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E-MED: “Increasing capacities of PTO and PTA in the EURO MED area by testing novel solutions to effectively manage public transport’s transition towards energy-efficiency and resource-efficiency

COMMUNICATION STRATEGY

Work package No.	4
Work package title	-
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1. INTRODUCTION

1.1. Introduction to the E-MED project

The E-MED project aims to enhance the energy and resource efficiency of public transport systems, addressing challenges posed by the current energy crisis. The project focuses on testing and validating solutions to reduce the environmental impact of public transport, with a particular emphasis on local authorities, transport infrastructure, energy providers, and electric vehicle suppliers.

E-MED works on developing tools for fleet and network planning, driver support systems, and AI-supported maintenance of energy systems, emphasising energy efficiency and the integration of renewable energy sources. The initiative also strives to improve resource efficiency through measures like battery reuse, rainwater utilisation, tire maintenance, and procurement guidelines. The ultimate goal is to support evidence-based planning and the introduction of electric bus systems, promoting smart organisation and planning, optimised charging concepts, and capacity building.

E-MED involves a participatory co-design approach with stakeholders, prioritising end-user needs and contributing to the efficient design of public transport systems. The initiative consists of 10 partners, including public transport organisations and authorities, cities, and research partners in the transport and energy domains.

The information is organized into eight sections. Section 1 introduces the E-MED project and its communication strategy goals. Section 2 outlines the project's objectives. Section 3 identifies the target groups. Section 4 discusses communication channels and tools, while Section 5 details key activities, including strategy development and hackathons in Thessaloniki and Bergamo. Section 6 presents the timeline, Section 7 addresses financial resources, and Section 8 evaluates the communication strategy's effectiveness.

1.2. Communication strategy goals

This report has been prepared following the recommendations of the Interreg-EuroMED Programme Manual v.1.8. Thus, the project communication strategy is concisely articulated through the 4 following points:

1. The objectives of the communication strategy
2. The project's target groups
3. The main communication tools and channels to be used, including social media
4. How the communication strategy will be implemented and evaluated.



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2. OBJECTIVES

Given the specific WP structure and objectives of the E-MED project, different communication objectives concern different WPs. Below are presented the communication objectives of the E-MED project as per WP.

Work package 1: Planning solutions for improving energy efficiency & evidence-based decision-making in PT investments.

1. Collect input from 250 actors (PT operators, service & infrastructure providers, local, regional, national regulatory public authorities, energy providers, sectoral agencies) to collect requirements to improve & uptake solutions (UITP and EIT UM associates).
2. Increase awareness & influence behaviour of min. 5 PT authorities.
3. Increase awareness of min. 3 political decision-makers (local, national, EU) for solutions.
4. Engage at least 50 citizens & local, national media at pilot locations to raise awareness about solutions. Create a demonstration

Work package 2: Operational solutions for improving energy efficiency

1. Collect input from 50 actors (PT operators, service & infrastructure providers, local, regional, national regulatory public authorities, energy providers, sectoral agencies) to collect requirements to improve & uptake solutions.
2. Increase awareness & influence behaviour of min. 5 PT authorities, increase awareness of min. 2 political decision-makers (local, national, EU) for solutions.
3. Engage at least 50 citizens & local, national media at pilot locations to raise awareness about solutions. Create a demonstration

Work package 3: Solutions to increase resource-efficiency in electric and green public transport procurements

1. Encourage coordination between actors in the EURO MED area based on the newly acquired knowledge of innovations procurement services via sharing of best practices in the form of at least two articles positioned on the websites of networks of cities in the Mediterranean area.
2. Engage with 10000 public transport professionals in collecting inputs for the guidelines and share outcomes during a workshop addressing Procurement innovations, engaging PTOs and PTAs (1 day event)
3. Present results at 6 EU events to raise decision-takers' awareness



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Work package 4: Integrated and co-designed planning for sustainable ramp-up of public transport electrification

1. Engage 1000 mobility & energy stakeholders (e.g., local, regional, national authorities, PT operators, PT authorities, energy providers, research, NGOs) to co-design action plans, strategies, facilitate knowledge transfer.
2. Raise awareness of 100 PT authorities, PT operators and the general public (at least 500 representatives of professional civil society) for action plans & strategies addressing energy and resource efficiency and promote uptake with 50 political decision-takers.



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3. TARGET GROUPS

A clear definition of the target audience is the baseline of any communication strategy. This allows for informed decisions regarding messages and channels to be used with each specific audience. The diversity of expected stakeholders in the E-MED project allows them to act on different territorial levels. Some of the key types of stakeholders identified in the E-MED project are presented below:

1. **Local public authority:** Transport department, energy department, spatial development, environment agencies and waste management among others will raise awareness about the project outputs and leverage public and private funding through development of action plans.
2. **Regional public authorities:** Regional public authorities will benefit from the E-MED knowledge resources and good practices for their own uptake of solutions and action plans.
3. **National public authority:** They are capable of enforcing policy frameworks for energy efficiency in the transport sector. They can also develop energy policies, transport policies and bring in circularity elements into economic policies.
4. **Higher education and research organisations:** Research partners will provide input to the energy efficiency and participate in training and workshops as experts or attendees

On a deeper level, In the Communication Strategy for the 2021-2027 Interreg Euro-MED Programme document target audiences are divided into five main groups:

1. Beneficiaries: potential applicants and project partners
2. Multipliers and/or strategic stakeholders with a special interest in the Programme
3. Political end-users / decision-makers / policymakers
4. Technical end-users not receiving a financial grant from the Programme
5. General Public

Table 1 summarises the potential stakeholders the E-MED consortium expects to attract grouped by the five categories presented above. During the course of the project, the list of stakeholders in Table 1 may suffer modifications as new opportunities and challenges arise. Communication with stakeholders will be carried out through each partner's communication means. Thus, all E-MED partners must develop their own internal stakeholder engagement plan following the overall guidelines described in this strategy.



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Table 1: Potential Stakeholders

TARGET AUDIENCE	TYPE OF STAKEHOLDER
Beneficiaries	Project Partners and associated partners
Multipliers	National contact points Programme authorities: Managing Authority, Monitoring committee members National communication coordinators Interreg Communication networks Projects communications officers and projects officers DG REGIO including the INFORM Network Journalists of targeted media outlets EU Institution representatives: CoR, EP REGI committee, European networks
Political end-users/ decision-makers policymakers	Local, regional, or national public authorities Government agencies Infrastructure and (public) service provider
Technical end-users not receiving a financial grant from the Programme	Interest groups including end-user's groups, NGOs Higher education and research Education/training centre and school Enterprises, included SMEs Business support organisation Local communities of citizens
General Public	Primary and secondary pupils High school students College students of Economy, Geography, International and European affairs Teachers of Economy, Geography, International and European affairs European affairs, Environment, cities and regions NGOs Professionals interested in Programme topics in the Mediterranean



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4. COMMUNICATION CHANNELS AND TOOLS

The E-MED project relies on internal and external communication channels and tools to spread the project's progress and results. Below are presented the essential instruments and communication protocols regarding the type of communication (i.e., internal or external)

a. Internal communication

The internal communication of the E-MED project is based on the definition of communication managers from each partner's project management team. Internal communication within the E-MED consortium relies on the following channels:

Basecamp: the Basecamp online tool provided by the JS will be used as the main project management and communication tool. Project partners will exchange information, documents and draft deliverables. Shared agenda, groups and private chats, task planner and message board.

Sharepoint: Given that Basecamp does not allow to simultaneously edit files online, the Sharepoint folder structure of the E-MED project has been created. Communication tools requiring editing will be shared with all partners through this channel. Inside of this SharePoint, a tracking dissemination excel file will gather all communication actions done by the partners through their own channels, on local and national media as well as with press releases, amongst others.

Google-meet: Telematic meeting addressing communication issues will be held through google meet service.

For requesting access, please contact Neus Matamoros or Miquel Estrada.

b. External communication

External communication is addressed to all stakeholders and the general public of the project.



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c. Channels

At the project level, the following channels will be used to ensure an efficient communication during the development of the E-MED project

1. Social Media
 - a) [Mission social media](#)
 - b) [Project social media](#)
 - c) Partners social media
 - a. [UPC](#)
 - b. [Applus+ IDIADA](#)
 - c. [University of Maribor](#)
 - d. Thessaloniki Public Transport Authority
 - e. [Centre for Research & Technology Hellas](#)
 - f. Municipality of Maribor
 - g. [Tusgsal](#)
 - h. [Carris](#)
 - i. [ATB azienda Trasporti Bergamo](#)
 - j. [Redmint Impresa Sociale s.c.r.l](#)

d. Tools

The following materials will be used throughout the project. See appendix X for a sample of the following items:

E-MED logo



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Two versions of the E-MED logo have been creating, following the requirements stated in the *Interreg Brand book*

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Figure 1: E-MED logos



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E-MED deliverable template

Deliverables in A4 format must have the edge aligned to 2,5 cm on left, right and bottom, with 3,75 cm from the top. The head of the document must begin 1,25 cm from the top edge and have the height of 2,5cm. The foot of the document must begin 1,25 cm from the bottom and have the height of 1,75

On the title page there must be the E-MED version 1 of the logo. Underneath the logo a bolded text (Montserrat 28) with the document title in capitals. The standard E-MED deliverable page will use Montserrat 11, with an option of different size for titles. Spell checker should be set to English (UK). The E-MED logo will be at the top left corner with 2,75 cm high (keeping the ratio it should be 5,04 cm wide) and will be aligned to the right edge of the head. In the foot of each page the following text must be filled in accordingly (centre aligned):


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DELIVERABLE TITLE			
Work package No.	<input type="text"/>		
Work package title	<input type="text"/>		
Main author(s)	<input type="text"/>		
Reviewed	<input type="text"/>		
Revised	<input type="text"/>		
<hr/>			
Interreg Euro-MED 2021-27			
1			

Figure 2: Deliverable Template



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Figure 3: Deliverable Page



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E-MED PowerPoint template



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TITLE

Subtitle

Interreg Euro-MED 2021-27



Figure 4: PowerPoint Template Cover

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Title

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum

List

1. A
2. B
3. C
4. D

Column 1	Column 2	Column 3	Column 4	Column 5

Figure 5: PowerPoint Slide Template



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E-MED poster



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OUR PROJECT

E-MED tests and validates solutions to increase energy-efficiency and resource-efficiency of public transport systems to reduce public transport's environmental footprint drastically, and to react flexibly to changing energy prices caused by the current energy crisis. E-MED solutions are developed to increase energy-efficiency and share of Renewable Energy Systems, (e.g., tools for fleet, network planning, driver support, Artificial Intelligence supported maintenance of energy systems), and to increase resource-efficiency and resilience, (e.g., re-use of batteries and rainwater, maintenance of tires, procurement guidelines) support in the evidence-based planning and introduction of e-bus systems to help objective decision-taking and smart planning, investing and procurement from the start.

 Total budget € 2 978 404	 Project duration 33 months	 Interreg Funds € 2 382 723
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PROJECT PARTNERS

- Apolus • IDIADA • ATB Mobility • Carris • Centre for Research and Technology Hellas • City of Maribor • Redmint
- Technical University of Catalonia • Transport Authority of Thessaloniki • TUSGSAL • University of Maribor



Visit our website

www.interreg-euro-med/xxxxxxxxxxxx.eu

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Figure 6: E-MED Poster Template



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5. KEY ACTIVITIES

Once the objectives, the target and the communication channels have been established, the key activities for the E-MED project.

This section will be divided into 4 sub sections: Communication Strategy Development, Media Presence, Branding and Identity, Events and Workshop and Dissemination.

a. Communication Strategy Development

Effective communication is crucial for the success of any project, especially one as ambitious and transformative as the E-MED project. In this section, we delve into the intricacies of communication strategy development within the context of E-MED's mission to revolutionise public transport systems for enhanced energy and resource efficiency.

The following table provides an overview of the topics covered in this section:

Table 2: Topics for the E-MED communications

Topic	Description
Introduction to E-MED Project and Kick Off Meeting	An overview of the E-MED project, highlighting its objectives, partners, and the importance of increasing energy efficiency and resource efficiency in public transport systems.
Understanding Energy Efficiency	Exploring the concept of energy efficiency in public transport, discussing its significance in reducing environmental impact and enhancing sustainability, and introducing key metrics and strategies.
Innovative Solutions Developed by E-MED	A deep dive into the innovative solutions developed by the E-MED project, such as tools for fleet planning, AI-supported maintenance, and procurement guidelines, showcasing their potential to transform public transport systems.
Collaborative Approach with Stakeholders	Highlighting the collaborative approach of E-MED with stakeholders from public transport, energy, and government sectors, emphasizing the importance of partnerships in driving sustainability and fostering stakeholder engagement.



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Benefits of Energy-Efficient PT Systems	Discussing the multifaceted benefits of energy-efficient public transport systems, including reduced emissions, cost savings, improved air quality, and enhanced passenger experience, and illustrating real-world examples and case studies.
Optimizing Network Planning and Operations	Examining the role of smart planning and operations in optimizing public transport networks, improving efficiency, and reducing environmental footprint, and showcasing best practices and technological advancements.
Human-Centered Approach to Sustainability	Exploring the human aspect of sustainability in public transport, focusing on eco-driving practices, passenger behavior, and user-centric design considerations, and discussing their impact on energy efficiency and overall system resilience.
Co-Designing Strategies with Stakeholders	Delving into the participatory co-design process of E-MED, where stakeholders collaborate in shaping strategies and action plans for sustainable public transport, highlighting the benefits of inclusive decision-making and knowledge exchange.
Success Stories and Impact Assessment	Showcasing success stories and case studies of E-MED implementations across different regions, sectors, and transport modes, and conducting an impact assessment to evaluate the effectiveness and scalability of the project's solutions.
Future Trends and Roadmap for Sustainability	Discussing emerging trends and future directions in public transport sustainability, such as electrification, autonomous vehicles, and integrated mobility solutions, and outlining a roadmap for achieving long-term sustainability goals.
Empowering Communities for Sustainable PT	Exploring strategies for empowering local communities and stakeholders to embrace sustainable public transport practices, promoting awareness, education, and community engagement initiatives to foster a culture of sustainability.



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b. Media presence

The dissemination of information through media releases plays a crucial role in amplifying the visibility and impact of the E-MED project. Through targeted media releases, the consortium aims to reach diverse audiences including stakeholders in the public transport sector, policymakers, the general public, and media outlets.

Media releases will cover a range of topics including project milestones, innovative solutions, stakeholder engagements, and success stories. Each release will be carefully crafted to convey key messages effectively and will be distributed through various channels including:

- **Online Press Release Distribution Platforms:** Releases will be disseminated through online platforms such as PR Newswire, Business Wire, and PRWeb to reach a wide audience of journalists, bloggers, and industry professionals.
- **Project Website and Social Media:** Releases will be posted on the E-MED project website and shared across our social media channels including Twitter, LinkedIn, and Facebook to engage with our online community and followers.
- **Direct Outreach to Media Outlets:** We will engage with targeted media outlets including newspapers, magazines, radio stations, and online news portals to pitch exclusive stories and interviews related to the E-MED project.

Through strategic media releases, the E-MED project aims to amplify its voice, reach new audiences, and drive positive change in the public transport sector towards enhanced energy and resource efficiency.

c. Events and Workshops:

In the journey towards fostering sustainable development and innovation within the Mediterranean region, events and workshops serve as crucial avenues for collaboration, knowledge exchange, and capacity building. As part of the European project E-MED, dedicated to promoting sustainable practices and technological advancements, a series of meticulously curated events and workshops have been designed to facilitate dialogue, share expertise, and inspire action among stakeholders across diverse sectors.

This section of the deliverable offers a comprehensive overview of the impactful events and workshops organised under the auspices of E-MED, highlighting their objectives, outcomes, and contributions towards advancing the project's overarching goals. Through these collaborative gatherings, E-MED endeavours to harness the collective wisdom and



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momentum of its participants to drive positive change and foster a more sustainable future for the Mediterranean region.

At this moment, the consortium has identified two events that shall be organised by the E-MED project in order to validate the project's outcome.

Hackathon in Thessaloniki

This hackathon, organised under the auspices of TheTA's involvement in the Interreg MED project, seeks to engage a service provider in orchestrating an open innovation event. Positioned within Work Package 3 of the project, the hackathon aims to ignite creativity and problem-solving in two distinct categories. Firstly, participants will tackle the optimization of TheTA's public transport offerings, exploring avenues for enhancement. Secondly, they will delve into the development of innovative solutions for the deployment of charging infrastructure supporting TheTA's electric vehicle fleet. The question of whether both categories are open to all participants or if one is designated for students remains subject to clarification by TheTA.

The event is envisioned to attract individual students and student teams from local universities, university spin-offs, and early-stage start-ups, fostering a dynamic mix of talents and perspectives. At its core, the hackathon aspires to catalyse a competition among local innovators, tasking them with crafting novel solutions to real-world challenges in public transport. These solutions are anticipated to not only address immediate needs but also hold potential for scalability, contributing significantly to energy efficiency and the decarbonization of public transport systems.

Scheduled between Months 25 and 30 of the project timeline, the hackathon unfolds over a precise time frame. Following a kick-off event, participants will embark on a seven-day (tentative) sprint to develop innovative solutions aligned with the predefined challenges. An esteemed jury comprising international experts will meticulously evaluate each solution, providing constructive feedback to participants. The most promising solutions in each category will be unveiled and celebrated during an online award ceremony.

While specific details regarding prizes are yet to be finalised, participants stand to gain invaluable opportunities. They will have the chance to network with representatives from the European Institute of Innovation and Technology (EIT) and other industry experts, paving the way for potential collaborations and further opportunities within the innovation ecosystem. Notably, the hackathon emphasizes the early validation of ideas, a crucial step for aspiring innovators. This validation could serve as a springboard for participants to pursue avenues like the EIT Urban Mobility Incubator Program. Additionally, there is



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potential for the winning solution to undergo piloting within TheTA's premises, subject to confirmation by TheTA.

For participants, this hackathon represents more than a mere competition. It offers a platform to nurture ideas into tangible products, validate them with the guidance of mentors and city representatives, and perhaps most importantly, build invaluable connections and teams—vital assets in the realm of startups and innovation

Workshop in Bergamo

This workshop aims to enhance participants' knowledge and skills in innovation procurement, circular procurement, and green public procurement procedures, with a focus on reducing the carbon footprint of public transport systems.

The workshop aims to engage key stakeholders, encompassing the ATB procurement department, legal team, and innovation team, while also extending participation to all interested Interreg MED partners. With a central focus on "Procurement as a Tool to Reach Energy Efficient and Climate Friendly Transport Infrastructure," the workshop will delve into the procurement of electric buses, charging infrastructure, and renewable energy, emphasizing their pivotal role in fostering sustainability within the transportation sector.

The aim of the event is threefold: firstly, to foster understanding among participants regarding the benefits of innovation procurement, green procurement, and circular procurement procedures in achieving the maximum reduction of greenhouse gas (GHG) emissions; secondly, to facilitate information sharing on upcoming procurement plans among Interreg MED partners; and thirdly, to offer a comprehensive overview of the latest technological developments concerning electric buses and charging infrastructure, covering aspects such as prices and technical features.

The ideation workshop is slated to occur between Month 25 and Month 30 of the Interreg MED project, designed as a one-day face-to-face event to be held at the premises of ATB. Featuring interactive modules, the workshop will cover various aspects crucial to procurement enhancement. In the "Needs Identification" module, participants will delve into the significance of effective needs assessment processes, engaging in both lectures and interactive activities to map and prioritize needs in alignment with overarching procurement strategies and political agendas. The "Market Scouting and Market Consultation" segment will invite suppliers, particularly start-ups and SMEs, to showcase their innovative products, fostering insights into the latest market developments and facilitating direct exchanges between potential buyers and suppliers. Employing the "Innovation Opportunity



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Assessment" tool, procurement professionals will be guided in comparing and benchmarking potential solutions against predefined criteria, ensuring informed decision-making. Finally, the "Mapping of Procurement Plans" module will encourage participating entities to delineate their procurement plans concerning electric buses, charging infrastructure, and renewable energy, aiming to identify collaborative opportunities such as publishing joint statements of demand or preparing joint procurements.

The workshop features a diverse range of modules aimed at enlightening participants on crucial aspects of procurement practices. In the "Introduction to Green Public Procurement (GPP)" segment, attendees will gain insights into the strategic significance of GPP for public authorities, emphasizing its capacity to address a spectrum of policy objectives. Through the presentation of case studies showcasing successful GPP implementations across the EU, participants will glean valuable lessons and practical applications.

Similarly, the "Introduction to Circular Procurement" module underscores the pivotal role of public procurement in facilitating the transition towards a circular economy. Guidance on implementing circular procurement practices will equip attendees with actionable strategies to promote sustainability. Additionally, the "Introduction to Innovation Procurement" segment offers an overview of various procurement procedures, with a focus on Pre-Commercial Procurement (PCP) and Public Procurement of Innovation (PPI), elucidating their distinctive features and benefits. Lastly, the session dedicated to the "Presentation of Good Practice Cases and Recommendations" provides a platform for Interreg partners and advanced authorities to share successful procurement practices and offer valuable recommendations, fostering collaborative learning and the exchange of best practices. Through these informative modules, the workshop endeavours to empower participants with the knowledge and tools necessary to drive positive change and contribute to the advancement of sustainable procurement practices in the public sector.



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d. Dissemination

The E-MED project is poised to revolutionize public transport operations (PTO) and passenger transport authorities (PTA) by implementing cutting-edge solutions for energy transition. To ensure widespread recognition of its achievements and maximize its impact on the mobility sector, the consortium has devised a comprehensive dissemination strategy consisting of three crucial components.

Firstly, the consortium is committed to producing at least two informative videos over the course of the project. The initial video serves as an introduction to E-MED's objectives, while the subsequent video showcases the tangible results achieved. These videos will be strategically distributed across various social media platforms and publications to reach a wide audience and generate interest in the project.

Secondly, recognizing the importance of direct engagement with industry stakeholders, the consortium has identified key congresses and events where E-MED can be presented. Among these, the Smart City World Congress in Barcelona and the UITP Summit in Hamburg stand out as premier platforms for sharing insights and fostering collaboration.

By securing speaking slots at these prestigious events, the consortium aims to showcase E-MED's innovations and establish itself as a thought leader in sustainable urban mobility.

Lastly, the consortium is dedicated to maintaining a strong online presence through regular updates on its social media channels. By actively sharing project updates, milestones, and relevant content, the consortium aims to engage with its audience and build a community of supporters. Additionally, the consortium is committed to participating in activities mandated by the Interreg Programme, leveraging existing networks and partnerships to amplify the reach of its dissemination efforts.



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6. TIMELINE

In order to effectively disseminate its objectives, progress, and achievements, the E-MED project has developed a comprehensive communication strategy comprising various key activities spread across its 33-month duration. This strategy aims to enhance awareness, engagement, and collaboration among stakeholders within the public transport sector and beyond. Through a series of workshops, events, media releases, and social media updates, the consortium endeavors to showcase the innovative solutions developed, foster dialogue with industry experts, and establish itself as a thought leader in sustainable urban mobility. The following timeline outlines the sequential communication actions planned throughout the project lifecycle, reflecting the strategic alignment of E-MED's communication efforts with its overarching goals.

Table 3: Timeline for E-MED Communications

Timeline	Communication Action
Month 1	Kick-off meeting and introduction to E-MED project
Month 3	Creation of E-MED's brand and templates
Month 4	Formal Approval of the templates by the Interreg Programme
Month 4	E-MED's participation in the Green Living Areas Thematic Community Kick Off Event
Month 9	Publication of the 1st E-MED video
Month 9	Deployment of the Communication Strategy
Month 14	Potential academic paper on the AI Algorithm used at E-MED
Month 18	Innovative Solutions Developed by E-MED workshop



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Month 23	Potential presentation of E-MED at the Smart City World Congress
Month 24	Publication of a paper on SUMPs and the necessities of municipalities regarding energy
Month 27	Media releases on project milestones and success stories
Month 33	Publication of final project video introducing E-MED's findings

7. FINANCIAL RESOURCES

The main expenditure lines of the communication budget in the E-MED project follow the indications of the *2020-2027 Communication strategy* of the Interreg Euro-MED Programme. The aforementioned expenditure lines are the following four:

1. Events organisation
2. Web platform development
3. Branding and content
4. Paid media campaigns

In addition to that, the E-MED project aims at allocating a percentage of budget resources in terms of communication similar to the amounts shown in table... from the *2020-2027 Communication strategy* document. Thus, the main lines of investment are expected to be events and IT tools, whereas investment in paid social media and branding should account for up to 25% of the total communication budget.

Table 4: References to budget

	Events organisation	Web platform development	Branding and content	Paid media campaigns
2014-20	46%	36%	14%	4%
	<ul style="list-style-type: none"> • Moderators • Branding • Digital and on-site Animation • Venues • Catering • Translation 	<ul style="list-style-type: none"> • Development • Assistance • Hosting 	<ul style="list-style-type: none"> • Basic branding • Digital content • Printed materials • Audiovisual content • Goodies 	<ul style="list-style-type: none"> • Press partnerships
2020-27	53%	23%	23%	1%
	Carbon offsetting		+ Digital content	+Paid social media



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Due to new opportunities to communicate arising during the development of the project development, the budget will be modified according to WP leader's necessities and the already existing costs. In addition to that, fair and congress participation varies for each specific activity.

More specifically, the E-MED budget on communication comprises the following two quantities:

1. Materials, personnel: 20.000 €
2. Subcontracting: 45.000 €

8. EVALUATION

For the sake of ensuring accountability, effectiveness, and strategic alignment with project management efforts, a list of KPIs for communication and dissemination purposes is of the essence. The diversity of communication channels and activities to be implemented and carried out throughout the project translates into the need of different key performance indicators (KPIs) in nature, i.e. both qualitative and quantitative, to assess the effectiveness of a communication strategy. Table X summarises the selected KPIs in E-MED according to the type of communication activity (e.g. workshop, social media post).

Table 5: Evaluation Metrics

Activities	Indicator
Events	<ul style="list-style-type: none">• Number of congress attended per year• Number of workshops/webinars per year• Number of participants per workshop/webinar• Satisfaction survey per event
Social media and website	<ul style="list-style-type: none">• Number of news published per year on the E-MED website• Number of followers for each social media platform per year• Number of social media posts about the Programme per year, on which topic and on which platform• Level of engagement for each social media post



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