



**PROGRAMMA DI APPRENDIMENTO PERMANENTE
PROGRAMMA SETTORIALE LEONARDO DA VINCI**

CONVENZIONE n.: LLP-LDV/TOI/10-IT-503

PROJECT: SPREADART

MAINSTREAMING AND COMMUNICATION ACTION PLAN

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INTRODUCTION

The purpose of the Communications Management Plan is to define the communication requirements for the project and how information will be distributed. The Communication Action Plan defines the following:

- Communication requirements based on roles
- What information will be communicated
- How the information will be communicated
- When will information be distributed
- Who does the communication
- Who receives the communication

This Communication Action Plan sets the communications framework for the project. It will serve as a guide for communications throughout the life of the project and will be updated as communication needs change. This plan identifies and defines the roles of persons involved in the project. It also includes a communications matrix which maps the communication requirements. An in-depth guide for conducting meetings details both the communications rules and how the meetings will be conducted, ensuring successful meetings. A project team directory is included to provide contact information for all stakeholders directly involved in the project.

The Communication Action Plan is made of actions aimed at promoting and disseminating the design of the project and findings, in terms of outputs and outcomes of the various phases of the project, with particular attention to the peer review, design and spreading, for which it is the reference framework to ensure consistency of the Programme LLLP Leonardo da Vinci and uniformity of information activities, training and dissemination to the outside. The activity will include the involvement of intern technical staff and communications experts and mainstreaming identified by the partners.

OBJECTIVES

The main objectives of the Communication Action Plan are:

- identify appropriate institutional and operational targets;
- ensure the reproducibility of the model developed;
- develop methodological guidelines and policy in favor of institutional stakeholders;
- maximize the impact of the actions developed in the project through the dissemination, promotion and transfer of the model research-training-intervention to a wide audience of people articulating the communication and mainstreaming based on targets active in the educational sector and particularly in vocational and professional training for operators in cultural heritage.

COMMUNICATION ACTION PLAN APPROACH

Three strategic principles underpin the launching of the present action plan:

Listening:

communication is a dialogue, not a one-way street. It is not just about Spreadart partners informing local authorities and societies but also about interested people, operators in Cultural Heritage and key actors in this sector expressing their opinions and actively participating in the project so that the Steering Committee can understand their perceptions and concerns.

Communicating:

activities of the project, as well as their impact on national Cultural Heritage systems, have to be communicated and advocated in a manner that people and institutions can understand.

“Going local”:

Good communication requires excellent understanding of local audiences. The Spreadart project’s communication activities must be resourced and organized in such a way as to address matching demographic and national and local concerns, and to convey information through the channels citizens prefer in the language they can understand.

The Communication action plan lists some priority actions:

- Establishing **communication priorities**, agreed by the Steering Committee, on which efforts and resources will be focused. Core messages will be provided in order to ensure consistency impact among communication priorities.
- Actively co-ordinating activities across Partners of the project by a **network**.
- **Appropriate use of communication tools** which people prefer and in the language they understand.
- Describe the **tangible benefits** of SpreadArt through short, simple message.

The proposed actions vary in nature, some being short-term, others to be implemented in the medium and long term. Some are already started; others will only start as of 2012. Some are dependent on significant changes in the development of the project, and thus require many small steps to be taken before achieving the desired results. The success of the measures suggested in this action plan is highly dependent on the active participation of the partners.

ROLES

Project Coordinator

The Project Coordinator is responsible for maintaining relationship with the partners. The Project Coordinator is in charge of collecting needs, opinions, reflections from the partners; he is also responsible for the production of communication materials and budget planning. He is constantly available for the partners and for editors asked to elaborate and produce communication materials. This person is responsible for the coordination of the project and is ultimately responsible for its success.

Key Stakeholders

Normally Stakeholders includes all individuals and organizations who are impacted by the project. For this project we are defining a subset of the stakeholders as Key Stakeholders. These are the stakeholders with whom we need to communicate with and are not included in the other roles defined in this section. The Key Stakeholders includes key users identified for participation in the project. Every partners list main stakeholders in his country with the support of the ROE Stakeholder

Steering Committee

The Steering Committee is a designated group which is reviews main guidelines of the project and authorizes changes in the project management. The Steering Committee provides strategic oversight for changes which impact the overall project. Review documents, user impact analysis and implementation strategies are typical of the types of communication this group requires. The Steering Committee has overall responsibility for the execution of the project. The Steering Committee manages day to day resources, provides project guidance and monitors and reports on the projects metrics as defined in the Project Management Plan. As the persons responsible for

the execution of the project, the Steering Committee is the primary communicator for the project distributing information according to this Communications Action Plan. The Steering Committee requires communication on matters which will change the scope of the project and its deliverables.

Editor Program Manager

The Editor Program Manager is a provider who is designated to be responsible for ensuring that all technical aspects of the Communication Action Plan are addressed and that the project is implemented in a technically sound manner. The Editor Program Manager is responsible for all technical designs, overseeing the implementation of the designs and developing as-build documentation. The Editor Program Manager requires close communications with the Project Coordinator and the Steering Committee.

PROJECT TEAM DIRECTORY

The following table presents contact information for all persons identified in this communications action plan. The email addresses and phone numbers in this table will be used to communicate with these people.

Role	Name	Email	Phone
Project Coordinator			
Steering Committee			
<i>Steering Committee</i>			
<i>Steering Committee</i>			
Editor Program Manager			
Main Stakeholders			
<i>Main Stakeholders</i>			
<i>Main Stakeholders</i>			
<i>Main Stakeholders</i>			
....			
Users			
<i>Users</i>			
<i>Users</i>			

COMMUNICATIONS MATRIX

The following table identifies the communications requirements for this project.

Communication Type	Objective of Communication	Medium	When	Audience	Contact/Reference	Deliverable
Kickoff Meeting	Introduce the project team and the project. Review project objectives and management approach.	<ul style="list-style-type: none"> • Face to Face 	4-5 April 2011	<ul style="list-style-type: none"> • Steering Committee • Technical Committee 	Project Coordinator	<ul style="list-style-type: none"> • Agenda • Meeting Minutes
Steering Committee Meetings	Review status of the project with the team.	<ul style="list-style-type: none"> • Face to Face • Conference Call 	Every 6-8 months	<ul style="list-style-type: none"> • Steering Committee 	Project Coordinator	<ul style="list-style-type: none"> • Agenda • Meeting Minutes
Technical Design Meetings	Discuss and develop technical design solutions for the project.	<ul style="list-style-type: none"> • Conference Call 	As Needed	<ul style="list-style-type: none"> • Steering Committee • Editor program Manager 	Project Coordinator Editor Program Manager	<ul style="list-style-type: none"> • Agenda • Meeting Minutes
Project Status Meetings	Report on the status of the project to management.	<ul style="list-style-type: none"> • Conference Call 	As Needed	<ul style="list-style-type: none"> • Steering Committee 	Project Coordinator	<ul style="list-style-type: none"> • Agenda • Meeting Minutes

Project Status Reports	Report the status of the project including activities, progress, costs and issues.	<ul style="list-style-type: none"> • Email 	As Needed	<ul style="list-style-type: none"> • Steering Committee • Technical Committee 	Project Coordinator	<ul style="list-style-type: none"> • Project Status Report
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GUIDELINES FOR MEETING

Meeting Agenda

Meeting Agenda will be distributed 5 business days in advance of the meeting. The Agenda should identify the presenter for each topic along with a time limit for that topic. The first item in the agenda should be a review of action items from the previous meeting.

Meeting Minutes

Meeting minutes will be distributed within 2 business days following the meeting. Meeting minutes will include the status of all items from the agenda along with new action items and the Parking Lot list.

Action Items

Action Items are recorded in both the meeting agenda and minutes. Action items will include both the action item along with the owner of the action item. Meetings will start with a review of the status of all action items from previous meetings and end with a review of all new action items resulting from the meeting. The review of the new action items will include identifying the owner for each action item.

Meeting Chair Person

The Chair Person is responsible for distributing the meeting agenda, facilitating the meeting and distributing the meeting minutes. The Chair Person will ensure that the meeting starts and ends on time and that all presenters adhere to their allocated time frames.

Note Taker

The Note Taker is responsible for documenting the status of all meeting items, maintaining a Parking Lot item list and taking notes of anything else of importance during the meeting. The

Note Taker will give a copy of their notes to the Chair Person at the end of the meeting as the Chair Person will use the notes to create the Meeting Minutes.

Time Keeper

The Time Keeper is responsible for helping the facilitator adhere to the time limits set in the meeting agenda. The Time Keeper will let the presenter know when they are approaching the end of their allocated time. Typically a quick hand signal to the presenter indicating how many minutes remain for the topic is sufficient.

TOOLS

The spreading activity will be developed through parallel off-line activities, focusing on action learning and promoting initiatives for organizations working in the field of vocational and professional training for operators in cultural heritage, and on-line promoting the use of Web 2.0 platform implemented for the project.

In particular, following steps are planned:

- the design of training courses for operators to disseminate the model research-training-intervention revised and improved as part of WP 2
- the implementation of appropriate information tool kit for targets (trainers and practitioners of cultural heritage) for the dissemination of the model. The tool kit includes the creation of traditional contributions (conveyed through brochures) and audio and video (channeled through the online community of expertise).

The Communication Action Plan identifies the following categories of action: information technology based communication, international conferences, workshops, printed communication tools.

1. Information technology based communication

WEB portal www.e-spreadart.eu

Establishing a WEB portal of the project (www.e-spreadart.eu), implemented at its onset. The website will facilitate communication among project partners, but will especially be a tool for communication with a broader interested community. The website contains main information about the project: objectives, structure, content, actions, activities and calendar. The website

includes also some details about the work packages and their architecture. Contact information and a short description of the partners are part of the website.

The WEB portal has been established and it is operative. The organization of the website is divided in five different spaces: homepage, about, work packages, partners and contact. The web site space provides the desired information to a broader community, including all documents elaborated in the project Cultura Innova. Moreover, the website describes the project structure and activities, including important meetings. It also provides a list of the names of all project partners with their respective web pages. The external e-learning platform (<http://learn.spreadrt.eu>) with access restricted to the project partners and enrolled users will serve as a tool for internal project activities and as an online community for people interested in the subject.

The WEB portal will be regularly up-dated in order to serve its purpose of providing communication of the project content, structure, activities and results to a broad community.

E-learning platform learn.spreadart.eu: The project include the implementation of an e-learning platform for operators in the Cultural Heritage sector. Self-training courses will be available out on the platform.

Partners websites: direct links to the partners institutional web sites are available in the Spreadart website.

Mail: A mailing list will be draft for the spreading of main information about the activities previewed in the project.

Help Desk Online: the Help Desk Online provides assistance to all the users of the web site and of the e-learning platform.

2. International Conferences

Participation of project partners at international conferences, workshops and other types of events where presentation of the project and its results is convenient.

All partners have been encouraged to present the project at national and international conferences, workshops and other types of events. For this purpose, a generic poster has been generated and it is available in the website.

The partners will be regularly reminded about this important form of communication.

3. Workshops

The Workshops will be used to discuss results among the partners as well as to communicate the results to the attendants. Information on organization of workshops and training activities will be communicated several months before the scheduled event.

External organizations are invited to participate during the workshop, with emphasis on the training component related to the Topical session. This approach will be maintained throughout the project, where external organizations are welcome to participate in the Workshops and other relevant project meetings and activities

4. Printed communication tools

Member of the Steering Committee will be asked to elaborate and produce printed communication tools with the support of an editor (brochure, briefcase, flyer ecc).

GLOSSARY OF COMMUNICATION TERMINOLOGY 1

- *Active listening.* Process of analyzing and evaluating what another person is saying in an effort to understand the speaker's feelings or the true meaning of the message.
- *Active public.* People who are aware of a problem and will organize to do something about it.
- *Agenda.* List of all topics to be discussed during a meeting.
- *Agenda-setting.* Function of mass media to the relative importance of our attitudes on issues. The perceived importance of issues is related to the attention given to those issues by the media.
- *Audience.* A group of individuals attending to a common media. They receive communication from the same source, but are not active participants and do not communicate with each other. Collection of individuals who have come together to watch or listen to someone or something, such as to listen to a speech.
- *Benchmarking.* The process of seeking to improve quality by comparing one's own products or services with the best products or services of others.
- *Brainstorming.* A technique designed to foster group productivity by encouraging interacting group members to express their ideas in a noncritical fashion.

¹ The glossary is based on the following sources:

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- *Campaign*. In advertising, a large number of ads that stress the same theme and appear over a specified length of time.
- *Change agent*. Individual who exerts influence on opinion leaders to adopt an innovation.
- *Code*. Set of rules or symbols used to translate a message from one form to another.
- *Collaborative style*. A problem-solving approach to conflict situations where consulting with affected parties is considered important. [IRW]
- *Commitment*. Desire of group members to work together to complete a task to the satisfaction of the entire group.
- *Communication*. The mutual process through which persons interpret messages in order to coordinate individual and social meanings. Human manipulation of symbols to stimulate meaning in other humans. The process by which a person, group, organization (the sender) transmits some type of information (the message) to another person, group, organization (the receiver). The simultaneous sharing and creating of meaning through human symbolic action.
- *Community*. A society where peoples relations with each other are direct and personal and where a complex web of ties link people in mutual bonds of emotion and obligation. In the social sciences, especially sociology, the idea of community has provided a model to contrast to the emergence of more modern less personal societies where cultural, economic and technological transformation has uprooted tradition and where complexity has created a less personal and more rationalized and goal-directed social life.
- *Copyright*. The protection of a creative work from unauthorized use. Legal protection from unauthorized use of intellectual property fixed in any tangible medium of expression.
- *Culture*. Traditions and patterns of thought which are passed down through generations of people. The generally shared knowledge, beliefs and values of members of society. Culture is conveyed from generation to generation through the process of socialization. The set of values, customs, and beliefs that people have in common with other members of a social unit (e.g., a nation). The deposit of knowledge, experience, beliefs, values, actions, attitudes, meanings, hierarchies, religion, notions of time, roles, spatial relations, concepts of the universe, and artifacts acquired by a group of people in the course of generations through individual and group striving. Structures and practices that uphold a given social organization by producing and reproducing particular values, expectations, meanings, and patterns of thought, feeling, and action. Both the ideology of a society and the actual, concrete practices that occur in that society.
- *Editor*. Director of a newspaper's news and editorial department; may be subordinate to the publisher or on equal footing, depending upon the newspaper's organization.

- *Gatekeeper*. Any person (or group) who controls what media material eventually reaches the public. Editor, reporter, news director, or other person who decides what material is printed, broadcast, or otherwise offered to the public. Individual who controls the flow of information to a group of people. An individual who is positioned within a communication network so as to control the messages flowing through communication channels. A filter between source/receivers in the mechanistic model of communication.
- *Globalization*. The process of interconnecting the world's people with respect to the cultural, economic, political, technological, and environmental aspects of their lives. [GB] A comprehensive world-wide process of the internationalisation of communication, trade and economic organization. In the economic sphere it can be seen in international trade agreements, vast increases in the volume of international trade and growing economic interdependency. It is also marked by the expansion of the size and power of multinational corporations and the development of the American entertainment industry's domination of international cultural communication. Generally the process is seen as driven by the growth of international capitalism and involving the transformation of the culture and social structures of non-capitalist and pre-industrial societies.
- *Group*. A collection of two or more interacting individuals who maintain stable patterns of relationships, share common goals, and perceive themselves as being a group. An aggregate of individuals having some characteristic in common. They may be distinguished from others by appearance, language, socio-economic status or cultural values and practices. A group is often characterized by a sense of common identity, shared interests and goals among its members, but a group may exist simply because its members share some objective characteristic and are defined as a group by others. Collection of individuals who form a system in which members influence one another, derive mutual satisfaction from one another, have a common purpose, take on roles, are interdependent, and interact with one another.
- *Groupthink*. A group communication process where high group cohesiveness impairs decisions by stimulating premature closure on important issues. The tendency for members of highly cohesive groups to conform to group pressures regarding a certain decision so strongly that they fail to think critically, rejecting the potentially correcting influences of outsiders. A dysfunction in which group members value the harmony of the group more than new ideas, fail to critically examine ideas, hesitate to change decisions, or lack willingness to allow new members to participate.
- *Informal communication systems*. Communication links and networks (not determined by the organizational chart) which arise through natural human interaction. For example, two workers who

might have no formal communication links may be connected in the informal communication system because they both play on the company golf team or eat lunch together.

- *Intercultural communication.* Communication between individuals or groups from different cultures or from different subcultures (for example, ethnic groups) of the same sociocultural system. Branch of communication field that studies communication between people from different cultures, including distinct cultures within a single country.
- *Interest group.* A group of individuals and organizations linked together for the purpose of active promotion of particular values and objectives. Interest groups are usually associated with the political process through which they seek support and resources for their objectives.
- *Internet.* Master computer network connecting networks world-wide, enabling computer users to exchange e-mail, hold electronic conversations, obtain information and entertainment, and operate sites on the World Wide Web.
- *Key contacts.* People who can either influence the publics an organization is trying to reach or who have direct power to help the organization.
- *Language.* Structured system of signs, sounds, gestures, and marks used and understood to express ideas and feelings among people within a community, nation, geographic area, or cultural tradition.
- *Laissez-faire leadership style.* The leader provides the means for members to accomplish group goals and has minimal involvement in group functioning.
- *Listening.* The active process of receiving aural stimuli by hearing, selecting, attending, understanding, evaluating, and remembering.
- *Lobbying.* The practice of trying to influence governmental decisions. Usually done by agents who serve interest groups.
- *Mass communication.* The process by which a complex organization, with the aid of one or more machines, produces and transmits public messages that are directed at large, heterogeneous, and scattered audiences. Communication to large audiences which is mediated by electronic or print media.
- *Marketing communications.* Product publicity, promotion, and advertising.
- *Mass culture.* A set of cultural values and ideas that arise from common exposure of a population to the same cultural activities, communications media, music and art, etc. Mass culture becomes possible only with modern communications and electronic media. A mass culture is transmitted to individuals, rather than arising from people's daily interactions, and therefore lacks the distinctive content of cultures rooted in community and region. Mass culture tends to reproduce the liberal value of individualism and to foster a view of the citizen as consumer.

- *Mass media.* The channels of mass communication. Sociologically speaking in modern times the 'community' has been replaced by a 'mass', a set of autonomous and disconnected individuals, with little sense of community. The mass media then is that media (radio, television, newspapers, etc) which are targeted at the mass rather than at specific groups or communities.
- *Message.* A stimulus to which meanings are attributed in communication. Set of verbal and/or nonverbal symbols sent to a receiver.
- *Model.* A verbal or pictorial description or representation of a process. A way of looking at something. A representation of something else. Models may represent their referents physically, verbally, and/or visually.
- *Opinion-leader(s).* Person who influences the opinions, attitudes, beliefs and behaviors of others through informal communication. People who are instrumental in influencing other people's attitudes or actions.
- *Perception.* The process by which an organism assimilates, interprets, and uses sensory data.
- *Personal relationship.* Voluntary commitments that are marked by continuing and significant interdependence between particular individuals and that are constantly in process.
- *Power.* Relationship between people including the ability to control the behavior(s) of others. The potential to influence or restrict a partner's behaviors.
- *Primary public.* The group of people an organization ultimately hopes to influence or gain approval from.
- *Public.* A group of individuals tied together by a sense of common characteristics or responses.
- *Public affairs.* That aspect of public relations dealing with the political environment of organizations.
- *Public communication.* A multistep, multidirectional process in which messages are disseminated to a broad, and sometimes undifferentiated, audience through complex networks of active transmitters.
- *Public opinion.* An attitudinal measure of the image a public holds concerning some person, object, or concept.
- *Public relations.* A management function that helps define an organization's philosophy and direction by maintaining communication within a firm and with outside forces and by monitoring and helping a firm adapt to significant public opinion.
- *Publicity.* Publication of news about an organization or person for which time or space was not purchased.
- *Resistance to change.* The tendency for employees to be unwilling to go along with organizational changes, either because of individual fears of the unknown or organizational impediments (such as structural inertia).

- *Role*. The typical behavior that characterizes a person in a specific social context. A position, or status, within a social structure that is shaped by relatively precise behavioural expectations (norms). A role has been described as the active component of status. The individual, placed within a status in a social structure, performs their role in a way shaped by normative expectations. Individuals have varying ideas about normative standards and their own unique values, so role behaviour is not standardized, however radical departure from expected role behaviour will usually result in social sanctions. A position that specifies behavioral expectations and status in relation to others.
- *Rules*. Shared understandings about what is appropriate and inappropriate in various situations.
- *Sign*. Something that stands for or represents something else and bears a natural, nonarbitrary relationship to it. For example, dark clouds, thunder, and lightning are signs of rain.
- *Signal*. Another category of sign. That which stands for something by virtue of a natural relationship of causality, contingency or resemblance. For example. a blinking yellow light signals drivers to slow down.
- *Small group communication*. Communication between and among the members of a small group; communication involving several people. Exchange of information among a relatively small number of persons, usually three to thirteen, who share a common purpose, such as doing a task, solving a problem, making a decision, or sharing information.
- *Source*. The originator of a thought or idea subsequently transmitted to others in the communication process.
- *Spamming*. Sending unsolicited mass e-mail to members of e-mail discussion lists or Usenet newsgroups.
- *Speech community*. A group of people who share understandings of communication that are not shared by people outside of the group.
- *Stakeholder analysis*. A method for characterizing publics according to their interest in an issue.
- *Strategic plans*. Long-range plans concerning a group's major goals and ways of carrying them out. These plans usually are made by top management.
- *Symbol*. Representation of an idea. Type of sign which is arbitrary, agreed upon, and is used to stimulate meaning. That which stands for or represents something else but bears no natural relationship to it. Arbitrary, ambiguous, and abstract representations of other phenomena. Symbols are the basis of language, much nonverbal behavior, and human thought.
- *System(s)*. Set of interdependent units which work together to adapt to a changing environment. An organization is one type of system. A set of objects or events grouped together by sets of relationships. Entities that function as a result of the interdependent action of its components

(subsystems). A closed system is neither sensitive to its environment, nor does it make adjustments for external events (e.g., a wristwatch). An open system is sensitive to environmental influences, and may have internal mechanisms for adjustment (e.g., an organization).

- *Target audience.* In advertising, the segment of the population for whom the product or service has an appeal. The primary group an organization is trying to influence.
- *Team.* A group whose members have complementary skills and are committed to a common purpose or set of performance goals for which they hold themselves mutually accountable. A special form of group that is characterized by a close-knit relationship, members with different and complementary abilities, and a strong sense of identity.
- *Value(s).* Relatively general cultural prescriptions of what is right, moral and desirable. Values provide the broad foundations for specific normative regulation of social interaction. A general, relatively long-lasting ideal that guides behavior.
- *Verbal communication.* One of two major communication code systems; associated with our spoken and written language; typically labeled as "language".The transmission of messages using words, either written or spoken.
- *Work team.* A group of people who are responsible for a whole work process or a segment of the process that delivers a product or service to an internal or external customer.

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PROGRAMMA SETTORIALE LEONARDO DA VINCI**

CONVENZIONE n.: LLP-LDV/TOI/10-IT-503

PROGETTO: SPREADART

STAKEHOLDERS ANALYSIS

Work Package:	5. VALORIZATION AND MAINSTREAMING
Action:	5.1 Mainstreaming and communication Action Plan
Deliverable:	Mainstreaming and communication Action Plan

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Part 1:
IDENTIFICATION SHEET

Part 1: IDENTIFICATION SHEET

Agreement No.	LLP-LDV/TOI/10-IT-503
Project title	SpreadArt

Date of delivery	[...]
Type	Report
Status & version	Draft/Final 1.0
Number of pages	[...]
contributing to the deliverable	Action 5. 1 – “Mainstreaming and Communication Action Plan
Responsible Partner	[name of responsible partner]
Author(s)	[name of authors]

Part 2: INTRODUCTION

2. INTRODUCTION

One crucial chapter of the Mainstreaming and Communication Action Plan is the identification of the stakeholders. Stakeholder analysis is imperative in order to create an effective and efficient communication plan.

It is common knowledge that a precise and detailed identification of the actors who have a direct and indirect involvement in our project is the cornerstone not only for the effectiveness of the communication plan (choice of the “right” communication channels that will reach targeted groups, maximization of the benefits of the project to the target groups and ultimate beneficiaries, minimization of its potential negative impacts) but also for the implementation of the whole project as well.

The stakeholder analysis should be undertaken at the beginning of this phase action and should provide an identification of the key stakeholders, indicating who is important and influential, how and when stakeholders are involved in the project in order for the project partners to plan the “scope”, foster a systematic dialogue between the stakeholder “communities” and implement strategic actions of the communication plan. On top of that the stakeholder analysis will provide a benchmark against which we will monitor and evaluate the effectiveness of the communication plan.

2.1 THE LOGICAL FRAMEWORK APPROACH (LFA)

We propose to use The Logical Framework Approach (LFA) as a tool for analyzing info and organizing it in a structured way “*so that important questions can be asked, weaknesses identified and decision makers can make informed decisions based on their improved understanding of the project rationale, its intended objectives and the means by which objectives will be achieved*”.

(Project Cycle Management Guidelines, European Commission Volume 1, 2004)

We propose to follow the following key steps:

Step 1. Identify SpreadArt Stakeholders

Step 2. Prioritize SpreadArt Stakeholders

Step 3. Understand SpreadArt Key Stakeholders

Therefore at this early stage each partner should provide its insight for the matters listed below:

1. Identify the general scope; consider the opportunities rose from the project.

We aim at an elaboration of what is described in the approved application form the partner’s perspective

2. Identify all those groups who have a significant interest in our project. **We are looking for developing a strategic view of the human and institutional landscape**
3. Investigate their respective roles, different interests, relative power and capacity to participate (strengths and weaknesses)
4. Assess the influence of, importance of and level of impact upon each stakeholder
5. Identify the extent of cooperation or conflict in the relationships between stakeholders

Who is regarded as a stakeholder?

“Any individuals, groups of people, institutions or firms that may have a significant interest in the success or failure of a project (either as implementers, facilitators, beneficiaries or adversaries) are defined as ‘stakeholders’. A basic premise behind stakeholder analysis is that different groups have different concerns, capacities and interests, and that these need to be explicitly understood and recognized in the process of problem identification, objective setting and strategy selection”

(Project Cycle Management Guidelines, European Commission Volume 1, 2004)

We propose to categorize and list our groups of interest as (see and **fill in** Table 1)

1. Primary stakeholders
2. Secondary stakeholders

Terminology

(a) **Primary stakeholders:** people, groups and institutions affected positively or negatively by the SpreadArt project in a direct way

(b) **Secondary stakeholders:** people, groups and institutions that are important intermediaries in the SpreadArt project delivery process (not directly affected by the project but have an interest in it) and of course final beneficiaries

To analyse stakeholder groups you can either start with the situation analysis in your region and think about key stakeholders associated with each, or start with an analysis of the stakeholders and then link them to threat and opportunity factors aroused by the scope of project which is described in the application form. Through brainstorming, desk based work, interviews - talks to various stakeholders you will get answers for example to key questions

1. Whose problems or opportunities are we analysing
2. Who will benefit or loose-out, and how, from the SpreadArt project intervention - actions?'
3. Who is influential in our project
4. Who will promote / support the project

5. who will obstruct
6. who has experience in SpreadArt actions
7. explore relationships with and between stakeholders

Table 1

No	Stakeholder	Primary ₁	Secondary ₂	Level of influence on SpreadArt (High/medium/low)
1				
2				
3				
4				
5				
6				
7				

Part 3:
STAKEHOLDERS ANALYSIS BY
[NAME OF PARTNER]

Part 3: STAKEHOLDERS ANALYSIS BY [NAME OF PARTNER]

3.1. STAKEHOLDERS ANALYSIS MATRIX

The stakeholder matrix is a tool that can support the stakeholder analysis. It can be used to identify the stakeholders' main characteristics and relation to the project. Partners should try to identify all stakeholders that are influenced by the results / implementation of the project "SpreadArt" or that can influence its progress and its outputs. Each partner must identify all relevant stakeholders of its area in the matrix that follows and provide as much detail as possible on how they affect or are affected by the project, what needs to be done to motivate them and raise their awareness and possible actions that would address stakeholder interests (the first row has been completed as an example). Partners' elaboration will assist us to incorporate their findings in the setting of the objectives and selecting strategies of the communication plan.

No	Stakeholder Category & Basic Characteristics	Interests and how Affected by SpreadArt	Capacity and Motivation to Bring About Change	Possible Actions to Address Stakeholders Interests
EXAMPLE	Ministry of Tourism (central government, elected representatives)	<ul style="list-style-type: none"> Develop innovation policies and interventions Manage / Implement Horizontal Operational Programmes (co-funded by the Structural Funds under NSRF) that include measures for the development of innovation 	<ul style="list-style-type: none"> Political Influence Decision-making power Financial resources Limited motivation to change due to NSRF inflexibilities (difficulties in changing the content of already approved plans) 	<ul style="list-style-type: none"> Raise their awareness through conferences, public consultations, articles and publications, bilateral meetings etc. Mobilize citizens and business representatives to influence them
1.				
2.				
3.				
4.				
5.				

[Add rows if necessary]

3.2. **[NAME OF PARTNER] RELATIONS AND SYNERGIES WITH STAKEHOLDERS**

[Please refer to all groups identified in the Stakeholder Analysis Matrix in paragraph 3.1 and further elaborate]

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CONCLUSIONS

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