

Communication, Dissemination and Sustainability plan

***STEP-UP - STepping up the European cooperation and
communication among Public & Private organizations for the
protection of posted workers' rights***

VS/2019/0383

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ABREVIATIONS

CO	Communication Officer
CDSP	Communication, Dissemination and Sustainability Plan
EaSI	Employment and Social Innovation
EC	European Commission
SNSPA	The National University of Political Studies and Public Administration
UCP	Universidade Católica Portuguesa
UGR	University of Granada
UNIPR	Universita degli Studi di Parma
VU	Vilniaus Universitetas
WP	Working Package

INTRODUCTION

The present **Communication, Dissemination and Sustainability Plan (CDSP)** has been elaborated by SNSPA, responsible for the overall communication and dissemination activities of the STEP UP project, with the contribution of all the project partners. The plan is the first step to reach the aims targeted by STEP UP in terms of communication and dissemination. The plan will serve the basis for the establishment of an interactive communication network and intends to include the contribution of all the partners, and also to set the framework and guidelines for external dissemination and public awareness activities.

1. The plan will be discussed and agreed upon by STEP UP members and will regularly updated, based on the feedback, good practices and monitoring activities carried out by the project partners.
2. As planned in Work Package 2 (WP2), the aim of this **Communication, Dissemination and Sustainability Plan (CDSP)** is to describe communication objectives, target groups, main communication activities and the tools designated for them with related costs and time schedules, risk assessment and crisis management solutions. The CP also provides a regulatory framework for the network of communication managers.

1. GENERAL INFORMATION

STEP UP – “Stepping up the European cooperation and communication among Public & Private organizations for the PROTECTION of posted worker’s rights” is a project that has received financial support from the European Union Programme for Employment and Social Innovation "EaSI" (2014- 2020). For further information please consult: <https://ec.europa.eu/social/main.jsp?catId=1081>. The project activities focus on the different dimensions of the posting of workers in the context of the transnational provision of services. The STEP UP project carries out 3 types of action:

- EVIDENCE: development of joint research
- INFORMATION: new informative tools
- COOPERATION: implementation of training path, addressed to labour inspectorates, social partners

The project is implemented between January 2020 and December 2021, by the beneficiary consortium formed by:

- Università degli Studi di Parma (IT) – consortium leader,
- Universidade Católica Portuguesa - UCP (PT),
- VILNIAUS UNIVERSITETAS – VU (LT),
- The National University of Political Studies and Public Administration - SNSPA, (RO),
- UNIVERSITY OF GRANADA (UGR).

The cooperation between all the partners will be assured and managed through the following instruments:

- 🇺🇦 partners appoint a Steering Committee, responsible for providing inputs to project development;
- 🇺🇦 1 kick-off meeting;
- 🇺🇦 4 Intermediate project meetings;
- 🇺🇦 financial and technical reports every 12 months;
- 🇺🇦 final financial and technical final report to be delivered at the end of the project;
- 🇺🇦 Communication, dissemination and sustainability plan.

1.1. Context

A posted worker is a worker who for a limited period, carries out his/her work in the territory of a Member State other than the State in which he/she normally works (Article 2 of the Directive 96/71). In most cases, serious infringements in matters of posted workers go hand in hand with underpayment, excessive working time, lack of rest periods, lack of preventive measures and non-compliance with regulations concerning social security and health insurance and underestimating the challenges in culturally and ethnically diverse workspaces. Access to information on rights and obligations is a key point for posted workers, in order to conduct their activities in respect to European legislation.

1.2. Project objectives and summary of activities

In order to facilitate the evidence-based policy making on national, regional and local level, and focusing on data availability and data enhancement, the main objective of the STEP UP project is to better understand and address the longer term migratory, human capital and demographic processes, as well as

their effects on labour markets and national/regional economies in order to enable public administrations to develop and implement policies and strategies by using enhanced datasets and empirical evidence.

1.2.1. Strategic objectives

- To analyse the most widespread violations of EU framework, in relation to the current legislation, so that there could be projections on the risks of transgression of the new directive 2018/957/EU, which will be soon transposed. In different cultural and geographical context, as the ones of the countries involved, the objective is to establish what kind of forms the non-effectiveness of the framework takes today and which risks could remain after the implementation of the directive 2018/957/EU, so with a critic evaluation of this objectives and his potential, also in the light of the future activity that will be run by the European Labour Authority.
- To analyse the framework related to the transposition of the directive 2018/957/EU in different cultural and geographical contexts.
- To identify mechanisms of transnational collaboration among different public entities, also in the light of the future activity that will be run by the European Labour Authority
- To identify and promote mechanisms and tools which ensure the information for workers and employers.
- To start a transnational training course addressed to competent public authorities and social partners.
- To analyse which will be the total impact and which are the potential consequences of transgression phenomena.

2. COMMUNICATION STRATEGY

Communication activities are embedded in the implementation of the project throughout the entire project cycle. Besides ensuring visibility of the project, communication activities also aim at including the highest possible number of stakeholders with expertise in the issues tackled by the project and to facilitate dialogue among scientific communities, policy makers and administrative actors.

The Communication and dissemination activities of the project are included in the **Working Package 2 – Communication and Dissemination**. The partner responsible for this WP 2 is The National University of Political Science and Public Administration (SNSPA), Romania, and will coordinate the specific work, with

the active cooperation and contribution of all the partners, exploiting their own networks and organizing dissemination events.

A coherent and comprehensive communication strategy constitutes an important tool for achieving the project objectives. The activities of WP 2 will be extensive, with the communication officer appointed by SNSPA to ensure the maximum visibility of the project in the media and communication of project results to the media and relevant stakeholders. WP 2 is built around the following activities: organizing public events and communication with media, publishing findings and results of the project's activities.

In the activities under WP2, all the associated partners will be involved, providing their own institutional channels of communication and dissemination.

2.1. WP2 Objectives and activities:

The main objectives of the communication and dissemination activities of STEP UP are:

- to communicate, disseminate, promote the project interim and final results to the main stakeholders and the general public concerning the posting of workers' sector;
- to promote dissemination tools/materials accessible by everyone
- to increase the visibility to what the project will create/experiment in the involved realities
- to ensure the sustainability of the project impact and results in the medium-long period, after the project end

Communication activities are carried out for the whole project life (24months) to achieve and inform a wide public on project activities.

The project includes 3 main categories of communication and dissemination activities:

- Elaborating project information and promotional materials
- Organizing public events and communicating with media
- Publishing findings in national/ international specialize magazines

In order to achieve the projects objectives, the following specific activities will be conducted:

A.2.1. Elaborating the Communication, Dissemination and Sustainability plan

A.2.2. Creating multilingual project website and social media pages;

A.2.3. Elaborating project information and promotional materials;

A.2.4. Establishing media relations;

A.2.5. Organizing local dissemination events;

A.2.6. Organizing the final international conference.

2.2 Expected results and deadlines

COMMUNICATION AND DISSEMINATION (WP2)		
Expected results	Responsible partner	Deadline
A.2.1. Elaborating the Communication, Dissemination and Sustainability plan		
Communication, Dissemination and Sustainability plan	SNSPA	March 2020
A.2.2. Creating multilingual project website and social media pages;		
1 project multilingual website (English + translated in all the 5 languages of project's partners)	SNSPA + all partners contribution	April 2020 (ongoing)
1 Facebook page of the project + 1 other social media page for the project	SNSPA + all partners contribution	March 2020 (ongoing)
A.2.3. Elaborating project information and promotional materials:		
Project logo	SNSPA	March 2020
Project poster (A4 and A3) (English + translated in all the 5 languages of project's partners)	SNSPA + all partners	April 2020 *
1 project leaflet (5 pages; English + translated in all the 5 languages of project's partners)	SNSPA + all partners contribution	April 2020 *
4 eNewsletters (3 pages; English+ translated in all the 5 languages of project's partners)	SNSPA + all partners contribution	June /Dec 2020 * June /Dec 2021 *
1 final publication with project's (English)	SNSPA + all partners contribution	Nov-Dec 2021 *
A.2.4. Establishing media relations		
Comprehensive communication mailing list + media channel list (common database)	SNSPA + all partners contribution	May 2020 ???
2 main press conferences (KOM and final conference)	UNIVE (SNSPA will contribute)	??*/ Dec 2021 *
2 press conferences/ partner (mid and end of the project)	all partners contribution	Dec 2020 * Dec 2021 *
4 related press releases/ partner	all partners contribution	
1 technical publication/ partner in specialized journals or magazines	all partners	Dec 2021 *
A.2.5. Organizing local dissemination events		
2 local events "target oriented" / partner	SNSPA + all partners contribution	April / Dec 2021 *
A.2.6. Organizing the final international conference		
1 final conference	SNSPA + UNIVE	Nov-Dec 2021 *

*due to the current situation, generated by the COVID-19 pandemic, the original deadlines will be rediscussed with project leader and partners;

All project partners will organize at least **n. 2 local press conferences, 4 press releases and will make 1 technical publication** on national/international specialized magazines to present project activities and results.

Dissemination local events “target-oriented” will be also organized in each country with the participation of local authorities, institutional representatives, policy makers, civil society organizations (at least 30 participants). Dissemination events will be designed on a way to achieve maximum target groups’ involvement and outreach of project activities and results.

2.3. Stakeholder groups

This section is very important for the communication strategy because it will help the project partners to elaborate a comprehensive mailing list. In order to do so, we will consider all target groups and an efficient external communication, focused on relevant stakeholder dissemination of the project results.

The STEP UP partnership defined the following stakeholder groups for its communication activities:

- National and International research and academic institutes: having internationally acknowledged expertise in the interdisciplinary analysis of the relevant processes as well as on population projections and development issues.
- Posted workers and posting and receiving companies, with specific referance to the mechanical sector
- Social partners and trade union organizations representing workers and companies operating in **the mechanical sector**
- The national Labour Inspectorate authorities
- National, regional, local level administrations affected by migration and demographic changes (eg.: association of local governments, chambers of commerce, labour unions, labour and employment offices in partner countries)
- Relevant sectoral ministries: ensuring high level recognition of results and their influence on national policies
- Relevant transnational and EU institutions: ensuring high level recognition of results and their influence on national policies (eg: EUROSTAT, Council of Europe, European Commission)
- NGOs concerned and active in migratory and corresponding labour market issues

- Migrants (immigrants and emigrants) living in, leaving or targeting partner countries, regions and cities
- Media: national news agencies, local press in partner municipalities, including printed and electronic media, TV and radio stations, web-pages of partner organisations and other relevant organisations, as well as international press (eg.: EuroNews, Research EU, European Policy Brief)

3. MECHANISMS OF IMPLEMENTATION

SNSPA will be responsible for the design and visual identity for the materials produced within this project. Throughout the implementation process, SNSPA, in close collaboration with UNIPR, will offer support to all partners on the development of materials developed and used within the project activities. The communication will be made in English.

The dissemination of common information materials in English will be ensured by all partners, but mainly by SNSPA, through the comprehensive communication tool that will be developed in the first months of the project. The dissemination of project events and deliverables will also be made by the organized/author partner in their national language (event poster, press release, event agenda and other).

SNSPA will offer assistance to all partners, for the publication of articles in mainstream media professional journals or magazines. For each article, SNSPA will ensure that the material (online or printed) will meet the common visual identity criterion. All contents and the communication between the author and the publisher will be the responsibility of each partner institution. If needed, SNSPA will assist the partners in identifying journals and media channels.

3.1. Communication means

The internal communication will be made based on the experts' **contact list** that has been developed within this project. The list includes the name and contacts of the personnel appointed by each partner. All general mails (that address all consortium members) should be also submitted to the official project email (further communicated), as to facilitate the monitoring process.

The starting point for the communication activities will be identification of **media channels in each applicant country** (relevant newspapers, radio and TV stations, press agencies, web sites and social media) and **creation of a mailing list for communication of results to the target groups:**

- relevant Ministries,
- European institutions (Parliament, Council, Commission, European Labour Authority, etc.),
- national labour inspectorates,
- public decision makers/ legislative bodies in Europe,
- companies which are posting workers,
- social partners and trade unions (representing workers and companies operating in the mechanical industry),
- international organisations and NGOs,
- consulates/embassies,
- think tanks,
- national and international research institutions.

3.2. Internal and external communication flows

A. Contact database (media channels and comprehensive communication list)

The Communication Officer will develop a template for the database in collaboration with UNIPR and will submit the proposal to all partners.

The communication officer from SNSPA will gather suggestions and recommendation from all applicants regarding the structure of the data base. These suggestions and recommendations will be used for improving the current CDSP and in order to facilitate an efficient and wide dissemination process.

Moreover, all partners will contribute to the development of the database by submitting to the Communication Officer the contacts for national and international stakeholders and suggestions regarding media channels that should be further used. All inputs will be aggregated and the complete database will be disseminated within the consortium. Its update will be possible during the implementation of the project. All new stakeholders or media channels that will be identified will be send to SNSPA, which will further revise the database and submit the new version to all partners.

B. Project dedicated pages on each partner website

All partners will publish the description of the project on their institutions websites and Facebook pages. These pages should be updated as frequently as possible by all partners. The CO, after gathering

information from the consortium members regarding their activities, will send the newsletter and/or other news that should be published on the national web pages.

*During the implementation period, all partners submit main information/news regarding the project activities and results to SNSPA in order to be disseminated to all consortium members and posted on their websites. This communication flow will be supervised by UNIPR.

C. Facebook page of the project

SNSPA, through its CO and technical expert will create a Facebook page dedicated to the project and afterwards will publish information regarding the project's activities and progress, as well as other relevant information from the field. To do so, he/she will identify similar and relevant Facebook pages in order to be able to provide the project's followers with information from the field.

The newly created Facebook page will also bring the research results and information regarding the project closer to European citizens, as well as improve communication between participants in the project. This way, the information published by the CO will be taken over by all participants in an easier manner.

D. Other social media page of the project

In order to maximize the dissemination of information and project results, a second social media page will be created for the project.

To support the other communication channels, we suggest using Twitter as a dissemination tool.

This account will provide information regarding the project's activities and progress, as well as other relevant information from the field.

E. eNewsletters

4 eNewsletters (every 6 months) will be realized by SNSPA and will include information gathered from all participants in order to promote the activities developed under the project and disseminate its outputs detail.

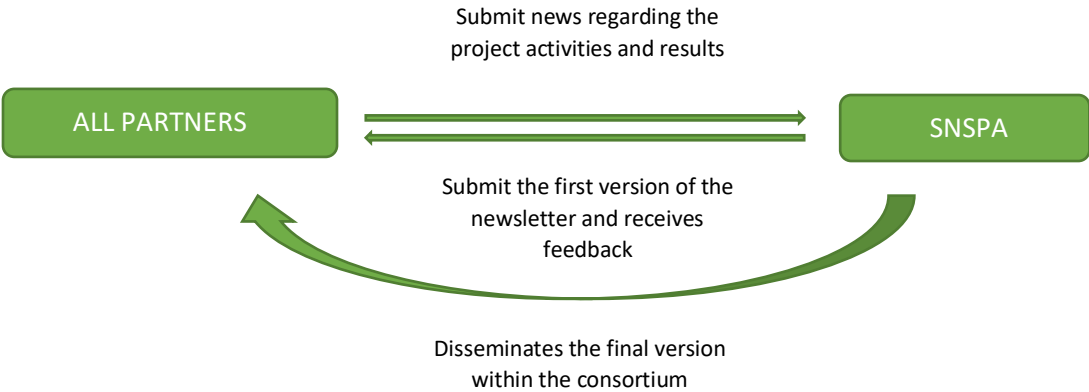
Therefore, in order to be able to develop the newsletter content all partners should send to SNSPA information regarding their activity within the project according to the following time table:

Newsletter no.	Deadline for publishing	Deadline for submitting information to SNSPA
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eNewsletter 1	June 2020	May 2020
eNewsletter 2	Dec 2020	Nov 2020
eNewsletter 3	June 2021	May 2021
eNewsletter 4	June 2021	Nov 2021

*due to the general context related to the pandemic, the term for submission and publication will be discussed with all partners

Project eNewsletters will provide news about the milestones of the project, as well as posted workers rights -related issues. The newsletters will be issued in an electronic form (pdf file) and will be distributed to e-mail lists of stakeholders. The eNewsletter will also be uploaded to the website of the project. All eNewsletters will be published on the Facebook page of the project, on the web pages of the applicant institutions



F. Press releases

SNSPA will offer all the needed support to all the project partners for organizing the **transnational press conferences** and their input on the press releases. Moreover, the CO will disseminate the press releases to all participants involved in the project and to all relevant stakeholders that are part of the communication mailing list.

The press releases, media appearances will focus on a milestone of the project, by ‘translating’ the content into news that might be of interest.

G. Flyer

SNSPA, in strong collaboration with UNIPR, will establish the content for the project flyer that will include basic information about the planned activities and expected results. The information material will be translated in 5 languages in order to be widely disseminated. An English version will be available as well.

H. External communication

Each partner will assure the dissemination of information regarding STEP UP project using the comprehensive mailing list, including stakeholders and general public.

Each partner will use the specific communication channels, using their national language for the disseminated materials.

Each partner will use only the contacts that were included in its own mailing list when disseminating the information regarding the project's activities and results.

SNSPA, in collaboration with all the project partners will disseminate the information to international organizations, associations and international media channels, in order to ensure optimal communication with stakeholders and general public.

4. VISUAL IDENTITY

4.1 Common visual identity of all materials and deliverables of the project

According to the official guidelines of the European Commission on common visual identity, there are 3 mandatory elements that have to be integrated in the materials (print, online, video) produced by the beneficiaries of EU funds:

- a) **the EU flag,**
- b) **the acknowledgement of the fact that the project is funded/co-funded by the European Union and**
- c) **the disclaimer.**

The versions that are going to be used by all partners in all materials and publications produced within the project, as specified in the *Call for proposals VP/2019/008 - EaSI Programme - PROGRESS axis: Posting of workers: enhancing administrative cooperation and access to information* afferent to the awarded grant for STEP UP project, are the following:

- a) The EU flag/logo with the text "Funded by the European Union"



Funded by
the European Union

- b) "This (publication, conference, video) has received financial support from the European Union Programme for Employment and Social Innovation "EaSI" (2014- 2020). For further information please consult: <http://ec.europa.eu/social/easi>"
- c) "The information contained in this publication does not necessarily reflect the official position of the European Commission."

In addition, all documents/materials will include the **project logo**.

The final version of the project logo will be discussed with all the project partners based on the drafts available in Annex 1.

4.2. The utilization of logos

The current section establishes the manner in which the logos of the European Union, of the beneficiaries and of the project should be used in all information and promotional material and deliverables of the project. All the official logos will be submitted by the communication officer of the project to all partners.

4.2.2. EU logo

The European Union logo will be inserted in every information, promotional material and deliverable of the project. The logo will be used with the text "Funded by the European Union" (see example in Annex 2).

4.2.3. Project logo

The logo of the project STEP UP - "Stepping up the European cooperation and communication among Public & Private organizations for the PROTECTION of posted worker's rights" will be inserted in every information, promotional material and deliverable of the project (see example in Annex 2).

The project logo versions (in different formats) will be used as follows:

- Logo_STEP UP_white - with white background for online materials and printed documents (agendas, flyers, attendance lists, deliverables and other)
- Logo_STEP UP_transparent - with no background for online materials and printed documents (agendas, flyers, attendance lists, deliverables and other)
- Logo_STEP UP - PDF files with high quality, only for the logo print, with no other content or image
- Logo_STEP UP - are vector format that will be used for printed materials like posters or brochures which require high quality version

Using the project identity on all printed and electronic materials (including e-mails, attendance sheets, press releases, etc.), project partners will present a coherent and memorable image of STEP UP and will contribute to an effect that the target groups remember the project and identify with the themes and issues.

4.2.4. Lead of consortium and all partner's logos

It is not compulsory to use all the partner's official logos in each online, print or video material developed within the project. However, it is recommended to insert the logos in as many information materials as possible as to facilitate the transnational cooperation and the development of a specialized network of institutions and bodies involved in the sector that is covered by the project.

Also, the logos of partners should be inserted in the documents that are produced in their own languages and disseminated at the national level. All logos should respect the same height. The minimum height of the EU logo should be 1 cm.

5. MONITORING of COMMUNICATION AND DISSEMINATION

The communication responsible, SNSPA, will constantly monitor all communication, dissemination and promotional activities and will send periodic reports to the leader of the consortium, if necessary.

The monitoring process will be facilitated through a questionnaire that will include data regarding the news published by the partners on their webpages, the organized events and participants and the information disseminated through the contact mailing list. This form will be submitted to the consortium partners once every 6 months.

Close to the end of the project, the CO with the help of representatives from all participants will build a final report of all PR activities undertaken for all scheduled events, that will also include comprehensive

data regarding media outreach (participants at events, number of views per page, reach number, time spent per visitors on events' webpages, dissemination of posters and flyers, etc.). Here, the CO will use the services of Google Analytics, for the website, Facebook info graphics and other available metrics.

To assess the results, questionnaires will be prepared, using structured 1-5 Likert scales, appropriate for each type of event. They will be used for the collection of information (surveys, in-depth interviews), the optimal value and the value reached.

The degree of involvement of the project target groups (posted workers, social partners, public authorities considering in particular: no. of people attending the events in each country and the degree of satisfaction of these target groups will be assessed both through a satisfaction survey (quantitative data) and personal interviews (qualitative data).

N. of people reached by the communication and visibility packages; n. of social media contacts will be also assessed.

6. RISK ASSESSMENT

The following risks might hinder the implementation of the communication and dissemination activities:

- Due to the great number of partners, dissemination of information within the network of PPs might be hindered.
- The project itself contains a lot of content-based, research activities with a very strict time-schedule. The involvement of partners in the thematic aspect of the project, attention might be diverted from dissemination activities related to the project activities.
- Change of staff could intervene in the continuity of communication activities.
- Delay in the implementation of content activities might entail delay in communication activities, especially during the first month of the project, spring 2020. Considering the global context of a COVID-19 pandemic, some activities or the entire project could be postponed until the general situation allows the implementation in optimal conditions.

The following crisis management solutions have been designed to ensure the smooth implementation of the Communication Plan:

- SNSPA, leader of WP 2, will closely collaborate with all partners in order to ensure that all communication and promotion activities can be undertaken in an efficient manner.

- SNSPA, along with UNIPR, consortium leader, will ensure an easier internal communication between all partners.
- SNSPA will regularly exchange information about outcomes and results that can be the object of communication activities.
- SNSPA will ensure continuity of communication activities in case of change in staff composition.

ANNEX 1: STEP UP PROPOSAL LOGOS



ANNEX 2 PARTNERS' LOGOS

A. EU logo



Funded by
the European Union

B. UNIPR



**UNIVERSITÀ
DI PARMA**

C. UCP



**UNIVERSIDADE
CATOLICA
PORTUGUESA**

D. VU



**Vilnius
University**

E.SNSPA



**ȘCOALA NAȚIONALĂ DE STUDII
POLITICE ȘI ADMINISTRATIVE**

F. UGR



**UNIVERSIDAD
DE GRANADA**

ANNEX 3 Contact List

Project partner	Project manager (WP1)	SG members	Communication officer / contact person for WP 2	contact person for (WP3)	contact person for (WP4)	contact person for (WP5)	Associated institution / contact person
UNIPR (Universita degli Studi di Parma, Parma, Italy)							
UCP (Universidade Católica Portuguesa, Porto, Portugal)	Project manager: Catarina Carvalho ccarvalho@porto.ucp.pt Financial manager: Sandra Mendes smendes@porto.ucp.pt	Catarina Carvalho ccarvalho@porto.ucp.pt	Contact Person: Ana Teresa Ribeiro aribeiro@porto.ucp.pt	1. Catarina Carvalho ccarvalho@porto.ucp.pt 2. António Frada afrada@porto.ucp.pt	Ana Ribeiro Costa ana.ribeiro.costa@hotmail.com	Milena Rouxinol mrouxinol@porto.ucp.pt	
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UGR (University of Granada, Granada, Spain)							
SNSPA (The National University of Political Studies)	Project manager: Iordan Bărbulescu	SG member 1: Sonia Dragomir: sonia.dragomir@dri.snspace.ro	Communication officer: Irina Lipănescu:				

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