



Grant agreement nr. ECHO/SUB/2015/713849/PREV32



Integrating CBA in the Development of Standards for Flood Protection & Safety

Communication and Dissemination Handbook

Deliverable number	E1
Delivery date	31/03/2016
Status	Final
Author(s)	Sigma Consultants Ltd.,



AMADORA
Câmara Municipal



EUROPEAN COMMISSION
DG-ECHO
CIVIL PROTECTION UNIT



This project is funded by the European Union. The sole responsibility of this communication lies with the author. The Commission is not responsible for any use that may be made of the information therein.

CONTENTS

CHAPTER 1.	OVERVIEW	3
CHAPTER 2.	DEVELOPING THE COMMUNICATION PLAN	5
CHAPTER 3.	FLOOD CBA#2 COMMUNICATION PLAN	7
ANNEX A.	Communication and Dissemination Milestones	17
ANNEX B.	Regulations for editing the FLOOD CBA#2 outputs	19

CHAPTER 1

OVERVIEW

What Is Project Communication?

✓ *Project stakeholders are Individuals and organizations who are actively involved in the project, or whose interests may be positively or negatively affected as a result of project execution or successful project completion.*

✓ *For more information, see Chapter 2*

Project communication is the exchange of project-specific information. Effective communication creates understanding of the information given and received.

FLOOD CBA#2 project aims at integrating Cost-Benefit Analysis into the decision making process for selecting the appropriate and most efficient flood protection standards in flood prone areas. The project team must *facilitate the collection, assessment and the exchange of information amongst stakeholders (i.e. **responsible authorities, technical services and scientific community**) and provide overview and detail on existing standards applied for flood protection and safety and the methodologies which are implemented for the justification of the related investments.* The project partnership prepare information in a variety of ways to meet the needs of various project stakeholders. Team members also incorporate feedback from these stakeholders.

The project communication plan is a part of the overall project plan. It builds on the project workplan, which shows:

- What will be produced on the project;
- Who will produce it;
- When it will be produced.

What is the Project Communication Management?

“Project communication management includes the processes required to ensure timely and appropriate generation, collection, dissemination, storage, and ultimate disposition of project information.”

Project communication management tools and techniques ensure the timely and appropriate generation, collection, dissemination, storage and ultimate disposition of project information.

Project managers use project communications tools to:



- Develop a communication plan for the project
- Distribute information via the methods that reach stakeholders most effectively

Communication Process

Understanding the communication process is the first step in communication planning. Consider these four factors:

- Who is involved in the communication process — the identified stakeholders, such as project partners and staff, and external stakeholders
- What is being communicated — the message; the information being communicated
- When the information is communicated — weekly, monthly, quarterly, as needed, or as identified
- How the information is disseminated — in a meeting, an email, a newsletter, a presentation, etc.

Communication Methods

Project team members use a variety of communication methods to deliver project information, including questionnaires, meetings, consultation processes, telephone calls, email, voicemail, websites, multimedia videos, tutorials and peer information exchange Network. The Networking action has a relevant means in FLOOD CBA#2 Project, including the establishment of regional/ national clusters, establishment of transnational forum, organization and provision of knowledge base platform and associated support tools as main communication instruments.

CHAPTER 2

DEVELOPING THE COMMUNICATION PLAN

Preparing the project communication plan assists the project team in identifying internal and external stakeholders and enhances communication among all parties involved in the project. The project team writes a communication plan to ensure that an effective communication strategy is built into the project delivery process. The plan is a framework and should be a living, evolving document that can be revised when appropriate.

✓ See the FLOOD CBA#2 organizational structure

The project Working Group that is responsible for the communication activities, develops a communication plan by asking the following questions:

- Who needs what information?
- When do they need the information?
- Who delivers the information?
- How should the information be delivered?

While all projects share the need to communicate project information, the specific information needs and the methods of distribution may vary widely.

Step 1 Gather Planning Inputs

The Working Group develops the inputs to the project communication planning process. A list of potential project products is prepared, based on the workplan that includes all the elements of the project's tasks.

Step 2 Identify Stakeholders

The project team must identify the stakeholders on a project, determine what their needs and expectations are, and then manage and influence those expectations to ensure a successful project.

Step 3 Determine Stakeholders' Needs

Project stakeholders have information and communication needs. The initialisation of a participatory mechanism that will raise the awareness of policy makers and other interested stakeholders and will facilitate the further improvement of the information exchange and dissemination mechanism developed by FLOOD CBA#2. As early as possible, the development and establishment of information exchange structures ensuring the effective stakeholders' involvement as well as the acquisition and processing of the appropriate data based on the previous experience



The project communication plan includes the information needed to successfully manage project product deliverables. The project communication plan includes the following elements:

- Brief introduction and background — answers the question, “Why do we need a project communication plan?”
- A list of the members of the project organizational structure and description of roles – provides information regarding the decisions flow within the project
- Project reporting information — answers the question, “How will project performance be collected and disseminated to the project partners and to the external project stakeholders?”
- Methods of communications to be used, including formal meetings to be held (who, what, when, how)
- Stakeholders’ analysis — describes the members of the Information Exchange Network.

The Working Group under the guidance of the Steering Committee sends the draft project communication plan to the project partners for review and input. While reviewing the communication matrix, it is ensured that a task manager is assigned to each sub-product. The task managers assigned are listed on the communication matrix and the stakeholders’ analysis.

The Working Group with the approval of the Steering Committee incorporates the changes from the project partners into the project communication plan. The final project communication plan is distributed to the project partners and is published on the project’s website. The project management unit uses the finalized project communication matrix to track the progress of project deliverables.

CHAPTER 3

COMMUNICATION PLAN

General Strategic objectives of the dissemination concept

✓ The FLOOD CBA#2 partners are:
 CO: SIGMA Consultants Ltd (GR),
 BE1: Universidad Pablo de Olavide (ES),
 BE2: Middlesex University - Flood Hazard Research Centre (UK),
 BE3: Interdisciplinary Centre for Social Sciences. CICS.NOVA (PT),
 BE4: Agencia de Media Ambiente y Agua de Andalucia (SP),
 BE5: Region of East Macedonia and Thrace (GR),
 BE6: Municipality of Amadora (PT)

FLOOD CBA#2 is a project that involves the co-operation of seven partners, that origin from Greece, United Kingdom, Spain and Portugal with overall budget of € 795.000. In order for the project to succeed it requires efficient technical and financial management. A priority to guaranteeing the success of the project is to identify the correct target groups and approaching both Governmental and non Governmental actors.

As a result it is very important to inform the potential and final project stakeholders, which include politicians and local authorities, about the aims, progress, results and conclusions of the project.

At the same time, it is impossible to inform everyone who lives in the participating regions. So, the selection of who to address and how to communicate that information has to be prepared thoroughly so as to create a maximum impact and awareness raising. Thus, a "corporate identity" and a common communication strategy on behalf of the project partners are required.

The foreseen dissemination activities of the FLOOD CBA#2 project are divided into two levels:

- Information and publicity actions at regional/national level
- Information and publicity actions at EU and International level

This Communication Plan shows instruments for public relation on those different levels.

The overall aim of the dissemination concept is to provide the various target groups with high-quality information about the FLOOD CBA#2 project. Efficient communication should thus increase the public awareness about the project and provide the



participants with accurate and reliable information. Therefore, simplicity and consistency are essential to ensure that the target audience understand and retain the information. This will also ensure transparency in the implementation of the project.

Project reporting information

The FLOOD CBA project addresses three main target groups:

- Policy Makers: EU central services for Civil, Environment Protection, National Ministries like Interior, Environment, Infrastructure, Development, Agriculture and Economy, Industry and managing authorities of EU financial instruments like: ERDF are included in this group.
- End Users: End-User groups or Direct Beneficiaries comprise all those who will directly use the outputs of the project. They consist of the Regional or Local Authorities responsible for civil protection, water management responsible for investments and structural measures implementation, ports and harbors, environmental protection, spatial planning, public health, issuing of building permits as well as the appropriate emergency response forces in the areas of concern (e.g. Search and Rescue and oil-spills teams).
- Other stakeholders: It involves scientists and specialized environmental protection and risk management organizations and representatives from local communities, industrial companies, universities, consulting companies, equipment providers, media, environmental organizations and general public.



✓ *Internal Communication*

In the day-to-day work the project partners communicate via e-mails and telephone.

The members of each National Working Team make sure that e-mails are received and answered within two working days by the member or his/her representative.

All partners in this project should, therefore, endeavor to establish smooth conditions for communication. All the partners involved must do their best to achieve the goals and keep up with all imposed deadlines. All project partners will have to attend the coordination meetings that are organized periodically every 6 months.

It is proposed that the options "send to all" and "copy to / Cc" are used only if there is an important reason for informing all or the additionally addressed persons. Otherwise the recipients might become less alert to mails that are really meaningful and in future important messages pass inadequately noticed. The Coordination Unit will keep a record of contact details of the members of the following units:

- Steering Committee
- Working Group
- National Working Teams

This list will be updated by the Coordination Unit on a quarterly basis. Any changes must be forwarded to the Coordination Unit as soon as possible.

The working language of the project among the members of the FLOOD CBA#2 consortium is English.

✓ *External Communication*

Within the framework of the FLOOD CBA#2 project multiple occasions for external communication and dissemination activities have been foreseen. These dissemination activities are the project's website, organisation of the FLOOD CBA#2 informative workshops and consultation meetings, establishment of the FLOOD CBA#2 Information Exchange Network, creation and dissemination of informative and training material, development of multimedia videos, issuing of Newsletters and press releases and the organization of a final conference.

The Coordination Unit will keep a record of contact details of the interested bodies, organizations and experts according to the categorization of stakeholders, as mentioned before.

The dissemination activities will be held on regional/national and European/transnational level.



an appropriate way, with regard to the applied instruments. That means that communication material should provide information on the following issues:

- Subjects and objectives
- Aims and expected results (projects, meetings)
- Participants of the project / events (are there high ranking representatives)
- Instruments (workshops, studies e. g.)
- Dates of events
- Dates of beginning and ending of the projects

The Working Group will produce the templates of the informative and dissemination material in English. These templates will be evaluated and approved by the Steering Committee and the Working Group.

Each project partner, based on the aforementioned templates, will afterwards prepare in own language the informative material that will be disseminated and used during the realization of the events on national level. The official language of the EU/ transnational events is English. The final English versions of the informative material will be the responsibility of the Coordinator.

✓ FLOOD CBA#2 Exchange
Information Network

The targeted stakeholders will be organized under the Information Exchange Network (IEN) of the project. The IEN will be based on the regional / national clusters that all partners will organise in each partner country. Competent bodies from private and public organisations will be approached and invited to join the project's clusters. The members of the Information Exchange Network will be divided into two categories: the end-users, i.e. the primary users of the project's deliverables such as, civil protection agencies, emergency responders, forecasting agencies, consultants and engineering enterprises and stakeholders, i.e. those affected by the project outcomes, such as local and regional authorities, port authorities, community members, NGOs, the general public and scientists. The project partners will approach the potential members of the regional / national clusters and try to stimulate their active involvement in the project by using different communication lines such as in-person discussions, e-mails, online partner search via the project web site, dissemination activities and workshops. The targeted number of IEN members is at least 50.

All events have to be organized in



Methods of communication – Printed material

✓ Press Releases

The national working teams will prepare press releases before the realization of each regional/national event. The press releases will have to be communicated to the proper mass media for further circulation. It is important that a comprehensive press list is put together with input from each partner regarding the key media contacts in their respective countries.

The press releases concerning the EU/transnational events will be the Coordinator's responsibility and will have to be communicated to national and international media.

✓ Newsletters

At least 4 Newsletters will be prepared and approved by the Working Group. The Newsletters will be prepared in English on a standard template and sent via e-mail, so as to reach a large number of stakeholders fast, directly and inexpensively. It is up to the decision of each project partner to translate the newsletters in the partner's own language.

✓ Leaflets

Two informative leaflets (in the beginning and towards the end of the project) will be prepared by the LP in English. Both leaflets will be translated by the partners into their languages. The leaflets will be distributed to all informative events. All partners will have to produce 500 copies in total (English and translated versions depending on the stakeholders' needs). All versions will be published on the project website.

✓ FLOOD CBA#2 Guidelines

Under TASK C a Guideline for the integration of appraisal methods in the development of Standards for Flood Protection and Safety will be produced. The partners will have to translate the Guideline in their languages and print 50 copies of the final versions. The Lead Partner will print 100 copies covering also the needs of the final conference. The Guideline will be available on the project website.

✓ Booklet of achievements

A booklet of the project's achievements will be compiled by the Lead Partner in English. 200 copies will be printed. The booklet will also be disseminated via the project website.

✓ *Progress and Final Reports*

and 30/06/2017) and a final report (28/02/2018) will be prepared and submitted to the EC, DG-Humanitarian Aid and Civil Protection.

Methods of communication - Events

✓ *Informative Workshops*

One informative workshop will be organized in each country as indicated in the AF in order to present to the members of each national network and other interested bodies the objectives and planned actions of FLOOD CBA#2 project. Each partner will organize the workshop at a time considered most appropriate for reaching out a wider range of stakeholders. Based on the project proposal, the events will be organized as back-to-back events with the respective coordination meetings that each country will host. The expected number of the attendees in total is 100. Promotional and supportive material with FLOOD CBA#2 logo will be prepared for the needs of each workshop such as posters, banners, flyers, notepads, pens, budgets, etc.

✓ *Consultation Meetings*

An end users and stakeholders' consultation process under Action B3 will be carried out following the collection of the background information for the partners' selected study areas (Action B2). The consultation process will involve the presentation by the project partners of the outcomes of Action B2 to the members of their national clusters either in the form of common meeting/ workshop or in the form of multiple in house meetings based on the end users and stakeholders' availability. The core objective of the consultation process is to receive the stakeholders' comments and requirements regarding to the decision making process that is implemented in their countries for the selection of the appropriate standards of defence against flooding. Through this mechanism they will be able to evaluate the credibility of the presented outcomes and will have the opportunity to recommend additional information, aspects and data sources. The outcomes of the consultation process will be depicted on the "Stakeholders views and needs report"

✓ *Final Conference*

A final conference will be held in Alexandroupoli, Greece, towards the end of the project. All project partners will be present at the final conference and will present the outcomes of their participation in FLOOD CBA#2 project. The final conference will

Two progress reports (31/10/2016



take place in mid December 2017. The expected number of participants is 80.

✓ *Coordination meetings*

Five coordination meetings will take place in: Thessaloniki, Oxford, Seville, Lisbon and Alexandroupoli and will be organized by the CO, BE1, BE2, BE3 and BE5 accordingly. The outcomes of each meeting will be recorded in the meeting minutes, while the agenda, presentations and photos will be published on the project website

✓ *Training seminars*

After the completion of the CBA Case Studies the project partners will prepare training sessions appointed to selected staff from their regional/ national clusters. The training sessions will comprise the following items:

1. The FLOOD CBA#2 Knowledge Toolkit and the Guidelines
2. The Oxford demonstration project
3. The results of the real case studies implemented in Greece, Spain and Portugal.

An intensive course of one (1) day will be held by the Greek, Spanish and Portuguese project partners. The courses will be supported by the relevant training material that will be produced in the form of a ppt. file. In order to facilitate the stakeholders' ability to follow the training sessions, the training material will be translated in the languages of the participating countries.

Methods of communication – IT tools

✓ *Website*

The website of the project is the following: <http://www.floodcba2.eu>. The website will be launched at the end of March 2016 under the Lead Partner's responsibility. It will offer general information about the project, the consortium, the tasks and outputs. The website will be regularly updated with all latest news concerning the project. The project partners should have their respective websites linked with the FLOOD CBA#2 site.

The website will be developed in English and should include at least the following contents:

- Homepage/ Project short description and reference to the Civil Protection Financial Instrument
- Project Tasks/ Description and Hyperlinks to the deliverables of each Task
- Project Results and Deliverables

- Project Photos from every dissemination and educational event
- Project partners/ Descriptions
- News/ Announcements
- Contact details of the project partners
- Knowledge Toolkit section
- Useful Links/ Partnership, European Commission, Civil Protection Authorities

✓ *FLOOD CBA#2 Knowledge Toolkit*

A core deliverable of FLOOD CBA#2 is the Knowledge Toolkit that will be developed in the form of a knowledge base platform. The Toolkit will comprise of four separate modules as described in the approved application form. At the early stages of the project, the project team will establish an initial template of the contents for each module, to which each partner will be asked to provide relevant information according to the background and technical expertise. As soon as the Toolkit is published on air, all potential users will be invited to register themselves and contribute their opinions and knowledge on the platform by commenting or enhancing the initial contents.

✓ *Multimedia*

BE2 will develop four (4) multimedia videos dedicated to the 4 study area of the project.

BE1 will develop one (1) multimedia tutorial for the needs of the training seminars.

The multimedia videos and tutorials will be available on the project website.

✓ *FLOOD CBA#2 on-line Evaluation procedure and*

The members of the FLOOD CBA#2 regional/ national clusters in all the project participating countries will be invited to answer an on-line questionnaire linked to the project website. The on-line questionnaire will mainly assess: a) the structure integrity and functionality of the proposed Knowledge Toolkit, b) the completeness of the contents in each separate module of the Knowledge Toolkit c) the complementarities of the different elements of the whole system (Common Characterisation

framework, Knowledge Toolkit and Guidelines). Wherever necessary the on line questionnaire will be translated into the partners' national languages.

✓ *FLOOD CBA#2 Helpline Centre*

A Helpline Centre will be created by the FLOOD CBA#2 consortium. The Helpline Centre will provide services to individuals who are interested in implementing cost and benefit appraisals of flood defence standards. The Helpline will operate for a period of 4 months in the course of the project on a pilot basis. During the pilot operation, individuals will be able to contact on-line the Helpline Centre via the FLOOD CBA#2 website posing their questions.

Rules and Regulations

1. All information and publicity measures have to take into account Article 46 of the Structural Fund Regulation (Council Regulation No. 1260/1999) the Information and Public Measures Regulation (Commission Regulation No. 1159/2000) and this handbook.
2. Print-outs related to FLOOD CBA#2 should have the same layout and must include all relevant and applicable logos. The European Union main logo has to be used on all publications and websites
3. A copy of publicized press-releases, publications (flyers, newsletters etc) and photographs of events must be sent to the Coordination Office.

Stakeholders' Analysis

A complete list of stakeholders will be prepared by BE3 who is the Leader of Task B – Building the stakeholders' capacity. The list will be annexed to the present Communication and Dissemination Handbook.



ANNEX A

List of Communication and Dissemination milestones

Task No.	Planned End	BRIEF DESCRIPTION OF ACTIVITY - OUTCOME	Responsible Partner
A	31/1/16	1st Coordination meeting, Thessaloniki	CO
A	30/6/16	2nd Coordination meeting, Oxford	BE1
A	31/10/16	Progress report 1 (8 months' period)	CO
A	31/12/16	Interim Quality Report	CO
A	31/01/17	3 rd Coordination meeting, Seville	BE2
A	30/6/17	4th Coordination meeting, Lisbon	BE3
A	30/6/17	Progress report 2 (16 months' period)	CO
A	31/12/17	Final Coordination meeting, Alexandroupoli	BE5
A	31/12/17	Final Quality Report	CO
A	28/2/18	Final report	CO
B	31/5/16	Consultation process meetings	BE3
C	31/7/16	Information Exchange Network – List of members	BE3
C	31/1/17	Knowledge Toolkit	CO
D	30/6/17	On line evaluation questionnaire	BE2
D	30/6/17	Helpline Centre	CO
D	31/7/17	Training Material	BE2
D	31/10/17	Training of Stakeholders in Greece	CO
D	31/10/17	Training of Stakeholders in Spain	BE2
D	31/10/17	Training of Stakeholders in Portugal	BE3
E	28/2/16	Communication and Dissemination Handbook	CO
E	31/3/16	Project web site	CO
E	30/6/16	1st e-Newsletter	CO
E	31/12/16	2nd e-Newsletter	CO
E	31/5/16	Informative Leaflets (1)	ALL
E	30/6/17	3rd e-Newsletter	CO
E	30/6/17	Informative workshop, Greece	CO
E	30/6/17	Informative workshop, UK	BE1
E	30/6/17	Informative workshop, Spain	BE2
E	30/6/17	Informative workshop, Portugal	BE3



E	31/8/17	Multimedia videos	BE2
E	30/11/17	Books of Guidelines	ALL
E	30/11/17	Informative Leaflets (2)	ALL
E	30/11/17	Capitalisation Plan	CO
E	30/11/17	Booklet of the project achievements	CO
E	15/12/17	Final Conference	BE5
E	31/12/17	2 Articles in national and international press	CO
E	31/12/17	4th e-Newsletter	AB2
E	31/12/17	Press releases	ALL
E	31/12/17	Layman's Report	CO

ANNEX B

Regulations for editing the FLOOD CBA#2 outputs

Project Logo



EU LOGO



Fonts

Arial Narrow

Size

Headline 16pt

Headline 14pt

Text 12pt

Comments 11pt

Header

Right side

FLOOD CBA#2 Logo (1,30 x 3,00)

Left side

EU Logo (1,03 x 1,5)

Middle

Title of Deliverable

On every deliverable created by the project partners, the following statement should be printed at the bottom of the front page of the deliverable:

"This project has been funded by the European Union. The sole responsibility of this communication lies with the author. The Commission is not responsible for any use that may be made of the information therein."

The pattern of the front page should follow the structure of the current deliverable.