



Plano de Ação para a Divulgação de Resultados de Investigação e Comunicação da Ciência: Da Estratégia ao Impacto

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Introdução

A divulgação dos resultados da investigação científica é um elemento fundamental no ciclo de produção de conhecimento. Longe de representar apenas uma formalidade final, é uma parte essencial que valoriza o trabalho realizado, legitimando o investimento de recursos humanos, materiais e financeiros na investigação científica. A divulgação transcende a mera publicação académica, pois é um instrumento estratégico para estabelecer redes de colaboração, identificar parceiros com interesses complementares e potenciar novas oportunidades de financiamento.

Tradicionalmente, têm-se privilegiado a disseminação de resultados através de publicações em revistas científicas de prestígio e apresentações em conferências especializadas, em grande parte como resposta aos critérios estabelecidos nos processos de avaliação, incluindo os institucionais. No entanto, o paradigma atual do Espaço Europeu de Investigação (EEI) tem evoluído significativamente, impondo novos

desafios e expectativas aos investigadores.

Introdução

Hoje, é cada vez mais um requisito trabalhar em direção à designada "Terceira Missão" das universidades e centros de investigação: a ligação à sociedade. Esta missão implica não apenas comunicar a ciência para o público em geral, mas também estabelecer conexões produtivas com o setor empresarial, procurando complementar as fontes tradicionais de financiamento através de parcerias estratégicas que possam gerar valor económico e social.

Em termos de comunicação da ciência, comunicar os resultados da investigação a audiências não especializadas representa, para os própios investigadores, uma oportunidade valiosa de desenvolvimento. Este exercício obriga a repensar conceitos complexos em termos mais acessíveis, o que frequentemente conduz a novas perspetivas sobre o próprio trabalho e pode inspirar abordagens inovadoras.

No contexto atual, um plano de ação para a divulgação de resultados de Investigação, ou plano geral de comunicação, deve ser abrangente, integrando estratégias diversificadas que permitam alcançar diferentes públicos e maximizar o impacto do conhecimento produzido. A adoção desta abordagem integrada permite maximizar o impacto da investigação ao garantir que os resultados não só avançam o conhecimento científico, mas também contribuem para a inovação económica e o progresso social, respondendo, assim, aos desafios contemporâneos na comunicação científica.

Comunicação, Divulgação, Transferência

Disseminação

- Público-alvo: Comunidade Científica
- Atividades: Congressos, revistas, capítulos de livros
- Avaliação: Qualidade e impacto das publicações

Transferência

- Público-alvo: Tecido Empresarial e policy makers Atividades:Policy briefs ou briefing papers. feiras para empresas,
- Avaliação: alteração de legislação ou políticas públicas, produtos, software etc.

Comunicação da Ciência

- Público-alvo: Sociedade
- Atividades: Eventos culturais, congressos abertos ao público...
- Avaliação: Impacto(comportamiento), métricas de engagement(partilhas, download..)







COMMUNICATION, DISSEMINATION & EXPLOITATION WHAT IS THE DIFFERENCE AND WHY THEY ALL MATTER

Communication

Inform, promote and communicate activities and results

For whom

Citizens, stakeholders and the media



- √ Having a well-designed strategy
- √ Conveying clear message
- ✓ Using the right channels



From the start until the end of the action



- ✓ Engage with stakeholders
- √ Attract the best experts
- √ Raise awareness of how public money is spent
- √ Show the success of European collaboration

It is a legal obligation!

Article 17 of Horizon Europe

Grant Agreement



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Make knowledge and results



For those who can learn and benefit from the results, such as: scientists, industry, public authorities, policymakers, civil society



Publishing results in:

- √ Scientific magazines
- √ Scientific and/or targeted conferences
- ✓ Databases



- ✓ Anytime, as soon as results become available
- ✓ Up to four years after the end of the project



- √ Maximise the impact of the action
- √ Allow other researchers to go a step forward
- Contribute to the advancement of world class knowledge
- √ Make scientific results a common good

It is a legal obligation!

Article 17 of Horizon Europe

Grant Agreement



Exploitation

Make concrete use of results

For whom

For those who can take the results forward or invest in them, such as: researchers, stakeholders,

industry (also SMEs), public authorities,



- √ Creating roadmaps, prototypes, software
- √ Sharing knowledge, skills, data



- ✓ Towards the end of the action and beyond,
- as soon as exploitable results are available
- \checkmark Up to four years after the end of the project



- ✓ Lead to new legislation or recommendations
- For the benefit of innovation, the economy and society
- Help to tackle a problem and respond to an existing demand

It is a legal obligation!

Annex 5: Specific Rules and Article 16

of Horizon Europe Grant Agreement

Etapa 1: Análise Estratégica Preparatória

- Valor científico e social
- Mapa completo de todos os atores que podem influenciar ou ser influenciados pela investigação
- Recursos humanos, financeiros, tecnológicos e institucionais
- Etapa 2. Definição de Objetivos e Indicadores
 - Pontos-chave: Objetivos SMART (Específicos, Mensuráveis, Alcançáveis, Relevantes eTemporalmente definidos) para cada vertente
 - Indicadores mensuráveis
 - Alinhamento com objetivos do projeto

- Para a Comunicação da Ciência:
 - Objetivos: definir o nível de consciencialização pública que pretende alcançar, que mudanças de perceção visa promover, que debates públicos deseja informar.
 - Indicadores: cobertura mediática (número e qualidade), envolvimento em plataformas digitais, feedback qualitativo de públicos não especializados, participação em eventos públicos.
- Para a Disseminação:
 - Objetivos: alcance dentro da comunidade académica e profissional, integração em redes de conhecimento.
 - Indicadores: citações, convites para apresentações, integração em repositórios e bases de dados de referência, métricas alternativas
- Para a Exploração:
 - Objetivos: adoção de conhecimentos/métodos por parte de organizações, influência em políticas públicas, desenvolvimento de inovações sociais baseadas na investigação.
 - Indicadores: parcerias estabelecidas, integração em programas de políticas públicas, casos documentados de aplicação do conhecimento, recursos educacionais desenvolvidos

- Etapa 3. Narrativa Central e Mensagens-Chave:
 - História unificadora, mensagens adaptadas, linguagem consistente.
- Etapa 4. Segmentação e Adaptação aos Públicos
 - Identificação de necessidades informacionais, níveis de adaptação, públicos prioritários.
 - Para a Exploração:
 - Públicos prioritários: Organizações implementadoras, formuladores de políticas, profissionais da área,
 empreendedores sociais, financiadores.
 - Adaptação necessária: Enfatize os benefícios práticos, apresente estudos de caso e exemplos concretos, forneça orientações claras para a aplicação do conhecimento.
 - Para a Comunicação da Ciência:
 - Públicos prioritários: Cidadãos interessados, educadores, estudantes, jornalistas, formadores de opinião.
 - Adaptação necessária: Simplifique conceitos sem os vulgarizar, utilize metáforas e analogias relevantes para o quotidiano, destaque as implicações práticas da investigação para a vida das pessoas.

Etapa 5 Seleção de Estratégias, Canais e Atividades

- Pontos-chave: Complementaridade entre canais, adequação ao público, otimização de recursos.
- Para a Disseminação:
 - Estratégias recomendadas: Publicação estratégica, networking profissional, integração em redes temáticas.
 - Canais a considerar:
 - Publicações académicas (artigos em revistas, capítulos de livros)
 - Repositórios de acesso aberto (institucionais e temáticos)
 - Conferências e eventos científicos (com seleção estratégica)
 - Redes académicas e profissionais (ResearchGate, Academia.edu, LinkedIn)
- Para a Comunicação da Ciência:
 - Estratégias recomendadas: Storytelling humanizado, visualização de dados, abordagens participativas.
 - Canais a considerar:
 - Plataformas digitais próprias (website do projeto, blog, redes sociais)
 - Colaborações com meios de comunicação social (artigos de opinião, entrevistas)
 - Eventos públicos (palestras abertas, cafés de ciência, exposições interativas)
 - Materiais audiovisuais (documentários curtos, podcasts, animações explicativas)

- Etapa 6: Calendarização e Sincronização das Atividades (cronograma detalhado que sincronize as atividades das três vertentes)
 - Faseamento estratégico: Organize as atividades de modo a que se reforcem mutuamente. Por exemplo, a comunicação da ciência pode criar um ambiente favorável para a exploração, enquanto a disseminação pode fornecer credibilidade científica às ações de exploração.
- Etapa 7. Orçamentação e Recursos
 - Distribuição estratégica, recursos partilhados, planeamento de contingência. Recursos financeiros, temporais e humanos a cada vertente de acordo com as prioridades estabelecidas e o potencial impacto esperado.
- Etapa 8. Implementação Coordenada.
 - Protocolos de qualidade, coordenação centralizada, gestão adaptativa.
- Etapa 9. Monitorização e Avaliação.
 - Métricas específica, análise integrada, adaptação baseada em evidências.

Pontos do Plano de Comunicação Geral

	Calendário	Atividade	Canal	Objetivo	Público- alvo	Indicador	Orçamento / Recursos
Disseminação							
Comunicação							
Transferência							

Exemplo: Estratégia geral



2. Objectives of the strategy

The Strategy adopts a **four-step approach** that has matured alongside the project. To begin with, the Strategy created a cohesive and distinct identity for the project to enable the **discovery** of MOVING by the target audiences, and foster familiarity with its goals and activities. This set the stage for the subsequent phase, which concentrated on fostering **engagement** with key stakeholders.

With the project in its concluding phase, the Strategy pivots towards a more intensive dissemination of the outcomes and results achieved, ensuring they are communicated effectively to a broad audience. The goal is to address the enhancement of the project's legacy, by disseminating findings and ensuring that these results are utilised and integrated into relevant fields and practices. By doing so, the Strategy aims to secure lasting impact, especially by facilitating the uptake of its outcomes and results within and beyond the project's scope.

Table 2. Specific objectives of the Strategy

Specific objective	Description
SO.1	To raise awareness of project aims and activities (DISCOVERY)
SO.2	To facilitate and promote engagement of partners, relevant actors and target audiences in the MAPs (ENGAGEMENT)
SO.3	To inform about project outcomes and results and enable multipliers and the media to share relevant information (DISSEMINATION)
\$0.4	To facilitate the uptake of project outcomes and results within and beyond the scope of the project (LEGACY)

Horizonte Europa: Formulário

KEY ELEMENT OF THE IMPACT SECTION

SPECIFIC NEEDS

What are the specific needs that triggered this project?

Example 1

Most airports use process flow-oriented models based on static mathematical values limiting the optimal management of passenger flow and hampering the accurate use of the available resources to the actual demand of passengers.

Example 2

Electronic components need to get smaller and lighter to match the expectations of the end-users. At the same time there is a problem of sourcing of raw materials that has an environmental impact.

EXPECTED RESULTS

What do you expect to generate by the end of the project?

Example 1

Successful large-scale demonstrator:
Trial with 3 airports of an advanced
forecasting system for p pactive airport
passenger flow management.

Algorithmic model: Novel algorithmic model for proactive

airport passenger flow management.

Example 2

Publication of a scientific discovery on transparent electronics

New product: More sustainable electronic circuits.

Three PhD students trained

D & E & C MEASURES

What dissemination, exploitation and communication measures will you apply to the results?

Evample 1

Exploitation: Patenting the algorithmic model.

Dissemination towards the scientific community and airports: Scientific publication with the results of the large-scale demonstration.

Communication towards citizens: An event in a shopping mall to show how the outcomes of the action are relevant to our everyday lives.

Example

Exploitation of the new product: Patenting the new product; Licencing to major electronic companies.

Dissemination towards the scientific community and industry:

Participating at conferences; Developing a platform of material compositions for industry; Participation at EC project portfolios to disseminate the results as part of a group and maximise the visibility vis-àvis companies.

TARGET GROUPS

Who will use or further up-take the results of the project? Who will benefit from the results of the project?

Example

9 European airports: Schahol, Brussels airport, etc.

The European Union aviation safety agency

Air pastengers (indirect).

Example

End-users: consumers of electronic devices

Major electronic companies: Samsung, Appl., etc.

Scientific community (field of transparent ectronics).

OUTCOMES

What change do you expect to see after successful dissemination and exploitation of project results to the target aroup(s)?

Example 1

Up-take by airports: 9 European airports adopt the advanced forecasting system demonstrated during the project.

Example

High use of the scientific discovery published (measured with the relative rate of citation index of project publications).

A major electronic company (Samsung or Apple) exploits/uses the new product in their manufacturing.

IMPACTS

What are the expected wider scientific, economic and societal effects of the project contributing to the expected impacts outlined in the respective destination in the work programme?

Example

Scientific: New breakthrough scientific discovery on passenger forecast modelling.

Economic: Increased airport efficiency Size: 15% increase of maximum passenger capacity in European airports, leading to a 28% reduction in infrastructure expansion costs.

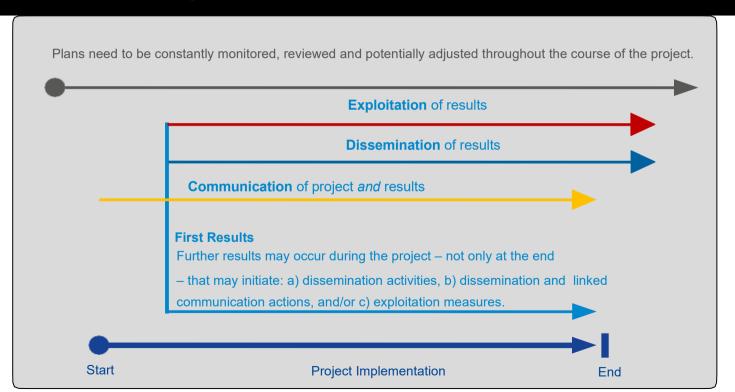
Example

Scientific: New breakthrough scientific discovery on transparent electronics.

Economic/Technological: A new market for touch enabled electronic devices.

Societal: Lower climate impact of electronics manufacturing (including through material sourcing and waste management).

Calendarização



Exemplos: Projetos HE (COM., DISSEM., TRANSF.)



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Horizonte Europa: Programme Guide (maio 2024)

The communication part

Since EU grants are financed by public funds, beneficiaries are generally expected to actively engage in communication activities and to promote the projects.

Communication can be defined as: Taking strategic and targeted measures for promoting the action itself and its results to a multitude of audiences, including the media and the public, and possibly engaging in a two-way exchange.

Communication activities must already be part of the proposal and be described in the draft Dissemination and exploitation plan including communication activities which is an admissibility criterion.

A good communication plan should define clear objectives (adapted to various relevant target audiences) and set out a description and timing for each activity.

With your communication activities you should draw the attention of general and specialised audiences to the EU policy area addressed by the call.

Good communication:

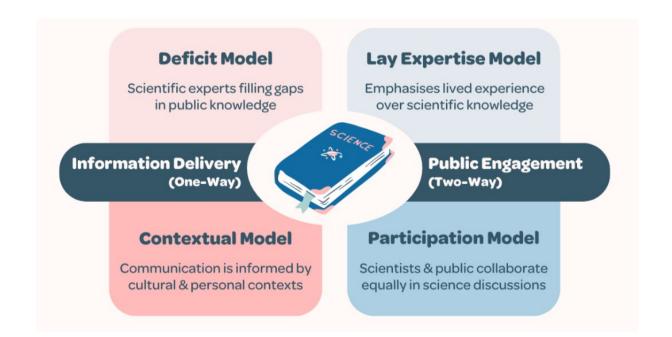
- Starts at the outset of the action and continues throughout its entire lifetime.
- · Is strategically planned and not just ad-hoc efforts.
- Identifies and sets clear communication objectives (e.g. have final and intermediate communication aims been specified? What impact is intended? What reaction or change is expected from the target audience?).
- Is targeted and adapted to audiences that go beyond the project's own community, including the media and the public.
- Chooses relevant messages (e.g. how does the action's work relate to our everyday lives? Why does the target audience need to know about the action?).
- Uses the right medium and means (e.g. working at the right level local, regional, national, EU-wide; using the right ways to communicate one-way exchange (website, press release, brochure, etc) or two-way exchange (exhibition, school visit, internet debate, et.); where relevant, include measures for public/societal engagement on issues related to the action).
- · Is proportionate to the scale of the action.



Plano de Comunicação da Ciência

Objetivos Estratégia Público-alvo Atividades: tradicionais e inovadoras Orçamento e Recursos Cronograma Divulgação das atividades Avaliação e indicadores de impacto

Modelos



12 Competências-chave

12 core skills for effective science communication

- Identify and understand a suitable target audience:
- Consider the levels of prior knowledge in the target audience;
- Promote audience engagement with the science;
- Encourage a two-way dialogue with the audience;
- Use language that is appropriate for your target audience;
- Use a suitable mode and platform to communicate with the target audience
- Use the tools of storytelling and narrative;
- Separate essential from non-essential factual content in a context that is relevant to the target audience;
- Use/consider style elements appropriate for the mode of communication [such as humour, anecdotes, analogy, metaphors, rhetoric, images, body language, eye contact, and diagrams];
- 10. Identify the purpose and intended outcome of the communication;
- 11. Consider the social, political, and cultural context of the scientific information;
- 12. Understand the underlying theories leading to the development of science communication and why it is important

Objetivos: SMART



















Exemplos de Objetivos

2.1 COALESCE communication aims

The COALESCE project aims to involve a variety of communities across Europe (and beyond) in bringing about evidenced-based improvements in science communication quality and impact. Therefore a capillary distribution of communication and dissemination activities are crucial to the success of the project and the future of the Competence Centre. Ultimately, this will ensure new approaches to science communication are widely adopted and the rapid mobilisation of science communication in times of crisis. It will also mean that the competences and skills necessary to professionalise the field are disseminated.

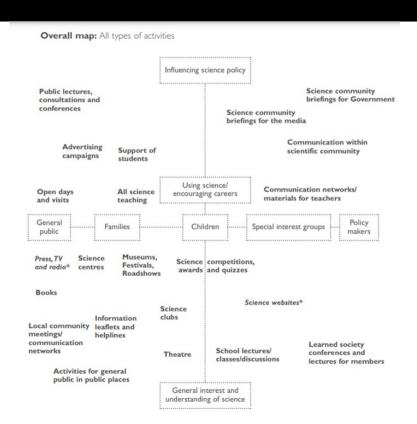
The COALESCE Communication, Dissemination and Exploitation (CDE) Strategy describes three aims of its communication activities:

- Raise awareness, profile and visibility of the activities of the COALESCE project among science communication practitioners (formal and informal), researchers, educators, citizens, industry, journalists and funders across Europe, as well as among national and EU-level policymakers.
- Share resources, tools and activities of the Competence Centre and the Academy
 with science communication practitioners (traditional and non-traditional),
 researchers, educators and funders across Europe, as well as with national and
 EU-level policymakers, and contribute to the conversation around science
 communication.
- Provide responsive communications to support critical situations, providing timely guidance and increasing the reach of relevant COALESCE resources in times of need.

Estratégia

Mensagem	Formato	Canal	Atividades	Público-alvo	Indicador	Orçamento / Recursos	Calendarizaç ão

Públicos-alvo e Atividades



Exemplos: Públicos-Alvo



3 COALESCE key audiences

COALESCE communication activities will target a variety of science communication stakeholders in different countries and contexts and will need to be adapted for each audience. N&R hubs and networks will play an essential role in tailoring the messages to these audiences, so they are relevant and understandable to them. Given the nature of N&R hubs' work and connections, different audiences will be accessible to different degrees. In the first instance, we suggest directing the communication activities towards stakeholders that are already connected with the hub at the organisational level. Then, to be strategically aligned with the Hub goals within COALESCE activities, use the opportunity to address other trarests with a view to audience development.

Our communication briefings for key launches of Competence Centre and Academy resources and activities (Section 5.2) will provide guidance on the most relevant audiences. However, as an overall guide, three broad audience categories have been identified for COALESCE communication activities:

1. Primary: actively communicating

These groups serve as the primary target audience for COALESCE CDE activities, because they are (or may wish to be) actively involved in science communication.

a. Science communicators

Anyone involved in communicating science on either a part-time or full-time

i. Professional/traditional

Those who are employed in a science communication capacity – including public engagement professionals, museum staff, institutional science writers, and public relation officers and press officers in academia, NGOs/CSOs and industry – or those involved in research who devote a considerable amount of time to science communication.

ii. Informal/non-traditional

Those who are not formally employed as science communicators, but who undertake science communication an avoluntary basis or who are supported via crowdfunding/sponsorships. This includes science YouTubers / Instagrammers / TikTokers who explain science conceptor or research breakthroughs to non-specialist audiences. Also included are those who may not necessarily consider themselves as science communicators, such as those campaigning/protesting for health and environmental issues, who may primarily see themselves as science scribidistications, such as those involved in citizen science activities.

b. Journalists

Anyone who is employed as a journalist (writer or editor) or who freelances for traditional media outlets (print/TV/radio/online).



i. Science journalists, editors and publishers

Those who specialise in covering one or more sciences.

ii. Journalists, editors, publishers not specialising in science

Those who specialise in other areas of journalism, such as politics or business, but who have to address issues in science in these contexts (e.g. health, climate science, Al) or those who cover topics such as extreme weather events, seismology and health crises without having specialist howledge in these areas.

c. Researchers, academics and higher education students and staff

Those who work professionally as researchers (whether in academia or industry), and those who are studying science-related degrees at university, as well as other staff, such as those involved in research management-related negations.

d. Science communication researchers

Those who are engaged in conducting research in science communication, generally in academic settings.

2. Secondary: influencing science and science communication

These groups do not necessarily participate in science communication directly but can influence how it is practised and rewarded.

a. Policymakers

Governing bodies, public authorities and administrators of research centres – at local, regional, national or international levels – who are responsible for setting the wider agenda for science communication, and who seek to conduct policy co-design with citizens and researchers and to increase transparency and accountability through citizen engagement.

h Research funder

Bodies such as the European Commission, national funders such as UKRI in the UK, foundations such as Fondazione Umberto Veronesi in Italy or Fundação para a Ciência e Tecnologia (FcT) in Portugal, or charities such as Wellcome Trust in the UK, who are responsible for directly funding research grants and who sometimes require science communication outputs from the research they fund.

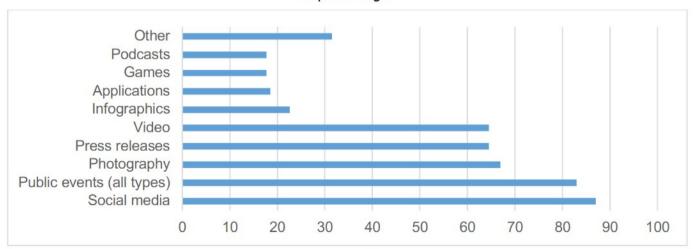
c. Funders of science communication / journalism

Organisations – such as Science Foundation Ireland, The Volkswagen Foundation (Germany), Research Foundation – Flanders (FWO), Fondazione Compagnia di San Poalo (Italy), Spanish Foundation for Science and Technology (FECYT, Spain) – that fund science communication or journalism

3. Tertiary: interested in or affected by science and science communication

Canais utilizados em Portugal

Figure 4: Channels, formats and tools used by the research units to communicate science with the public, in percentage.



Source: own elaboration

Orçamento e Recursos

OHADBO	CLOBAL	DE ODCAMENTO DOD TABLEA
UUADKU	GLUBAL	DE ORCAMENTO POR TAREFA

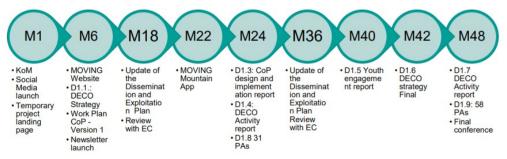
	Tarefa 1	Tarefa 2	Tarefa 3	Tarefa 4	Tarefa 5	Tarefa 6	Total
Data Tarefas							
Recursos Humanos	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Missões	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Aq. Bens e Serviços	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Registo Patentes	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Adp. Edif. Instalações	0.00	0.00	0.00	0.00	0.00	0.00	0.00
DPD	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Equipamento	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Custos Indiretos/EGs	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Subcontratos	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Totais	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Cronograma



11. Timeplan

The timeplan presented below delineates the strategic planning and execution phases for communication and dissemination activities under WP1. Each milestone up to M40 represents a pivotal point in the project lifecycle where specific activities are completed.



Divulgação das atividades de comunicação



Redes Sociais: Exemplo Projeto Europeu



the regions with the most practical insights (Month 32) and one on Participatory Theory Building (D2 3) in Month 12

To enhance accessibility and visual appeal, a uniform template for MOVING Practice Abstracts has been designed. Furthermore, a dedicated subsection named "Practice Abstracts" has been established on the project's website. Initially it was located under the "Library' section, but after the review meeting, we have relocated to the 'Reference Region' section. This area serves as a repository for showcasing all the Practice Abstracts developed by the project. These documents are organised by Reference Region and the general ones with project findings

8.5 Social media

Dedicated social media accounts were established within the first month and have become essential interactive tools for engaging with our target stakeholders. These platforms serve as a hub to carry out a correct communication and dissemination of the project by sharing news, progress and results, as well as interesting data and figures related to MOVING. To cater to diverse audience preferences and needs, we use interactive formats such as videos. to efficiently convey information to stakeholders with limited time and a preference for easily

Based on our experience on the target audience's preferences, we have identified Twitter and LinkedIn as our primary social media channels, while Eacebook, Instagram and YouTube are considered secondary platforms

In addition, the communication team has explored the feasibility of employing additional and newer Social Media platforms for the benefit of the project, such as TikTok, However, given internal functionalities and a shortage of proprietary images and videos, the decision was made not to adopt TikTok as a communication channel

Visual elements play a crucial role in enhancing our messages across social media channels. Annealing visuals are employed to centure the attention of the followers/audience and invite them to read and learn more about the topics we present. Moreover, we use illustrative elements like banners to establish a consistent brand identity and visual presence for the

To share information and content with other partners, we have created a database, with all the addresses of the partners' social networks. This helps us maintain a coordinated and more effective online presence for the project through the connections and partnerships that are

Cooperation of the European Commission is sought for establishing cross-posting, making use of capacities of EU institutions (e.g., EC, EESC, CoR). Furthermore, we aim to establish links with EU CORDIS news, CORDIS WIRE, and the Horizon Magazine websites to amplify our project's reach and impact

To ensure easy identification by our target audiences across all platforms, we have adopted a unified project 'handle': @movingH2020.



8 5 1 Twitter

The MOVING Twitter account (@MOVINGH2020) was established in September 2020, and officially launched during the project's Kick-off Meeting on 14-16 September 2020. This account, managed primarily in English, serves as the project's central corporate social media channel. To cater to a more localised audience, additional accounts have been set up. For example, the coordinator, UCO, has managed the account @H2020Moving UCO serving the audience in Spanish language and covering the three Reference Regions in Spain. The Communication Manager (AEIDL) manages the official Twitter account, with contributions from the project partners.

This channel is used for short news flashes, employing a clear and concise style, not too descriptive or institutional. It serves as a platform for instant communication and engagement with the target audiences from society, science and policy. We use dedicated hashtags to streamline communication related to specific project products and actions, e.g., #MOVING2020. #MOVINGforesight, #MOVINGworkshop, #MOVINGDeliverable. #MOVINGconference, etc. These hashtags facilitate connections and discussions beyond

Twitter also plays an important role during projects events, where live tweeting enhances knowledge sharing and community-building. This practice fosters connections among participants, panel experts, remote audiences following the events.

Our team commits to enhancing the project's visibility by:

- . Posting relevant news and updates related to the work done by the partners under the MOVING project at least once a week:
- Following relevant accounts from stakeholders and engaging with them (e.g., retweet): . Creating conversation with followers, sparking debate on hot topics addressed by
- MOVING, and gathering their views;
- . Providing relevant content by third parties (information on latest trends and new
- relevant develonments):
- . Post or retweet about events, reports and initiatives from other projects or other activities from relevant stakeholders
- · Promoting events and strategies that are integral to the MOVING project's objectives.

LinkedIn facilitates networking with people and professional organisations, particularly those from the private sector and academia within our target audience. Our company page, (MOVING - Mountain Valorisation through Interconnectedness and Green Growth) was launched in September 2020 to serve as a central hub for staying informed about MOVING developments and sharing information with relevant stakeholders.

Similar to our approach on Twitter, we employ dedicated hashtags to streamline communication related to specific project products and actions, such as #MOVING2020, #MOVINGforesight, #MOVINGworkshop, #MOVINGDeliverable, #MOVINGconference, and more. These hashtags play a crucial role in facilitating connections and discussions beyond



physical meetings. To ensure the effective use of our LinkedIn account, we employ the

- . Share status update to engage with our network. These updates can include thoughtprovoking questions related to our project or industry, sharing news, or providing insights that align with our project's goals. This activity will be coordinated with our Twitter timeline to maintain consistency across platforms.
- Actively identify and connect with individuals, companies, researchers, policy-makers. and other professionals who may have an interest in our project's results. Inform about upcoming events and meetings organised under this Strategy. This includes sharing event details, agendas, and highlights to generate interest and encourage participation among our connections
- · Showcase project milestones, achievements, and significant developments.
- · Actively monitor and respond to comments and to demonstrate our commitment to fostering meaningful conversations and collaboration.
- . Share multimedia content such as videos, infographics, and presentations, as well as insightful articles and research findings to convey our project's key messages and findings.

8.5.3. Facebook

In September 2020, we launched a dedicated Facebook page as a component of our communication strategy. This page aims to reach out to MOVING stakeholders, especially those who may not be fully covered by LinkedIn. It is a channel tailored for public outreach and showcasing our project's outputs, providing a more informal and community-oriented environment for engagement.

To maximize the impact of our Facebook page, we implement the following strategies:

- . Maintain an active presence by posting regular updates, news, and highlights related to MOVING. This content is coordinated with our Twitter timeline to ensure consistency
- . Leverage the power of visuals by sharing images, videos, and infographics that showcase the project's impact and activities.
- . Participate in Earshook groups related to mountain and rural areas o connect with a broader audience and foster meaningful discussions.
- Promote project events, including workshops, webinars, and meetings.

As we do on Twitter and LinkedIn, we employ dedicated hashtags to streamline communication related to specific project products and actions. These hashtags, such as #MOVING2020. #MOVINGforesight. #MOVINGworkshop. #MOVINGDeliverable. #MOVINGconference, and others, facilitate connections and discussions.

8.5.4. YouTube

In March 2021, we launched a dedicated YouTube channel, serving as a central repository for all of the project's multimedia content. This channel is designed to host and provide access to a diverse range of content, both current and forthcoming. The content includes:



- Introductory videos featuring the 23 Mountains RRs and their associated VCs
- . Explanatory videos detailing the MOVING approach and methodology for Participatory multi-level foresight, as well as the Conceptual Analytical Framework.
- Specific sessions from the ELI MAP webinars.
- . Digital Stories that delve into the vulnerability and resilience of our value chains
- Interviews with project partners to promote upcoming deliverables.
- · Outcomes and highlights from the project.

Our YouTube channel simplifies the sharing of these videos on social media platforms through short links. Additionally some of our videos such as those from the ELLMAD webinars and the Digital Stories, are embedded on our website via YouTube for easy access and viewing.

The MOVING Instagram account was established in August 2021 with a clear objective: to share captivating images from project events and provide insights into our project's activities. Additionally, we use this platform to share European updates that are relevant to our target audience. To harness the full potential of our Instagram presence, we employ the following

- · Share highlights from project events, workshops, webinars, and meetings.
- . Use Instagram Stories to provide real-time updates during events, and create
- engaging, eve-catching posts to recap the key takeaways. · Repost user-generated content to build a sense of community and engagement.
- · Create Story Highlights to categorise and permanently showcase important content, such as project milestones, key findings, and events.

8.6. The Virtual Research Environment

The Virtual Research Environment (VRE) is the key digital working platform available for the Consortium and the participants from the CoP and regional MAPs. This dynamic space is serves as a catalyst for intensified interactions among actors and stakeholders, fostering an ongoing exchange

The VRE supports bidirectional communication, facilitates information sharing, offers storage capabilities, enables social networking, and even encompasses activity tracking mechanisms.

Five VREs have been established to support various aspects of the project:

- · Coordination Management VRE: Dedicated to the administrative and managerial aspects of the project, ensuring smooth coordination and management
- · Project VRE: Designed to support the overarching project activities.
- . Regional MAPs VRE: It is used exclusively for the communication among the 23 regional MAPs' Coordination teams.
- . EU Multi-Actor Platform VRE: Open for stakeholders, this VRE is used toto exchange, learn and interact around the topic of resilience to climate change of mountain value

Indicadores

		FECCYT (2012)	FECCYT (2015)	Neresini & Bucchi (2011)		Modéer & Hermansson (2007)	Texas Tech University (2013)
	Tipo de público al que está dirigida.1		X				
Público	Actividades y proyectos dirigidos a estudiantes de educación primaria y secundaria.			х	Х	х	
Pú	Participación en actividades dirigidas a usuarios de resultados de investigación (empresas u otras organizaciones).					X	
ones	Entidades colaboradoras.	X					X
Colaboraciones	No. y tipo de aportaciones realizadas por las entidades colaboradoras.	X					
Cola	Tipo de actividad. ²						Х
Fondos	Procedencia de los fondos que financian la actividad.						X
	Beneficios generados por la actividad.						Х
Tema	Área de conocimiento.		X				X
	No. de actividades de divulgación realizadas.	X	X				
	Indicar formato de la actividad. ³		X				
nate	Material de divulgación generado. ⁴		X	X	X	X	
ctividades de científica / Formato	Participación en programas de ciencia de radio y televisión, incluidos los transmitidos en la web.					X	
Actividades de s científica / Fo	Producción de exposiciones y otros proyectos museísticos.			X		х	
cie.	Conferencias dirigidas al público general.				X	X	
A	Días de puertas abiertas en las universidades y otras visitas a los laboratorios.			X	х	х	
- 5	Actividades que impliquen diálogo y/o experiencias prácticas (cafés científicos, festivales de ciencias, etc.).				X	X	

		Actividades con evaluación por parte de público asistente.	х			
Ę		Participantes registrados.5	X	X		
Fvaluación		Publicación: atención mediática.		X		
F		Evaluaciones sistemáticas.			X	
		Informes de evaluación de contenidos y calidad de prácticas generados.			x	
	10	Redes sociales utilizadas para esa actividad.		X		
	Otras acterísticas	Fecha de inicio y de fin de la actividad.				X
Otras	eris	No. de horas invertidas en la actividad.				X
Ö	acte	Localidad de celebración.				X
	car	Otras zonas nacionales y/o internacionales implicadas.				x

Motac

- 1. Público general, comunidad científica, comunicadores, jóvenes y público infantil en general, empresarios, emprendedores, activistas (culturales), policymakers (presciptores y politicos).
- 2. Individual, intitucional o multi-institucional.
- 3. Aplicación dispositivos móviles, audiovisual, conferencia, curso, estudio o informe, exposición, ferias, jornada de puertas abiertas/visita guiada, material educativo, obras de teatro, premio, concurso.
- 4. Material generado como producto de una iniciativa en concreto o específicamente diseñado (como un libro de divulgación, por ejemplo).
- 5. Asistencia a las actividades (presencial) y seguimiento y/o participación online (virtual).

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Indicadores

Toolkit - DG Communication

The quality/usefulness of the feedback or dialogue
 The enthusiasm of the stakeholders for the topic

Measurement level	Guidance for development of performance metrics		
Inputs	The activity that you carry out to promote your initiative. These might include: The number of invitations sent out to engagement event Type and amount of activity carried out to publicise event The website created for consultation	 The number who considered engagement useful The number who considered their voice was heard The number who think involvement makes a difference Number showing willingness to be involved in subsequent stage (and who) 	
			The number and nature of contacts that you make with specific stakeholders
	Outputs	These might include: The number of people responding to your requests for involvement	
The number of people attending the stakeholder event The number of people who visit your online consultation			 variety of channels) The number of stakeholders or members of the public who claim to have discussed your message with others (online and offline)
The number of conversations with a specific stakeholder contacted			 Amount of digital coverage on forums, blogs, websites etc. (tracked via buzz monitoring) Amount of positive (and accurate) digital talk
Out-takes	Outtakes of engagement activities will include the following: recall of the issue, the issue/initiative.		■ The number of event attendees who undertake specific actions or behaviours in line with messages promoted at the event (and who)
Intermediate outcomes	There are several categories of the intermediate outcomes related to the "engag consulted" stakeholder. There are outcomes that happen during the consultation/engagement process:	Final outcomes	Final outcome measures should assess whether your activity met its overall communication objective, and its effect on the overall policy or reputation objective that you are working to and the effect that this has had. Choose performance indicators that
	No or percentage of stakeholders providing feedback/engaged in dialogue		enable you to measure this. For example this may include: The amount of usable feedback incorporated into future policy development or engagement activity.

(Comissão Europeia, 2017, p. 47)

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