



European Union
European Regional
Development Fund

Smart Chemistry Specialisation Strategy

Project Communication Strategy

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1. Project description

1.1 Issue addressed

The European Chemical Industry is an important economic sector, which produces 16.7% of the world's chemicals, employs 1.2 million workers, contributes 527 billion Euros to the EU Economy and spends 8.4 billion Euro for R&D (Cefic 2014). Innovation is crucial for the sustaining of competitiveness of the chemical industry, which is also at the root of all other industries. Chemical innovation provides Europe with raw materials and consumer products and leads to the development of advanced materials and advanced process technologies that enable more flexible production with more efficient use of energy, feedstock and water. From 2007 to 2009 the High Level Group (HLG) for the Competitiveness of the European chemical industry discussed about the main challenges and requirements for policy improvements. The ECRN participated in the HLG to integrate the regional dimension. The HLG has stressed that more innovation and research are key to securing the future of the European Chemical Industry. The HLG recommendations have been integrated into the Europe 2020 strategy for new industrial policy. The European Chemical Industry has an important role in making Europe 2020 happen and is working in close collaboration with the EU institutions on the best ways to address the present and future challenges.

Regions play an important role in the promotion of the chemical industry, which has strong regional roots often organised in large settlement areas or chemical parks. Naturally the promotion of innovation for chemical related topics has a high priority. A considerable amount of funding is now available in different funding instruments to initiate R&D and innovation cooperation at regional level. Chemical regions have a long tradition in organising efficient structures for triple helix cooperation between industry, science and administration in form of clusters and networks. These cooperation structures have been used in a bottom up process to define the innovation priorities and will be the basis for future implementation of RIS.

The development and implementation of RIS following the smart specialisation approach is a new challenge for chemical regions. Initial discussion inside the ECRN has shown that there is a large variety in terms of how the RIS is structured and how the process will be implemented. Some regions have defined clear innovation priorities with focus on chemicals other regions have defined more general horizontal innovation priorities. Furthermore different funding instruments have been developed and organisational structures established. In this context the project partners Saxony-Anhalt, Masovia, Limburg, Lombardy, Catalonia, Asturias and Wallonia, have a strong interest to initiate an interregional cooperation process to exchange experience on the implementation of RIS with focus on chemical related topics. The project

will contribute to improvement of regional policy instruments based on the good practice identified and adopted to the specific conditions in the different partner regions. Interregional Cooperation will help to organise a more efficient and more focused use of ESI Funds.

The main beneficiaries of the project will be responsible public authorities (e.g. ministries of economy) that will improve policy instruments for innovation funding in chemical related sectors, based on the good experiences from European partners. Furthermore companies and research entities working in these areas will also benefit from better regional funding for the promotion of R&D and innovation.

1.2 Project objectives

The main objective of the project is the improvement of the implementation of regional development policies and programmes, in particular programmes for Investment for Growth and Jobs and, where relevant, ETC programmes, that support the delivery of innovation by actors in regional innovation chains in areas of “smart specialisation” and innovation opportunity.

The project wants to improve the implementation of RIS with focus on chemical related topics with the help of interregional exchange of experience and mutual learning between public authorities from seven European chemical regions.

Sub objectives of the project are:

- Chemical companies and relevant research institutions should be supported to better access innovation funding provided by the regional ERDF programmes in order to contribute to the development of solutions answering the defined societal challenges.
- The participating public authorities (mainly Ministries of Economic Affairs) will cooperate closely with the regional stakeholders of the chemical innovation chain, existing triple helix clusters and networks in order to improve the governance of Regional Innovation Strategy for this specific sector and innovation areas of smart specialisation.
- The responsible public authorities will use good practice from other partners for the change of strategic focus of the Regional Innovation Strategies with focus on chemical topics and its related funding instruments in order to improve the policies for promotion of innovation.

1.3 Project outputs

The interregional learning process will be organised at different levels. The main place where the individual learning takes place is the Interregional Working Group (IWG). This group is composed of the representatives from the partner’s ministries, responsible for the implementation of RIS and related ERDF Instruments. The IWG will meet twice a year to discuss their

experiences in order to identify good practice as basis for a mutual learning between the partners. The participants of the IWG will transfer the acquired knowledge from the interregional exchange of experience to other relevant colleagues in their ministries in order to ensure the organisational learning via internal working groups.

Each region will also establish a regional innovation stakeholder group (RISG), which brings together relevant companies, research institutes and other business and innovation promotion stakeholder. Most of the regions will use already existing structures of triple helix cooperation clusters and networks. This RISG will meet each half year to discuss the project topics and integrate their experiences into the interregional learning process. Every half year a peer review workshop will be organised in one region to present and discuss the results from one thematic topic with the regional stakeholders in order to get a feedback from company and research level and make a final fine tuning of recommendations for policy improvements. All regional stakeholders are invited to the annual dissemination conference to present their experiences and to participate in the interregional networking and cooperation with other regional stakeholders.

The external/ EU level learning will be organised with the support from the ECRN. ECRN meetings will be used to discuss project activities and results with other chemical regions. Furthermore existing contacts to the European Commission and other Interest Representations (e.g. Cefic) will be used to articulate joint interest and recommendations at EU level.

The general cooperation methodology will be organised as follows. The project has defined six thematic priorities for the interregional exchange of experience, which will be discussed in the six semesters of the phase 1. The partners will start with a first IWG meeting to present the current situation and present first experiences. Afterwards each region organizes a RISG Meeting to discuss the topic with the regional stakeholder and integrate their contribution. In a second IWG meeting the good practice will be presented and the discussion about the transfer of experience will take place. This outcome will be discussed within a joint meeting as peer review with the regional stakeholder group in the region, where the IWG meeting takes place. Conclusions will be jointly agreed on for the later integration into the action plan.

The main outputs of the project are summarized in table 1.

Table 1: Project outputs.

Output	Amount
Interregional WG Meetings	12
Site visits	6

Peer review workshops	6
Regional Innovation Stakeholder Meetings	42
Thematic studies focusing on RIS development, stakeholder involvement, project generation, financing instruments and monitoring	5
Action plans	7

2. Description of the communication strategy

In this chapter, the strategic framework for communication throughout the project is outlined. Communications will help to deliver the aims targeted the project. The communication strategy at hand will define the communication objectives, relevant target groups, communication activities and the time plan/time schedule, available budget and the indicators for evaluation of the project. In addition, the communication plan describes internal and external communication to ensure internal involvement of all partners and term external communication activities and objectives to reach the audience outside of the project. It forms the basis for the overall communication management at internal and external level during project duration. All partners will contribute to the implementation of this communication strategy at regional level.

2.1 Communication objectives

2.1.1 External communication

The main objective of the external communication is the maintenance of a strong and effective communication of the key project outputs and results and is addressed to specific target groups etc. The role of external communication of S3Chem is to ensure the visibility of the project. Several communication activities aim to inform certain target groups on project objectives, activities carried out, achieved results of the project work and the current status of the project implementation. The communication activities aim also to raise awareness of the S3Chem project and engage relevant stakeholders in contributing to the activities and the dissemination of the project's results. Therefore, the external communication strategy of the S3Chem project aims to ensure external stakeholder involvement.

Specific Objectives

In particular the external communication will help to disseminate information about available innovation funding in order to improve involvement of companies and research institutes in the implementation process of RIS and participation in direct call for proposals. Further, with the help of S3Chem communication activities, the dissemination of information to relevant intermediary and mediating organisations become possible. The aim is to raise the awareness

among these organisations about the funding opportunities for innovation and possibilities to actively participate in the implementation process. With this knowledge they should transfer the information to their members in order to increase the outreach of communication and dissemination activities. Due to their mediation role they can create a multiplying effect.

Moreover, communication can help to show the benefit of innovation policy financed by ERDF to decision makers at regional level as well as at European level and provide input into the political discussion about the shaping of future policies in view of improving policy instruments on the basis of good practice from other regions in Europe with common challenges and intensive interregional collaboration. The European interest organisations can also communicate the results and recommendations from the project to other interested stakeholders outside the project.

In addition, by the means of the external communication strategy the benefit of innovation policy for the chemical sector financed by ERDF to the decision makers at regional level from other chemical regions outside the project partnership can be demonstrated. This will provide input into the political discussion about the shaping of their future policies in view of improving policy instruments on the basis of good practice from other regions.

Communication can also help to demonstrate the contribution of chemical innovation to answer societal challenges towards young people at school and university. Public funded innovation projects offer employment opportunities for young and qualified people. The image of the chemical industry in relation to the society should be improved. Especially the understanding of role of chemical innovation for future new technologies should be strengthened. The interest in study courses for MINT should be increased to ensure the availability of future workforce.

External communication should also show the advantages of European Funding for promotion of innovation in the chemical sector that ensures highly competitive production and sustainable employment in the chemical regions. Furthermore, the positive contribution of chemical industry to find solutions for major societal challenges should improve the image and acceptance of the sector. Additionally, the communication of benefits of European Funding will strengthen the understanding and support towards the European Union in general.

2.1.2 Internal communication

Every partner that is working on the S3Chem project is responsible for developing the communication and dissemination of the project at the regional and local level. It should present its plans on these activities and share them with other partners.

Thus, the communication strategy also involves internal communication activities to ensure a permanent information flow and the involvement of all project partners in order to achieve to core objectives. Partners will mainly communicate via e-mail and telephone to exchange

information among project partners. There will be set-up a tool for internal exchange of documents. Thus, a project cloud such as google drive provides a file, which is accessible for all the project partners and documents between partners can be exchanged. The cloud provides all essential information regarding activities, meetings and organisation. Therefore, all project partners will have access to thematic analyses from the partner regions, presentations and dissemination materials (project flyer, logos, newsflash newsletter) as well as templates. The partners will also be able to download important documents such as minutes, lists of participants and agendas of the meetings held.

2.2 Target groups

In this chapter the key audiences with which the project needs to communicate are presented. These target groups have different characteristics and needs. In order to be effective, it is important to know precisely who the project needs to address and to think about the target groups every time the project communicates. The main target groups and the communication activities for reaching them are listed in the following table.

Table 2: Target groups and communication activities of the S3Chem project.

Target Group	Activities
<ul style="list-style-type: none"> ▪ Companies and ▪ R&D entities (universities and research institutes) from chemical or chemical related sector 	<ul style="list-style-type: none"> ▪ Invitation to participate in the Regional Innovation Stakeholder Meetings ▪ Newsflash electronic Newsletter translated into mother languages ▪ Email address database ▪ Project website provide all relevant information ▪ 3 large dissemination conferences ▪ Press conferences and direct cooperation with journalists to achieve high media coverage
<ul style="list-style-type: none"> ▪ Business promotion agencies, ▪ Chamber of commerce, ▪ Industry associations and ▪ Clusters/networks as mediators 	<ul style="list-style-type: none"> ▪ Invitation to actively participate in the regional innovation stakeholder group ▪ Email address database ▪ Newsletter will be sent to the target group with special request to forward it to their members or other interested organisations ▪ Invitation to participate in the dissemination conferences
<ul style="list-style-type: none"> ▪ Politicians and decision makers at regional level 	<ul style="list-style-type: none"> ▪ Invitation to participate in regional innovation stakeholder meetings. ▪ Involvement in discussion and adoption of the action plan ▪ Newsletter will be regularly sent to this target group ▪ Participation in the dissemination conferences ▪ Media work with articles in regional newspapers should be targeted at regional politicians
<ul style="list-style-type: none"> ▪ European Institutions and interest representations: <ul style="list-style-type: none"> - European Parliament, - European Commission, - Committee of the Regions, 	<ul style="list-style-type: none"> ▪ Receive of information about project progress and results via the email newsletter ▪ Target group is highlighted in the address database

<ul style="list-style-type: none"> - Cefic European Chemical Industry Council, - EPCA – European Petrol Chemical Association, - EuropaBio, - European Trade Union of Chemical Industry, - EMCEF – European Mine, Chemical and Energy Workers Federation. 	<ul style="list-style-type: none"> ▪ Invitation to participate in the dissemination conferences ▪ Invitation to take an active part in these events as speakers
<ul style="list-style-type: none"> ▪ Regional governments, ▪ Ministries of economy and structural funds ▪ Managing authorities from other chemical regions, ▪ European Chemical Regions Network 	<ul style="list-style-type: none"> ▪ The communication towards chemical regions outside the project will be supported by the European Chemical Regions Network ▪ Newsletter and emails with relevant studies and intellectual outputs. Furthermore representative ▪ Invitation to participate in the larger dissemination events ▪ Representatives from ministries at working level can also join the interregional working group meetings ▪ Access to information published on the website
<ul style="list-style-type: none"> ▪ Students and pupils from high schools and universities for long term innovation promotion 	<ul style="list-style-type: none"> ▪ Access to information published on website and social media platforms ▪ Registration for the abonnement of the electronic Newsletter ▪ 3 videos should approach younger generation ▪ Publishment of articles in cooperation with universities
<ul style="list-style-type: none"> ▪ General public and the citizens in the partner regions 	<ul style="list-style-type: none"> ▪ Access to information via media and website ▪ Partners will publish articles in regional newspapers and journals Furthermore all ▪ Videos will communicate the messages of the project ▪ Information provided via social media platforms e.g. Facebook, LinkedIn

3. Activities for external communication and dissemination

The list above gives a first overview of activities planned to reach a given target group. In this section the various activities are described in more detail.

3.1 Start-up activities

3.1.1 Communication Plan

At the beginning of the project a detailed communication and dissemination strategy will be developed to identify the relevant target groups of chemical enterprises, research entities, chambers, RDA and national and regional ministries, to set targets and to provide guidance with standard information on how to implement communication activities.

3.1.2 Visual identity

Interreg Europe uses a common programme visual identity. The projects Interreg Europe supports must therefore follow the programme's corporate design guidelines when developing

their project communication tools. Following the graphic instructions from the Interreg Europe programme, a Corporate identity is developed to provide templates for Word and PPT Docs and the Newsflash.

S3Chem Logo

All partners have to follow a number of rules regarding the use of the logo of the European Union and the respective fund – ERDF in the case of Interreg Europe (Regulation (EU) No 1303/2013 (Annex XII, Article 2.2)). The logo must always be visible in a prominent place (on the first/landing page, visible, without scrolling, on all electronic and mobile devices) and of a comparable size to other logos used. The Interreg Europe Joint Secretariat provided a set of project logos, as stand along and as combination of the project logo and the emblem of the European Regional Development Fund.



Different format types of the project logo are available for download from google drive: <https://drive.google.com/drive/folders/0B4E7Zo86oImEeXZVR3F6V1BLVko>.

S3Chem Templates for A4 standard format

Arial has been selected as the primary corporate typeface of Interreg Europe because of its general availability and contemporary and unique feel and look. It should be used as the primary typeface in all publications and publicity material.

S3Chem Templates for Powerpoint

Joint Secretariat provided the template for PowerPoint to be used for presentations linked to the S3Chem project. They are to be used as described in the branding guidelines: https://www.interregeurope.eu/fileadmin/user_upload/documents/2016-05-19_Project_branding_guidelines.pdf

Interreg Europe Logo

Interreg Europe uses a common programme visual identity. Common branding is instrumental to the programme communication strategy. The projects Interreg Europe supports must therefore follow the programme's corporate design guidelines when developing their project communication tools. The guidelines are available on the programme's website: https://www.interregeurope.eu/fileadmin/user_upload/documents/2016-05-19_Project_branding_guidelines.pdf.

The logo set can also be downloaded from the programme's website: www.interregeurope.eu.

3.1.3 Address Database

An address database with an extensive e-mail list of relevant stakeholders and target groups will be established. This e-mail list is used for newsflash newsletter mailing and will be updated regularly.

3.1.4 Project Flyer

The project will use a 1-page A4 Flyer to have a short and comprehensive description of project content and partnership.

3.1.5 Roll-up Banner

8 Roll-up banners will be produced to be used for promotion during events. These roll-ups will be developed based on a template provided by the Interreg Europe programme and distributed to all partners.

3.1.6 A3 Poster

The Interreg Europe programme provided a template for the production of the project A3 poster. It displays project acronym, title and specific objective. Within six months of the approval of the project, each project partner has to place at least one poster with information about the project, including the financial support from the ERDF, at a location visible to the public, such as the entrance area of a building. The poster needs to stay visible for the whole duration of the project.

3.2 Digital activities & Social Media

3.2.1 Project website

The project website is a standardised communication tool for the S3Chem project, which will be updated regularly with content designed to attract visitors during the whole course of the project.

The average number of sessions at the project page per reporting period is one of the indicators that are predefined by the programme and will be continuously monitored.

The project website serves as the main source of up-to-date information about the project and will be updated at least once every six months.

The website will provide the following information:

- news about the project's implementation and achievements
- main project events (no later than two weeks before the event)
- pictures, videos about the project's work

- digital project outputs
- social media section (Facebook, LinkedIn).

Visibility and publicity requirements for the website and other online tools are described above in section 8.1.2.

3.2.2 Institutional websites

Each project partner who publishes information about the project on their institutional website is obliged to give the following information:

- Short description of the S3Chem project, its objectives and results
- Partnership
- Highlight the financial support from EU (ERDF and Interreg Europe)
- Logo set and the acronym of the S3Chem project
- Link to the S3Chem project website.

3.2.3 Newsflash Newsletter

The project will publish newsflash newsletters on a regular basis (2 newsletters/semester). The Newsflash will be an important instrument for regular and flexible communication. It will be a 2 page summary of important activities and results. and will be distributed by email via the address database. The newsflashes will be available on the project website for download and will be distributed by email via the address database. The newsletter can also be printed in colour by the partners, depending on their specific needs and special occasions. It is also available as hardcopy handout for meetings and events. The newsflash newsletters will be uploaded to the library of the project's website.

In order to increase the impact of the communication, all partners are asked to collaborate in the preparation of the newsflash newsletter by translating the newsflash newsletter into their mother language and distributing these to their regional stakeholder based on a list with local/ regional e-mail contacts.

In addition, all partners are also asked to contribute to the content of the newsletter by providing and sending information on project results, achievements, success story etc. to the communication manager via e-mail.

3.2.4 Project Videos

In order to raise awareness about the S3Chem project partners will produce 3 short (5 minutes) videos on specific topics of cooperation, which will be published on the project website and Youtube platform.

3.2.5 Facebook & LinkedIn

The S3Chem project is present on the social media channels Facebook and LinkedIn providing up-to-date information about progress of the project implementation including pictures, links etc.

All partners are encouraged to use the hashtag #S3Chem whenever they share information about the project via social media. Additionally, all project partners are free to provide the communication manager with information about project activities. The communication manager will share the information afterwards on Facebook page and/or LinkedIn group of the project.

3.3 Media relations

3.3.1 Press Releases

Alongside the dissemination events, the progress of work will be regularly communicated with the help of press releases and press conferences.

3.3.2 Media Appearances

Media monitoring is a part of the evaluation of the communication strategy. Copies of any articles will be collected and archived (scanned article with a visible date and source, image clip of an online article with a link and date) by all project partners.

3.4 Dissemination events & meetings

The project partners will organize three dissemination conferences in order to present the results of the cooperation to a wider audience. Especially the existing cluster structures and networks in the regions will be used for dissemination or joint events.

The first dissemination conference will be organized to share the achieved learning and to get input for upcoming activities. A second dissemination conference will be planned alongside the international chemistry exhibition EXPOQUIMIA in Barcelona from 2 to 6 October 2017. The purpose of the event will be the presentation of mid-term results of the project and a discussion with involving companies, research institutes and public authorities. The third dissemination event will take place in Saxony-Anhalt, probably alongside the annual Congress of European

Chemical Regions in order to present results of the phase 1 interregional learning and to discuss recommendations improvements of policy instruments. Especially, the Chemical Industry Associations will play an important role in reaching the enterprises. For this purpose, regional stakeholder meetings will be organised twice a year. Furthermore, research and university networks will be used to communicate activities. Also, via European Interest Group such as European Chemical Regions Network, Cefic (European Chemical Industry Council), EPCA (European Petrol Chemistry Association) and ECSP (European Chemical Site Promotion Platform) the dissemination of results will take place at European level.

4. Timeline

The project partners developed a detailed time plan, showing when certain communication activities would best be carried out. This work plan should help to fulfil all communication activities planned with an appropriate timing in order to achieve the overall project objective of improving selected policies.

Table 3: Detailed time schedule for the implementation of the communication strategy.

Action	Project Partner	Semester 1	Semester 2	Semester 3	Semester 4	Semester 5	Semester 6
S3Chem cloud set-up	Isw/ All Partners						
Corporate Design	LP/ JS						
Communication Strategy	LP/ JS						
S3Chem Website set-up	LP/ JS						
Linkedin set-up	LP						
Facebook set-up	LP						
Set-up of target group mailing list	All Partners						
Set-up Press Archive	All Partners						
Project Flyer	LP						
Project Poster	LP						
Roll-up	LP						
1st Newsflash + 7 translations	LP/ All Partners						
2nd Newsflash + 7 translations	LP/ All Partners						
3rd Newsflash + 7 translations	LP/ All Partners						
4th Newsflash + 7 translations	LP/ All Partners						
5th Newsflash + 7 translations	LP/ All Partners						
6th Newsflash + 7 translations	LP/ All Partners						
7th Newsflash + 7 translations	LP/ All Partners						
8th Newsflash + 7 translations	LP/All Partners						
9th Newsflash + 7 translations	LP/All Partners						
10th Newsflash + 7 translations	LP/All Partners						
11th Newsflash + 7 translations	LP/All Partners						
Update Websites of all PP	LP						
Update S3Chem website	LP						
Update Facebook	LP						
Update LinkedIn	LP						
Updated address database	All Partners						
1st Dissemination Conference Lombardy	LOM						
1st Press Conference	All Partners						
1st Video	LOM						
2nd Dissemination Conference in Catalonia	CAT						
2nd Press Conference	All Partners						
2nd Video	CAT						
3rd Dissemination Conference	LP						
3rd Press Conference	LP						
3rd Video	LP						
Participation in IE Event 1	LP						
Participation in IE Event 2	LP						
Participation in IE Event 3	LP						
Participation in IE Event 4	LP						
Participation in IE Event 5	LP						
Participation in IE Event 6	LP						
Participation in IE Event 7	LP						
Participation in IE Event 8	LP						
Participation in IE Event 9	LP						
Participation in IE Event 10	LP						
Participation in IE Event 11	LP						
Participation in IE Event 12	LP						
Final Brochure Phase 1	All Partners						

5. Budget

Type of costs	Description	Part-ner	Amount (€)
Meeting costs: stakeholder group	6 Regional Innovation Stakeholder Meetings	LP	3.000
Meeting costs: dissemination event	1 Final Conference Phase 1 with 100 participants	LP	15.000
Publication and dissemination costs	Printing costs for: <ul style="list-style-type: none"> Action Plan Saxony-Anhalt (20 pages, 200 copies), 	LP	5.500

	<ul style="list-style-type: none"> Final Brochure Phase 1 (30 pages, 500 copies) and Final Brochure Phase 2 (30 pages, 500 copies) = 3500 <p>Development of corporate design including cover pages for studies, common layout for newsletter, flyer and poster, template for Power Point and Word templates (corporate design build on the guidelines of Interreg Europe Programme = 2000)</p>		
Publication and dissemination costs	Development and Production of Poster A3 and Rollup 2x1 meter	LP	1.000
Publication and dissemination costs	Development and print Flyer A4 (1000 copies)	LP	1.000
Publication and dissemination costs	Production of Video (approximately 5 minutes)	LP	6.000
Publication and dissemination costs	Printing costs of thematic output 1st semester: Analysis of current status of RIS in all partner regions (50 pages, 250 copies)	PP2	1.000
Meeting costs: stakeholder group	6 RISG Meetings in Masovia with each 15 participants	PP3	3.000
Publication and dissemination costs	<ul style="list-style-type: none"> Printing costs of thematic output of 2nd Semester: Analysis of Stakeholder involvement and RIS Governance (50 pages, 250 copies) = 1000 Printing Costs Action Plan Masovia (20 pages, 200 copies) = 500 	PP3	1.500
Meeting costs: dissemination event	1 Final Dissemination Event Phase 2 (100 Participants)	PP4	21.500
Meeting costs: stakeholder group	6 RISG Meetings in Limburg with each 15 participants	PP4	3.000
Publication and dissemination costs	<ul style="list-style-type: none"> Printing cost for thematic output of Semester 3. Analysis of project generation and project development (50 pages, 250 copies) = 1000 Printing Action Plan Limburg (20 pages, 200 copies) = 500 	PP4	1.500
Meeting costs: dissemination event	1st dissemination conference in Lombardy (100 participants)	PP5	19.500
Publication and dissemination costs	<ul style="list-style-type: none"> Printing cost for thematic output of Semester 4: Analysis of funding measures for innovation promotion (50 pages, 250 copies) = 1000 	PP5	1.500

	<ul style="list-style-type: none"> Printing Action Plan Lombardy (20 pages, 200 copies) = 500 		
Publication and dissemination costs	Production of Video (approx. 5 Minutes)	PP5	6.000
Meeting costs: stakeholder group	6 RISG Meetings in Lombardy with each 15 participants	PP5	3.000
Publication and dissemination costs Printing	<ul style="list-style-type: none"> Printing costs for thematic output of Semester 5: Analysis Evaluation and Monitoring systems for impact-oriented steering of RIS process (50 pages, 250 copies) = 1000 Printing Action Plan for Asturias (20 pages, 200 copies) = 500 	PP6	1.500
Meeting costs: stakeholder group	6 RISG Meetings in Asturias with each 15 participants	PP6	3.000
Meeting costs: dissemination event	1 dissemination conference (100 participants)	PP7	16.500
Publication and dissemination costs	<ul style="list-style-type: none"> Printing action plan Catalonia (20 pages, 200 copies) = 500 production of video (approx. 5 Minutes) 6000 Euro, including 400 USB sticks for distribution of video to relevant stakeholders during regional and international events. (1000 Euro) 	PP7	7.500
Meeting costs: stakeholder group	6 RISG Meetings in Catalonia with each 15 participants	PP7	3.000
Publication and dissemination costs	Printing action plan Wallonia (20 pages, 200 copies)	PP7	500
Meeting costs: stakeholder group	6 RISG Meetings in Wallonia	PP7	3.000

6. Evaluation

The monitoring of communication activities throughout the project will be carried on the basis of specific indicators. The evaluation of the communication activities will be carried out every six months in accordance to the half-yearly reporting periods. The evaluation of the S3Chem communication activities will be completed according to the following criteria and indicators:

Indicator	Number	Measurement
Number of policy learning events organised	56	Partner progress reports

Number of good practices identified	20	Partner progress reports
Number of increased professional capacity due to their participation in interregional cooperation activities	21	Partner progress reports
Number of appearances in media	200	Partner progress reports/ Press Archive
Average number of sessions at the period pages per reporting period	500	GoogleAnalytics
Number of action plans developed	7	Partner progress reports
Number of Newsflashes	13	Partner progress reports/ CMU
Number of dissemination events organized	3	Partner progress reports
Number of Youtube videos produced	3	Partner progress reports

7. CONTACT

The body responsible for the implementation of the communication strategy is the Ministry of Economy, Science and Digitalisation Saxony-Anhalt, lead partner of the Interreg Europe S3Chem project.

On operational level, the following person is responsible for communication:

Claudia Geyer – Communication Manager
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