one of the main deliverables of the communication component but, in the same component, the most important communication tools (which will be described in the next chapters) represent also deliverables: the project logo, the website, press conferences, interviews, articles, project leaflet, local activities brochures, posters, awareness raising seminars, Observatories of Municipalities, national conferences, international final conference.

However it is also necessary to briefly mention the elements of the Working Plan (in other components) which are technical deliverables of the project but which have also to be disseminated. In particular:

- In C3, as concerns Integrated territorial analysis, each **local framework document** of the criticalities of local territorial contexts. These documents will be published to increase the citizens' knowledge of territorial contexts and the awareness of services quality and potentials of their own resources and identity values.
- In C3, as regards SWOT analysis, the **local diagnostic report** containing problems and barriers, opportunities and assets regarding quality and availability of local resources, territorial competitiveness and attractiveness, training and competences of human resources.
- In C4, for the phase of selection and analysis of the success cases, the **report on success cases** including a synthesis of performances and goals achieved in the reference local realities.
- In C4, construction of a transnational strategic common vision, the four **reports based on the application of the EASW®** (*European Awareness Scenario Workshop*) methodology.
- In C5, the component regarding strategic planning, the four **Local Pilot Operative Plans** at and above all the **Guidelines for the drawing up of an "Integrated Strategic Plan for the sustainable development in Mediterranean rural areas"**. The Local Pilot Operative Plans will include: sustainability objectives, intervention sectors/fields, strategic lines, targets, projects and actions, timing, costs, actors, monitoring indicators. The guidelines will single out: environmental and governance audit methods, auto-evaluation methods, participated process models, guide for

drawing-up of local operative plans, efficiency and coherence, monitoring indicators of strategic plans.

### **2.3 Partners role in dissemination**

Main partners responsible for communication and dissemination activities are *Intermunicipal Consortium “Tindari-Nebrodi”* and the *Province of Teruel*: they will be respectively in charge of planning out the general communication strategy (Intermunicipal Consortium “Tindari-Nebrodi”) and practically producing the communication campaign for the project and the website (Province of Teruel). Moreover the Lead partner will give the general lines to be followed in each region with regard to the awareness raising seminars, observatories of municipalities and local conferences.

Nevertheless, it must be considered that local communication will have a fundamental role, not only for disseminating project activities and deliverables (as above mentioned) but also for the involvement of local communities in the strategic planning process.

Each partner will therefore be in charge of the communication activities at a regional level. It will be useful that the local coordinator build a small team that has the task to assist him in the roll out of all the communication tasks. Each partner will be responsible for producing the communication tools to be locally used, to organize the relative events (seminars, observatories, national conferences, etc.) and to produce the necessary information for the general communication tools (for example text, images, etc. to be included in the website with regard to their specific territory).

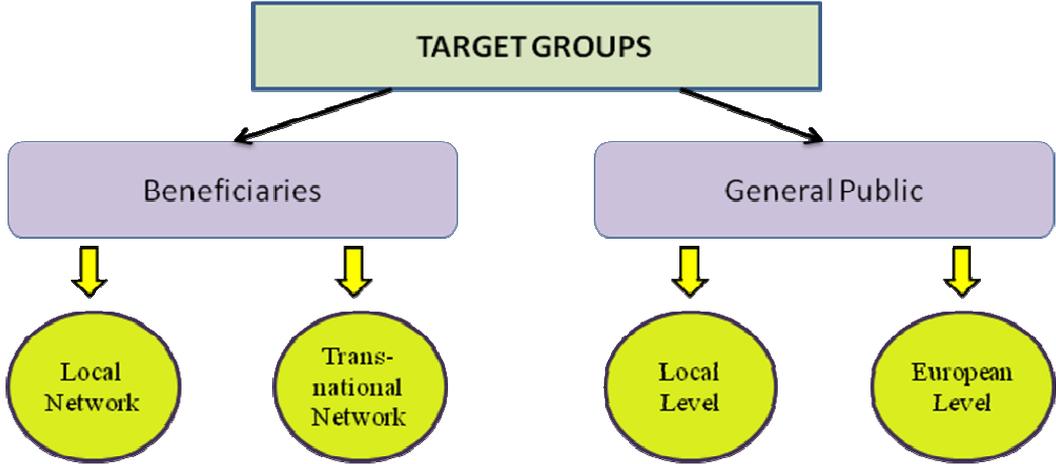
Moreover communication among partners will be an essential part of the process, as the project will only succeed with regular and structured exchange of views and experience. Communication will be granted through meetings and workshops, email, phone calls/conferences and the website of the project. Communication system will aim at developing mutual understanding, to mobilize partners resources and to ensure that partners are working well together. Partners have therefore to cooperate in creating a permanent

framework, both among partners and with local actors, to be used as an ‘internal’ system of information exchange.

### 3. TARGET GROUPS

According to the dissemination goals, we may identify different target groups with different expectations and deriving from various interest areas. Target groups indicate also different phases of dissemination, since at the beginning of the project general and theoretical aspects, as well as planned tasks may be disseminated. During the project’s operation relevant targets who will participate in the pilot courses must be reached and at the end of the project, after project’s products will be produced, knowledge about the results and achievements will be disseminated.

As previously said communication will be addressed at a twofold level: local and European. Target groups of communication and dissemination activities will be the direct beneficiaries of the project process (i.e. the local actors and stakeholders involved in the participative process, citizens, etc.) and the general public (constituted by other Municipalities, citizens, actors, not directly involved in the project development).



Especially key actors and stakeholders will be intensively involved. The collaboration of all local actors will represent the basis for the development of integrated local plans. Trans-

national cooperation among them will allow to reach common and shared outputs and to pass on experience and results to other rural areas. The results of the project will be of interest for other territories in the Med area and in particular for policy makers who could be interested in experimenting the same process.

Most important target groups will therefore be:

- 'Internal' key actors and stakeholders, directly involved in the project. The objective will be to increase their awareness about the project objectives, to sensitize them about sustainability aspects, to involve them in the planning process, to get them a closer interaction with project partners, in order to elaborate and produce a common vision of future and shared "green economy" strategies.
- 'External' key actors and stakeholders. This target is made by opinion leaders, business sector operators, tourism providers, professional associations, environmental associations, civil society groups, etc. across European Mediterranean countries not directly involved in the project. The objective will be to increase their awareness about project activities and to disseminate more 'technical' aspects of the project in order to replicate the experience of MedStrategy project in other areas. The communication goal in this case is therefore of multiplying the effects of the project through the dissemination of the applied methodology.
- Municipalities, Public Administrations and Policy makers: they include European institutions, State administrations, local and regional authorities in Sicily, Spain, Greece and Malta, other public and semi-public bodies towards which communication tools will be disseminated. They should be 'chosen' among the ones which can productively affect the regional/national/international policies on the field. Following the same communication strategy foreseen for 'external' stakeholders, a special attention will be devoted to them in order to disseminate project results and process applied, to transfer the knowledge acquired and to get a strong support to continue project impacts after its end.
- Public Opinion / Media. The objective with this target will be to raise the interest on the project and to let them understand how transnational cooperation projects can help regions in the MED area and contribute to progress in the territorial development. This will let increasing project, partners and MED Programme visibility.

## 4. MEANS OF DISSEMINATION

### 4.1 Project coordinated image

The project will develop a graphical identity. It will improve the MedStrategy project's visibility in all its communication efforts and work to streamline production of communication activities and materials. The graphical identity includes a logo and templates for all print and presentation materials (headed paper, poster, brochure, etc.).

#### *4.1.1 Project logo*

Project logo will be realized at the beginning of the project in order to provide with a common image of the project and partners' to MedStrategy stakeholders and general public. It will allow an immediate recognition of the project and its deliverables and it will be placed in the website and all documents and materials produced, together with EU and MED Programme logos. Its main objectives have to be: branding, creating awareness, drawing attention, being recognized and associated with the project.

The logo will be chosen after a 4-rounds evaluation process:

- I. In the first round the partner responsible for communication campaign (Province of Teruel) will design several logos to choose amongst. These logos will be evaluated and selected by the project partners, who might propose some changes or ask for the addition of new logos. Then a first choice will be made in order to create a panel of logos to submit to the partnership. Partners will evaluate these logos with the opportunity to ask for some changes.
- II. In the second round, only the selected logos (modified accordingly to the partners requirements for a maximum of five logos) will be forwarded to the partners to give them a second choice.
- III. In the third round, the new set of logos will be evaluated by the partners, that eventually will choose the project's official logo. In addition to the selected logo, a strap line has been added to underline the energy emphasis of the project. This logo/strap line will be attached to banner of web platform and all documentation/ postcards/leaflets etc.

The project logo will be accompanied by a short slogan which has to be catchy and full of meaning. It will summarize the international characteristics of the project, the transnational cooperation and the related sector of work in which the project is moving.

#### *4.1.2 Headed paper*

Headed paper will be a common template to be followed by project partners when they have to write letters, communications, requests within the project or as representatives of MedStrategy project with 'external' institutions. It will be for example the frame for the invitation letters to be used to involve local organizations/stakeholders in the planning process.

The headed paper has to include the following logos:

- MED programme
- European Union flag
- MedStrategy project logo
- MedStrategy partners' logos

Partner responsible for communication campaign (Province of Teruel) will design the reference template and propose the partners the character and dimension to be used in the letters.

#### *4.1.3 Presentation template*

Among other dissemination material a presentation template will also be prepared. Its aim will be to promote visibility and awareness of the project through a common way of delivering project's information, progress and results. It will be useful during the involvement process of stakeholders, forums, training courses, conferences, etc.

Its role is to be relevantly associated with the MedStrategy project during presentations provided within conferences, seminars or other similar events by project's partners. The project presentation template will therefore be appropriately consistent with the project's logo colors and character.

The presentation template will consist of title-page template and “normal” page template. Title-page template will involve: project’s logo and title, logo and information on the support of MED Programme and European Union, and space for presentation title, name of presenter and meeting’s date and place. The second template and following ones will involve small logo in the top left-hand corner, space for the slide title and color-adjusted bullets.

As a first draft of the project presentation partners can use the presentation made by the Lead Partner during the first transnational meeting including in it the project logo when ready: if there is any suggestion for modifying it, this has to be made to the partner responsible for communication campaign, which will send the final version to be used by all the partners.

#### *4.1.4 Project Leaflet and Brochure*

During the project a set of project leaflets and brochures will be produced. These two promotional tools will have both the aims of promoting current project’s achievements, giving key issues related to the project, raising an interest among target groups, encouraging to participate in events related to MedStrategy project, but with different contents of information.

Leaflets will be realized in double language English ‘plus’ local language (English/Maltese, English/Italian, English/Spanish, English/Greek). They will include general information about the project aims, target group, deliverables, calendar.

Brochures will be also realized in double language English ‘plus’ local language (English/Maltese, English/Italian, English/Spanish, English/Greek). They will provide more detailed information about the local project (objectives, methods, community involvement) and an abstract of the local projects in the other 4 partners countries.

An additional leaflet will maybe be printed for the final conference including information about the project, involved local networks, achieved results, future perspectives.

Both leaflets and brochures will be printed in A4 (30x21 cm) form.

Leaflets will be printed in 2.000 copies each for a total of 8.000 copies. Brochures, printed in about 1.000 copies for each region for a total of 4.000 copies. Partners will be free to decide if they need a bigger number of copies to be printed for their territory.

The general frame both for leaflets and brochures will be prepared by Province of Teruel and send to partners for approval. The process has to be similar to the one indicated for project logo:

- I. Province of Teruel will propose a set of 3 different graphic structures for the leaflet and a set of 3 different graphic structures for the brochure (following the project coordinated image) and including project logo, EU and MED logos, partners logos and contact details.
- II. Partners will agree on one version of the structure. The final complete version will be send again to the partners for the final approval.
- III. The 'graphic' file of the final version approved will be sent to partners to let them include the double language text and locally print it.

As regards, text to be included in the general project leaflet, this will be developed by the Lead Partner with the agreement / contribution of the Partners. The process to agree on the leaflet's contents will be the following:

- I. Lead Partner will propose a draft version of the text in English to be included and send the framework and the text to the partners.
- II. Partners will agree on one version of the text. The final complete version will be send again to the partners for the final approval.
- III. Final version of the text in English will be send to partners.
- IV. Partners will be in charge of translating the text and print it locally.

For the text to be included in the brochures, as regards more local activities, each region will be free to decide what to include but a general frame has to be agreed among the partners in one of the transnational project meeting.

#### *4.1.5 Project Poster*

During the project different sets of posters will be produced in order to show clearly the project and its objectives and to disseminate project events. Their objective will be to draw people's attention to the project, create a high-level awareness of project achievements, encourage the participation to project's events and to visit project's website. They will be printed each time it will be necessary in one language (Italian, Greek, Spanish, Maltese according to the place where the event is organized) and used in particular before the realization of the training courses, awareness raising seminars, observatories of Municipalities, national conferences and the final international conference.

Poster frame will be in charge of the partner responsible of the coordinated image (Province of Teruel) and send to all partners for agreement and, the final version, to be printed afterwards. Contents would possibly be adjusted also to the target audience of the planned event, but the general frame should be maintained consistent with the project's logo and project's image colors and character. It will also include logos of European Union, MED Programme, etc. according to current regulation on communication activities as previously specified.

Posters will be printed with the 100 x 70 format and number of copies will be decided and costs in charge of the regional partner responsible for that event. They will be posted up in the place with huge stakeholders confluence. The places where to put the poster especially close to the organisation of the events, and especially the final conference, will be increased by the partner which will host the event in order to reach the highest number of potential participants.

#### *4.1.6 Other promotional material*

As the communication plan is a document which MedStrategy project consider as a general but not complete description of all the promotional activities which can be realized during the project's realization, other promotional material will be possibly agreed with the partners but not originally foreseen (cards, banners, etc. Could be an example).

Moreover, it must be underlined that some of the project deliverables, even if structured as ‘technical’ products of the project, can be also partly considered as promotional tools, especially for the stakeholders target group.

We hereby briefly mention:

- ✓ Framework Documents of the criticalities of local territorial contexts. This document will be published in each region to increase the citizen’s knowledge of territorial contexts and the awareness of services quality and potentials of their own resources and identity values.
- ✓ Reports on the institutional framework. These reports, one for each region, will include an analysis of the institutions present in each area and will consist of a Key Indicators Set of Local Authorities efficiency and efficacy, of an interdependences analysis and of a “Local Authorities Conceptual map”.
- ✓ Diagnostic Report which will be published at the end of the process of SWOT analysis. This Report will concern problems and barriers, opportunities and assets regarding quality and availability of local resources, territorial competitiveness and attractivity, training and competences of human resources.
- ✓ Report on Success Cases. This document will include a synthesis of performances and goals achieved in the reference local realities, a comparative experiences analysis, a set of results evaluation indicators.
- ✓ Reports on local EASWs. The document will describe, for each region, the application of the EASW methodology. According to EASW® (European Awareness Scenario Workshop) methodology, forums based on the Framework Document and Diagnostic Report will define in each region two alternative visions of the future: negative (nothing changes) and positive (things change improving). The document will also include a list of participants, common negative and positive visions, shared ideas and projects defined in each Local EASW.
- ✓ Local Pilot Operative Plans. These reports will be structured as a Local Action Plan and will be organized for: Sustainability Objectives, Intervention sectors/fields, Strategic Lines, Targets, Projects and actions, Timing & Costs, Actors, Monitoring indicators.

- ✓ Guideline “Integrated Strategic Plan for the sustainable development of Rural Areas”. This booklet will be the final deliverable of the project and it can be considered the main dissemination tool containing final results of the project. The guideline will be directed to the decision makers in rural areas and consists in a handbook that will guide them step-by-step to implement the Strategic Plan pattern in their areas and will provide them with information about the 4 pilot projects implemented in the framework of the project. The guidelines will single out: Environmental and Governance Audit methods, Auto-evaluation methods, Participated Process Models, Guide for drawing-up of Local Operative Plans, Efficiency and Coherence Monitoring Indicators of Strategic Plans

#### **4.2 Project website and Intranet system**

Internet is considered a preferred communication tool both for European funded projects in general and for territorial development communities at a local level. Its characteristics and the modernity as a communication tool is enriched by its use as mean for building networks. Connected to the MedStrategy project the website can therefore be a fundamental tool both for disseminating project results and activities and for creating local network in order to implement territorial development processes.

Project website will be realized at the beginning of the project. Its main aims will be to disseminate project information, improve external communication, setting up an effective system of communication among partners. It will therefore host all publicly available information of the project along with a private area for project management purposes, moreover it will inform target groups and the general public and will facilitate feedback and exchange of experiences among partners and with other institutions.

As regards the ‘external’ communication, the web site will contain winning and comprehensible graphics, with web surfing areas and continually up-to-date news. In fact the project platform website will be the main tool for presenting the project to the outside

communities, especially for supporting general dissemination, with information regarding the project, its objectives and its approaches as well as fostering active involvement of partners and stakeholders in project activities. From dissemination purposes point of view most important part will be the public one which will be available for the general public and will contain project's information, like project's summary, news, information on the partnership, public deliverables, etc.

The objective in planning the website will be:

- Make the consultation easy and clear
- Involve the participation of the community in the planning process
- Holding publications in the disposal of any interested party
- Explain the obtained results
- Promote the image of the partners
- Favour the internal communication

The website will be regularly updated, news will be introduced, public deliverables will be uploaded, the project's progress will be generally reported.

The logical structure of the main menu in the website will be the following:

- Home
- About us
  - Consortium
  - Partners
    - Intermunicipal Consortium “Tindari-Nebrodi”
    - Anci Sicilia
    - Municipality N. Kazantzakis
    - CRES Centre for Renewable Energy Sources
    - Province of Teruel
    - FDS Foundation for the Social Development
    - Pembroke Local Council
    - Associated Partners
- Project
  - Project description
  - Public deliverables

- Achieved impacts
- Components
- Activities
- Events
- Useful links
  - Institutional links
  - Links related to sustainable development, strategic planning
  - Related projects
  - Partner search link
- MED Programme
- EU Institutions
- Library
  - Documents
  - News
- Site map

The structure of the right side banner in the website main page will include the newsletter menu with a window to input name of the user and email to be registered in the system and the connection window for the intranet system, i.e. username and password.

Concerning ‘internal’ communication, a private area for project management purposes and exchange of documents will be present. All files produced/exchanged by PPs in the framework of the project and uploaded in the intranet system must be named according the codification agreed in the project management component.

The intranet system will also include:

- a forum where it will be possible to form a closed/dedicated group with user name and password access;
- a web repositior where storing files and messages;
- logos/links of other ‘connected’ projects.

### 4.3 Local communication campaigns

The objectives to be achieved by the local communication campaigns are:

- a favorable environment towards the project activities, creating positive and constructive feeling in the participants and community in general
- to assure a good media coverage of all the project activities

To reach these objectives the press officer with the collaboration of the local coordinator should take direct contact with the local press and provide them with some information on the project. This kind of activity could be carried out accordingly to the following timing:

- ✓ at the early stage of the project activities in order to make aware the media;
- ✓ during the launching of project activities in order to assure a wide dissemination of the information.

Local communication campaigns will be totally in charge of the partners of each region and will consist of: press conferences, articles, interviews, videos, press releases, advertising material to be distributed, internet presence. The activities of the dissemination campaigns at a local level, will be organized according to the project timetable.

#### *4.3.1 Press conferences*

Press conferences will be organized at the beginning of the local activities to launch the project at a local level. Main objectives of this activity will be to encourage community involvement and to present project results. Their aim will also be to increase local communities awareness about the project objectives, to sensitize citizens about sustainability aspects, to involve the areas in the planning process, to get them a closer interaction with project partners, in order to elaborate and produce a common vision of future and shared “green economy” strategies.

Other press conferences can be organized for specific purposes or during the transnational meetings of the partnership.

In order to have a good result it is necessary that the local coordinator partner will:

- ✓ Arrange the hour, date and venue of the conference at least 4 weeks before
- ✓ Arrange a guest list at least 4 weeks before
- ✓ Post the invitation letter at least 2-3 weeks before
- ✓ Forward a first invitation e-mail at least 2 weeks before
- ✓ Forward a second reminder e-mail at least 3 days before
- ✓ Recall the important guest at least 3 days before

#### *4.3.2 Articles publishing, interviews, videos*

The aim of this promotional activities is obviously to obtain a wider visibility among communities and target groups.

Articles publishing in particular can be considered a promotional tool able to reach especially stakeholders and public administration bodies. Its potential communication impact will be strictly connected to the ‘scientific value’ of the project and its contents but also to the partners’ capacity of transmitting the methodology to territorial planning actors. Articles within specialized magazines will especially be aimed at the promotion of the project in other contexts.

The results of the applied methodology will be disseminated to appropriate organizations and related material will be prepared for seminars and conferences and distributed to international forums.

Each region will publish at least 2 papers and/or presentations for non-project conferences. Publication of articles can be enriched by videos on local TVs and interviews both on journals and newspapers.

#### *4.3.3 Press releases*

Press releases are written or recorded short communication spread via a particular media channel in order to announce something claimed as having news value. Depending on the media channel the release might be concentrated on spreading news related to the particular topic (news release, which is compilation of facts, then developed by journalists to complete

the short “story”), or it might be concentrated on expressing opinion (for example to highlight an important event).

Press releases will allow the local coordinator to contact the media in a efficient way and to leave him/her a set of documents. The press release will also allow journalists to get wide information in a quick practical way.

This communication tool will be used to spread the latest information about MedStrategy project and it can be especially useful during the courses’ lay out.

Moreover, a press releases will be written on the occasion of the launch of each transnational meeting, of each national conference and of the final conference. The press release will be preferably written in English and it will be translated and adapted by the communication department/press offices internal to each partner. This office will be in charge of spreading the press release to the local newspapers. This procedure will ensure to have a standardized but flexible (as managed at community level) communication to local media.

In order to provide press release relevant media channels shall be identified and then selected according to their best suitability to the project’s needs. In the case of MedStrategy project all possibilities of publicizing a short release will be named press releases independently of the media type. The most suitable media channels will be selected during the project’s course.

#### *4.3.4 Advertising material to be distributed*

During local events and activities all the communication material mentioned in the previous chapter will be distributed. We hereby are referring in particular to the project leaflet and the project brochure in double language (see paragraph 4.1.4) and to the project “products” included in paragraph 4.1.6, with a particular regard to the final project product, the Guidelines “Integrated Strategic Plan for the sustainable development of Rural Areas”.

#### *4.3.5 Internet presence*

The objective of this dissemination activity will be to increase the multiplier effect of the communication strategy through web and spreading information, sharing opinions, getting feedback, joining discussions.

Province of Teruel will provide the MedStrategy project with a banner showing a short advice of the project coordinated image. The banner will be useful to be published on the interested web sites:

- Newspapers
- Public Administrations
- Enterprise associations
- Business associations (consortiums, clusters, etc.)
- etc.

In addition it will be useful to use partners websites, so as their related networks websites too, to increase the multiplier effect of the communication strategy.

A presence can also be evaluated on other internet sites, as for example social networks: Twitter, LinkedIn, Facebook, etc.

#### **4.4 Seminars, workshops, conferences**

Seminars, workshop and conferences will have the aim to aware local communities about the process the MedStrategy project wants to apply and to disseminate the process results. The dissemination tools and activities connected to these part of the communication plan will have to be chosen according to the this specific target group to involve, selecting the appropriate channel, developing key communication messages, choosing the most suitable communication materials among a wide range of, increasing the chances of reaching and influencing the target audience to participate at the project.

#### *4.4.1 Awareness raising seminars*

Awareness raising seminars will be addressed to different institutional level staff, leaders and actors to introduce them the project and collect adhesions for training courses. Their main aim will therefore be to encourage community involvement with special regard to institutional staff to include in participation strategic planning process.

#### *4.4.2 Training courses and Observatories of Municipalities*

In Italy, Greece, Spain and Malta a training course for local authorities and local experts focused on development planning, objectives, methods, best practices, quality of management, services and products, will be organized.

The training courses will aim at providing opportunities for learning and getting qualified experts. They will see the participation of local experts, decision makers and local authorities staff, also external to the project. Courses will focus on sustainable development planning, methods, best practices, etc.

The courses will improve the involvement of local communities through training of the above mentioned representatives: the long-term objective in each area will be the settlement of a Permanent Observatory for local authorities staff and local experts working on quality of management, objectives, methods, best practices and above all green new deal strategies for the creation of local and transnational projects.

Training courses will become the Standing Observatory of Municipalities. This activity will have the aim of involving other Municipalities than the ones included in the 'project'. The information and dissemination will have to be effective on territories which could be interested to be informed on MedStrategy and its methodology and would like to apply the process in the next future.

#### *4.4.3 National conferences*

National conferences will aim at warranting the diffusion and promotion of the project, supporting participated processes and exchange of know-how and starting up of “green new deal” strategies. They will be specifically addressed to policy developers, public authorities, development agencies, research organizations, entrepreneurial professional associations, investment experts but also to local citizens.

Generally speaking, national conferences will be organized at the end of the project in order to enhance dissemination of project results and knowledge transfer from the partners towards local and national communities.

All the national conferences will be held before the final conference (see paragraph 4.4.4), in order to provide also a further framework and contents for the final conference event. National conferences, named “MedStrategy days”, will be organized between March and May 2012, one in Italy, one in Greece, one in Spain and one in Malta, to amplify the communication impact and to increase the chances of reaching and affecting stakeholders.

The national conferences will foster and share best practices, pilot projects, presenting the most important results coming from project activities, potential impacts and potential implementation of the experimented planning processes, involving different kind of stakeholders’ organizations.

Moreover, during each national conference, the “Local Pilot Operative Plan” for the integrated development of that rural area will be presented (available also on the website).

In order to disseminate the information regarding the organisation of the national conferences, some specific dissemination activities will be undertaken in each country:

- Inclusion of banners on partners websites
- Printing of dissemination material and local distribution (e.g. posters)
- Mailing national conference agenda and contents to local partners / networks

- Press campaign: buying of a local newspaper space for advertising the event, involvement of local journalists for writing articles, editorials, etc.

#### *4.4.4 Final conference*

The final international conference will be organized in Sicily (region of the Lead Partner of MedStrategy project). The target audience will be EU institutions, policy developers, public authorities, development agencies, research organizations, entrepreneurs & professional associations, investment experts.

It will aim at warranting the diffusion and promotion of the project, supporting participated processes and exchange of know-how and starting up of “green new deal” strategies. Other main objectives will be to disseminate project results and to plan the project continuity and potential future developments together with EU institutions and other target audience.

The conference will also be the main chance to present the main project deliverable, i.e. the Guidelines for the drawing up of an “Integrated Strategic Plan for the sustainable development in Mediterranean Rural Areas”. The guidelines will single out:

- Environmental and Governance Audit methods
- Auto-evaluation methods
- Participated Process Models
- Guide for drawing-up of Local Operative Plans
- Efficiency and Coherence Monitoring Indicators of Strategic Plans

Two speakers will be invited from each partner institution to organize and participate (delivering keynote lectures) in the conference. Speakers from EU institutions and from other EU countries which are the excellence in their area will be invited to the conference not only for attending them, but also for discussion on potential collaborations, on the enlargement of the current networks and decision on project continuity.

The event will be anticipated by a press conference. The press conference will be organized in order to amplify at European level the dissemination of project results. During the press

conference newspapers and journalists will be invited, so as to increase project visibility. A press folder will be distributed to the events' guests.

The conference is supposed to be organized at the end of the project, so as to have the chance to show to the audience project outcomes, amplify the results and multiply the positive impact.

## **5. MONITORING OF COMMUNICATION PLAN**

A monitoring process of the results reached by the communication and dissemination activities will be implemented in order to evaluate them but also to minimize mistakes and prevent risks, valorizing the most effective solutions.

Monitoring process will be an added value for the communication plan as it will increase the qualitative level and optimize the use of the available resources. Monitoring process has moreover the advantage to give a look on the target group reactions and therefore measure how the information given was effective, exhaustive and in-time.

It must be however underlined that this process can be useful and effective only with the active cooperation of all the subjects involved in the communication plan (project's partners, target groups, etc.) in order to follow a *learning organisation* model which can constantly improve the final outcomes.

There will therefore be the organisation of interaction with communication target groups and partners, with the aims of:

- Constantly improving the Communication Plan;
- Measuring the quality of the undertaken activities;
- Verifying the real reaching and involvement of the target groups;
- Verifying the correspondence between results and original objectives;
- Understanding changes in target groups;
- Measuring improvements in project's visibility.

Finally a quantitative evaluation will be possible through the calculation of a proper set of indicators, already mentioned in the application form, where a target to be reached was already defined, The following table list all the targets which has to be reached through communication.

<b>Indicator</b>	<b>Forecast</b>
Number of communication tools developed from the following list: brochures, DVD, Cd Rom, video, guides, etc.	4 Communication Tools
European institutions towards which communication tools will be disseminated	4 Target structures for communication tool dissemination
State Administrations towards which communication tools will be disseminated	4 Target structures for communication tool dissemination
Local and Regional Authorities towards which communication tools will be disseminated	120 Target structures for communication tool dissemination
Other public and semi-public bodies towards which communication tools will be disseminated	100 Target structures for communication tool dissemination
Private sector towards which communication tools will be disseminated	100 Target structures for communication tool dissemination
Specific partners towards which communication tools will be disseminated	4 Target structures for communication tool dissemination
Number of websites developed	1 Website
Number of connections to the website	To be determined
Number of databases developed	1 Database
Number of updated on-line databases which will remain even after the closure of the project	1 Database
Number of targeted communication actions carried out by the partnership from the following list: events, seminars.	13 Communication actions
European institutions concerned by communication actions	2 Target structures for communication tool dissemination
State Administration concerned by communication actions	4 Target structures for communication tool dissemination
Local and Regional Authorities concerned by communication actions	60 Target structures for communication tool dissemination
Other public and semi-public bodies concerned by communication actions	50 Target structures for communication tool dissemination
Private sector concerned by communication actions	50 Target structures for communication tool dissemination
Specific partners concerned by communication actions	2 Target structures for communication tool dissemination

**ANNEX I**  
**POWER POINT PRESENTATION OF COMMUNICATION PLAN**

# MedStrategy

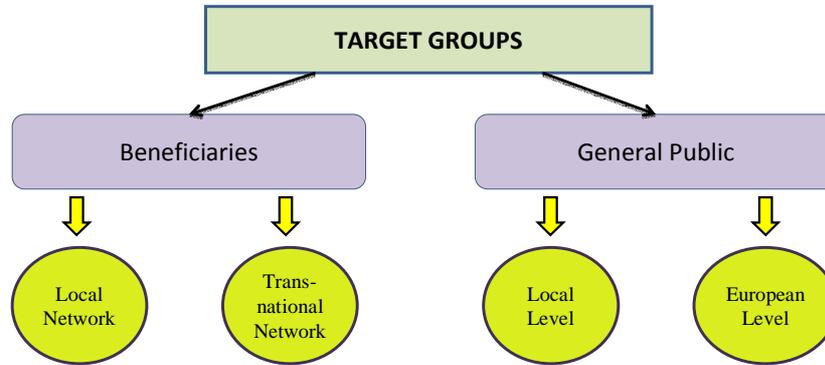
-Integrated Strategy for Sustainable Development of Mediterranean Rural Areas-

Powerpoint version of the communication plan contents  
describing the main tools for disseminating project results

Deliverables	Contents	Partners in charge
Communication Plan	Objectives, targets, activities (generally described)	Consorzio Tindari-Nebrodi
Graphical Coord. Image	Logo, headed paper, brochure, depliant, poster,...	Province of Teruel
Website	Main structure, pages, intranet system. Management and up-dating.	Province of Teruel Consorzio Tindari-Nebrodi
Communication campaign	Strategy for communication campaign. Communication campaigns at a local level.	Province of Teruel All partners
Conferences & workshops	Awareness raising seminars, Observatories of Municipalities, Training Courses, National Conferences	All partners
Final Conference	Presentation of the final results of the project	Consorzio Tindari-Nebrodi

Every Communication deliverable/activity must follow Regulation (EC) no. 1083/2006

**COMMUNICATION PLAN APPROACH**



**GRAPHICAL COORDINATED IMAGE**

*Objectives: Coherence on the dissemination at a vertical and transnational level*

- ✓ Logo
- ✓ Headed Paper
- ✓ Project presentation template
- ✓ Brochures (general framework). Text in double language
- ✓ Posters
- ✓ Website (as concerns this aspect)

## WEBSITE

*Objectives: Disseminate project information, improve external communication, setting up and effective system of communication among partners*

- ✓ Description of the project contents
- ✓ Brief description of partners and related links
- ✓ Links with the EU institutions
- ✓ Link with the MED Programme website
- ✓ Links related to sustainable development, strategic planning, ...
- ✓ Project deliverables
  
- ✓ **Intranet** → **"Internal" communication among partners**
- ✓ Project documents
- ✓ Forum between partners (as an alternative: skype, msn, ...)

## COMMUNICATION CAMPAIGNS

*Objectives: Encouraging community involvement, presenting project results*

- ✓ Local press conferences (published articles, videos)
- ✓ Local communication on project activities (published articles, interviews, videos)
- ✓ Advertising material to be locally distributed (mailing lists)

## CONFERENCES & WORKSHOPS

*Objectives: Encouraging community involvement, presenting project results*

- ✓ **Awareness raising seminars (Registration of participants, advertising material, mailing list)**  
For different institutional level staff, leaders and actors to introduce them the project and collect adhesions for training courses
- ✓ **Observatories of Municipalities (Registration of participants)**  
For other Municipalities, outside the 'project' territory which could be interested to be informed on MedStrategy and its methodology
- ✓ **Training Courses (Registration of participants)**  
For local authorities and local experts, focused on development planning, methods, best practices, etc.
- ✓ **National Conferences (Registration of participants, advertising material, mailing list)**  
For policy developers, public authorities, development agencies, research organisations, entrepreneurial & professional associations, investment experts.

## FINAL CONFERENCE

*Objectives: Disseminate project results, planning the project continuity to EU institutions, policy developers, public authorities, development agencies, research organisations, entrepreneurial & professional associations, investment experts, ...*

- ✓ Project deliverables
- ✓ Local and transregional reports
- ✓ **Guidelines for the drawing up of an "Integrated Strategic Plan for the sustainable development in Mediterranean Rural Areas"**
- ✓ Conclusions of the project
- ✓ Potential future developments (project continuity)

**MONITORING COMMUNICATION PLAN  
INDICATORS (1/3)**

Indicator	Forecast
Number of communication tools developed from the following list: brochures, DVD, Cd Rom, video, guides, etc.	4 Communication Tools
European institutions towards which communication tools will be disseminated	4 Target structures for communication tool dissemination
State Administrations towards which communication tools will be disseminated	4 Target structures for communication tool dissemination
Local and Regional Authorities towards which communication tools will be disseminated	120 Target structures for communication tool dissemination
Other public and semi-public bodies towards which communication tools will be disseminated	100 Target structures for communication tool dissemination
Private sector towards which communication tools will be disseminated	100 Target structures for communication tool dissemination

**MONITORING COMMUNICATION PLAN  
INDICATORS (2/3)**

Indicator	Forecast
Specific partners towards which communication tools will be disseminated	4 Target structures for communication tool dissemination
Number of websites developed	1 Website
Number of connections to the website	To be determined
Number of databases developed	1 Database
Number of updated on-line databases which will remain even after the closure of the project	1 Database
Number of targeted communication actions carried out by the partnership from the following list: events, seminars, conferences, exhibitions, information and awareness raising campaigns, etc.	13 Communication actions

**MONITORING COMMUNICATION PLAN  
INDICATORS (3/3)**

Indicator	Forecast
European institutions concerned by communication actions	2 Target structures for communication tool dissemination
State Administration concerned by communication actions	4 Target structures for communication tool dissemination
Local and Regional Authorities concerned by communication actions	60 Target structures for communication tool dissemination
Other public and semi-public bodies concerned by communication actions	50 Target structures for communication tool dissemination
Private sector concerned by communication actions	50 Target structures for communication tool dissemination
Specific partners concerned by communication actions	2 Target structures for communication tool dissemination

**First DEADLINES – Proposal of Calendar agreed during first transnational meeting**

Date	Activity	Partner in charge
20th July	First Draft of Communication Plan sent to partners	Consorzio Tindari-Nebrodi
31st July	Proposal of deadlines for the logo choice process	Province of Teruel
25th July	Comments / remarks by partners on Communication Plan	All partners
31st July	Final version of Communication Plan and approval by the Steering Committee	Consorzio Tindari-Nebrodi Steering Committee
30th September	Final version of the most voted project logo sent to all partners	Province of Teruel
30th September	First release of project website homepage and intranet system	Province of Teruel