



RIGHT
RIGHT SKILLS FOR
THE RIGHT FUTURE

RIGHT COMMUNICATIONS PLAN

WP2 - Communications

WP2 LEADER – HORDALAND COUNTY COUNCIL



CONTENTS

CONTENTS	1
1. Introduction	2
2. Objectives	2
3. Target groups – stakeholder analysis.....	4
4. Activities (including responsibility, communication tools and timeline)	5
5. Budget.....	18
6. Monitoring and Evaluation	18
7. Attachment 1	19

1. Introduction

The communications work is central to the RIGHT project and its activities. The purpose of this document is to outline the project's communications strategy by defining:

- Aims and objectives
- Target groups
- Communication activities
- Timeline
- Responsibilities
- Budget
- Monitoring and evaluation

Successful communication is an ongoing process. This document will be revised and if necessary updated every 12 months.

2. Objectives

The communications work is divided into project internal communications (partners) and external communications (stakeholders).

2.1. Internal Communications

The overall objective of internal communications is to secure effective project management and a smooth flow of information between partners in order to ensure that the overall project objectives are accomplished.

The specific objectives of internal communications are connected to each of the project's work packages and the partners' needs for sharing information in order to be able to complete the planned deliverables.

2.2 External Communications

The overall communication objective for external communications is to collect, process and disseminate good stories and project results to pre-defined selected target groups. The aim is to ensure that project results and outputs outlive the project lifetime and are available for future reference.

The specific objectives of external communications are also connected to each of the work packages, but are related to the dissemination of deliverables and results to the relevant stakeholders.

2.3. Communication objectives according to Project Application

- Identifying potential innovation opportunities by interacting with project stakeholders to collect information for the knowledge base for further project activities. This objective will be accomplished through activities connected mainly to WP3.
- Uncover the skills gap barrier to innovation by establishing dialogue to collect information and knowledge from SMEs. This objective will also be accomplished through activities connected mainly to WP3.
- Bridge the identified skills gap by sharing knowledge, methodology and information in order to run pilot activities in a well organized and standardized way. This objective will be accomplished through activities connected mainly to WP4.
- Increase regional innovation capacity by disseminating results and best practice, ensuring longevity beyond project lifetime and registering changes needed or executed. Dissemination will be packed in a suitable format according to target group. This objective will be accomplished through activities connected mainly to WP5.

The specific activities, target groups, timeline, responsibilities, budget and monitoring related to these objectives are explained in the following sections of this document.

3. Target groups – stakeholder analysis

Target groups for the RIGHT project are classified as internal and external. The internal target group consists mainly of the project partners. These include regional partners, knowledge and R&D partners, and industrial development bodies. The external target group consists of all stakeholders external to the project who can benefit from and/or affect the outcome of the project in either a positive or a negative manner. The following table describes the project's stakeholder relevance for the different main activities in the project and proposed communication strategies.

The target groups for the RIGHT project are:

TARGET GROUP	CLASS.	CONTRIBUTION	POWER	STRATEGY
Project partners	Internal	Project execution	High	Close cooperation and mutual trust
Business support organisations	External	Contact with SMEs	Medium	Keep informed
Higher education and research institutions	External	Regional statistics and support with pilot content	Medium	Keep informed. Ask for information when required
Large private enterprises	External	Support to execution of pilots and policy making	Medium	Keep informed
Regional public authorities	External	Policy making	High	Keep informed. Close cooperation. Involvement.
Local public authorities	External	Policy making	High	Keep informed. Close cooperation. Involvement.
National public authorities	External	Policy making	High	Keep informed
Sectoral agencies (clusters)	External	Contact with SMEs	High	Close cooperation and trust (partners)
SMEs	External	Source of information. Participate in pilots.	High	Involvement. Close cooperation and trust. Keep informed.
Education/training centres and schools	External	Pilot execution	High	Involvement. Close cooperation and trust. Keep informed.
Infrastructure and (public) service providers	External	Support with pilot execution	Low	Keep informed. Contact if needed.
Interest groups including NGOs	External	Different perspectives	Low	Keep informed. Contact if needed.



4. Activities (including responsibility, communication tools and timeline)

Communication activities are organized by Work Package and described according to:

- What: the activity itself
- Who: the partner **responsible for the communication activity** as well as the target group
- How: the communication tools used
- When: the timing of the communication activity
- Monitoring and evaluation: measurable goal for reporting purposes

4.1. Communication Activities in WP1 – Project Management

WP1 Activity 2: SHARE PROJECT KNOWLEDGE (Internal activity)

- WHAT:
To keep all partners up to date on project activities, progress, deadlines and documents.
- WHO:
 - Responsible: Hordaland County Council (LB)
 - Target group: Project Partners
- HOW:
RIGHT project's Share Point Platform: <https://vlfk.sharepoint.com/sites/right/default.aspx> . Each partner organization shall have access through one or more of their staff invited by LB.
- WHEN:
Continuous activity throughout the project
- MONITORING AND EVALUATION:
At least 20 Share Point users. To be monitored through "Members" Share Point function.

4.2. Communication Activities in WP2 – Communication Activities

WP2 Activity 1: COMMUNICATIONS PLAN (Internal activity).

- **WHAT:**
A plan to detail the objectives of the project's communications work. It outlines who carries out external and internal communication activities and defines target groups and stakeholders for project activities and results.
- **WHO:**
 - Responsible: Hordaland County Council (LB)
 - Target group: Project Partners
- **HOW:**
The communications plan is published on the RIGHT project's Share Point platform and on the project's official website. An e-mail with the attached document will be sent to all target persons informing that the document is also available (and/or revised) on the mentioned platforms.
- **WHEN:**
The first version is scheduled to be ready before end of September 2019. After that, the plan shall be revised once a year and updated if necessary.
- **MONITORING AND EVALUATION:**
At least 25 readers. To be monitored through e-mail list of recipients.

WP2 Activity 2: INTERNAL COMMUNICATION TOOLS (Internal activity)

- **WHAT:**
Define the communication tools used to interact between partners:
- **WHO:**
 - Responsible: Hordaland County Council (LB)
 - Target group: Project Partners
- **HOW:**
Internal communication tools include:
 - Share Point: see section 4.1.
 - Skype for business/telephone conversations: for meetings between project partners when it is not necessary and/or justified to travel and meet face to face. These meetings include:
 - Activity follow-up between LB, WP leaders and/or project managers from partner organisations.
 - Support activities from WP leaders to partners.
 - Planning of future activities
 - Problem solving



- Face to face meetings: when it is imperative for the quality of the results that partners meet face to face. These meetings include:
 - Steering committee meetings
 - Planned workshops/meetings according to project's application and related to the initiation or closure of work packages
 - Planning of larger external events
 - Extraordinary meetings to handle serious deviations
 - Marine Training platform from U.Ghent for event registration and publication (www.marinetraining.eu)
- WHEN:
Continuous activity throughout the project.
 - MONITORING AND EVALUATION:
The communication tools are established through the Communications Plan (25 readers). To be monitored through e-mail list of recipients.

WP2 Activity 3: SOCIAL MEDIA (External activity)

- WHAT:
A definition of which SM platforms to use in relation to target groups and activities:
- WHO:
 - Responsible: Hordaland County Council (LB), project partners on local level.
 - Target group: Project's external stakeholders according to specific activities and their target groups. See dissemination activities for WPs 3, 4 and 5 for details.
- HOW:
SM external communication tools include:
 - Project's official website (<https://northsearegion.eu/right#>) for general information about the project, results, events, documents, etc.
 - Twitter for creating engagement around a topic of interest related to the project in a real-time dimension ([#RIGHTProjectINTERREG](https://twitter.com/RIGHTProjectINTERREG)). Tweets must be in the English language as the target groups are spread across the NSR.
 - LinkedIn for linking the project and its results, through its project collaborators to a professional network within the energy and blue sectors, as well as skills development professionals. WP2 leader will use its personal professional profile to post relevant information about the RIGHT project on this platform ([linkedin.com/in/juan-manuel-santacruz-18874120](https://www.linkedin.com/in/juan-manuel-santacruz-18874120)). Other project collaborators may also post project information through this platform after conferring with WP2 leader.
 - YouTube for increasing stakeholder engagement through social activity around a given video. Tell stories through video about WP3, WP4 and WP5. [YouTube channel yet to be established.](#)
 - Facebook for joining and attracting communities with similar interests and goals. [Facebook project page yet to be established](#)

- **WHEN:**
Continuous activity throughout the project and depending on specific project activities and their target groups. See dissemination activities for WPs 3, 4 and 5 for details.
- **MONITORING AND EVALUATION:**
At least 30.000 stakeholders to be reached through SM. To be monitored through the different tracking tools on each SM platform.

WP2 Activity 4: EVENTS (External and internal activity)

- **WHAT:**
Project dissemination events/meetings, kick-off and final conference.
- **WHO:**
 - Responsible: Hordaland County Council (LB), project partners on local level.
 - Target group: Project's external stakeholders according to specific activities and their target groups. See dissemination activities for WPs 3, 4 and 5 for details.
- **HOW:**
Project events include:
 - Kick-off meeting to plan project implementation.
 - Final conference to discuss results, best practice and transferability.
 - Local events to discuss project activities and results.
- **WHEN:**
 - Kick-off: 21-22 November 2018
 - Final conference: TBA – last quarter 2021
 - Local events: Continuous activity throughout the project and depending on specific project activities and their target groups. See dissemination activities for WPs 3, 4 and 5 for details.
- **MONITORING AND EVALUATION:**
At least 12 project events to be carried out throughout the project (internal and external). To be monitored through attendance lists for each specific event.

WP2 Activity 5: STORYTELLING (External activity)

- **WHAT:**
Use storytelling to reach target groups, disseminate results and share knowledge. This work will connect with the outputs from WP5.
- **WHO:**
 - Responsible: Hordaland County Council (LB), project partners on local level.
 - Target groups: Networks, other projects, politicians, other projects, SMEs, education bodies, press, etc.) See dissemination activities for WP5 for details.



- **HOW:**
WP2 and WP5 leaders will define more closely which stories to tell and to whom, and which platforms to use for sharing the information.
- **WHEN:**
TBA – Tentative January 2021.
- **MONITORING AND EVALUATION:**
Stories should reach at least 5000 people through SM, events and networking. To be monitored according to each communication tool.

WP2 Activity 6: EVENT / WORKSHOP IN BRUSSELS (External activity)

- **WHAT:**
Event in Brussels for targeting EU's networks and stakeholders. Presentation of project findings and methods as well as the opportunities to use the project's results on EU level.
- **WHO:**
 - Responsible: Hordaland County Council (LB).
 - Target group: EU's policy makers and administrators.
- **HOW:**
To be planned tentatively during December 2020.
- **WHEN:**
Tentatively early November 2021.
- **MONITORING AND EVALUATION:**
At least 40 participants. To be monitored through attendance list.

4.3. *Communication Activities in WP3 – Mapping the skills gap / building a knowledge base*

WP3 Activity 1: OUTLINE REGIONAL SECTOR REPORT (Internal activity).

- **WHAT:**
An outline of the regional report on the Energy and Blue sectors. This document will become the required format/template for the Regional Sector Reports required in activity WP3 – 4.
- **WHO:**
 - Responsible: Hanze University of Applied Sciences
 - Target group: Project participants in partner organizations.
- **HOW:**
The outline will be presented to the participants present at the workshop intended for this activity during the kick-off meeting. The final document is uploaded in RIGHT's SharePoint platform.
- **WHEN:**
21-22 November 2018. Future modifications and revisions to the template are sent by e-mail to all partners' project managers.
- **MONITORING AND EVALUATION:**
At least 30 readers in partner organizations (participants at Kick-off meeting). Monitored through attendance list at Kick-off meeting.

WP3 Activity 2: FORMAT FOR JOB OPENING EXCEL SHEETS / JOES (Internal activity).

- **WHAT:**
A format template with guidelines for analysing the future skills gap in SMEs for use in all countries and in connection with WP3 activities 4 and 5.
- **WHO:**
 - Responsible: Hanze University of Applied Sciences
 - Target group: Project participants in partner organizations.
- **HOW:**
The Excel format with guidelines is to be sent to project managers and other project participants by email. The final format is uploaded in RIGHT's SharePoint platform.
- **WHEN:**
The format was sent 01.02.2019 by U. Hanze. Future modifications and revisions to the format are sent by e-mail to all partners' project managers.
- **MONITORING AND EVALUATION:**

At least 30 readers in partner organizations. To be monitored through e-mail list of recipients

WP3 Activities 4 & 5: REGIONAL SECTOR REPORTS (Internal and external activity).

- **WHAT:**
Each region will compose a report on Blue and/or Energy sectors based on desk research and interviews to SMEs. The template developed in WP3 activity 1 is used. The JOES are an integral part of the Regional Reports and are therefore included in this section.
- **WHO:**
 - Responsible: Hordaland County Council (LB), Hanze University, project partners on local level.
 - Target group: Regional and national authorities as well as project partners as a basis for further work.
- **HOW:**
 - A summary of all reports is presented to external and internal stakeholders at the Regions in Transition Conference.
 - Specific highlights from each region are presented on the following day Pilot Setup Workshop connected to activity 3 in WP4.
 - Local dissemination: After WP3 leader approves each Regional Report, every partner is encouraged to disseminate the results of their own reports (and the summary for the NSR) within their regional and national environments (target groups, internal and external stakeholders). Partners are free to choose how to do this: through local meetings/conferences, partner organization's websites, articles in newsletters, etc.
 - Social Media & Website: LB will publish in SM the approved regional reports and news about them according to communication activities in WP2.
- **WHEN:**
 - Region in Transitions Conference: 04.06.2019
 - Pilot Setup Workshop: 05.06.2019
 - Local Dissemination: Latest 31.10.2019
- **MONITORING AND EVALUATION:**
At least 60 readers internal/external. To be monitored through:
 - Participant list Region in Transitions Conference
 - Participant list Pilot Setup Workshop
 - Free of choice depending on the dissemination tool used.
 - Social media and website statistics

WP3 Activity 7: TRANSNATIONAL SECTOR REPORT (Internal and external activity).



- **WHAT:**
A report built on input from all partners to validate transnational innovation and skills gap, define differences and strengths, need for common transnational pilots, need for upskilling and consolidate inputs for WP4 and 5.
- **WHO:**
 - Responsible: Hordaland County Council (LB), Hanze University, project partners on local level.
 - Target group: Regional and national authorities, policy makers, SMEs, clusters, as well as project partners as a basis for further work.
- **HOW:**
 - Highlights of the report to be presented in connection with activity 4 in WP4 – Announcement of RIGHT Pilot Activities. This will cover both, internal and external stakeholders.
 - Local dissemination: To be disseminated together with WP3, activities 4 and 5. See above.
 - Social Media & Website: LB will publish in SM the Transnational Sector Report and news about it according to communication activities in WP2.
- **WHEN:**
 - Announcement of RIGHT Pilot Activities: TBD (Tentative December 2019)
 - Local Dissemination: TBD (Tentative December 2019)
- **MONITORING AND EVALUATION:**
At least 100 readers internal/external. To be monitored through:
 - Participant lists Announcement of RIGHT Pilot Activities
 - Free of choice depending on the dissemination tools used.
 - Social media and website statistics

4.4. *Communication Activities in WP4 – Bridging the skills gap with pilots*

WP4 Activity 2: PILOT METHODOLOGY STRATEGY OUTLINE (Internal and external activity).

- **WHAT:**
A report to be drafted giving guidelines regarding the format, design, process, outcome and quality control of pilot experiments in a RIGHT standardized way.
- **WHO:**
 - Responsible: Fife Council, Hordaland County Council
 - Target group: Project participants in partner organizations. Other stakeholders interested in project methodology for later transfer of testing and results.
- **HOW:**
 - The outline will be presented to the participants present at the Pilot Setup Workshop (Activity 3 in WP4).
 - It will be sent by email to partner's project managers.
 - It will be uploaded on RIGHTs SharePoint platform.
 - News about it will be published through SM
- **WHEN:**
 - Pilot Setup Workshop: 05.06.2019.
 - SharePoint and SM: No later than 31.10.2019
- **MONITORING AND EVALUATION:**
 - At least 45 readers (external and internal). Monitored through attendance list at Pilot Setup Workshop.

WP4 Activity 4: ANNOUNCEMENT OF RIGHT PILOT ACTIVITIES (External activity).

- **WHAT:**
Once the majority of the pilots are designed, a dissemination and communication round will take place both regional and transnational.
- **WHO:**
 - Responsible: Fife Council, Hordaland County Council, each partner on local level.
 - Target group: Internal and external stakeholders.
- **HOW:**
 - On a local level, partners are free to choose how to do this: through local meetings/conferences, partner organization's websites, articles in newsletters, etc.
 - On a NSR level, WP2 leader will ensure that the information is spread through Social Media and published on the project's website.



- WHEN:
 - No later than 31.01.2020
- MONITORING AND EVALUATION:
 - At least 100 readers (external and internal). Monitored through attendance lists at local events and through SM statistics.

WP4 Activity 6: PILOT REPORTS (External activity).

- WHAT:

Every completed pilot will supply a final report following the format as agreed in activities 1 and 2 of WP4.
- WHO:
 - Responsible: Fife Council, Hordaland County Council, each partner on local level.
 - Target group: Internal and external stakeholders.
- HOW:
 - On a local level, partners are free to choose how to do this: through local meetings/conferences, partner organization's websites, articles in newsletters, etc.
 - On a NSR level, WP2 leader will ensure that the information is spread through Social Media and published on the project's website.
 - In addition, WP2 leader will select some good pilot examples to be transformed into stories to be told and presented at events and through SM.
- WHEN:
 - No later than 30.06.2021
- MONITORING AND EVALUATION:
 - At least 500 readers (external and internal). Monitored through attendance lists at local events and through website and SM statistics.



4.5. Communication Activities in WP5 – Increasing innovation capacity through policy

WP5 Activity 1: EVALUATION OF PROJECT LEARNINGS – SKILLS GAP AND PILOTS (Internal and external activity).

- **WHAT:**
The analysis will be performed through a seminar including project partners and external stakeholders (TBD). An analysis document describing project learnings will be made. This document will collect and summarise the experiences made throughout the project. It will also include an analysis with a summary and implications for each participating region.
- **WHO:**
 - Responsible: WP5 leader (IUC Syd).
 - Target group: Project participants in partner organizations. All external stakeholders.
- **HOW:**
 - On a local level, partners are free to choose how to do this: through local meetings/conferences, partner organization's websites, articles in newsletters, etc
 - It will be sent by email to partner's project managers.
 - It will be uploaded on RIGHTS SharePoint platform.
 - News and content about it will be published through SM and on the project's website.
- **WHEN:**
 - TBD.
- **MONITORING AND EVALUATION:**
 - At least 500 readers (external and internal). Monitored through attendance at seminar, website and SM statistics.

WP5 Activity 3: ANALYSIS OF NEW AND EMERGING BUSINESS MODELS (Internal and external activity).

- **WHAT:**
The analysis of new and existing business models, as well as existing models will result in a document encompassing the entire project area, with analyses and examples from each participating region.
- **WHO:**
 - Responsible: WP5 leader (IUC Syd).
 - Target group: Project participants in partner organizations. All external stakeholders.
- **HOW:**
 - It will be sent by email to partner's project managers.
 - It will be uploaded on RIGHTS SharePoint platform.

- News and content about it will be published through SM and on the project's website.
- On a local level, partners are free to choose how to do this: through local meetings/conferences, partner organization's websites, articles in newsletters, etc
- WHEN:
 - TBD.
- MONITORING AND EVALUATION:
 - At least 500 readers (external and internal). Monitored through attendance lists at events, website and SM statistics.

WP5 Activity 4: DOCUMENTATION OF HORIZONTAL BUSINESS CHAINS (external activity).

- WHAT:

The analysis on how business chains are transformed and how this creates a need for skills and competencies will also be documented and analysed for the entire project area and for each participating region.
- WHO:
 - Responsible: WP5 leader (IUC Syd), WP2 leader (Hordaland)
 - Target group: Project participants in partner organizations. All external stakeholders.
- HOW:
 - It will be sent by email to partner's project managers.
 - It will be uploaded on RIGHTS SharePoint platform.
 - News and content about it will be published through SM and on the project's website.
 - On a local level, partners are free to choose how to do this: through local meetings/conferences, partner organization's websites, articles in newsletters, etc
- WHEN:
 - TBD.
- MONITORING AND EVALUATION:
 - At least 500 readers (external and internal). Monitored through attendance lists at events, website and SM statistics.

WP5 Activity 6: REGIONAL SEMINARS (external activity).

- WHAT:

Project experiences will result in a collection of implications for strategy and policy making that will be documented. These strategy and policy implications will be discussed in several seminars and conferences with cross-border participation. In each region a seminar will be organized with

key target groups. The focus will be the dissemination of results and the presentation of the strategy and policy findings and tools.

- WHO:
 - Responsible: WP5 leader (IUC Syd).
 - Target group: Regional stakeholders in each of the partner regions.
- HOW:
 - News and content about it will be published through SM and on the project's website.
 - On a local level, a seminar on each region.
- WHEN:
 - TBD.
- MONITORING AND EVALUATION:
 - At least 250 readers/participants. Monitored through attendance lists at events, website and SM statistics.

WP5 Activity 7: PRESENTATION AND OVERVIEW AT FINAL EVENT (external activity).

- WHAT:

At the final event project partners and stakeholders will meet counterparts from municipalities and regions around the North Sea. Decision makers will be able to meet and discuss results and policy implications in a truly cross-border setting.
- WHO:
 - Responsible: WP5 leader (IUC Syd), WP2 leader (Hordaland).
 - Target group: Regional stakeholders in the NSR.
- HOW:
 - Presentation of results at NSR cross-border seminar.
- WHEN:
 - TBD (last quarter 2021).
- MONITORING AND EVALUATION:
 - 60 participants at event. Monitored through attendance list.

5. Budget

Please refer to project application sections C8 and D1.

6. Monitoring and Evaluation

Monitoring and evaluation for each communication/dissemination activity is to be carried out according to the description in section 4. The documentation of the monitoring and evaluation of each activity is made through the template in attachment 1 supported by the corresponding documents and/or information which proves the communication/dissemination targets achieved (participant lists, email lists, SM and website statistics, etc.).

WP2 leader is responsible for gathering the information corresponding to local communication/dissemination activities in each region and for cross-border communication activities. Partners are responsible for providing the information required for documenting their local communication/dissemination activities according to the template in attachment 1.

7. Attachment 1



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**TEMPLATE FOR DOCUMENTATION OF
COMMUNICATION/DISSEMINATION ACTIVITIES**



Project Programme RIGHT SKILLS FOR THE RIGHT FUTURE NORTH SEA REGION PROGRAMME Beneficiary responsible nr. xxxx xxxxxx Reporting period 20.06.2018 - 31.07.2019	WP WPx	Type (local/cross-border) Description:
	Activity nr. Ext/Int	xxxxx xxx xxx swweg
	Date of event dd.mm.yyyy	
	Acc. to appl. Sum of below	
Overall project target (number of readers/participants) Overall target achieved (number of readers/participants) Target achieved PR partner:	0 0 0 0 0 0 0 0 0 0	Hordaland County & co-partners Fife Council Johan Daniel Lawaetz & HAW Hanze University & Province of Groningen Vordingborg Erhverv Ghent University Province of Antwerpen IUC Syd & Skåne Region
Additional comments (optional):		
Supporting Documents: 1. xxx 2. xxx 3. xxx 4. xxx 5. xxx		