

**PROJECT TITLE:****Improving the Effectiveness of Capabilities (IEC) in EU conflict prevention**

## D8.1 Dissemination Plan

Lead beneficiary: Centre for European Perspective

Delivery date: 02/07/2015

Revision: 11.0

Dissemination Level	
PU: Public	X
PP: Restricted to other programme participants (including the Commission)	
RE: Restricted to a group specified by the consortium (including the Commission)	



## Abbreviation List

AB – Advisory Board  
AIG – Advisory and Integration Working Group  
CEP – Centre for European Perspective  
CFSP – Common Foreign and Security Policy  
CIVCOM – Committee for Civilian Aspects of Crisis Management  
CSDP – Common Security and Defence Policy  
DC – Dissemination Committee  
DG DEVCO - The Commission's Directorate-General for International Cooperation and Development  
DG ECHO - The European Commission's Humanitarian Aid and Civil Protection department  
DP – Dissemination Plan  
DPKO – Department of Peacekeeping operations  
EC – European Commission  
EDA – European Defence Agency  
EEAS – European External Action Service  
ESDC – European Security and Defence College  
EU – European Union  
EU CIVCAP - Preventing and Responding to Conflict: Developing Civilian Capabilities for a Sustainable Peace  
EUGSs – End User Groups'  
EUMC – European Union Military Committee  
IECEU - Improving the Effectiveness of Capabilities in EU Conflict Prevention  
IOs – International organizations'  
IOM – International Organization for Migration  
NATO – North-Atlantic Treaty Organization  
NGOs – Non-Governmental Organizations  
NMLA – New Media based Learning Application  
OSCE – Organization for Security and Co-operation in Europe  
PMG – Political Military Group  
PSC – Political and Security Committee  
SEDE – Security and Defence  
UNDP – United Nations Development Programme  
WOSCAP - Whole of Society Conflict Prevention and Peacebuilding



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## 1 INTRODUCTION

Dissemination Plan (DP) for the Project *Improving the Effectiveness of Capabilities in EU Conflict Prevention* (IECEU) represents an important tool to ease the dissemination of results and activities towards the relevant actors. The Work Package (WP) 8.1 leader, Centre for European Perspective, has designed this deliverable (D L8.1) and it is reviewed by all IECEU Consortium partners.

Dissemination is defined in the Horizon 2020 Rules for Participation in the following way: “The public disclosure of the results by any appropriate means, including by scientific publications in any medium”.<sup>1</sup> As specified in the IECEU Project Management Handbook by dissemination we “refer to activities being aimed at the broad spreading of information and knowledge regarding issues, which include **mainly information provision and raising awareness among a well-targeted wider audience.**”<sup>2</sup> The main stakeholders of the IECEU project are the European Union, other EU projects on the same topic, EU Member States, CSDP missions and operations, particularly policy-makers, along with academic communities as well as other training organisations and think tanks. It is also relevant to amplify the engagement of different stakeholders in order to reach the set project goals. DP is an integral part of WP8 Dissemination, whose main objectives, include:

- to ensure the end users, stakeholders and beneficiaries of the information are actively involved and to enhance their interest
- to ensure efficient dissemination of the project goals, activities, progress and achievements between project participants and public
- to participate and report in relevant forums to disseminate results, achievements and solutions
- to provide the consortium with a strategic framework to follow in disseminating the work and results of IECEU
- information collected from each partner enables the consortium to notice gaps in reaching specific identified stakeholder groups and different dissemination tools so that performance can be improved during the project duration.

This document consists of six sections. After the summary of the document, the following section provides a short IECEU project overview. Further in the document the third section concentrates on the placement

<sup>1</sup> European IPR Helpdesk: Fact Sheet. *The Plan for the Exploitation and Dissemination of Results in Horizon 2020*.

<sup>2</sup> IECEU D 9.2 *Project Management Handbook*, available in the Publications section at [www.ieceu-project.com](http://www.ieceu-project.com).



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of the dissemination plan within IECEU. The fourth section is focused on the dissemination methodology, whereas the fifth section describes the dissemination plan and the sixth session is dedicated to the monitoring of the mentioned dissemination plan.



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## 2 IECEU PROJECT OVERVIEW

IECEU project aims towards enhancement of European Union (EU) external activities. The consortium is coordinated by Laurea University of Applied Sciences (Finland) and consists of a diverse group of civilian, research and military organisations reflecting the variety within EU missions. The overall goal of the project is to find out new approaches and solutions to respond the future challenges and threats.

The IECEU Consortium consists of multinational team of 11 partners from 7 different countries (Finland, Denmark, Slovenia, Ireland, Austria, Netherlands, and Belgium). IECEU is funded by the EU Framework Programme for Research and Innovation Horizon 2020 and it studies the conflict prevention, crisis management and peacebuilding capabilities of EU. The project analyses and evaluates the missions' and operations' effectiveness in three selected, case study areas, where Common Security and Defence Policy (CSDP) activities are represented: Balkans, Africa, Middle East/Asia. Such comprehensive analysis of current external actions can provide better answers to creating more effective missions and operations.

Through analyses and evaluations the project will identify the best practices and develop new approaches and solutions. In order to achieve the set goals IECEU project aims to strengthen cooperation between different actors in the operational context. The project looks to provide recommendations for EU to guarantee the long-term stability.

The three main goals of IECEU –project are:

- 1) Analysing and assessing the current situation of on-going and past missions and operation
- 2) Recognising effectiveness of EU external actions and the impact
- 3) Learning from lessons provided by these missions and operations
- 4) Providing new solutions, approaches and recommendations for EU to guarantee long-term stability.

Specific objectives of the project are to create recommendations of new types of solutions and mechanisms for conflict preventative activities as an approach to guaranteeing safe communities and for the EU to strengthen its capabilities and to focus its strengths more effectively.



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### 3 PLACEMENT OF THE DISSEMINATION PLAN WITHIN IECEU

The main objective of the work package (WP) 8 - Dissemination and Exploitation work package is to provide general information on the project and its results to the interested public and relevant stakeholders.

Development of dissemination plan and relevant dissemination tools is a fundamental part of the IECEU project in order to keep the ongoing activities of the project visible to audiences and engage the main stakeholders and end-users (academic as well as practitioners) in an interactive approach, to receive relevant feedback. Dissemination will act as an important tool in terms of achieving the overall goals of IECEU: "Improving the Effectiveness of the Capabilities".

Dissemination tools will allow easier access to the project information, activities, findings, and results and will be a combination of the following activities:

- Setting up the IECEU website
- Development of communication and dissemination strategy
- Preparation of communication material (press release, PR letters, newsletters, videos)
- Development of communication strategy using social media (Facebook, Twitter, LinkedIn)
- Organisation of events (round tables, training, policy dialogue, expert discussion in online discussion board and a final conference)
- Integration with relevant trainings.

The essential part of dissemination and communication is the establishment of a website to assure sustainability, encompass relevant information about the project and its activities. The *website* will include the secured internal website for Consortium use (eDuuni –platform). The maintenance of website is the responsibility of the coordinator of IECEU project. *The online discussion board* will become part of the website in autumn 2016 and is an important platform that will be used in other work packages tasks (expert discussions, policy dialogues etc.). The maintenance of the online discussion board is responsibility of the IECEU project coordinator.

*The social media tools* will support the dissemination. Facebook, Twitter and LinkedIn accounts have been established and WP8 leader (CEP) is responsible for maintenance of the social media tools while all partners are invited to provide relevant content.



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A short *press releases and PR newsletter* will be circulated by CEP to the selected stakeholders during the relevant stages of the project.

Several *events* (round table, train-the-trainer workshop, policy dialogue, expert discussion in online discussion board, final conference) will be organized in the course of the project with the aim of briefing the audiences regarding the project outcomes. The final conference will be the main public event of the project. CEP will develop a conference programme, a communication plan for the conference and organise it at the end of the project (M33).

Project outcomes and results will be communicated to the relevant civilian and military training institutions and *integrated in their training programmes*. CEP will develop an integration plan and communicate it to the training community.

### 3.1 AIMS AND OBJECTIVES OF DISSEMINATION

The general aims and objectives of dissemination in Horizon 2020 projects are the following:

- Showing **how European collaboration has achieved more than would have otherwise been possible**, notably in achieving scientific excellence, contributing to competitiveness and solving societal challenges
- Showing **how the outcomes are relevant to our everyday lives**, by creating jobs, introducing novel technologies, or making our lives more comfortable in other ways
- **making better use of the results** by making sure they are taken up by decision-makers to influence policy-making and by industry and the scientific community to ensure follow-up.<sup>3</sup>

For the IECEU project, **contributing to solving societal challenges** (specifically in relation to the project's third objective of *providing new solutions, approaches and recommendations for the EU to guarantee long-term stability*) and **making sure that results are taken up by key decision-makers to influence policy-making** are key objectives of dissemination.

As CSDP missions are a direct result of European collaboration, the project has the potential to examine this aspect. In its dissemination activities the IECEU consortium will also consistently stress that as a Horizon 2020 funded project it is collaboration between 11 partners from 7 different European countries and thus proves that European collaboration is at the core of the project.

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<sup>3</sup> European Commission (2014), *Communicating EU research and innovation guidance for project participants*.



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Due to the nature of the IECEU project its outcomes are not directed towards the daily lives of the most Europeans. However, if key-decision makers take up and use the project results in policy-making, it has the potential to impact the daily lives of those living in countries with the current and future CSDP missions if the EU's potential for guaranteeing long-term stability via these missions improves. Therefore reaching these key stakeholders is essential for the project and the main goal of its dissemination. Additionally, if the results of the project succeed in providing inputs that are implemented for the pooling and sharing of resources, there is a potential indirect impact towards reducing costs and possibly releasing funds towards other societal challenges.

The value of the IECEU project is based on what impact its outcome will have concerning lessons learnt. DP is also necessary for an efficient implementation of the following actions:

- Raising awareness about the project and importance of research in the field of conflict prevention, crisis management and peacebuilding as a systemic approach to information sharing among stakeholders, end users and interested parties
- Communicating the project activities and research results to the public
- Facilitating international cooperation in the field of conflict prevention, crisis management and peacebuilding analysis in order to create new information sharing and knowledge exchange networks
- Involving actors from the CSDP missions and operations, local institutions in the host countries, academic sphere, think tanks and others in focus discussions, workshops and other events to reflect and take part in the research and disseminate research results
- Organisation of raising awareness activities (round tables, train-the trainer workshop, policy dialogue, expert discussion, final conference) among relevant actors
- Facilitating cooperation among other projects relevant to these topics.



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## 4 DISSEMINATION METHODOLOGY

IECEU dissemination will focus on answering the questions “WHAT? HOW? WHERE? WHY? WHEN?”, relevant in terms of communication, dissemination and exploitation of the project results and findings.

This IECEU methodology is built on Grant Agreement and the following two documents: *Communicating EU research and innovation guidance for project participants* (Version 1.0, September 2014), *EU international cooperation in R&I, Transition to Horizon 2020, Communication of EU funded Projects: A Strategic Approach, Fact sheet – The Plan for the Exploitation and Dissemination of Results in H2020* and *Communicating EU research and innovation guidance for project participants*.

There are three phases of dissemination: Before the project – during the project – after the project.

The specific objectives of the dissemination methodology are to:

- Develop differentiated communication tools that address various **stakeholders and end-user groups (EUGs)**; e.g. EU policy makers, CSDP mission representatives, academia, training community) in communicating project objectives, activities, results and their relevance.
- Carry out dissemination of project results via different **communication tools** (e.g. project website, the media, social media platforms, developed communication material, New Media based Learning Application) and other published documents of the project.
- Define the activities (**channels**) to be facilitated before, during and after the IECEU project.

In order to address the objectives of the project and achieve the above-mentioned aims effectively, the IECEU DP needs to provide an overall framework for managing and coordinating communications that directly and indirectly take place within project. As such it has to define:

**STAKEHOLDERS, EUGs** - who are the target groups of the IECEU

**INFORMATION** - what messages does IECEU want to convey to each target group

**TOOLS** - how the messages will be communicated

**CHANNELS** - who will communicate the messages and how

**SCHEDULE** - when will the messages be communicated.

Part of the dissemination methodology is **evaluation**, to assess the effectiveness of the dissemination plan (see chapter 6 for more details). The consortium will take an integrated approach to dissemination, using shared communication and dissemination tools, supported by a consistent communication and



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dissemination methodology. This approach includes inputs and contributions to the strategy and development of dissemination materials by all consortium members and their direct involvement in the communication and dissemination activities, which will be backed by efficient internal communication. Such a framework is to provide relevant, accurate and consistent information to all stakeholders/EUGs at all times.

The overall dissemination methodology of IECEU is a combination of defined stakeholders/end user groups (EUGs), tools to be used and activities to be taken into account before, during and after the project.

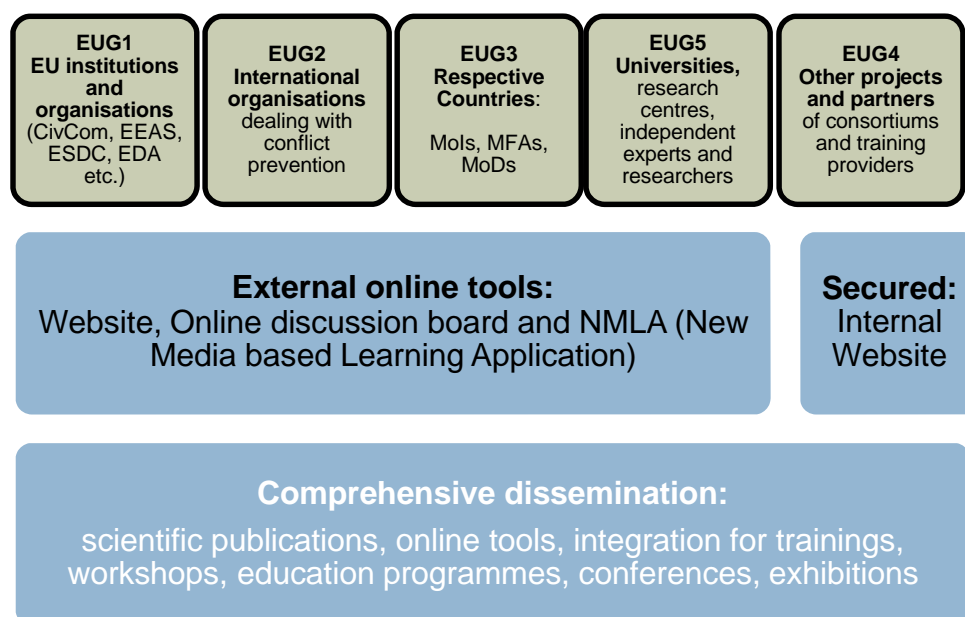


Table 1: IECEU Dissemination Methodology

The following chapters define all parts of dissemination methodology according to internal and external communication.

#### 4.1 STAKEHOLDERS AND END-USER GROUPS

The stakeholders and EUGs of the project are all internal or external groups, individuals or organizations, which can be impacted by the project, or can impact the outcomes of the project. IECEU aims at actively involving or targeting all of its stakeholders, end-users and beneficiaries. Therefore defining who they are is crucial, especially since different groups have different motivations, needs and expectations and should thus be addressed in different ways. In this chapter we define the key stakeholders/end user groups for IECEU –project.



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In essence there are two distinct groups of stakeholders; IECEU internal and external stakeholders/end users. Based on this distinction, two types of communication can be distinguished, internal and external communication. Efficient internal communication will lead to successful external communication, as the former is needed to define clear and understandable messages of the later.

### **Internal Communication**

Internal communication is vital for establishing a well-functioning network in which the input of all internal stakeholders is needed for the successful fulfilment of the IECEU project objectives. The main target group of internal communication are the consortium members, but maintaining good flow of information between the consortium and the European Commission is also very important. The guidance for internal communication procedures in IECEU project can be found in Deliverable 9.2, the IECEU Project Management Handbook.

### **Consortium members/Project Partners**

The organizations participating in IECEU are the central target group and they support regular and smooth internal communication as key to success of their mutual activities as it ensures a coordinated flow of project activities. It is extremely important, that all consortium members have the information they need to present IECEU and its results to external stakeholders on a national, regional and international level. The objective of internal communication is twofold:

- to further build the identity of IECEU both in terms of its content and presentation,
- to provide direction by involving the consortium members in activities and informing them of their progress.

It is of great importance to treat all consortium members equally when it comes to communication, thus building a common internal communication infrastructure is vital.

### **Advisory Board**

Advisory Board increases the validation of the project by including representatives of other organisations and institutions. The collaboratively created project framework will be reviewed by the advisory board for validity and applicability. The Advisory Board will establish Advisory and Integration Working Group (AIG) to enhance dissemination impact of the project and receive feedback from the relevant actors. The role of AIG will be to validate the project outputs and relevance as well as to establish the user requirements. The Advisory and Integration Working Group will be set up in the beginning of the project when more end-users will be invited to the group. The group will cover a balance of different participants (policy level institutions, practitioners, NGOs, experts from the field, academics and scientific experts etc.) to ensure



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the high-level dissemination for all the relevant end-users. The selection of Advisory Board members will be based on suggestion and decisions made in Steering Committee. The Coordinator will be responsible for facilitating the AB activities. At the beginning of the project, AB will consist of 10 external members. The AIG will be facilitated in order to reach all defined end user groups.

### **European Commission – IECEU Project Officer**

The objective of communication with the IECEU Project Officer at the EC, which is the responsibility of the Project Coordinator, is to provide her with all the necessary information that will allow her to follow the project, its progress and financing. This is done through the submission of the deliverables. The Project Officer is also invited to attend all Steering Committee meetings in order to get deeper and more content oriented insight into the project and its progress.

### **External Communication**

In the first phase of implementing the dissemination and exploitation plan, definition of the goals to be achieved for the exploitation of the project is the most relevant. The implementation of this plan will begin at the very beginning of the project, involving the end-users to ensure that the knowledge and information provided in this project fits with the users of the information.

Effective external communication adapted to the needs of each stakeholder will be taking place throughout IECEU's life. The main target groups remain the same, with the connections and collaborations further developed. Some new targets can also be identified during the progress of the project and will be actively involved in IECEU's communication, dissemination and networking activities.

The external communication will develop through the lifespan of the project since many external partners and representatives will be engaged in IECEU project activities through various means. The IECEU public will grow as it will be engaged in interviews, round tables, training and conference. All publications will also be shared with them in a systematic way. This will correspond to the fact that DP cannot be a document with a fixed content, but an evolving document, which will become more precise and substantial during the lifespan of the project, reflecting the steps undertaken to exploit and disseminate the generated results.

### **EU**

IECEU project aims at mutual transnational policy learning in order to better execute EU policy in the field of conflict prevention and implement EU peace building capabilities in the most effective manner. The key



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recipients of information are therefore relevant representatives in European External Action Service (EEAS) dealing with strategic and operational conflict prevention planning (Security Policy and Conflict Prevention). In addition, relevant audience are the representatives of the European Commission's Service for Foreign Policy Instruments (CFSP Operations) and members of the European Parliament's Security and Defence (SEDE) Committee. The relevant information will be disseminated to DG DEVCO and DG ECHO and other relevant actors in the EU institutions. ESDC (European Security and Defence College) plays an extremely important two fold role as a partner in the project consortium, as well as being embedded in the EU structures at the same time. EDA (European Defence Agency) is another relevant recipient and provider of data for the consortium.

### **EU Member States**

Relevant stakeholders of the project are policy makers of the EU Member States, represented in the CIVCOM (Committee for Civilian Aspects of Crisis Management), PMG (Political-Military Group), European Union Military Committee (EUMC) and Political and Security Committee (PSC). Additionally, the respective departments of the national Ministries of Foreign Affairs, Ministries of the Interior and Ministries of Defence or governmental institutions, responsible for developing national policies in the field of conflict prevention and peacebuilding, are all perceived as possible end users of the project results.

### **EU missions and operations**

EU missions and operations will be assessed through comprehensive countries' reviews. They are therefore a subject of IECEU project research but at the same time recipients of the project results. Missions can benefit from the lessons learnt of different EU missions and operations. They are also the ones conducting induction and other relevant trainings for their personnel, where they can efficiently convey relevant findings of the IECEU project.

### **Local counterparts**

Since several countries' reviews will be conducted within the IECEU project, constructive relations and good information flow to the relevant stakeholders at the local level (police, military, ministries, etc.) are valuable for the project findings. Relations with some of them have already been developed through the previous work of consortium partners and further communication should be built on those as well as newly established relationships with important interlocutors at the local level, therefore in the countries where research will be conducted. Effective communication with the key local stakeholders is needed to foster strong and mutual relations that will result in joint activities.

### **International organisations (IOs)**



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International organisations (IOs) working in the field of crisis management and conflict prevention are potential end users and recipients of the general IECEU results, findings and recommendations. Relevant international organisations are: United Nations (especially DPKO and UNDP), Organization for Security and Co-operation in Europe (OSCE), International Organization for Migration (IOM) and NATO. IOs are invited to IECEU Advisory Board (organisations and/or representatives). IECEU partners will individually strengthen dissemination towards IOs on a daily basis during the project implementation.

### **Academia and think tanks**

Researchers are also important stakeholders of IECEU. The research community, particularly universities, will be strategically targeted in dissemination activities to further intensify collaboration with the consortium and provide either enquiries on the progress or relevant suggestions regarding the project implementation or applicative research.

Part of the research community (e.g. security/defence studies, EU studies, studies of international organisations & international relations, global governance, etc.) are also experts who will provide information relevant for the project research. There are other on-going and evolving research projects and initiatives that fall close or inside the scope of IECEU or are in other ways related to IECEU due to its cross-sectorial nature; among them are the other successful projects of the H2020-BES-2014 call EUCIVCAP and WOSCAP. The goals of IECEU need to be clearly communicated to these initiatives in order to avoid duplication of activities and funding as well as to find mutual ground for collaboration. The cooperation with other projects will establish a research community around the area of conflict prevention, crisis management and peacebuilding. The IECEU partners representing the research organisations play a key role in order to reach this end user group by participating at the conferences, seminars and trainings as well as publishing articles in scientific journals.

IECEU results will also be integrated in higher education programmes, some partners will namely integrate the IECEU findings and results (public deliverables) to the facilitation of course units. As an example, Laurea University of Applied Sciences will integrate IECEU WP1 public material to master degree course units, such as “International approach to leadership in crisis, conflicts and disasters”, “Humanitarian aid” and “International security management”.

### **Training community**

Training organisations are the ones preparing personnel for their work in the missions and operations. Integration of relevant project findings into training curricula will also represent long term impact of IECEU project findings. Through an integration plan, outcomes of the project will be communicated to the relevant training institutions, which will be asked to mainstream them in their existing civilian and military training



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programmes. The ESDC that is an associated partner of the project is a network of 70 organisations and ENTRi of 12 partners, all regularly conducting trainings for the CSDP and other missions' personnel. A separate internal deliverable (D8.5) of the IECEU project is prepared on the integration with relevant trainings to ensure the continuation of dissemination even after the project.

### **Non-governmental organisations (NGOs)**

Non-governmental organisations in the field of conflict prevention are assuming an increasingly important role. They are unable to perform the functions of the international organisations but can nevertheless usefully complement them. They are mostly dealing with preventive diplomacy, since they are familiar with the situation on the ground and are well placed to alert governments to the rising crises and emerging conflicts, supporting peacemaking, providing humanitarian and social aid under perilous and difficult conditions as well as supporting post-conflict peacebuilding.

### **Other EU projects**

There are two other projects financed through the same call and covering similar topics as IECEU. IECEU will actively engage in communication with the two other project coordinators, representing WOSCAP and EUCIVCAP in order to exchange relevant information on the implementation of the project, avoid duplication and share lessons learnt. Efforts of all three projects can be multiplied and synchronised. Representatives of WOSCAP and EUCIVCAP will also be invited to the IECEU Advisory and Integration working group and all IECEU public events (round tables, trainings and conference). Moreover the cooperation will also be facilitated with the new coming projects.

## **4.2 COMMUNICATION TOOLS**

Consortium partners will use several dissemination tools to assure effective internal communication to reach all possible end-user groups and interested parties. For a project like IECEU it is highly important to leave some legacy behind. New Media based Learning Application (NMLA) will be available also after the project completion in 2018, as well as all the published articles, journals and all topics integrated in higher education programmes and trainings. The peacebuilding community will be additionally engaged throughout the project through interviews, research, case studies, workshops, round tables and a conference. By involving them as part of the research, their curiosity will grow to learn about research, the results and findings will also be communicated to those who have participated in these activities to ensure results can be applied at their daily work.

### **Internal Communication**



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When it comes to internal communication, the most common tools include:

### **Email**

Majority of communication and dissemination between consortium members occurs via email exchange. A mailing list of all contacts has been drawn up and is regularly updated. To avoid the spam syndrome, this tool is used only for discussion on activities where agreement by the whole consortium is required. For specific queries, direct mailing between concerned partners is preferred.

### **Consortium meetings**

Meetings of all consortium partners (Steering Committee) are held in order to check progress, decide on further steps and supervise the activities related to deliverables, milestones and any changes that might occur during the project. The WP leaders and consortium partners' representatives will meet to discuss the direction and evolution of the planned activities. Whenever possible, the meetings with the presence of all partners will coincide with other key activities, such as the IECEU (and other) events with the effective use of resources in mind. Minutes will be prepared after the meeting and will be sent to partners for review and comments.

### **Skype conferences**

Whenever a certain important issue needs to be discussed in between meetings and a prompt reaction by consortium members is required, a skype conference may be organized.

### **The restricted partner area on the webpage**

A joint secured workspace (intranet), is an area on the webpage only accessible via password to the consortium members (or if appropriate to other invited experts) that serves as a communication platform and enables the consortium members to share their experience, documents and tools. Partners can access all IECEU templates for communication and dissemination purposes in the eDuuni platform. The platform also serves for complementing all information and document sharing among partners, making them available and possible for comments and revision.

### **External Communication**

All consortium members will play a role in developing and disseminating the common material used in order to achieve the DP objectives. In addition, certain partner-specific communication activities will be identified. Common communication and dissemination actions will be led by the WP and Task Leaders and will be approved by all consortium members prior to their use.



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### **Advisory Board and end user integration**

Both Advisory Board (AB) and Integration Working Group (AIG) will raise the impact of the project among the key end-users in the field of conflict prevention, crisis management and peacebuilding. These strongly support the work of dissemination and aim to raise the societal impact. A combination of all these activities together with IECEU policy dialogues will also increase the acceptance of project results at the end of the project and exploitation of them. Facilitation of end user integration working group dialogues will boost the engagement of the recognised user groups.

### **Graphic identity of IECEU**

Consistent branding helps reinforce IECEU messages and enables easy recognition of the initiative. The common and recognizable graphic identity was developed. A particularly important graphical element is the logo. The specifically created templates (for example a project power point template) and agreed formats with the IECEU's logo will be used throughout IECEU's lifespan. The project also has a rollup that can be used in events.

### **Website**

The IECEU website is the main source of information for all stakeholders, both internal and external ones. The public webpage domain is [www.ieceu-project.com](http://www.ieceu-project.com). The main page (homepage) consists of the following sections: "Key Objectives", "Background", "Newsroom", "Consortium", and "Contact". Each section is independently shown on the screen when using the navigation bar. The public deliverables of the project will be published on the website. The discussion board page will contain the discussions created by the users of the website, the user information and login option. The web page includes clearly visible contact information and application for receiving e-news in IECEU (subscription to the newsletter list is necessary).



The website thus functions not just as a communication tool but as a method of dissemination of all IECEU produced materials (newsletters, press releases, etc.). Due to this very important function, IECEU puts a lot of energy into publicizing the website in all of its dissemination and communication material such as the newsletters, e-mail signatures, power point presentations, and in different events.

### **Press releases and newsletters**



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Press releases will be communicated to the selected recipients prior and after each important phase of the project. Press releases will also be prepared to report on IECEU successes and the results. The Steering Committee and Advisory Board will be asked to provide ideas for relevant media channels (either worldwide, EU-wide, national or ones targeting for example specific research communities).

### **Social media tools (Facebook page, Twitter account, LinkedIn page)**

Social media tools are developed to support dissemination. All relevant steps of the IECEU project implementation shall be published on them and consortium members will be asked to disseminate it through their own organisations social media platforms. All partners are also invited to provide content for social media channels.

### **New Media based Learning Application (NMLA)**

NMLA will provide an interactive environment for learning in the field of civil crisis management. The knowledge produced during the project will be integrated in the application and published through it to the end users of the application. The very idea of the application is not to compete against other players but to learn and to acquire new knowledge related to the analysis provided in this project. NMLA will remain in use even after the project being completed.

### **Roundtables and the Final Conference**

The project will organise three roundtables related to the findings of the field studies. These will take place between spring and autumn of 2016 in Finland, Denmark and Slovenia. A final conference to discuss the project findings will be organised at the end of the project and representatives of the stakeholders (particularly policy-makers) will be invited to attend it. The event will also be accessible to the general public. A communications plan will be made for the final conference to ensure its visibility and that the event will be able reach the relevant audiences to ensure dissemination of the project findings.

### **Training for the trainers**

The training for the trainers will be arranged for the trainers who will use the NMLA as a learning environment in their activities. The aim is to provide the technical skills as well as the understanding of the learning processes of the created application. The training will include training material creation and training curricula establishment. The feedback will concentrate on the assessment and evaluation of the future needs and critical points to enhance the learning possibilities in the future.

### **Publications, magazines, journals, external events**



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Consortium partners, Advisory Board and all interested parties of the project will strive to enhance IECEU project visibility and research results in their dissemination activities, taking part in national and international security-related seminars, conferences, workshops and other relevant forums. They will strive for scientific publications in international publications (peer-reviewed) and disseminate project results at various occasions to exploit new communication channels. For example a whole journal 'European Perspectives' in autumn 2016 will be dedicated to the research findings of CEP, UniLju and Fincent researchers who have implemented the research in Kosovo and Bosnia Herzegovina. Partners will also use their existing channels (for example websites, newsletters etc.) to spread information about the project and its results to ensure maximum visibility. Potential publications that will be targeted will be mapped out within the Steering Committee.

### **Online discussion board**

To keep stakeholders of the project involved, website is supported with an online discussion board with the aim of engaging, receiving input and getting feedback from the community interested in the project or being part of the project. The project will aim at engaging the stakeholders in interesting debates. The practices of gamification and edutainment will be implemented into the online discussion board to provide a learning environment which faces the needs. Online Discussion Board will also be a platform to be used in WP tasks (expert discussions, policy dialogues etc.).

### **Videos**

As part of the press releases on the IECEU website and blogs on partners' websites, the consortium will aim to produce interactive media to present its activities and findings. Since interviews and discussions as part of the IECEU research are implemented according to the highest ethical standards, where the identity of the interviewees should not be disclosed and discussions are conducted according to the Chatham House rule, it is worth stressing that the consortium is slightly limited in this regard. The Steering Committee will be asked to provide suggestions on the possibility of each partner to produce videos. Events are good opportunities for making short interview clips with chosen participants.

### **EU's existing channels**



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Other potential channels for dissemination are the EU's existing dissemination channels for Horizon 2020 projects<sup>4</sup>, which will be taken in consideration by the project and their use will be actively pursued. For example the Horizon Magazine and the European Commission's research related newsletters and audio-visual channels are very relevant once the project has completed deliverables.

#### **Cooperation meetings with other relevant projects**

The cooperation with other potential projects will be facilitated through meetings between Project Coordinators and Work Package Leaders. The possibility and potential of the shared secured website between BES14 projects will be analysed during the first year of the project

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<sup>4</sup> As listed in the document "*Communicating EU research and innovation guidance for project participants*" (Version 1.0, September 2014)



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## 5. DISSEMINATION ACTIVITIES

This chapter consists of three main parts – the Channels of Communication and the Reporting of Dissemination and Key Roles/Responsibilities.

Main channels of communication include consortium members and their networks as well as the external networks to be used for effective dissemination. IECEU consortium members should as a result carry out specific actions with the aim of increasing communication impact, taking into account the importance of ensuring dissemination across the EU.

These specific actions to be carried out by each consortium member include:

- Posting a brief IECEU description and logo hyperlinked to IECEU website on their organization's website and connecting their organisations' social media platforms with IECEU ones
- Communicating with own contacts identified as potential stakeholders, providing them with communication material and when appropriate eliciting further dissemination of IECEU materials
- Optionally providing own contacts to the WP8 Leader in order to achieve a comprehensive dissemination of newsletters and PR material at relevant phases of the project
- Providing relevant information, insights and news on a constant basis to be published on the IECEU website and on social media networks
- Disseminating IECEU communication materials and delivering presentations when participating in relevant events
- Informing WP8 Leader of all existing networks and the possibility of mutual collaboration in the communication field
- Designate a contact person to the Dissemination Committee (DC) to ease communication with partner's respective organisations in the field of dissemination. Persons, responsible for publishing on the websites and social media networks should be nominated to the DC.

The leaders of each task within the work packages are required to write a **deliverable dissemination note** for each deliverable where the key messages of that particular deliverable for each of the target stakeholder groups and for the different communication channels are detailed. This is to involve all partners in the dissemination process and to ensure that the ones who are most knowledgeable about particular deliverables formulate the key messages. Additionally, this helps all the partners to communicate messages in a unified way when using their own communication channels.



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## 5.1 DISSEMINATION SCHEDULE

Dissemination Schedule is actually twofold and consists of the Communication Tool Development Schedule and the External Dissemination Schedule. The Communication Tool Development Schedule correlates to the schedule of the delivery of communication tools and messages they hold, while the External Dissemination Schedule correlates to the events at which the developed communication tools can be used. The Schedule is by no means complete and will be updated on a regular basis.

Table 1 summarizes all the efforts that have been done until the delivery of the Dissemination Plan, while Table 2 and 3 provide an overview of the planned communication tools and dissemination activities.

Table 2 and 3 will be updated on a regular basis by the WP leaders and specific task leaders, who are to inform the WP8 leader of any national or international dissemination opportunity or action. The information should be sent via email ([ivana.bostjancic-pulko@cep.si](mailto:ivana.bostjancic-pulko@cep.si)) including all the data required in the tables every three (3) months or during/after the important milestones of the whole duration of the project. The gathered data will be stored and shared by the WP8 Leader (M5, M8, M11, M14, M17, M20, M23, M25, M28, M31, M33) to be able to finalise the comprehensive dissemination results.



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**5.2 REPORTING OF DISSEMINATION**

INFORMATION (TO BE) COMMUNICATED	COMMUNICATION TOOL	TARGET GROUP	GOAL	DATE
<i>All relevant information about the project and how to participate in the project activities</i>	<i>Website and online discussion board</i>	<i>All</i>	<i>To provide a common communication platform and assure participation</i>	<i>M2</i>
<i>All relevant information about the project and how to participate in the project activities</i>	<i>Press releases and newsletters</i>	<i>All</i>	<i>To raise awareness about the project</i>	<i>M4</i>
<i>All relevant information about the project</i>	<i>Social media networks</i>	<i>All</i>	<i>To raise awareness about the project</i>	<i>M4</i>
<i>All relevant research findings</i>	<i>Integration plan to the relevant trainings and train the trainer workshop (WP5)</i>	<i>Training community</i>	<i>To insure integration with relevant trainings</i>	<i>M9</i>
<i>All relevant research findings</i>	<i>Round table (WP2)</i>	<i>Relevant stakeholders</i>	<i>To provide relevant stakeholders with research findings</i>	<i>???</i>
<i>All relevant research findings</i>	<i>Policy Dialogue (WP6)</i>	<i>Relevant stakeholders</i>	<i>To provide relevant stakeholders with research findings</i>	<i>???</i>

8.1 Dissemination Plan

PU

IECEU  
 CSA project: 653371  
 Start date: 01/05/2015  
 Duration: 33 months

<i>Key relevant research findings</i>	<i>New Media based Learning Application (NMLA)</i>	<i>Relevant end-users</i>	<i>To provide relevant end-users with research findings</i>	<i>???</i>
<i>All relevant research findings</i>	<i>Expert Discussion in Online Discussion Board</i>	<i>Relevant stakeholders</i>	<i>To provide relevant stakeholders and EUGs with research findings</i>	<i>???</i>

Table 2: Overview of Developed Communication Tools

EVENT	COMMUNICATION USED	TOOLS	TARGET GROUP	GOAL	DATE

Table 3: Overview of External Dissemination Actions

### 5.3 KEY ROLES AND RESPONSIBILITIES

Role	Who	What
Preparing Dissemination Plan	CEP	Report
Implementation of Dissemination Plan	All	Report
Recording of dissemination	All	Report to CEP
Organisation of periodic online meetings (Advisory and Integration Working Group)	Laurea	Report
Managing website and online discussion board	Laurea	Website management (responsibilities more in details in DL8.3)
Presentations	All	
Producing dissemination notes for deliverables	All	Dissemination note by the delivery leader
Press releases, dissemination and record of dissemination	CEP	Preparation of press releases, PR messages and newsletters, circulating them around
Social media tools management	CEP	Creation and maintenance of the social media accounts; Write, edit, review or change social media account content;
Participation to academic conferences and seminars	All	Report to CEP
Integration with relevant trainings	CEP	Preparation of integration plan and communicating that to relevant training organisers
Round-Table Discussions	All	Relevant part of Case Studies are the facilitation of round-table discussions with key stakeholders
Workshops	All	Relevant part of work packages are the key workshops which facilitates the coordination and cooperation relevant to IECEU topics
NMLA	Laurea	Application
Training for the trainers	CEP	Training for the training community
Policy-Level Discussions	AIES	WP7 Policy Level Discussions...
Final conference	CEP	Preparation of the conference programme and organisation

Table 4: Key Roles and Responsibilities

## 6. MONITORING AND EVALUATION

Regular monitoring of the dissemination activities will be performed by the WP8 leader with the help of the Coordinator and the Consortium members who are to inform the above-mentioned of any communication and dissemination activity at regular agreed intervals (as agreed and specified in an internal document concerning press releases and recording of dissemination). Monitoring and evaluation are thus important elements of the DP, as the success of dissemination activities needs to be carefully scrutinized in order to learn what has been working well and what needs improvement. Thus the evaluation criteria need to be clearly defined in order to measure success and do provide useful feedback to the consortium.

Dissemination and exploitation measures should address a full range of potential users. The approach to cooperation and support should be as comprehensive as possible, as well as tailored and addressed to specific issues. To ensure that dissemination will be effective and goals will be achieved, some measures of dissemination have already been stressed in the project proposal and are further described in the monitoring and evaluation criteria below.

### 6.1 MONITORING AND EVALUATION CRITERIA

Certain easily measurable indicators are set in order to monitor the success of IECEU. These indicators will be monitored regularly and the results of the monitoring will be submitted to the consortium members. In addition to the quantitative monitoring and evaluation indicators, the quality level of dissemination materials have been assessed in M5 and visualisation quality of the dissemination materials in M6. At the end of the project it will be weighed whether the project results matched with end-users requirements. Workshop and training will be evaluated as well as potential inclusion of research topics to H2020 programmes and peer-reviewed scientific publications. The evaluation will be done according to the goals set in the table below. Measuring the goals throughout the project is important to identify possible gaps and to see if the trends (for example amount of website visitors) is going into the desired direction and to be able to improve dissemination activities if the monitoring shows that the goals are not reached.

The IECEU project aims to disseminate project results and increase its impact during as well as after the project. Table 5 below illustrates what the planned measures for dissemination are in the Grant Agreement and forms the basis for the indicators in Table 6.



Measures of the dissemination during the project, [the first deadline]	Measures of the dissemination after the project
<ol style="list-style-type: none"> <li>1. Dissemination material provided [month 4]</li> <li>2. The quality level of dissemination material [month 5]</li> <li>3. Visualisation quality of the dissemination material [month 6]</li> <li>4. Participated organisations to the trainings and workshops [month 24]</li> <li>5. Website visitors [months 6, 12, 18, 24, 33]</li> <li>6. Online discussion members [months 6, 12, 18, 24, 33]</li> <li>7. Scientific papers [month 26]</li> <li>8. Policy papers [month 26]</li> <li>9. Integration level for the relevant trainings [months 18, 26]</li> <li>10. NMLA users [months 24, 30]</li> <li>11. NMLA trainers facilitated the NMLA in the trainings/workshops [months 28]</li> <li>12. Other disseminated material [months 12, 18, 24, 33]</li> </ol>	<ol style="list-style-type: none"> <li>1. Total number of participants for the project</li> <li>2. Total number of the website visitors</li> <li>3. The project results matching with the end-user requirements</li> <li>4. Successful evaluation and feedback from the workshops and trainings</li> <li>5. IECEU -project enhancements</li> <li>6. The research topics to H2020 work programmes</li> <li>7. Peer-reviewed scientific publications</li> </ol>

Table 5: Dissemination During and After the Project

Table 6 below shows the evaluation monitoring indicators that have been formulated and will be measured in the IECEU project. The specific quantitative goals will be determined by the IECEU Dissemination Committee and/or the Advisory Board.

RESULTS					
		Which stakeholders are targeted (in particular)	Indicator value/evaluation	Goals - will be agreed and revised by steering group	Results (M4, 6, 12, 24, 18, 24, 33)
Internal communication	Steering committee meetings	internal	Amount of meetings + participation from a majority (75%) of members	Meetings according to GA	
	Internal newsletters	internal	At least the planned amount of internal newsletters have been sent to all partners as scheduled		



## External communication

<b>Website</b>	<b>external - all</b>	Number of visits (website statistics), the website visitor amount rises and visits increase when deliverables are published	Minimum goal total:	
<b>Advisory board meetings</b>	<b>internal and external - policy makers and researchers</b>	amount of meetings + participation from all partners	Meetings according to GA	
<b>Dissemination material provided</b>	<b>external - all</b>	Number of dissemination material distributed (leaflets, published materials)	Minimum goal: most (75%) of the printed material has been distributed by the end of the project	
<b>Dissemination of information</b>	<b>external - all</b>	Number of recipients of press releases and newsletters, newsletter subscription rates rise throughout the project and a majority of the receivers read (open) the newsletter	Minimum goals:	
<b>Press releases</b>	<b>external - all</b>	Press releases are written and published on the projects' channels and receive interest in the form of likes/retweets etc.	Goal: publishing press releases in association to relevant events + some of the public deliverables	
<b>Media visibility</b>	<b>external - all - mainly media that reports on EU policy and/or research</b>	Number of external media sources that refer to the project	The goal is to get the media involved but in the end it is up to reporters/media representatives etc. to decide if the project results/events are of interest to their audiences	



<b>Presentations</b>	<b>external - particularly decision/policy-makers and researchers</b>	The amount of presentations increases towards the end of the project (when results are received), presentations are held for various stakeholder groups	All different kinds of stakeholders mapped out are reached, minimum amount of (total) audiences:	
<b>Twitter</b>	<b>external - all</b>	Number of followers	Minimum goal for followers:	
<b>Facebook</b>	<b>external - all</b>	Number of likes and published material, number of likes rises through the project, there are regular posts on the Facebook page by the project	Minimum goal for likes: Minimum goal for published posts (per month):	
<b>LinkedIn</b>	<b>external - particularly those working with these topics (researchers, decision/policy makers...)</b>	Number of connections rises through the project, there are regular posts by the project	Minimum goal for connections: 200	
<b>Partner website and social media tools</b>	<b>external - partner target groups</b>	Number of IECEU news on partners' websites and social media tools (using #IECEU)	Minimum goal: the public deliverables are linked to from the partners' channels	
<b>Online discussion members and inputs on discussion board</b>	<b>external and internal - interaction between external and internal</b>	Number of members, number of discussions (=at least two participants are interacting) and the online board is active	Minimum goal for members:	
<b>Participants in the roundtable</b>	<b>external and internal - researchers, decision/policy makers</b>	Number of participants in the roundtables. Both researchers and policy makers are involved (and possibly other stakeholders)		



<b>Participants in final conference</b>	<b>external - decision/policy makers and researchers</b>	Number of participants (particularly number of decision/policy makers from different EU countries) in IECEU final conference	Minimum goal for amount of participants/policy-makers/different country participation	
<b>Integration with relevant trainings</b>	<b>training organisations, trainers</b>	Number or presentations prepared for the training providers and downloads from the website	Criteria defined in internal document	
<b>Organisations in the training and workshop</b>	<b>training organisations, trainers</b>	Number of organisations participating in training and workshop	Goal for minimum amount of different organisations per event:	
<b>Participants in training</b>	<b>training organisations, trainers</b>	Number of participants and organisations in IECEU training		
<b>Scientific papers</b>	<b>external - researchers</b>	Number of written and submitted publications (not yet published) is at least the minimum goal	Goal for amount of submitted:	
<b>Policy papers</b>	<b>external - policy makers</b>	Number of policy papers produced (and published if different from produced) - the policy papers are distributed among relevant policy makers in most EU countries	Goal for policy-makers reached in 75% of EU countries	
<b>Peer reviewed scientific publications</b>	<b>external - researchers</b>	Number of submitted scientific publications	Goal for amount of submitted scientific papers:	
<b>Other disseminated material</b>	<b>external</b>	Number of other disseminated material (M12, 18, 24, 33) that was not initially planned for		





	<b>Total audience reached (estimate)</b>	<b>external</b>	Total number of social media followers, individual website visits, approximate number of those that the project has been presented to at events, amount of participants to the projects own events	All different stakeholder and target groups have been reached	
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*Table 6: Monitoring and Evaluation Indicators*



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