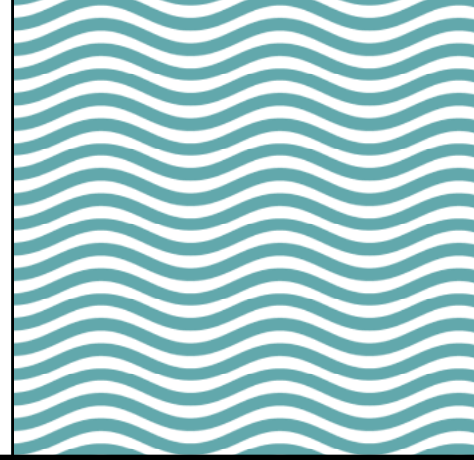




Towards sustainable wellbeing: Integrated policies and transformative indicators.



Deliverable 5.1.

Communication and Dissemination Plan

WP5- Communication, Dissemination and Exploitation

Grant Agreement 101094211

Version 1.2 | June 2023

HORIZON-CL2-2022-TRANSFORMATIONS-01 -
Towards sustainable wellbeing: Integrated policies
and transformative indicators.

toberesearch.eu



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1. Executive Summary

This document is deliverable 5.1 and presents the overall communication and dissemination strategy to be applied for the Horizon Europe project ToBe - Towards an economy for sustainable wellbeing: Integrated policies and transformative indicators.

The ToBe project began on 1 March 2023 and will continue for 36 months. ToBe aims to build a theoretical and empirical understanding of sustainable wellbeing by developing integrated policies and transformative indicators. With a multi-disciplinary team of researchers, policymakers and citizens in both Europe and beyond the project's goal is to develop a transversal study of transformation towards a sustainable wellbeing paradigm. By bringing together green growth and post-growth initiatives, ToBe will offer an alternative to the current socio-economic model based on the classical concepts of economic growth and position sustainable wellbeing at the core of the new paradigm.

This document contains general information on the ToBe project and outlines the communication and dissemination activities to be undertaken during the three years of the project. It comprises a presentation of the communication and dissemination activities, as well as information on ToBe's objectives and expected impact. It provides an overview of the project's key messages, target group segmentation and communication instruments. Furthermore, it explains the designated evaluation and monitoring methods, elaborates on internal communication measures, and illustrates the project's visual identity and branding. During the duration of the ToBe project, this document will be used and updated as required. This communication and dissemination plan, complemented by the Exploitation and Sustainability Plan (D5.5), details the process and the stages involved in the promotion and awareness raising of the project, including dissemination of information among the target groups with the ability to contribute to the success of the project. It details the process for the delivery of information of the project, highlighting its relevance and effectiveness and the eventual results of each systemic solution.

2. About ToBe

ToBe is a 3-year project funded by the European Union through the Horizon Europe framework programme. Tampere University (Finland) acts as a coordinator for the project.

The ToBe project aims at studying the way in which mindsets, indicators, innovations, and policies could better work together towards a sustainability paradigm. The need for moving toward a sustainability paradigm has been widely called for, yet the path to achieving that is not clear. ToBe aims to contribute to filling this gap and create an understanding of a sustainable wellbeing economy through integrated policies and transformative indicators.

The ToBe consortium brings together acknowledged scholars with previous high-quality research on the topic and with diverse backgrounds from social sciences, ecological and political economy, environmental and innovation studies, science and technology, data science, AI and machine learning.

All partners represent well-known and established universities, other research institutions and non-governmental organisations (NGOs). Table 1 lists the members of the consortium, which consists of 13 beneficiaries and one associated partner.

Table 1. ToBe Consortium Members

No	Role	Short Name	Legal Name	Country
1	COO	TAU	TAMPEREEN KORKEAKOULUSAATIO SR	FI
2	BEN	SU	STOCKHOLMS UNIVERSITET	SE
3	BEN	VTT	TEKNOLOGIAN TUTKIMUSKESKUS VTT OY	FI
4	BEN	EURADA	ASSOCIATION EUROPEENNE DES AGENCESDE DEVELOPPEMENT	BE
5	BEN	Sciences Po	FONDATION NATIONALE DES SCIENCES POLITIQUES	FR
6	BEN	ICHEC	HAUTE ECOLE ICHEC - ECAM - ISFSC	BE
7	BEN	IPE	INSTITUT ZA POLITICKU EKOLOGIJU	HR
8	BEN	UB	UNIVERSITAT DE BARCELONA	ES
9	BEN	Ugent	UNIVERSITEIT GENT	BE
10	BEN	EPC	EUROPEAN POLICY CENTRE	BE
11	BEN	UAB	UNIVERSIDAD AUTONOMA DE BARCELONA	ES
12	BEN	EPN Ecuador	ESCUELA POLITECNICA NACIONAL	EC
13	BEN	CHAL	CHALMERS TEKNISKA HOGSKOLA AB	SE
14	Associated partner	UnivLeeds	UNIVERSITY OF LEEDS	UK

The main objective of ToBe is to contribute to a clearer understanding of how to move to a sustainability paradigm. More specifically, ToBe aims at achieving the following objectives:

- Construct a theoretical framework for a sustainable wellbeing economy by providing a systemic and dynamic understanding of how changing policy goals, mindsets, indicators, innovations and policies work together towards a sustainability paradigm.
- Identify different processes of economic growth by analysing their social and environmental implications.
- Evaluate and compare alternative growth initiatives as systemic innovations with a focus on drivers and barriers to implementation and impacts.

- Develop an ecological macroeconomic model combining conventional macroeconomic variables with indicators of wellbeing and sustainability to assess policies from a multidimensional perspective, and to reveal the synergies and trade-offs inherent in the transition to sustainability.
- Co-create policy solutions together with stakeholders to help institutionalise the new policies and indicators in Europe and beyond (potentially including South American and African countries).

3. Scope

The communication, dissemination and exploitation work package (WP5) aims to leverage all project partners' and stakeholders' combined networks to maximise the impact of the project's activities and results on specific key targeted groups. Special efforts will be devoted to engaging citizens, participants and stakeholders beyond Europe such as potentially, South America and Africa. More specifically, this WP aims to maximise ToBe findings' impacts through:

- boosting communication and dissemination activities;
- identifying and ensuring collaboration with stakeholders, institutions and related projects;
- expanding the policy lab as a co-creation platform and sounding board;
- organising a high-level conference and participating in various international conferences and events to showcase the results and reach a large number of experts and stakeholders;
- participating in and promoting events to reach decision- and policymakers at the EU level;
- encouraging exploitation and multiplying the project's impact by engaging policymakers and cities outside of the consortium.

WP5 works in close cooperation and coordination with other WPs of the project in the framework of a larger engagement of relevant stakeholders. The Communication and Dissemination Plan (CDP) lists the target audiences, key messages to be communicated in the project, communication, dissemination and exploitation tools and channels, action plan and social media strategy. All activities will be monitored through Key Performance Indicators (KPIs), followed up and updated to maximise their impact. This will be reflected in impact evaluations and an updated version of the CDP that will be reported in D5.3 Communication Activity Reports (M6, M36). Additionally, this CDP will be updated throughout the project, on M18 and M30.

3.1 Defining Dissemination and Communication

Dissemination and communication activities of the project aim to deliver relevant information on the outcomes of ToBe to multiple target groups by leveraging the most appropriate tools and platforms. These activities also aim to allow maximum circulation of the knowledge produced by the project to target groups.

In the context of this Horizon Europe project, concise definitions and differentiation between dissemination and communication are presented below. Both activities will be targeted to specific audiences with tailored messages and tools, although in practice they are closely linked.

Communication: ToBe's communication strategy seeks to increase the visibility of the project and raise awareness about its goals and activities, reaching a wide audience. It supports dissemination by providing a powerful visual identity, impactful content and engaging media tools and channels while fostering interaction with other projects and initiatives.

Dissemination: ToBe's dissemination strategy seeks to create visibility and enhance the understanding of the project results and knowledge generated. This will ensure that the results are made available to the scientific community, policymakers, and other stakeholders, maximising their reach and impact.

4. Communication and Dissemination Overview

4.1 Objectives

Dissemination and exploitation of the project's results are crucial to attaining the project objectives and impacts. The communication, dissemination, and exploitation activities in ToBe aim at:

- raising awareness of the project and the urgency of sustainability transformation;
- mutual knowledge exchange and dissemination of ToBe's key findings among different stakeholder groups, with active stakeholder engagement through the co-creation platform; and ensuring the policy uptake and post-project life of our key results.

4.1.1 Key messages

From the project's objectives, a series of key messages can be drawn out in order to ensure a homogeneous communication strategy:

1. ToBe aims to build a theoretical and empirical understanding of an economy that supports sustainable wellbeing by developing integrated policies and transformative indicators. As a team of researchers, policymakers and citizens in Europe and beyond our aim is to identify how mindsets, indicators, innovations, and policies could better work together towards the sustainability paradigm.
2. ToBe brings green growth and postgrowth initiatives together. We will assess social and environmental implications of economic growth and evaluate and compare alternative growth initiatives in the Global North and South to develop new policy packages.
3. ToBe develops an ecological macroeconomic model that combines conventional macroeconomic variables with sustainability and well-being indicators. The model allows policymakers to assess policies from a multi-dimensional perspective and the results will reveal the synergies and trade-offs inherent in sustainability transformations.

ToBe emphasises the importance of co-created results and uses existing networks, models, and practices in order to do so. In addition to research on co-creation, we use discussions on participatory policymaking and citizen science. Through interactive discussions with elements of public participation and policy contributions, we aim to produce new science-based knowledge through its production,

transfer and use. ToBe aims to co-create policy solutions together with various stakeholders to help institutionalise the new policies and indicators in Europe and beyond.

4.1.2 Target Groups

ToBe will benefit a wide group of different stakeholders, covering various sectors of society. Below is a list of the groups ToBe aims to disseminate its activities and results. A more thorough stakeholder mapping and analysis will be performed as part of Task 5.3.

- **Policymakers** (local, regional, and national governments and ministries in the EU and outside of it, EU-level policymakers, e.g. in DG ECFIN, DG EMPL, DG EAC, DG REGIO, DG ENER): New information produced in ToBe will be actively disseminated to policymakers (using various channels, e.g. policy dialogues and roundtable discussions, and policy briefs) to support evidence-based decision- and policy-making at the local, regional, national, and EU levels and beyond the EU, particularly in the case study countries: Ecuador and potentially, Rwanda.
- **Citizens** (incl. vulnerable groups): Citizens need knowledge about the sustainability transformation and how to cope with it. In addition, their valuable knowledge is needed for understanding the social and ecological justice of different policy solutions. This is key for legitimate and acceptable transformation. ToBe has existing channels to different citizen groups, e.g. the ECIU citizen science platform and ToBe case studies, including access to vulnerable groups, such as migrants, youth, older people, and those living in poverty.
- **Youth and students** (university students, young people active in networks such as Rethinking Economics, WEAll youth): ToBe will reach out to young people and students through courses taught in the partner universities and through networks of young people to communicate about the project and gather young people's views on sustainability challenges, the new economic development framework, indicators, and policies.
- **Civil society organisations, NGOs, and thinktanks in the EU and elsewhere:** Organisations working in the field of sustainable development and economy will benefit from the project's results and co-creation events. ToBe works closely together with established networks related to alternative growth initiatives, including e.g. the Global Green Growth Institute, the Postgrowth Economics Network, Doughnut Economics, Wellbeing Economy Alliance, and Research & Degrowth.
- **Global organisations** (e.g. UN, OECD, UNRISD, WHO): Global organisations that are relevant actors in promoting a sustainability transformation will gain new knowledge to support their work e.g. in sustainable development goals through ToBe analyses, indicators, datasets, and policy briefs.
- **Other projects and initiatives** (thematically linked projects, e.g. Sister projects SPES and WISE Horizons, ECR-funded project REAL, previous HORIZON projects, such as InGRID2; future HORIZON projects and existing national projects, such as ORSI): ToBe will actively cluster with

other related projects to leverage the work already done, to advance the current state of the art, and to find synergies in ongoing work between the projects.

- **Multidisciplinary scientific community** (Universities, research institutes, researchers of e.g. public policies, economics, and sustainability science): We foresee mutual knowledge exchange and scientific breakthroughs in understanding and studying the requirements and possibilities of a new sustainability paradigm through novel interdisciplinary work combining various fields of science.
- **Business partners in different countries** (e.g. companies engaged in doughnut economics): We will collaborate with business partners in relation to qualitative case studies and innovations.
- **Trade unions** (e.g. ITUC, ETUC & ETUI): We will invite trade union partners to co-creation events to discuss the political feasibility and social acceptance of different policy proposals and are open to co-organised events and joint publications.

5. Tools and Channels

In order to carry out communication and dissemination actions that effectively meet the project’s objectives, ToBe deploys various communication channels and tools, including activities, platforms and instruments to reach diverse target audiences in different contexts.

5.1 Visual Identity

The first action planned in the project’s communication strategy was the creation of the ToBe visual identity, which was designed by Moonbound, a visuals company subcontracted by EURADA. The visual identity has been developed to create recognisable branding for all project visual outcomes, including logos, templates, fonts, and colour palettes.

5.1.1 Logo

The ToBe logo includes a puzzle concept that is meant to interpret the collaboration and cooperation between not only the multidisciplinary team that forms the ToBe consortium, but also the holistic and integrative approach to sustainable wellbeing and sustainability transformation. The main version includes a colour gradient in accordance with ToBe’s colour palette (see section 5.1.2 below). Logos in black and white monochrome colours are also available to use on different backgrounds. They are at the consortium disposal, stored in the shared TUNI Teams.

The logo is to be used in all documents, deliverables and materials outputted by the ToBe Consortium.



Figure 1. ToBe Logo Variations

Grant Agreement Article 17.3. states that all products or documents published on behalf of ToBe must include the EU emblem in figure 2 (available to project partners in the TUNI Shared Teams), as well as the following disclaimer: “This project has received funding from the European Union in the framework of the Horizon Europe Research and Innovation Programme under grant agreement N° 101094211. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the Agency. Neither the European Union nor the granting authority can be held responsible for them.”



Figure 2. EU emblem

5.1.2 Colour Palette and Font

A consistent colour palette represents the brand and creates visual coherence across all communication. The HTML colour codes are listed in Figure 2.

EURADA also defined a clear and readable typography that is easy to use and consistent across all materials. The website and other communication and dissemination materials font is “Just Sans” while the main font used for documents and deliverables is “Source Sans Pro”, widely available on any platform and includes a large set of glyphs for European languages.

Table 2. ToBe Colour Palette



Typography

JUST Sans

Characters

Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj Kk Ll Mm
 Nn Oo Pp Qq Rr Ss Tt Uu Vv Ww Xx Yy Zz
 Å å Æ æ Ç ç É é Ø ø Ñ ñ Ü ü Ž ž
 1234567890
 ‘?’ “!” - - - (&) [*] {@} €£¥\$ç ;,: < > ++x=

Paragraphs

But how could we fail to see that there is an infinite regress here—if we do not accept, as Kantian and post-Kantian philosophies do, a “supersensible” domain of freedom, outside of the world and its physical determinisms? According to them, the free subject is an absolute origin, a first agent capable of creating first causes, who initiates new causal chains ex nihilo, independent of the rest of the world. —Henri Atlan, *Is Science Inhuman?*

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Figure 3. ToBe Typography

5.1.3 Templates

ToBe templates were defined according to the visual identity of the project to reinforce the brand. Both MS Word and PowerPoint templates are available and must be used by all project partners for the publication of all internal or external presentations, documents and deliverables on behalf of ToBe.

5.1.4 Other materials

EURADA will design and create dissemination materials to promote ToBe's activities, objectives and results. These will include a digital and printed leaflet, postcard and poster, a virtual meeting background and a roll-up banner template in case it is needed. More materials may be created upon further discussion and agreement with the consortium for specific events or communication and dissemination campaigns, like, for instance, videos-interview, promotional videos, etc. The production logistics and costs of such materials will also be taken into consideration during discussion.

5.2 Social Media

Social media are a relevant part of the dissemination strategy, especially for those platforms that are increasingly proving themselves to be places where thematic communities of experts gather, interested in the outcomes of the research and in the communication itself. Social media channels are valuable platforms to reach a wide community, increase visibility and raise awareness, thus providing the opportunity for the project to reach new members from the target audience.

The scientific community and relevant complementary research projects are also active on social media, meaning it can also be a useful platform to reach these groups. Policymakers and other target stakeholders can also be reached through social media via engaging non-technical messages. What differentiates social networks from each other is not only their target audience but also the tone of voice they require, the formats, the topics and the objectives that can be set using them: being able to differentiate communication on social networks allows it to draw from each platform the best it can offer. ToBe identified LinkedIn and Twitter as key platforms to reach a wider audience and increase awareness of the project.

The main strategy is to create social media accounts for the project and regularly post updates, news, and information about the project to engage and inform followers. Social media activities are planned internally, with project partners encouraged to share information about topics, events, news, and content to be covered by the project's social media. Project partners have been encouraged to follow and engage with ToBe's social media. Partners are reminded to retweet posts from their organisational and personal accounts, and partners are also nudged to repost LinkedIn page content with their networks to increase their reach and impact.

5.2.1 Twitter

A ToBe Twitter account ([@ToBe_Research](#)) has been set up to share news, results, and key messages from the project. On the project's website, the Twitter page is visible through a hyperlink. The target audiences for Twitter include the scientific community, public and private organisations and businesses, related research programmes, the media, and the engaged general public. Twitter activities will include variously defined hashtags to target specific audiences, such as #ToBeResearch, #sustainablewellbeing, #beyondgrowth or #HorizonEU.

Twitter is a fast-paced platform, ensuring posts are timely and relevant, engaging to build a following and easy communication channel. The editorial strategy for Twitter includes:

- **Tone of voice:** The tone should be concise, conversational, and impactful.
- **Length:** Twitter posts should be short and to the point, with a maximum of 280 characters. Use hashtags to increase visibility and make posts more discoverable.
- **Timing:** The best times to post on Twitter are during off-work hours and weekends when people have more free time to scroll through their feeds. However, the optimal posting time will depend on the target audience's behaviour.
- **Images:** Use high-quality images. Twitter also supports short videos, so this should be considered as part of the strategy.
- **Tagging:** Tag relevant stakeholders, influencers, and organisations in the posts to increase visibility and reach a wider audience.
- **Frequency:** It is recommended to post 2-3 times per week, but the frequency can be adjusted based on audience engagement and other factors.

5.2.2 LinkedIn

A LinkedIn company page ([@tobe-research](#)) has been established with the intention of sharing events and showcasing the project to external professionals such as scientists and policymakers. The editorial strategy for LinkedIn Posts includes:

- **Tone of voice:** The tone should be informative, educational, and motivational.
- **Length:** LinkedIn posts should be brief and to the point, around 250 characters or less.
- **Timing:** The best times to post on LinkedIn are weekdays during business hours (9 am to 5 pm) in the target audience's time zone.
- **Images:** Use high-quality images.
- **Tagging:** Tag relevant stakeholders, influencers, and organisations to increase visibility and engagement.
- **Frequency:** It is recommended to post at least once a week, but the frequency can be adjusted based on audience engagement and other factors.

5.3 Newsletter

To manage the newsletter for the ToBe project, it is important to raise the community of followers and engage them in the project's goals and activities. Biannual newsletters will be guaranteed to keep members of the community of practice and the public at large informed about ToBe's steps and updates. EURADA coordinates and creates the newsletter, as well as sharing it with subscribers. Subscription can be done via the project website, from the appropriate page [ToBe Newsletter](#). It is the responsibility of all Partners to provide the content that will be included in the newsletter. In order to keep the readers engaged, ToBe partners must take into consideration the length and clarity of the messages portrayed in the articles: around 300-500 words is a good length.

The newsletter will be delivered by the end of every 6th month for the duration of the project, the first instalment to be published 31 August 2023. Assigned partners and WP Leaders (see section 5. Internal Communication) must provide WP5 Leader with the relevant content for the newsletter up to 2 weeks before its publication.

5.4 Website

Much of the dissemination and communication of ToBe will be digital and will pass through the project's official website (www.toberesearch.eu). The website should be seen as a dynamic and constantly evolving environment, a space that changes as the project activities grow and is adapted to provide the best visibility for the different activities.

The website will host all the information about the research results in the forms produced by the project (texts, multimedia, links). Additionally, it has a visually appealing and user-friendly design, with a responsive layout that can adapt to different screen sizes. The website is optimised for search engines, ensuring that it is easily discoverable by interested parties. The site development took place during M1-M4 and is to be updated continuously.

In its beta version, the website is organised into 5 sections plus the homepage: About ToBe, Members, Events, Blog and News, Results and Deliverables. Additional sections will be added progressively, when suitable materials are available, divided into the different types of communication and dissemination materials generated by the project. The website will be available for at least 3 years after the end of the project.

Towards an economy for sustainable well-being: Integrated policies and transformative indicators

Learn more about our goal →

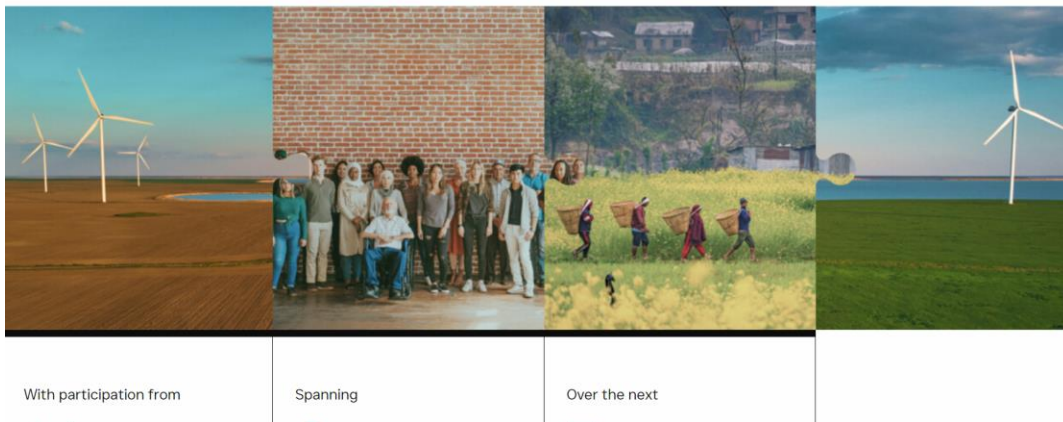


Figure 4. ToBe Website landing page.

5.5 Events and Stakeholder platform

Events organised by ToBe will ensure direct interaction between consortium members, external research, and stakeholder communities. The events will be particularly useful for co-creation and dissemination purposes, and to bring ToBe into contact with other projects during international conferences and workshops dedicated to specific target groups. Some of the events may be jointly organised together with sister projects, SPES and WISE Horizons. ToBe’s sister projects were previously mentioned as Target Audiences, however, their involvement in the organisation of events is also foreseen as we aim to synergise efforts to ensure maximum impact with communication and dissemination activities.

The results of ToBe, both intermediate and final, will be disseminated through co-creation activities. They will create and stimulate policy expertise and energise political debates, bringing in the project’s academic experts concerning transformative approaches and indicators to build and secure political consensus for a sustainability paradigm. Co-creation activities with multiple stakeholders (policymakers, NGOs, citizens) will also examine the challenges and opportunities inherent in the

practical implementation of a new sustainability paradigm, acting as a sounding board for the WPs and co-creating shared knowledge, policy ideas and policy recommendations. Aligned with the plans from other work packages, ToBe will organise in total: two online co-creation public policy dialogues (on transformation and indicators with WP1); two online high-level, closed-door roundtable discussions (on different processes of economic growth and on the results of macroeconomic modelling together with WP2 and WP4); and three international, online or hybrid policy workshops on policy guide (together with WP3). The events' participants will comprise 250 stakeholders representing policymakers, officials, civil society, academic researchers, think tanks, trade unions and businesses.

A final conference in Brussels (M30) for around 150–200 stakeholders towards the end of the project will be organised to summarise the project, present its main results to all stakeholders and link it with EU institutions, major policymakers and other relevant stakeholders.

Beyond the events organised by ToBe, the consortium will also ensure attendance at external events of the most relevance. Those to be attended will be suggested by all project partners and discussed as needed during the monthly forums. EURADA will be in charge of creating a template to gather the information in a common document available in the TUNI Teams. This will be initially populated with entries by EURADA but project partners will be tapped to include their suggestions on which events to attend and/or the extent of ToBe's participation (participant, panel speaker, etc.).

Table 3. Example of common spreadsheet to gather information about external events that ToBe members could attend for disseminating the project results.

Suggested event	Date of the event	Registration due Date	Link to the event	Relevance for ToBe	Partner interested in attending	Name of the partner attending	Panel
Insert the official title of the event	Enter the date on which the event will take place	Enter registrations the closing date	Enter the registration link and/or the webpage	Explain why ToBe attendance at the event should be relevant for the consortium	Enter the name of the project partner interested in attending or suggest the name of a partner you consider suitable	Enter the name of the person	Enter the title of the panel / session or relevance

he aim of participating in such events will be to disseminate key activities and results, focus on knowledge sharing and staging key findings for enhanced coverage of the project. Engagement in such events will continue throughout the project period. The partners will ensure coverage in their respective countries and other international areas of their reach.

6. Internal Communication

Internal communication is essential to collect, define, and agree on content derived from all partners. Within WP5, internal communication is also important for ensuring that all project partners are aligned and working together towards the same goals in communication and dissemination. Effective internal communication helps to avoid misunderstandings, redundancies, and duplication of work and promotes coordination and collaboration among the project partners.

One of the most important aspects of internal communication is establishing clear and consistent lines of communication between all project partners. As of writing, this includes monthly project meetings, specific mailing lists and emails, but project management tools such as shared calendars, task lists, and progress reports will be added afterwards. These tools can help keep everyone informed about project progress, deadlines, and priorities, and will be responsibilities of WP6 Leaders.

The project coordinator has established a workspace in the Microsoft Teams platform that is used for sharing project updates, documents, and data and facilitate discussions and collaboration on specific project tasks and objectives. All partners are invited to independently upload their events that will be then shared within the network, on social media and on the website, and upload useful information that will be used for official communications and communication materials.

To ensure proper capture of central results and their impact, EURADA will coordinate with members to ensure communication and dissemination activities. All partners will identify and signal at least one communication representative, who holds the responsibility for the activities at a project partner level and reporting, and who serves as the central contact person for all communication and dissemination matters. Simultaneously, WP Leaders must coordinate with WP5 Leader in WP-specific communication and dissemination activities (see table 3). From the side of the communication manager, an email address was created for aggregating communication tasks within WP5's lead beneficiary: contact@toberesearch.eu.

WP5 is led by EURADA. Although communication and dissemination activities are channelled through specific team members, all partners are responsible for creating content to be published synchronously and strategically. EURADA will edit and review all content provided by the project partners to be published via the project's distribution channels to guarantee that the content will be harmonious and easily recognisable as ToBe content.

Communication and dissemination activities will be monitored and coordinated by EURADA. All ToBe-related social media content production and publication should reach EURADA through the active collaboration of project partners.

Table 4. Roles in Communication and Dissemination Activities.

Partner	Role in Communication and Dissemination Activities
Coordinator	<p>As project coordinator, TAU will:</p> <ul style="list-style-type: none"> • Support EURADA by identifying and providing key project results; • Support EURADA in ensuring that there is a continuous active contribution from all project partners to communication and dissemination activities; • Ensure timely and effective internal communication within the consortium and between the consortium and the EC; • Supervise and coordinate the organisation and implementation of scientific and dissemination events.
EURADA	<p>As the lead beneficiary of the communication and dissemination work package, EURADA will:</p> <ul style="list-style-type: none"> • Communicate the project and its results at the project level and involve stakeholders ensuring communication activities are sustainable and impactful; • Manage the project’s website and social media platforms; • Produce content for the website and social media platforms; • Inform project partners with relevant information that supports partners’ efforts in communication and dissemination activities; • Produce newsletters, manage press office duties, etc; • Monitoring and reporting all communication and dissemination activities at consortium level.
Communication Representatives of all partners	<p>The work package leaders will aid the communication manager by:</p> <ul style="list-style-type: none"> • Supporting the communication content creation related to the WPs; • Supporting the content creation of press releases and other joint publications of the consortium; • Identifying relevant conferences and other events; • Updating EURADA regularly about WP activities and outcomes.

7. Evaluation

7.1 Reporting

By regular monitoring of communication and dissemination activities, it is possible to assess whether the CDP implementation is appropriate, and it will enable the consortium to see which activities had the biggest impact on the relevant stakeholders (both in quantitative and qualitative terms). Conclusions from this monitoring will affect updates of the CDP.

As required by the funding programme, recording and reporting of KPIs will follow specific criteria and timing. Specific references to activities carried out, target audience addressed, and channels leveraged will be made in both periodic and technical reports to be uploaded on the Funding&Tenders Portal by EURADA, in order to assess the progress of the work undertaken within WP5 of the project.

The indicators that will be reported are as follows:

- Number of visits to www.toberesearch.eu;
- Accumulated number of followers on social media;
- Accumulated number of subscribers to the project newsletter;
- Accumulated number of press releases distributed;
- Accumulated number of articles published on external media;
- Accumulated number of participants in conferences and workshops;
- Accumulated several relevant events in which project partners participated.

To facilitate accurate monitoring and assessment of the communication and dissemination activities and to understand the impact of the actions carried out, all partners must register the activities that they implement. In this sense, a section to report every communication activity or publication (articles, social media posts, attended events, etc.) in a spreadsheet that is available in the shared TUNI Teams. This has been drafted by EURADA taking into account the criteria required in the technical report, in order to also comply with the requirements of the continuous reporting process foreseen by the project itself. Each consortium member will be required to record here their activities at regular intervals. EURADA will remind partners to fill this document every 6 months, as its content will also be included in project communication reports (D5.2 and D5.3).

Table 5. Example of common spreadsheet to monitor partner's communication activities

Partner	Type of activity	Channel	Target audience	Date	Link
Select the name of your company/ entity	Explain which kind of comm. and dissem. activity involved ToBe: social media post, articles, presentations	Specify the channel used: Twitter, LinkedIn, Newsletters, Websites	Indicate to whom the action is addressed		Please provide a link where to see the publication of articles, tweets, LinkedIn posts, etc.

Therefore:

- All partners will respect the communication responsibilities set out in this document;
- All partners will register their communication activities in the communication reporting document;
- All partners will save evidence of communication activities carried out.

As stated in ToBe’s GA, EURADA will deliver D5.2 and D5.3 Communication activity reports (M6, M36) to discuss WP5 effort’s results, where this information will be included.

7.2 KPIs

Table 6. Communication and Dissemination Key Performance Indicators.

Communication & Dissemination efforts	Responsible Partner	Target groups	Key Performance Indicators
Newsletter to inform the stakeholders about project activities and results	EURADA	Policymakers, stakeholders, quadruple helix	6 newsletters Over 300 subscribers
Online internal and external exploitation workshops	EURADA, EPC, All partners	High representatives from European institutions, local governance, public authorities, policymakers, experts	Over 120 stakeholders participating
Participation in events, congresses and conferences, publications in OA journals	EURADA, partners	All Academics, policymakers, NGOs, stakeholders	At least 2 events or publications in journals per year where ToBe project findings will be communicated
Final conference in Brussels	EURADA and EPC with the support of the other Brussels’ based partners	EU regional representatives, policymakers, stakeholders, international organisations, thinktanks, national and regional government representatives	At least 250 people participating in a combination of public policy dialogues, high-level roundtable discussions and policy workshops
Website	EURADA	Stakeholders, policymakers, general audience	15,000 views per year (45,000 in total)

Co-creation platform	EPC	Academics, trade unions, policymakers, NGOs, citizens, international organisations, think tanks, national and regional government representatives	At least 250 people participating in a combination of public policy dialogues, high-level roundtable discussions and policy workshops
Social network (Twitter, LinkedIn)	EURADA	Policymakers and stakeholders	Over 500 followers on each network: 2 messages per week on LinkedIn 2 messages per week on Twitter
Communication channels of the partners. EURADA will mobilise partners to use their own communication channels	EURADA, partners	All Policymakers and stakeholders	Impact on over 4,000 people 2–3 times per year a message is replicated in partners' communication channels