MIRRI IS21
IMPLEMENTATION AND
SUSTAINABILITY FOR
THE 21ST CENTURY

MICROBIAL RESOURCE RESEARCH INFRASTRUCTURE

D7.1 OUTREACH AND DISSEMINATION STRATEGY

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Abstract:	This is the first communication and dissemination plan which will include the participation of all the members of the project consortium and their associated third parties. The target stakeholders and individual means of communicating with them; the action plan for the establishment, development and launch of the channels and tools of communication and dissemination; and the precautionary measure which will be taken are addressed in this public document. The goal of document is to serve as a guidebook to the project key stakeholders to implement a well-thought out, impactful and far-reaching outreach campaign and activities to all the target groups of IS_MIRRI21 and future users of MIRRI.
Keywords:	Communication, dissemination, target groups, channels and tools, outreach action plan

Dissemination level:	Public	X
	Confidential (for the Consortium and EU Commission Services only)	

Executive Summary

This public document is the Deliverable 7.1 (D7.1) under Work Package 7 (WP7) for Task 7.1. The Outreach and Dissemination Strategy illustrates a plan for the process and activities of the communication and dissemination of the IS_MIRRI21 (nº 871129) EU project. The project will be implemented by the consortium members and their associated parties such as the third parties and subcontracted personnel. This document aims to serve as a guidebook to the project partners to implement and follow suitably organised, well-strategised, beneficial and feasible communication and dissemination activities in order to reach a wide range of target audiences and key stakeholders.

As described in this plan, communication is the transfer or distribution of factual data extracted from the authentic outcomes of the project which are deemed as most beneficial to the recipients of the information. This process is tactfully planned and will continue throughout the entire lifetime of the project. Dissemination is the distribution of research results with prospective users through activities which involve promotion and awareness-raising campaigns and publications. Both the aforementioned tasks are done for the sole purpose of reaching-out across nations, professions, societies and communities in order to engage them in various activities of the project.

In order to communicate effectively within the project means, several virtual (e.g. Project Website and Social Media) and physical (e.g. Roll-ups and Internal Events) channels and tools of communication and dissemination will be employed. The partners are expected to maximise the impact of the outreach activities of the project via their own networks, personalised channels and nationally implemented efforts through workshops. All of the five target groups of the project have been assigned dedicated means of communication and dissemination to accommodate their needs and expectations. The development and diffusion of the project communication and dissemination materials will be effectuated by WP7 leader, SPI, with the support of all WP leaders and project consortium members.

The plan is effective throughout the lifetime of the project but will be revised and updated in M20 and published as D7.3. General and individual action plans have been setup to ensure the partners are active in their outreach activities, and a six-month report will be collected from each partner for the monitoring and evaluation of the outreach activities.

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1. Introduction

1. Introduction

This Outreach and Dissemination Strategy is developed as part of IS_MIRRI21 – Implementation and Sustainability Microbial Research Resource Infrastructure for the 21st century, which is funded by the European Commission's (EC) Horizon 2020 (H2020) Research and Innovation programme. The project has the duration of three years and aims to implement MIRRI as a fully functional research infrastructure on microbial resources. The project consortium consists of 14 partners and eight third-party organisations. The coordinator of the consortium is the University of Minho (UMINHO).

This report serves as an operational guide or a handbook for the outreach, communication and dissemination activities to be undertaken by all the Work Packages (WP) in the project. This report is Deliverable 7.1 (D7.1), entitled "Outreach and Dissemination Strategy" and is associated with Task 7.1 (Outreach and Dissemination Strategy development and update) under WP7 (Outreach and Dissemination).

This report is developed under the activities of WP7. The objective of WP7 is to (1) ensure the awareness about IS_MIRRI21 among potential users and other stakeholders; (2) to mobilise the target audiences (users) to engage with IS_MIRRI21 (use its services), aiming at long-term involvement; and (3) raise awareness of the society about the benefits of microorganisms and microbial collections to support bio-economy and face societal challenges. All the partners are involved in the dissemination activities and will contribute to the improvement of this report throughout the lifetime of the project as D7.1 is the first in two productions of Outreach and Dissemination Strategies for IS_MIRRI21. After the submission of the present report, D7.1 will be updated in Month 19 as D7.3.

WP7 will be responsible for the development of most of the promotional and dissemination materials as well as the enforcement and supervision of the communication activities under the WP. It will also be responsible for monitoring the communication strategies applied on behalf of the project and disseminating regular press releases and social media posts.

As dissemination and communication is the responsibility of all partners, this report will be used by all of the consortium members third parties and subcontracted entities to ensure an effective implementation of the defined plan in order to reach the project's impact goals. In addition to internal consortium usage, the report will also be publicised on the project website and thus, accessible to the public.

This report is divided into six sections:

- Objectives and Methodology;

- Communication content;

- Target groups;

- Tools, channels and activities;

- Action plan; and

- Impact evaluation and monitoring.

1.1. Objectives

The Outreach and Dissemination Strategy aims to define clear strategic approaches to serve as guidelines for the outreach, dissemination and communication activities of this project. It will focus on the planning, development and execution of promotional, dissemination and outreach tasks at each advancing stage in the project. The main objectives of this plan are to identify the project's target stakeholders and audiences, ascertain the key messages to be transmitted to those target audiences, and recognise and describe the most suitable tools and channels of communication and dissemination to be utilised. The Outreach and Dissemination Strategy intends to target a vast scale of audiences to inform both on the goals and activities of the project itself as well as disseminate health and environment-related information to the public. Dissemination activities detailed in this plan have the purpose of contributing to the overall progress of global scientific and non-scientific communities.

The specific objectives of the Outreach and Dissemination Strategy are:

- To establish and define the main stakeholders and audiences of the project;
- To establish and design the most suited communication, outreach and dissemination channels and tools for the project target stakeholders and audiences;
- To detail the action plan for the outreach and dissemination activities in collaboration with other WPs;
- To identify the key messages to be communicated to each target stakeholder through individual dissemination materials;
- To identify the best means to promote the benefits and importance of the project, and microorganisms and its applications to the general public;
- To propose a strategy to communicate and disseminate TNA activities and engage with potential members and lay audiences.

1.2. Definitions

For the purposes of clarification, the differences between communication, dissemination[1] and outreach are presented.

<u>**Communication**</u>

Communication is a strategic means of transmitting factual information on the project activities and results. This process is tactically planned and not an ad-hoc effort, with clear set objectives starting at the onset of the action plan and continues throughout the entire lifetime of the project[2]. The targeting measures diverge but have the overall goal of going beyond the project's close networks to include audience of varied interests.

<u>**Dissemination**</u>

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[2]https://ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/grant-management/dissemination-of-results_en.htm

Dissemination is sharing research results with prospective users such as peers in the research field, industry, other commercial players and policymakers in any medium[3]. It includes activities such as promotion and awareness-raising in order to make research results known to various stakeholder groups and enable them to use the results in their own work.

Outreach

Outreach entails the development and implementation of an effective process for reaching out across multitude of professions, communities, people and institutions in order to acquaint and engage them in various activities of a project[4].

1.3. Methodology

This strategy will be implemented throughout the lifespan of the project and updated on M20 with additional information on the messages to be transmitted, relevant stakeholders to be targeted and innovative communication strategies. The outreach, dissemination and communication activities involve all partners and third parties at various stages of the project. Henceforth, it is the responsibility of the involved parties not only to acknowledge the outreach, dissemination and communication strategy plan outlined in this document, but also to contribute to its improvements and corrections at any stage of the project. In addition to the activities undertaken by SPI in WP7, each partner will be required to provide a report of their dissemination and communication activities twice a year. The data collection will be done through direct mailing to the consortium which includes a template for filling in the information (See Chapter 5, Section 5.1). These records will be available in the project internal repository. Table 1 below identifies the main steps taken in the development of the strategy and its future updates.

Table 1. Steps for the development and continuous update of the strategy

Who	When	What
SPI	Kick-off meeting (March 2020)	Presentation of initial ideas and proposed next steps
SPI/UMINHO/WP Leaders	27th April 2020	Write up, revise and finalise the plan as D7.1
Internal Review – As detailed in the Quality Manual	5th May 2020	Review of D7.1
SPI	15th May 2020	Final version of the Outreach and Dissemination Strategy (submission to the EC) as D7.1
SPI and all partners	Every six months (starting July 2020)	Six-month report on the outreach and dissemination activities of each partner
SPI	September 2021	Update the Outreach and Dissemination Strategy as D7.3
SPI/UMINHO	29th September 2021	Revise and finalise the plan as D7.3
SPI	30th September 2021	Final version of the Updated Outreach and Dissemination Strategy as D7.3 (submission to the EC)

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[3] https://ec.europa.eu/info/funding-enders/opportunities/portal/screen/support/faq;keywords=/933
[4] https://www.interregeurope.eu/fileadmin/user_upload/documents/Programme-communication-strategy-and-annexes.pdf

Internal communication

Internal communication among the members of the consortium and the third parties needs to be effective and efficient. Several mailing-list have been created to ensure the inclusion of all involved partners in all important interactions and promote the flow of information between partners (these include all.ismirri21@mirri.org, ga.ismirri21@mirri.org, psc.ismirri21@mirri.org, thirdparties.ismirri21@mirri.org, abeb.ismirri21@mirri.org and financial.ismirri21@mirri.org) (see D1.1). Within this context, the most appropriate internal procedures and tools that facilitate regular communication among the partnership are/will be implemented. Taking this into account, at the initial stages of the project, the project team used Google Docs as an internal platform to share documents and information. However, a synology server (available at https://cectsyn2.cect.org:5019/), which will be connected to the project website (see Section 4.1) and only accessible to project partners, has been set up for the sharing of internal documents. Regular meetings are/ will be held internally to discuss the progress of activities through platforms such as Blackboard Collaborate, GoToMeeting and Skype, which depending on the relevance of the discussion points, can be recorded by the organiser of the meeting.

External communication

Communication plan will be used to emit facts, information, recommendations, outcomes and actions that are developed under the project to identified stakeholders and the general public. All partners will use their networks for the communication of the project activities and results to targeted stakeholders. Major communication and dissemination materials and tools for each WP will be developed with the support of WP7. The channels of communication and dissemination range from virtual to in-person approaches. In addition to the virtual channels set up by WP7 for the project, each partner will communicate and disseminate relevant information about the project via their own channels and networks (see Chapter 3).

2. Communication Content

2. Communication Content

This section will elaborate on the key messages which will be disseminated and communicated under each WP, taking into account the actions that are considered relevant to disseminate to the specific target audiences. For the successful and smooth execution of these actions, internal communication among the partners, third and subcontracted parties will be coordinated in detail. IS_MIRRI21 has nine WPs, all of which will disseminate project material through their own channels. However, seven of these WPs will work closely with WP7 for the production and broadcasting of relevant communication and dissemination materials. As IS_MIRRI21 is a Research and Innovation Action (RIA), the results collected will have a strong scientific nature and also provide basic and imperative information to be relayed to lay audiences. Table 2 presents the main tasks that involve outreach and dissemination activities in each WP and the key messages that will be communicated.

Table 2. The key messages to be disseminated for each WP

Work Package	Activities in the WPs	Key actions
WP2 – Research Strategy	• Improve the complementarity of resource provision of IS_MIRRI21; • Develop workflows for MIRRI's services and collaborate with service providing BMS-RIs.	• Disseminate MIRRI agreements on transnational field collection; • Disseminate results to other BMS-RIs related to genetic resources and high-end services to facilitate the transition from microbial resource to the market.
WP3 – Central Governance and Operation	• Manage the TNA calls, training and education programmes, and the enlargement of the MIRRI memberships; • Organise two workshops to implement Quality Management System; • Organise international workshop on ABS; • Organise workshop on biorisk management.	• Disseminate the procedures established for the MIRRI governing and bodies at decision making, executive and operative level (only information that is public); • Explore MIRRI's services and offers to promote and disseminate calls, training offers, engagement and integration of new potential members; • Develop informative and promotional materials to target attendees to the workshops and support the overall dissemination; • Disseminate the public reports developed under the WP.
WP4 – Transnational Access to IS_MIRRI21	• Demonstrate that the scientific user community is interested in using IS_MIRRI21's offers and services; • Establish and launch two TNA calls with the help of an Access Officer, who will work closely with other WPs; • Organise 2 symposia to assess and review the TNA program.	• Develop communication actions to reach out and consolidate new potential users of IS_MIRRI21's TNA programme; • Use appropriate channels and tools to disseminate the TNA calls and assess the interest of the scientific user community; • Develop promotional materials such as TNA flyers, press releases and social media posts to be disseminated via multiple channels to attract researchers and scientists from academia and private institutions to access the TNA infrastructures directly and remotely; • Disseminate the technical and scientific achievements of the Transnational Access.
WP5 – Capacity	• Establish a relatable gate to	• Promote the availability and gains of the

Work Package	Activities in the WPs	Key actions
Building, Training and Education	T&E programmes that are currently offered by the partner mBRCs; • Set up a strategically organised training programme suitable for tertiary education and summer schools; • Define the criteria for the selection of trainees and develop eight learning modules and webinars as well as 10 short videos to be used in schools.	advanced training courses for users and EuMiRC targeting students and scientists from research organisations and industries; • Revise the videos to ensure they are relatable; • Announce the launch of the webinars to target audiences who will gain from them; • Disseminate the eight modules and ten videos using channels that are accessible to the specific target audiences.
WP6 – Collaborative Work Environment Platform	• Evaluate and launch the Collaborative Work Environment (CWE) to meet the needs of the users.	• Develop the appropriate content and promotional materials for the launch of the CWE to gather users from academia, public and private sectors; • Assist in the development and dissemination of introductory videos for the CWE; • Disseminate promotional materials specific to the CWE's launch and access.
WP8 – Consolidation and Enlargement of Membership	• Create a MIRRI group and host events for international and national governments; private representatives; and policy makers from different countries; • Develop a forum to invite new mBRCs and discussion with stakeholders.	• Organise and/or participate in events to present the goals and achievement of IS_MIRRI21 to potential stakeholders; • Produce and disseminate materials with factual stats on the accomplishments of IS_MIRRI21 in events, promoting the enlargement of the MIRRI membership; • Publicise reports on the CC's current status and presence of national nodes in European countries, Common position papers resulting from international workshops and the new prospect members in MIRRI.
WP9 - Business Plan and Research Infrastructure Sustainability	• Establish a Business plan for MIRRI-ERIC to prepare a long-term sustainable funding for the consortium.	• Establish a suitable medium of communication to disseminate the reports on Business model, Business plan and a five-year financial plan for MIRRI-ERIC to the public.

Collaboration with WP7

WP7 will consistently provide promotional support to other WPs, namely by creating awareness and distributing project details among multiple audiences and potential stakeholders. These activities and results will be disseminated to targeted stakeholders through numerous communication strategies and channels such as press releases, events, newsletters, the project website and social media. Thus, a solid internal and dependable communication within the consortium will consistently be present to ensure a strong and consistent external communication and dissemination of the project.

3. Target Groups

3. Target Groups

The project targets five groups. In order to ensure that the outputs and products of the project reach to these groups, this plan will plainly define the specific target audience and respective communication channels that will be used to reach out them. The project will develop many forms of physical and virtual communication and promotion materials in order to meet the expectations and level of understanding of the disseminated materials by the destination target audiences, as shown on Table 3. All the WPs will develop diverse genera of outputs in the form of final result including scientific papers, deliverables, educational videos, training sessions and promotional materials. However, these resources are only of interest to pre-specified target groups (e.g. scientific publications will only be disseminated to personnel and institutions in the field of academia and scientific research) and should be shared with them through proper channels.

Table 3. The profiles, needs, expectations and means of communication for the IS_MIRRI21 Target Groups

Target Groups	Profile	Needs & Expectations	Suitable communication tools and channels
Users	Usersrepresent the main audience of IS_MIRRI21, having more interest and power to support the project activities. They include the people and institutes using the microbial raw material such as academic community (researchers and students) and industries (all biotech sectors).	• Reliable, adequate and understandable information on the services of IS_MIRRI21 and the benefits of engaging in the project activities; • Progressive reports on the project outcomes and reminders of the project events.	Brochure; Roll-up; Flyers; Project website; Social Networks; Newsletter; Workshops and conferences; Press releases; Scientific papers; Mailing.
Providers	Providers carry a substantial amount of interest in the project. These include institutions and persons providing microbial raw material, which can be Microbiological Resource Centres (mBRCs), Culture Collections (CCs), Non-public collections of research laboratories, non-public hospital collections of clinical isolates, orphan collections, researchers from industry or academia, and experts who specialise in other fields such as Law, Geology and Economics.	• Access to repositories within a reachable distance and pick-up and delivery services; • Updates on relevant services and activities undertaken by the project; • Invitations to project events; • Access to the Cluster Experts forum for those who would like to contribute to the expert discussions; • Appropriate usage of the materials deposited by the providers.	Brochure; Roll-up; Project website; Social Networks; Newsletters; Press releases; Scientific papers; Direct consultancy; Mailing.
Potential members	Potential members have the power to support the project even if their interest in the project activities is minimal. They are a vital group that include countries or intergovernmental organisations which can become members of MIRRI-ERIC. These potential members include	• High quality education and training programmes; • Reliable research materials with significant scientific value for universities and industries; • Services with added value to already existing facilities in their territories; • Adhering to the national and	Brochure; Roll-up; Conferences; Project website; Newsletters; Mailing; Direct Consultancy; Scientific papers.

Target Groups	Profile	Needs & Expectations	Suitable communication tools and channels
	other European Union member states, associated countries, other third countries and intergovernmental organisations.	• regional Circular Economy and Bioeconomy roadmaps; • Adhering to environmental and scientific research ethical regulations.	
Policy makers	Policy makers include associations, organisations and individuals who work and apply their knowledge on the implementation of policies at national and EU level. They influence national and international policy making and implementation of legislations in various areas of specialisation such as Life Sciences, Economics and Political Sciences.	• Up-to-date, authentic and reliable scientific results which can be applied in national and international policy making; • Consistency in the publication of factual data and prioritisation of facts over opinions and unproven or hypothetical information; • Access to the expert cluster discussion forums on the CWE; • Easily digestible and comprehensive information adequately formulated to assist in the tackling of current economical, ecological, environmental and medical global issues.	Brochure; Roll-up; Conferences; Project website; Newsletters; Mailing; Direct Consultancy; Scientific papers.
Citizens	These include, but are not limited to, bystanders. The list includes those that are interested in biology, microorganisms, health, and cleanliness from the general public. However, not necessarily informed or aware of microorganisms and their applications.	• Simple, interesting, educational, understandable and informative materials on the importance and dangers of microorganisms; • Invitations to participate in citizen science public activities and events; • Concise information on the uses and benefits of project's services.	Brochure, Roll-up; Project website; Social Networks; Infographics; Games; Short videos; GIFs; Workshops; non-scientific papers.

Partners' networks

The project partners belong to networks of organisations in the field of scientific and non-scientific study at an international and national level. Many of the consortium members will also involve third parties and subcontracted personnel to engage in various stages of the project. These networks will be further explored during the project, being involved in several activities throughout the different WPs, ensuring a more efficient dissemination of the project products. Links will be reinforced by the project partners through national associations, clusters and networks to maximise impact of the project activities.

Table 4 below describes some of these networks and initiatives in which the IS_MIRRI21 partners are actively participating.

Table 4. Relevant networks of IS_MIRRI21 consortium members

Networks and initiatives
• *Assortis*
• *Belgian Coordinated Collections of Micro-organisms*
• *Belgian Society for Microbiology*
• *BIOASIS*
• *EUREKA*
• *EuropaBIO*
• *European Algae Biomass Association*
• *European Bioeconomy Alliance*
• *European Business and Innovation Centre Network*
• *European Culture Collection Organisation*
• *European-funded projects such as CATRIS and EOSC-Life.*
• *European Institute of Innovation and Technology as EIT FOOD and EIT HealthBio-based industrial association*
• *European Research Infrastructures of the Biological and Medical Science domain - RI-VIS project groups*
• *FAB Lab Barcelona*
• *Federation of European Microbiological Societies*
• *Global Entrepreneurship Monitor*
• *Graphicsmedia*
• *Greek Society of Biological Sciences*
• *Greek Society of Bioscientists*
• *Hellenic Initiative "Mikrobiokosmos"*
• *Italian Joint Unit - MIRRI-IT*
• *Network of excellence in Blue Biotechnology of the Macaronesian region*
• *Spanish Network of Excellence - MicroBioSpain*
• *Spanish Network of Microorganisms (REDESMI)*
• *Spanish Society for Microbiology*
• *Spanish Phycological Society*
• *World Federation for Culture Collections*

4. Tools, Channels and Activities

4. Tools, Channels and Activities

This section elaborates on the various types of tools and channels of promotion and dissemination which will be used by the partners, third parties and subcontracted entities for the external communication and outreach activities. The five target groups identified in the previous chapter will be targeted by these communication activities according to the content and relevance of the materials to be disseminated for the target audiences. Some of these materials have already been developed by WP7 prior to the creation of this Outreach and Dissemination Strategy. These items include the IS_MIRRI21 project brochure, roll-up, and Word and PowerPoint document templates. The main communication channels and activities are as follows:

- Project website;
- Promotional materials;
- Social media;
- Other dissemination activities: training and surveys;
- Events: Conferences and workshops;
- Other targeted activities: personal interaction (mailinglists), TNA calls and engaging potential members and citizens (lay audiences);
- Document templates.

Each communication channel and activity is detailed under this chapter.

The content and materials disseminated on behalf of IS_MIRRI21 will be primarily developed in English. However, in cases where it is required, the content will be translated by the partners wishing to disseminate it in a language other than English. The dissemination of promotional and communication materials in multiple languages is expected to maximise the number of stakeholders reached in defined professions and countries.

4.1. Project website

The IS_MIRRI21 website will be used as the main hub of information and resources for the numerous project activities which are under implementation. It is the primary platform for the dissemination of information and materials to target stakeholders. It will be used regularly for outreach activities through the display of pictures, images, banners and videos on the website pages. Several webpages will be dedicated to the display of materials such as News and Event announcements, Newsletters and Press releases, Project Brochure and flyers and other promotional issues.

The website will be developed in early May 2020 through WordPress format and launched by mid-May 2020. The website will be developed by SPI and the servers will be hosted at UVEG. In April, SPI will develop the mock-ups of the website that would serve as the basis for its further implementation. The aforementioned activity will be accomplished through a collaborative effort from all the members of the consortium.

The website will be made available in English at the following link: http://ismirri21.mirri.org, and will be launched by the 18th of May 2020. SPI will be responsible for developing and managing the IS_MIRRI21 website throughout the lifetime of the project. All partners will be responsible for the content and respective translation where needed.

The website will include information on the project objectives, vision and mission, duration, the consortium partners, news and events, services, various programmes launched under the project objectives, promotional material, informative public documents, a tab accessible only to partners for the storage of internal data and calendar (linked to the synology server – see Section 1.3), and public deliverables developed under the project. The website will be updated regularly with relevant information, including useful documents, main results and future events, among others.

4.1.1. Website map

As mentioned above, the IS_MIRRI21 website will be updated regularly taking into account the project outcomes, updates and modifications. The website will have several webpages, including: HOME, ABOUT THE PROJECT, CONSORTIUM, RESOURCES, NEWS, MIRRI, COLLABORATIVE WORK ENVIRONMENT, TRANSNATIONAL ACCESS PILOT, CALENDAR and CONTACTS, as shown below on Figure 1.
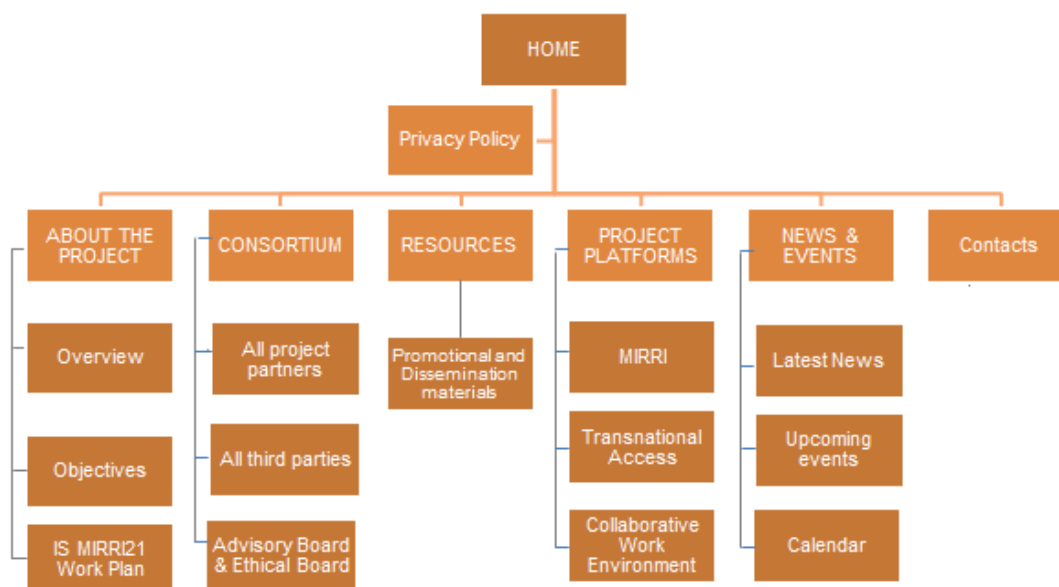
Figure 1. IS_MIRRI21 Website Map

The website will have different pages that provide information about the project and its activities. Most of the pages will be relevant for the public as a whole. However, the MIRRI, CWE and TNA Pilot programme webpages will have specific relevance to the users, providers, policy makers and potential members of MIRRI and IS_MIRRI21, as opposed to citizens and other members of the public. The IS_MIRRI21 webpage will link users to the actual MIRRI website https://www.mirri.org/. Similarly, the CWE webpage in the IS_MIRRI21 website will allow the visitors to access the CWE platform – this access will be made through a single account, which will allow the users to access all the platforms of the IS_MIRRI21 project. Furthermore, the TNA portal will be linked with the IS_MIRRI21 website before the launch of the first TNA call in 2021 (in December 2020) – within the TNA Pilot webpage. The portal will encase several features designed by the Access Officer in order for users to be able to obtain detailed information on how the TNA can support the development of their scientific projects. Within this context, the features which will be shown in the IS_MIRRI21 website regarding the TNA Pilot include but are not limited to the:

   a. Presentation of the list of offers and services provided by different partners;
   b. Eligibility criteria in accordance with EC regulations and the general procedure applied for the application and submission process;
   c. Information on the procedure for the application writing and submission;
   d. Information on the catalogue of services offered at the partner installations to be provided for enabling applicants to make informed choices about the access requests included in their scientific projects;
   e. Details on the possibility of accessing a pre-made, ready-to-use, application management system to organise and execute the TNA application and sustain communications with applicants; and
   f. FAQs on contracting issues, inventory and management with deadlines.

In order to facilitate the process, calls for applications for the TNA Pilot will be announced on the HOME page of the IS_MIRRI21 website as a news content, which will be connected to the specific programmes'

section of the website. The TNA platform and CWE preliminary or beta version will only be launched in December 2020 and July 2021, respectively.

4.2. Promotional materials

4.2.1. Brochure

The project brochure has been designed to be disseminated virtually and physically to all target stakeholders throughout the three-year lifetime of the project. This will allow a more efficient understanding of the project objectives, methodology and activities. The first brochure has been developed and previewed by the partners at the Kick-off meeting. The goal is to provide a promotional material which is concise but informative. Within this context, the brochure includes information on the European Research Infrastructures (RI), explains the project objectives, services provided by the IS_MIRRI21, details on the expected outcomes of the project activities, the collaboration platform (CWE) and the information on the consortium – first version of the brochure available in Figure 2 and Figure 3. The brochure was originally prepared in English. Although the first project brochure has been produced to serve during the entire project duration, it is foreseen that certain changes might be adapted to its design and content as the project progresses – to be considered for D7.3. The final version of the brochure will be shared with project partners and target stakeholders in M4. It will also be present on the IS_MIRRI21 website throughout the project duration. Each partner will be responsible for printing brochures according to their dissemination needs.

Figure 2. Back page of the first IS_MIRRI21 brochure in English – including the cover page, project duration and project partners
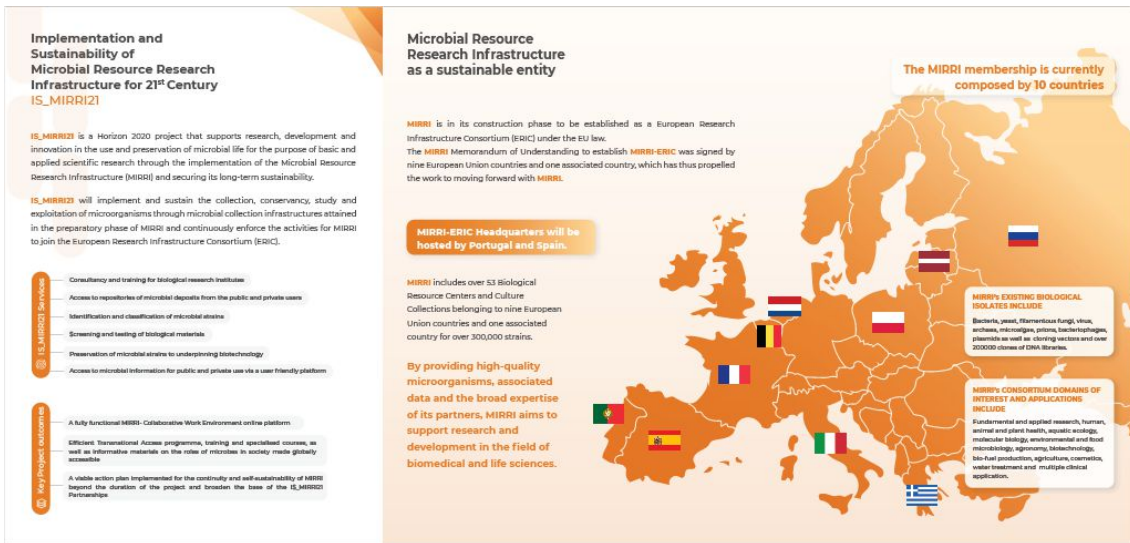
Figure 3. Interior of the first IS_MIRRI21 brochure – including the introduction, services, project outcomes, stakeholders and relevant information on MIRRI

4.2.2. Roll-up

One roll-up (size of 85x200 cm) will be developed with the basic details of the project. The content will only address the aim, services, project duration and consortium members of the project and will be displayed at the project's internal and external events such as workshops and conferences or in public events where IS_MIRRI21 will be represented by one or more of its partners. The roll-up will be used to raise awareness of the project and its services to users and providers of microorganisms, potential members and supporters of the project, as well as citizens who might have interest in environmental and health related subjects. The roll-up will be made available in July 2020 and sent to all partners via email. The original version of the poster will be developed in English, show below on Figure 4.

Figure 4. Front page of the first IS_MIRRI21 roll-up – including the project logo, aim, brief description of the project and project partners

4.2.3. TNA flyers

TNA flyers will be developed to share specific information about the TNA calls planned to be launched in January 2021 and 2022 (one call in each year). The layout of these flyers will be designed in the 3 months preceding the launch of the calls in order to be circulated, approved by partners of the project and diffuse to potential users. The content will be developed through the collective effort of WP7 and WP4 to ensure the message passed across will be accurate, relevant and comprehensible.

The flyers will include information on the highlights of the TNA calls such as the procedure, offers, how to access the programmes and list of countries. The aim is to disseminate the calls through the communication channels of the project and the partners and their networks (see Chapter 3) to diffuse the calls widely through the target organisations, business conferences, events and scientific congresses

where IS_MIRRI21 will be represented. The flyers will be shared with the partners in soft copies to be disseminated through virtual means. The TNA calls will be open for a period of three months, in which time the flyers will be highly disseminated to reach as many targets as possible. Although all the proposed channels of dissemination (i.e. website, mailing, social media and direct approach) will be used for the TNA calls, the main target audiences are expected to be students, professionals and institutions in the academic and scientific areas (See section 4.6.2).

4.2.4. Multimedia

These multimedia materials include infographics, GIFs and games. The games and infographics will be displayed in the project website and disseminated in other promotional materials developed such as newsletters, press releases, social media posts and flyers. The games will contain factual information to teach interesting facts about the microorganisms. In addition, GIFs will be developed and disseminated via social media posts and the project website to reach all target groups, namely citizens, through information linking microorganisms to people´s everyday lives. All of these materials will be initially developed in English and disseminated in multiple formats from July 2020 to January 2023.

4.2.5. Informative videos

The **first video** will be produced, by September 2020, regarding the IS_MIRRI21. The video will be explanatory to introduce IS_MIRRI21, its objectives, vision, mission, services, consortium members and involved nations. The video should have duration of 3 to 5 minutes. The goal of this video is to introduce IS_MIRRI21 to all the stakeholders as a project with feasible, sustainable and globally beneficial plan, which aims to implement an expedient microbial infrastructure valuable for different types of entities. The video will feature animated figures with simple information in English and it will be disseminated through the newly launched IS_MIRRI21 website, social media, project partners' dissemination channels and relevant events (e.g. International Microorganisms Day). The target audience of this video will be all target groups.

Furthermore, a **second video** will be developed to communicate the Collaborative Work Environment (CWE) platform. This video will be disseminated after July 2021 when the beta version platform is launched. However, the conceptualisation and content production will commence in February 2021 – WP6 and WP7 will work closely to develop a descriptive script in English that can be conveyed through an animated format. The video will be short in order to better capture the audience's attention, and will work mainly as a "teaser" to the complete information, which will be hosted in the website platform. It will also be used to promote the services and activities which will be made available as a result of the fully functional CWE and be disseminated via the IS_MIRRI21 website and on YouTube. The target audience of this video will be users, providers, policy makers and potential members of IS_MIRRI21.

A **third video** will be produced aiming to communicate IS_MIRRI21 to the general public – lay audiences. This will be a short video (not more than 1m30s long) that easily explains and shows that besides the common notion of being harmful or scary, microbes also have positive impacts on human lives, the environment, economy and health. The video will be done in English and will be conveyed through an animated format. This video will be disseminated via the IS_MIRRI21 website and on YouTube. This video will be developed in the first year of the project.

Finally, in addition to the three videos developed by WP7, ten short videos are foreseen to be developed by WP5 for public viewing by January 2022. Schools will also be targeted as some of the materials such as the short videos developed by WP5 will be concerning school children. After the development of these materials, the schools will be sent promotional and informative materials in English to display at their school events such as Family Day. All the partners will be engaged in distributing these materials to their local schools at their will.

4.2.6. Newsletters

Six newsletters will be developed and disseminated throughout the project lifetime. The newsletters will be launched periodically (after every six months) from the start to the end of the project, unless relevant materials or incidents justify a delay in the production or publication of the newsletter. Aside from the six newsletters which will be developed and disseminated in the duration of the project, additional newsletters can be developed at key stages if the occasion calls for it. In the production stages of the first newsletter, a template will be developed for all the proceeding newsletters. The template will be prepared to ensure a consistent image is presented in all the newsletters following the colour scheme of the IS_MIRRI21 project and the project logo. The layout and formatting of the newsletters will be designed in a manner that allows them to be disseminated online and in hardcopies. The newsletters will be published on the IS_MIRRI21 website, shared on the other supporting social media platforms, and sent through emails to a contact list of stakeholders who have subscribed to it on the project website (respecting EU GDPR (see D10.1)). The newsletters will include the latest developments in the current and future project activities including the implementation of the CWE platform, events, training and education programmes and TNA call advertisements. The content will be in English and the target audiences will include all the target stakeholders of the project. For developing the newsletters, a standard procedure will be used. WP7 will be responsible for designing the initial structure of the newsletter and collecting inputs from partners, who should provide contributions and suggestions for content and information of the latest IS_MIRRI21 WP activities and/or that is relevant for the project topic. Moreover, after collecting the content, SPI will design an initial version of the newsletter and share it with the consortium. In case the partners have any major comments or concerns, this should be transmitted to WP7, who should be responsible for making the necessary revisions.

4.2.7. Press Release

It is foreseen that multiple press releases will be developed by the project partners on a regular and frequent basis (on the basis of need) and disseminated through the project communication channels and to other media groups at key moments of the project. These key moments include events, meetings, conferences, TNA calls and launch of other project-related elements that one or more of the project partners are involved in. The primary language of the contents will be English but the partners wishing to disseminate the press releases in their local languages will be given the floor to do so. The channels for the dissemination of the press releases will be the IS_MIRRI21 project website on the *News & Events* section, and the social media channels. The press releases will be made available to all project partners, third parties and close networks for publication on their own websites and social media channels. In order

to increase the outreach, the press releases will have an eye-catching heading accompanied by a clear and appropriate picture. For the sake of gathering and enticing potentially interested parties to IS_MIRRI21, the partners of the project will be encouraged to develop news articles about their work under the topic and actions that they have developed under the IS_MIRRI21. The target audiences of these press releases will be all target groups of IS_MIRRI21. The content should not exceed one full page and should be accompanied by a picture or visual content. A press release simple template will be developed by WP7 in May 2020 and distributed to all the partners via email.

4.3. Social media

The development and update of the social media accounts and posts is of high priority for the project since its beginning. The following five social media channels chosen for IS_MIRRI21 project will be actively utilised for the outreach, communication and dissemination activities of all WPs: Twitter, LinkedIn, Facebook, ResearchGate and YouTube. Social media channels will allow the dissemination of information about the project, namely the launch of the IS_MIRRI21 website, CWE platform, TNA calls, T&E programme webinars, scientific papers, workshops and conferences, project news, release of newsletters and multimedia materials for the public as well as the publication of project reports. Social media will play a vital role in increasing visibility of the positive outcomes and achievements of IS_MIRRI21.

In order to share the relevant information, the partners must send all needed content to SPI (WP7 leader), which will be responsible for publication of news items through the social network accounts. IS_MIRRI21 will use the social media accounts for Twitter, Facebook, ResearchGate and email of MIRRI, which are already created. In order to avoid duplication of the social media pages and creating confusion for the users, the publications and announcements made via these channels on behalf of IS_MIRRI21 will contain the hashtag "#ISMIRRI21". The logic behind this is that after the handover of procedures and services from IS_MIRRI21 to the MIRRI entity in January 2023, the link between IS_MIRRI21 and MIRRI will remain clear to the users. The first publication by WP7 using these channels will be made in May 2020, in the form of the IS_MIRRI21 website launch. Regarding the YouTube Channel and LinkedIn page, as MIRRI does not have one created, a new account will be established under MIRRI/IS_MIRRI21. These social networks will also be used for the dissemination of materials to lay audiences.

4.3.1. Twitter

MIRRI has a Twitter account with the following name: @MIRRI_live (Figure 5 and Figure 6). Announcements and posts will be made on the Twitter page at least twice a month. These posts will include relevant information about the project's current and upcoming activities. Additionally, likes and retweets of relevant news will be done. The page already has over 400 followers and to increase visibility of the page, the project partners and their networks will be consistently reminded and encouraged by WP7 to follow and retweet posts from the page. This strategy is supported by the use of specific hashtags such as #ISMIRRI21, #H2020, #Researchinfrastructures, #communication, #lifesciences and #MIRRI. The target audience will include all the followers of MIRRI, lay audiences and passersby.

Figure 5. Screenshot of the entity MIRRI Twitter page

Figure 6. Screenshot of a tweet for IS_MIRRI21 on the MIRRI Twitter page

4.3.2. LinkedIn

LinkedIn has the reputation of an ideal platform for professional interactions. Thus, it will be majorly used in the recruiting of potential participants, new members for the project, users of the platform, students for the training and education programmes, applicants for the TNA calls and users of IS_MIRRI21. In addition

to those, LinkedIn will also be used to publish press releases, links, News on upcoming and current events, WP reports made for public viewing and other promotional materials developed for the project. The items published on the Twitter page will also be replicated for postage on the LinkedIn page following the same frequency. The target audience will include all the followers of IS_MIRRI21. The MIRRI LinkedIn group is displayed below on Figure 7. The LinkedIn page will be created with a link to the already existing MIRRI LinkedIn group under the label MIRRI/IS_MIRRI21 to ensure there is consistency with all the other social network channels.
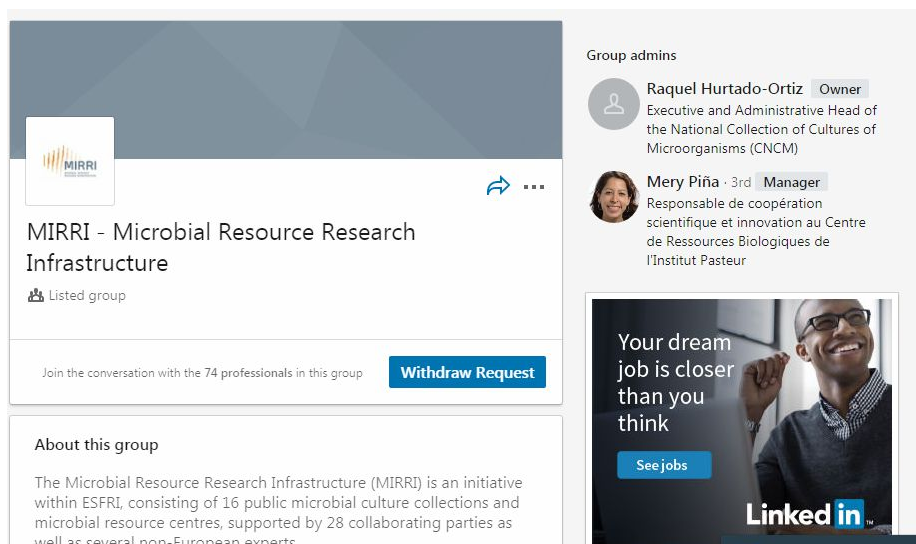
Figure 7. Screenshot of the entity MIRRI LinkedIn group

4.3.3. Facebook

The MIRRI Facebook page will allow a high level of engagement with the mapped stakeholders, mostly followers of the pages and lay audiences. In particular, the Facebook page will share news on IS_MIRRI21, future events and milestones that are achieved during the project. A post will be made on the page at least twice a month with relevant and informative notes such as multimedia materials and updates on the project activities. Currently, the MIRRI Facebook page has over 650 followers, see Figure 8. Announcements for the launch of the IS_MIRRI21 platforms and events will also be replicated on Facebook as it is on the other social media channels.
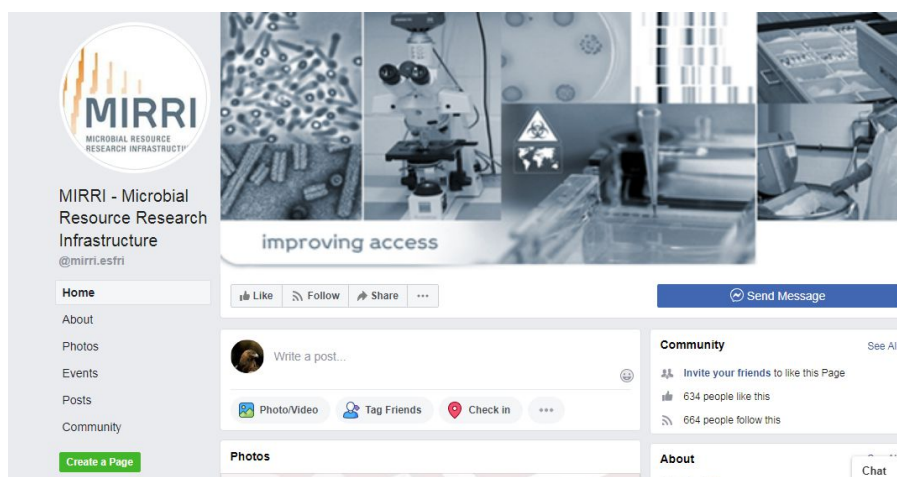
Figure 8. Screenshot of the entity MIRRI Facebook page

4.3.4. YouTube

A new channel will be created in May 2020 to disseminate videos for public viewing. The new IS_MIRRI21 website will also be linked to the YouTube channel to direct users from the website page to the YouTube channel (see 4.2.5 for types of videos). The target audiences will be all stakeholder groups.

4.3.5. ResearchGate

ResearchGate is one of the most preferred channels of dissemination and acquisition of scientific talents, skills and scientific publications for European scientists. MIRRI as a a pan-European research infrastructure for microbial resources, has already been introduced to this platform. Thus, IS_MIRRI21 project partners will use this channel to approach technicians and other scientists in the duration of the project under the label MIRRI/IS_MIRRI21. In addition, as it represents a professional environment, public scientific papers and subject-relevant non-scientific papers will be published using ResearchGate by all partners to complement the dissemination via other social media and project website.

4.4. Other dissemination activities for WP7

4.4.1. Surveys

Regular surveys will be developed with the support of WP7 in July 2021 and July 2022. These surveys will be targeting users (academia and industry) and will be developed in coordination with other WPs, namely WP3, WP4, WP6 (related with the CWE evaluation) and WP8. Within this context, the survey will include questions about users' needs, IS_MIRRI21's services, MIRRI's future services and activities and overall satisfaction with them. The surveys will help IS_MIRRI21 keep up-to-date with the needs and expectations of the target users and also allow the adjustment of MIRRI's activities in order to maintain the high level of performance. The surveys will be established online and disseminated via direct e-mail contact with users (respecting EU GDPR – see D10.1) – WP7 will be responsible for developing the dissemination contents and supporting communication. The responses will be collected and shared with the CCU and the respective WPs – information will be shared as raw data. Furthermore, under the activities of WP8, the

countries with existing mBRCs will be contacted via email or phone calls to set up a contact point for IS_MIRRI21 through representatives of the national nodes of the CCs.

4.4.2. Project Email

The current MIRRI email address info@mirri.org will be displayed on the IS_MIRRI21 website and will be used for receiving and responding to inquiries from interested parties as well as disseminating the communication, outreach and promotional materials such as Newsletters. Any inquires received in the project e-mail relating to a specific WP or activity will be forwarded to the relevant partner responsible for the WP or activity. The database of contact lists of project partners and their associates will be maintained and updated by WP7 whenever needed. The access of this email address is currently under the administration of WP1. Thus, the leader of WP1 will share the access to this e-mail address with SPI.

4.5. Events

The project team will organise a set of events that will present information about the project, discuss results and identify opportunities for IS_MIRRI21 project among the consortium members, key stakeholders and potential members for the MIRRI entity. The events will take place starting in July 2020 until the end of the project. Three types of events will be developed under / with the support of WP7:

- **Internal events (workshops):** Events organised by IS_MIRRI21 partners and that aim to 1) raise awareness among citizens regarding the benefits and importance of microorganisms through the dissemination of accessible materials, 2) engage with potential members of MIRRI and gain their interests in becoming members. These events will be organised under WP3, WP4 and WP8.

- **External events:** Events organised by external entities in which the IS_MIRRI21 partners will participate. The participation in these external events aims to enhance dissemination regarding the promotion and communication of IS_MIRRI21 to key target stakeholders.

- **IS_MIRRI21 final conference:** One final conference organised at the end of the project that aims to gather all IS_MIRRI21 partners, MIRRI potential users, providers and members get together and discuss the next steps and sustainability of the RI.

4.5.1. Internal Events

IS_MIRRI21 partners will organise different events to several target groups under WP3 and WP8, as well as public engagement events. Within this context, the WP7 project team will support in the dissemination of these actions. Thus, the following activities will be developed:

- **WP3 and WP4:** Under these WPs, a set of workshops will be developed: workshops on TNA, Pilot, biosecurity, ABS workshop, and Quality Management (QM). Within this context, WP7 partners will develop informative and promotional materials to target attendees to the workshops, as well as support the overall dissemination of these events through social media channels and the project website.

- **WP8:** International workshops will be organised twice a year. These workshops will be mainly for the purpose of gaining new members for MIRRI (See Section 4.6.3.1) and can be organised in collaboration with other relevant networks. Within this context, WP7 will support in the development of communication materials which will be actively disseminated among the

attendees of the workshops. These materials include specific flyers, press releases, infographics, GIFs and other scientific and non-scientific publications. Furthermore, all partners will be responsible for disseminating IS_MIRRI21 and its activities at the workshops and actively engaging with various personnel to acquaint them with the outcomes and benefits of the project. The announcements for the workshops will be made two months in advance via the IS_MIRRI21 website and social networks, and reminders will be sent through the same channels when needed.

- **Public engagement event:** These events will be organised by UMINHO and will target lay audiences. The main aim is to provide this group of stakeholders with accessible Information about microorganisms and its advantages. The accessible materials used to engage with lay audiences include videos, infographics, images, games and GIFs (as previously described) with information about microorganisms and how they affect human lives. The dissemination will target the general public with basic knowledge of biology and undefined interest in microorganisms. The materials will be relatable and applicable to the event of the day. WP7 will support the development of dissemination actions and related materials.

4.5.2. External Events

It is foreseen that IS_MIRRI21 partners will be participating in multiple external events from July 2020 to January 2023 in order to engage with a vast number of potential members and other stakeholders, namely potential users. Partners participating in the external events will represent IS_MIRRI21 in person and will also take the opportunity to disseminate promotional and communication materials to key target stakeholders. An initial list of potential events to attend is provided under Table 5. In total, the partners will participate in at least 50 external events.

Table 5. Non-exhaustive list of events where IS_MIRRI21 will be represented

Event	Time	Expected dissemination
FEMS congress	Annually	Project promotional materials /presentation
ECCO congress	Annually	Project promotional materials /presentation
WFCC congress	Every other year	Project promotional materials /presentation
European biotechnology week	Annually	Project promotional materials /presentation
CTLS congress	Every other year	Project promotional materials /presentation
EFIB	Annually	Project promotional materials /presentation
Research Challenges in Information Science 2022	2022	Project promotional materials /presentation
International Conference on Advanced Information Systems Engineering 2022	2022	Publication and participation in Scientific Conference
RI-VIS events	South-Africa (February 2021)	Project promotional materials

Event	Time	Expected dissemination
	Brazil (June 2021) Australia (December 2021)	

4.5.1. Final IS_MIRRI21 Conference

In addition to the dissemination at the internal events, IS_MIRRI21 will host a final conference that will involve at least 40 external people and aims to promote the project results. The event will be held in Brussels, Belgium, and will be led by UMINHO and BELSPO. The final conference will have a duration of one full-day. The main objective of the final conference is to showcase MIRRI and the successful TNA pilots conducted, as well as the new CWE Platform. During the final conference, the project team will organise activities to engage with new potential members.

Within this context, dissemination should be developed through the IS_MIRRI21 social networks, website, as well as other tools and actions that are developed under the project (e.g., newsletters, press releases, direct mailing etc.).

4.6. Other targeted activities

4.6.1. Direct consultancy

This activity aims to promote cooperation between WP7 and WP8. Within this context, direct consultancy will be provided aiming to directly involve the target groups identified as potential users and providers of raw materials such as researchers, students, bio-industries, food and health industries, country governments of potential new MIRRI-ERIC Member States (e.g. Germany, Sweden and Finland) and intergovernmental and international organisations (see 4.6.3.1). This task will initially involve the help of all partners in gathering email addresses of interested parties and potential members through their networks (respecting EU GDPR (see D10.1)).

4.6.2. TNA calls

Two Transnational access (TNA) calls are expected to be launched in January 2021 and 2022, one in each year, via the TNA online portal (See Section 4.1). The aim of the TNA calls is to attract the interest of key target users such as scientists from academia and private institutions. Thus, the communication and dissemination activities would be targeted towards them. An Access Officer from WP4 will coordinate with WP7 to ensure the successful promotion of the TNA calls and set up the requirements for the application process. The following steps will be taken in order to realise the proper dissemination of the TNA calls:

1. **Outreach to new users:** Starting from November 2020 until January, weekly announcements will be made for the TNA calls via the IS_MIRRI21 project social media accounts, website, partners' virtual and professional networks. A flyer will be developed specifically for the TNA calls, which will be distributed among the project partners for further dissemination via personalised and virtual (e.g. emails and in-person, social media and project website) means (see Section 4.2.3). In addition to this, the second IS_MIRRI21 Newsletter will be used to disseminate information on the

TNA pilot and the first call to all subscribers and visitors of the IS_MIRRI21 website. The fourth IS_MIRRI21 Newsletter will equally be utilised to disseminate the second TNA call in 2022. The information enclosed in these documents include description and objectives of the TNA pilot, management of the programme, the eligibility criteria for the calls, application procedure, application and submission deadline and contacts for more details. As the targets of these calls are very specific and academia oriented, the distributers of these calls will be required to identify persons of interest within their circles and the circles of their networks. All the partners will be actively engaged in the dissemination of these materials with the close support and supervision of WP4 and WP7. All the dissemination materials and messages will make a reference to the TNA portal, which will hold majority of the information on the calls and pilot programme.

2. **In the timeframe of the TNA calls:** The calls will be open for at least a three months period, during which weekly announcements will be made through social media channels. The flyer will be consistently disseminated through all social media and other channels to catch a wide range of audiences and prospective participants. One reminder with visual effects and short announcement per week will be made on Twitter, Facebook and LinkedIn.

4.6.3. Engaging potential members and citizens

4.6.3.1 Engagement with potential MIRRI members

Six international workshops are foreseen for IS_MIRRI21 under WP8 – Consolidation & Enlargement of Membership. Each potential member will be contacted by the consortium partners through a tailored method for each country. The aim of the workshops designed under WP8 is to integrate all national nodes under the same umbrella as some of the most influential decision makers will be attendees of these workshops. Within this context, the project team will support the dissemination of invitations regarding the two international workshops, as well as the development of relevant design actions (e.g. flyers, if needed). Taking this into account, the project partners attending the workshops will disseminate some in-hand promotional materials as a demonstration of the types of materials produced for IS_MIRRI21 and use the information on the material to apprise the participants of the workshops with IS_MIRRI21's services.

4.6.3.2 Engagement of lay audiences

One of IS_MIRRI21's most valued activities is the strengthening of education and knowledge of lay audiences on microorganisms. Thus, one of the target audiences of the project activities are the citizens of the world. Within this context, Task 7.4 in WP7 will solely focus on the active engagement of the public in some of IS_MIRRI21's activities and outputs with the aim of boosting knowledge and appreciation for microorganisms and the social, environmental and health aspects they are associated with. The education of the public in the aspects of life related to health, cleanliness, infections and microorganisms is the core of IS_MIRRI21. Several promotional and educational materials will be developed with the goal of raising awareness among the general public (lay audiences) to the benefits and importance of microorganisms in our daily life and in the ecosystem:

- Infographics, GIFs and Games: these multimedia materials will include general information about microorganisms that target lay audiences.

- Informative Video: as described in Section 4.2.5, one informative video and 10 short videos specifically targeting lay audiences will be developed in the first and second year of the project.
- Press Releases: short news will be developed focusing on general information that targets lay audiences. This short news will be shared in the project website.
- Newsletters: within each newsletter edition, a small news article or interactive content regarding general information on microorganisms will be included in order to engage with lay audiences.
- Social Media Posts: some social media posts will also be targeting lay audiences.

The objective is to raise awareness among the general public to the benefits and importance of microorganisms in our daily life and in the ecosystem. All the materials that target citizens will have the relation of microorganisms to human lives made in order to increase relatability of the people to the concepts.

4.6.4. Training and education programme webinars

Eight to 10 webinars will be organised under WP5 to support the training and education programmes. Within this context, WP7 will support the development of dissemination actions towards the promotion of these programmes, including advanced training courses or summer schools for users. The webinars will be announced via social media and the IS_MIRRI21 website and invitations and reminders will be sent via email, at least one month before the launch of each webinar. The target audience will be the parties involved in the training and education programmes and other targets which WP5 will determine as high priority. The webinars will be made available online through the IS_MIRRI21 website.

4.7. Documents for reports and presentations

All partners of IS_MIRRI21 will produce and submit many different types of materials. These materials include deliverables, reports and presentations which have to be written up, submitted and in most cases, disseminated and/or presented to wide-ranging audiences. Scientific documents such as deliverables or reports, produced in the frame of the IS_MIRRI21 project, that are intended to be public, will be uploaded to Zenodo as well as the project website. Zenodo is a repository allowing open access to all types of scientific material. It provides access to the uploaded documents for reading and citation. Within this context, the project team has developed two templates: (1) a Word template for the submission and publication of reports and (2) a PowerPoint presentation template for presenting progress reports and other materials at events and internal consortium meetings. The templates are to be used at all stages of the project by all partners. In the first weeks of March 2020, the initial designs of the templates were circulated among the members of the consortium for their approval and after adjustment have been implemented by WP7 to accommodate the suggested modifications (from the partners), the final versions of the templates are to be made available to all partners by end of April. The templates followed the graphic and colour scheme of the model used in the production of the IS_MIRRI21 logo.

5. Action Plan

5. Action Plan

In order to ensure that the implementation of activities and actions in each WP is performed accurately and timely, an action plan is developed to serve as a guideline for the execution of actions over time. The Outreach and Dissemination Action Plan is divided into the "General action plan" and the "Individual action plan". Many of the activities described under this Action Plan have been defined under this strategy plan.

5.1. General action plan

The general action plan includes the major actions which are to be implemented during the project. A responsible partner is assigned to every task but all the partners play an active role in the dissemination and communication activities. Within this context, the table below shows the summary action plan of all activities detailed under this Dissemination and Outreach Strategy.

Table 6. General Action Plan for the Dissemination and Outreach Strategy

#	Promotional tools and channels	Action	When	Partner
1	**Project website**	Official Website Launched	May 2020	SPI
		Integration of TNA pilot online portal	November 2020	SPI, support of WP4
		Integration of the preliminary version of CWE	July 2021	SPI, support of WP6
2	**Project Brochure**	Final version with full content and layout	April 2020	SPI, All partners
3	**Roll-up**	Final version with full content and layout	May 2020	SPI, All partners
4	**TNA Calls**	Final version of 1st TNA call flyer	October 2020	SPI (design), WP4 partners (content)
		Final version of 2nd TNA call flyer	October 2021	SPI (design), WP4 partners (content)
		Promotion of the 1st and 2nd calls	October 2020 - March 2021	All partners (SPI to manage the dissemination tools)
			November 2021 - March 2022	All partners (SPI to manage the dissemination tools)
5	**Multimedia**	Infographics, images, GIFs and games	July 2020 - January 2023	SPI, support of all partners
6	**Informative videos**	Final version of the introductory video on IS_MIRRI21	September 2020	SPI, UMINHO, All Partners
		Final version of the explanatory video on the CWE beta version	April - May 2021	SPI, UMINHO, All Partners
		Final version of the short education video for lay audience	January 2021	SPI, UMINHO, All Partners
7	**Newsletters**	Newsletter template	May 2020	SPI, support of UMINHO
		Final versions of all six Newsletters	M6, M12, M18, M24, M30, M36	SPI, All partners (content development)
8	**Press Releases**	Press Release template	May 2020	SPI

		All press releases following the approval of the template	June 2020 - January 2023	All partners
9	**Social Media**	Posts on Twitter, Facebook and LinkedIn	May 2020 - January 2023	All partners
		Creation of the IS_MIRRI21 YouTube channel	May 2020	SPI, UMINHO
10	**Surveys**	Developing the dissemination design and communication	July 2020- January 2023	SPI, inputs from WP3/WP4/WP8
11	**Webinars**	Dissemination of webinars	July 2020 - July 2022	All partners
12	**External events**	Participation in external events	July 2020 - January 2023	All partners
13	**Project final conference**	Development of the project final conference	June 2022 - January 2023	UMINHO, BELSPO
		Development of promotional materials and communication actions	June 2022 - January 2023	SPI, support of all partners
14	**Internal events**	Dissemination materials and communication support for WP3 and WP8 workshops	July 2020 - January 2023	UMINHO, IAFB, SPI
		Public engagement events	July 2020 - January 2023	UMINHO, support of all partners
15	**Direct consultancy**	Direct consultancy, contacting stakeholders	May 2020 - January 2023	UMINHO, All partners
16	**Document templates**	First versions of the Word and PowerPoint	March 2020	SPI, support of all partners
		Final versions of the Word and PowerPoint	April 2020	SPI, support of all partners

5.2. Individual partner action plan

All the partners will be involved in the outreach, dissemination and communication activities through the IS_MIRRI21 and their own dissemination channels. Thus, they are expected to keep an account of all the actions taken for outreach, dissemination and communication in order to support the impact evaluation and monitoring process. WP7 will develop an excel file to serve as a template for recoding the actions they have undertaken and use the information gathered through these reports to make a comparison of what has been planned and what has not be executed in order to make recommendations and further plans to improve the outreach, dissemination and communication activities, see Table 7.

Table 7. Six-month report template for dissemination and communication activities for all partners

Partner name											
Numbers	Type of activity			Type of material produced	Medium of distribution	Date of release	Place (City, Country) of release (if applicable)	Language used	Geographic outreach	Target audience	Evidence to be collected
	Outreach	Dissemination	Communication								
1											
2											
3											
4											
5											
6											
…											

6. Impact Evaluation and Monitoring

6. Impact Evaluation and Monitoring

The evaluation of the impact the dissemination and communication plans are having and monitoring the results of the IS_MIRRI21 action plan is a key process for the successful implementation of the project. This evaluation process will be carried out consistently throughout the lifespan of the project to ensure a thorough impact assessment and update of communication activities and their quality. IS_MIRRI21's project impact evaluation of the dissemination and communication plan is divided into two categories, impact measurement and monitoring and reporting.

6.1. Impact measurement

The impact is measured through qualitative and quantitative indicators. This is to ensure the measurement and assessment of the communication and dissemination activities is accurate, leaving minimal room for error. The quantitative indicators below specify figures for the key performance indicators related to the activities.

Quantitative indicators

The table below presents the main quantitative targets defined for the project lifetime.

Table 8. The quantitative indicators of IS_MIRRI21 communication and dissemination activities to be reached by the end of the project

Measure	Indicators	Target no.	Source
IS_MIRRI21 Website	Number of visitors	10,000	Website information
Social Media	Number of followers	2,000	Social media information
Brochures	Number of brochures / flyers distributed	2,000	Consortium information, built upon partner's contacts, events, etc.
Scientific publications	Number of scientific papers published	30	Consortium information and public databases like PubMed
Email / Newsletters subscriptions	Number of subscribers	500	Subscriptions received
Participants in MIRRI events (online/offline)	Number of participants in all dissemination events organised	1,000	Attendance proof (e.g. attendance registration list)
External events, conferences and workshops	Number of external events attended	50	Attendance proof (e.g. attendance registration list)

Qualitative indicators

Qualitative indicators complement the quantitative measures by providing information on the quality of the dissemination and communication activities. These indicators include direct feedback from participants and followers, group perspective, recommendations and suggestions made on activities, ideas about the success or drawbacks of outcomes or suggestions for the future.

Qualitative indicators will be considered during the project and may consist of the following tools:

- Questionnaire distributed at a conference or workshop;

- Audience development questionnaires for IS_MIRRI21 services for participants of the conferences or workshops which are users;

- Feedback obtained in face-to-face contact with the participants or other relevant stakeholders of the project; and

- Evaluation form requested during the conference or workshop.

6.2. Monitoring and reporting

All of the project partners for IS_MIRRI21 will be involved in the monitoring and reporting of dissemination and communication activities. Therefore, all involved parties will share a common understanding of the true impact of the activities being carried out. Specifically, partners will be requested to:

- Contact those responsible for Dissemination and Communication (WP7) about any major dissemination and communication action to be done;

- Provide a briefing after the action;

- Collect evidence of the actions implemented; and

- Provide an updated list of dissemination and communication activities carried out every six months. This information will feed into the updated deliverables and the mandatory reports.