SMACITE

Boosting the technical
and non-technical skills
and competences
of smart cities technicians
and engineers

WP7: Impact, Dissemination and Exploitation

D7.1: Dissemination Plan

Version 1.0

DELIVERABLE FACTSHEET

Project Number:	101052513
Project Acronym:	SMACITE
Project Title:	Boosting the technical and non-technical skills and competences of smart cities technicians and engineers
Work Package:	WP7: Impact, dissemination and exploitation
Task:	T7.1: Design project dissemination plan
Deliverable:	D7.1: Dissemination Plan
Version:	1.0
Editor(s):	Jon Mitxelena, Cristina Murillo

DELIVERABLE HISTORY

Version	Name	Partner	Date	Comments
0.1	Maria Rigou Vasileios Gkamas	UPATRAS	15/06/2022	Structure of the deliverable
1.0	Jon Mitxelena Cristina Murillo	GAIA	21/09/2022	Deliverable content for review of partners
2.0	Vasileios Gkamas Alessandra Zini	UPATRAS DIGITAL SME	26/09/2022	Review of the document and corrections

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PROJECT SUMMARY

The project aims to address the skills gap of Smart Cities technicians and engineers, by designing and testing a vocational education and training program that is based on a novel and multi-disciplinary curriculum combining digital skills on Smart Cities enabling technologies, with soft, entrepreneurship and green skills.

The expected project outputs are:

- A Smart Cities competences map and ESCO-compliant Smart Cities job profiles.
- A Smart Cities curriculum combining both technical and non-technical skills and competences and promoting personalized learning pathways.
- Learning resources for Smart Cities enabling technologies and for building the soft, entrepreneurship and green skills of Smart Cities technicians and Engineers.
- A diagnostic tool to identify personalized learning pathways.
- A MOOC for Smart Cities enabling technologies.
- Virtual Worlds for building the soft, green and entrepreneurship skills of Smart Cities technicians and engineers.

The main project beneficiaries are Smart Cities technician and engineers either from the public sector (i.e. municipalities) or enterprises providing Smart Cities solutions, as well as HEI and VET students interested in Smart Cities.

The curriculum will be tested through 4 national pilots in Greece, Bulgaria, Spain and Italy with at least 160 trainees. The certification of the skills and competences will follow a two-fold approach: (a) using micro-credentials to recognize the knowledge and skills gained through the successful completion of each online training module at the MOOC and Virtual Worlds and (b) designing the "Smart Cities Specialization Certification" that will be awarded to those passing online certifications exams with e-proctoring after the completion of the training modules.

The project will create an ecosystem for the co-design and co-development of an innovative curriculum and technology-enhanced learning tools for the upskilling/reskilling of Smart Cities technicians and engineers.

1 Introduction

1.1 Communication

Communication is a success factor in project management.[1] In order to ensure that project aims are fulfilled and they are executed as they must, effective communication to all targeted stakeholders is essential. Many projects fail due to the lack of communication commitment and performance or an ineffective planning of it. Communication is exchange of information and the expression of ideas, thoughts, and feelings by using words, channels and other methods in an effective and impactful way. In the context of SMACITE, this will mean the exchange of knowledge, results, and experience with all relevant stakeholders and the obtention of feedback from them as it is a two-way process. It also implies the internal procedures to allow the smooth flow of information among project partners. Furthermore, it is necessary to know and consider some communication aims of a European project:

- Reach out the society as a whole and the target audience established
- Demonstrate how EU funding is supporting to face societal challenges
- Ensure that all activities are strategically planned with communication objectives
- Use pertinent and addressed messages to all stakeholders

Therefore, it is essential to have a proper communication strategy to ensure the impact of the project activities.

1.2 Dissemination

Dissemination deals with making the results of a project visible to others, i.e. main target groups, key stakeholders and specially end-users who are going to use the project results. This is achieved via a process of promotion and awareness raising that continues throughout a project and even its end. An effective dissemination process must be planned and organized in the beginning of the project through a methodological document, which is this communication and dissemination plan. Therefore, the aims of a dissemination plan are[2]:

- Knowledge circulation and the promotion of project results towards the target audience to engage proper stakeholders
- Enable the value of results in order to go beyond the project results and obtain further and more sustainable results
- Be an essential element of all good research practice and vital part of the project plan
- Strengthen and promote the project, partners and the consortium as a whole

In order to achieve those aims, several materials and dissemination channels might need to be used and developed.

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[1] https://www.inloox.com/project-management-glossary/communication/

1.3 Exploitation

Exploitation deals with the issue of convincing the key stakeholders to use the main results of a project and possibly use them for other means of application, e.g. other countries, other pedagogical areas, other sectors, etc. The exploitation is split in two components:

- Mainstreaming: introduce the project results on a higher level i.e. actual decision-makers
- Multiplication: convince individual end-users to use the project results

In the case of a European project, this means the usage of project outputs and results in developing, creating and marketing a product or process or in creating and providing a service, or in standardization activities.

In resume, the exploitation will seek to:

- Make use of project results, identify which are the outputs that can be exploited, and which are the target stakeholders
- Identify the value and impact of all research and innovation activities and measure their impact on different target groups
- Consider what can impact in education and training. commercial, and social side to improve the knowledge of the public and the policy making
- Individual project partners will be able to exploit the results themselves, or facilitate exploitation by others

2 Strategy and Target Audience

2.1 Vision

The SMACITE communication and dissemination strategy responds to the following 5 step model: what, when, how much, who and how. These 5 steps are explained in different sections of this document.

1. **What**: indicating which is the communication scale and which are the communication objectives (see section 2.2 Scope, 2.3 Objectives).
2. **When**: explaining which are the different dissemination phases that will be followed during the project for communication (see section 4.2).
3. **Who:** definition of who is the SMACITE target audience and which are the key messages to address them (see section 2.5).
4. **How**: usage of all dissemination channels and communications activities (see sections 4, 5 and 6).
5. **How much:** where the measuring process and communication results will be measured (see section 8).
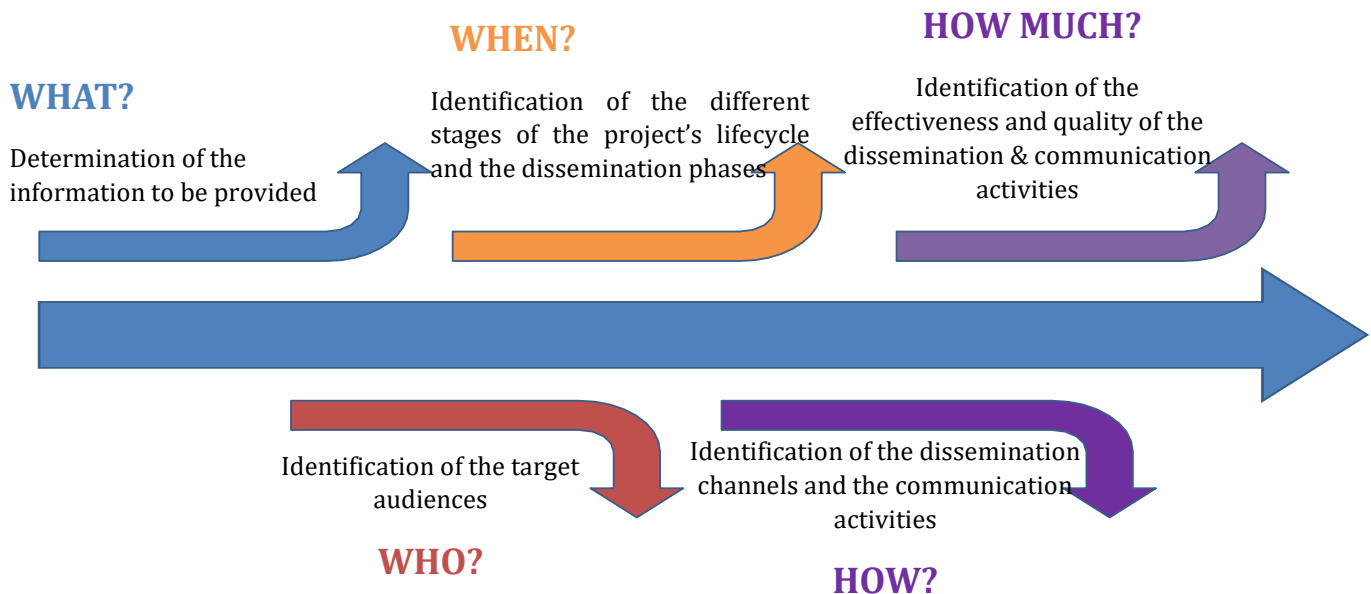
Image 1: Communication approach

The strategy will be **operational** (actions), **shared** (with the participation of all partners), **mixed** (on and off actions) and **bidirectional** (to look for a dialogue with targets).

The achievement of the objectives proposed in this communication plan will be obtained through clear and differentiated focuses:

- **Information:** each one of the activities planned and developed by SMACITE should be known by the target audience through different information channels, with greater emphasis on digital channels.

- **Collaboration:** the support of each of the project partner in this initiative is essential to obtain greater impact and disseminate the results. From events, meetings and trainings to diverse contents in digital media.
- **Sharing:** the more the message is shared among the target audience, the closer will be to achievement of the goal.
- **Unicity:** a clear, concise and unified message reaches the target audience in a faster, more complete and efficient way.
- **Transparency**: the nature of this project funded by the European Commission requires that all its activity be registered and visible to society in general.

The project will have two communication schemes:

- **External** – external communication to the target groups (Referred on section 4 of this document)
- **Internal** – internal communication between partners (Referred on section 9 of this document)

2.2 Scope

The scope of communication and dissemination is to raise awareness and interest about the SMACITE activities and to circulate the expertise to stakeholders. This includes the setting up of communication channels, the development of communication materials and solutions on how to make the project results available to stakeholders.

This communication and dissemination plan will be set-up for the 36 months of the project, and it will serve as the basis for the future exploitation and sustainability of the project.

2.3 Objectives

The objective of the SMACITE dissemination strategy is to identify and organize the activities to be performed to promote the widest dissemination of knowledge from the project, engagement from the target audiences and relevant stakeholders. This dissemination plan will be developed at the initial phase of the project to define the project dissemination strategy. Moreover, an exploitation and sustainability guide will be developed once the main results of the project will be produced.

The objectives are the dissemination and exploitation of the project activities, as well as the following:

- To make the project results visible to others, i.e., the main target groups, the key stakeholders and especially the end-users who are going to exploit the project results. This will be achieved by the process of promotion and awareness raising that will run through the entire life cycle of the project and even after its end.

- To convince the key stakeholders to exploit the main project results, and if possible, transfer them at other domains and/or sectors. To meet this objective, two separate activities will take place:
  a) mainstreaming, aiming to introduce the project results at stakeholders operating at higher level, i.e., policy makers and
  b) multiplication, aiming to convince relevant target groups and end-users to exploit the project results.

- To take actions ensuring that after the project end, the project results will keep alive and will be exploited by relevant stakeholders.
  Thus, the project will be considered sustainable, if its results are maintained and/or developed further after the end of the Erasmus+ funding.

In order to perform this, a whole work package (WP7) has been set-up to ensure these aspects. The main objective of this WP is to **Disseminate SMACITE's results; convince stakeholders to participate in project activities and to take actions to ensure that project results will keep alive.**

Project partners will be engaged in several activities to inform the outcomes and their potential benefits to all stakeholders. Special attention will be given to other projects from Erasmus+ calls, to take account of the results and work done and for collaboration.

2.4   Guiding principles

There are some guiding principles, which project partners must follow during the implementation of SMACITE. These ones will remain during the whole lifecycle of the project:

- Communication strategy must be clear and known to all project partners
- Fulfil the communication and dissemination objectives
- Communication and dissemination must be effective and timely
- Communication and dissemination must be open and honest
- Communication is a two-way process. It is not just a matter of messages being passed down from SMACITE to target groups. Upward and horizontal communications are equally important
- The contribution of all project partners is important to reach target audience

2.5 Target Audience

Structuring the target audiences will have real impacts on the message to be produced, and how this information is conveyed. The target audience will have a view to raising awareness of project. Then SMACITE communication and dissemination target groups and their role in the project are:

Participating organizations:

- Sharing of knowledge, experience, and good practices at the area of education and training. Strengthening the interconnection and the exchange of knowledge and expertise between HEIs, VET providers, research, industry, and the public sector creating the conditions for an all-around, up-to-date education and training in the Smart Cities sector
- Deeper understanding of different perspectives concerning the identification of adult training needs, as well as the provision of training courses
- Increased awareness of the technical and non-technical competences needs of Smart Cities technicians and engineers and how these affect their interaction with the market
- Renewal of their services based on project deliverables

ICT professionals/ HEIs students/ VET students:

- Building technical competences on Smart Cities solutions.
- Building soft, entrepreneurial, and green competences
- Gaining competences that are transferable and recognized among European countries

HEIs / VET Providers

- Better understanding and development of a certain familiarity with the new digital environment that COVID-19 pandemic brought forward earlier than anticipated in the everyday practice for the provision of education and training service
- Increased awareness of the technical and non-technical competences needs of Smart Cities technicians and engineers and how these affect their interaction with the market
- Increased awareness and capacity on the design of multidisciplinary curricula combining technical and non-technical competences and promoting problem-based and experimental learning
- Staff professional development in key competences (methodological, pedagogical and technological)
- Renewal of training and education offerings based on SMACITE curriculum and learning resources
- Providing flexible training pathways
- Closing collaboration with the industry, research, and the public sector

IT enterprises / Public Organizations

- Better understanding and development of a certain familiarity with the new digital environment that COVID-19 pandemic brought forward earlier than anticipated in their digital transformation
- Increased awareness of the technical and non-technical competences needs of Smart Cities technicians and engineers and how these affect their interaction with the market
- Access to free training opportunities for the upskilling/reskilling of employees. Staff professional development in technical and non-technical competences
- Closing collaboration with relevant stakeholders (e.g. education and training providers
- businesses, research)

Research organizations

- Increased awareness and capacity on the design of multidisciplinary curricula and training toolkits combining technical and non-technical competences and promoting problem-based and experimental learning
- Closing collaboration with relevant stakeholders (e.g. education and training providers, businesses, public sector)

Certification Bodies

- Increased awareness about micro-credentials and capacity to incorporate them into their offerings
- Increased awareness about best practices for the design of certification systems that incorporate online exams with e-proctoring

Policy Makers

- Increased awareness of the technical and non-technical competences needs of Smart Cities technicians and engineers and how these affect their interaction with the market.
- Advances in educational policies and EU priorities
- Definition of priorities for the development of competences at non-technical/transversal
- areas, i.e. soft, entrepreneurship and green competences

Each of the project partners have assigned the target audience that will be reachable from their side. All these are identified in the individual dissemination plans developed by partners. The number of reached stakeholders are resumed in the next table:

Target Groups	UPATRAS	UNIWA	UAH	OTC	ESI CEE	APRO	TXORIERRI	DIGITAL SME	BASSCOM	GAIA	CADM	UNICERT
ICT Professionals	150	5.000	450.000	100	20	5	5	40.000	2000+	3.000	100	10
HEIs students	10.000	50.000	28.000	250	10	10	30	20	20+	200	0	40
VET students	0	3.000	0	150	5	10	12	20	20+	200	3.600	140
HEI	3	1	2	3	2	10	1	20	2+	5	0	2
VET providers	0	1	0	15	2	30	30	20	2+	10	20	35
IT enterprises	15	-	7	15	5	15	12	45.000	110+	250	50	1
Public Organizations	2	1	3	18	5	20	7	50	2+	12	5	10
Research organizations	3	-	3	1	2	4	2	10	2+	6	0	1
Certification bodies	0	-	0	1	1	N/A	1	5	1	-	1	1
Policy Makers	0	1	3	-	0	1	2	100	2+	8	0	10

Table 1: Number of target audience to be reached

2.6 Key Messages

During the whole lifecycle of the project, some messages will be delivered for communication and dissemination purposes, which will be tailored to the different target audience identified previously. So, different channels and materials will be required to provide messages in the correct way and engage relevant stakeholders to project actions.

The project is looking for the involvement of players from different European regions. Therefore, the aim of the messages is to get some reactions on the target stakeholders and involve them in the project activities. That is why each message must be effective and oriented to main target audience, considering:

- Amount and quality of the information communicated

- Overall judgment that each individual makes about the way a message is communicated.

The style of the **SMACITE** messages should therefore reflect a balance between the need for information and the 'enjoyment' in consuming the message. It is also important to achieve that stakeholder will keep on track the activities of the project without making direct communication permanently. Therefore, it is mandatory to have active channels, sending messages and regularly updating information. The partnership will tailor

messages for each audience group already defined, but all communications issued by any partner should reflect one of the following key messages:

- The lack of skills is a major barrier to exploit smart cities potential
- Smart cities are innovative cities using digital and ICT to improve the quality of life of citizens
- The lack of digital skills is the biggest barrier to effective use digital technologies for city management
- Helping smart cities in their economic, environmental, and social challenges require continues update of knowledge and skills
- Development of entrepreneurial and green skill is essential to meet the needs of the profiles
- There is lack of education and training programs specialized at the domain of smart cities that combine and adaptive blend of both technical and non-technical skills and competences
- Technology is key for sustainability at European level.

All partners are responsible for maintaining consistency with the messages outlined above. When conveyed verbally.

2.7 Claim

All communication will follow certain claims and will follow certain messages. The values of the project sum up in skills, smart cities, entrepreneurship, green and digital technologies.

The message that the project wants to communicate is summarized in the phrase, **"Technical and non-technical skills for smart city technicians and engineers",** and it must be present in each of the actions that are carried out within the scope of the project. All partners will be aware of it and will use it in the different channels of communication purposes.

There are some hashtags which will be used specially when sharing project information in Social Media and which have some relationship with the project. The most relevant ones are:

#SmartCities
#Skills
#SmartEngineers
#SmartTechnicians
#Competences
#Profiles
#Curriculum
#Entrepreneurship
#Green
#Technologies

3. Communication and Dissemination Actions

3.1 Events

The consortium will organize several workshops to raise awareness, disseminate project results and engage potential stakeholders. But, apart from that project partners may attend different exhibitions, events or even international trade fairs where they will be able to disseminate the project outputs. There are different kind of events in which project partners will participate or even organize. Some of them are described below:

3.1.1 SMACITE project workshops

During the SMACITE project some workshops will be organized. There is a minimum of 12 workshops to be organized, 8 national ones and 3 at European level (online). The aim of these workshops is two-fold. On the one hand to increase the visibility of the project among target groups and on the other to involve the target groups on live discussions, ensuring more ownership.

In addition, a final conference will be organized in the last month of the project and the main scope of this event is to present the main project results and a framework for the exploitation of project outputs by relevant stakeholders.

To organize these actions, GAIA will elaborate a methodology for the organization of all these workshops and then each partner will be responsible to adapt to their own region and conditions.

NATIONAL WORKSHOPS			
SEPTEMBER 2023 Present the project, Curriculum, MOOC and target groups		DECEMBER 2024 Project outputs	
WHERE	ORGANIZERS	WHERE	ORGANIZERS
PATRAS (GREECE)	OTC, UPATRAS	ATHENS (GREECE)	UNIWA, UNICERT
SOFIA (BULGARIA)	ESI CEE, BASSCOM	SOFIA (BULGARIA)	ESI CEE, BASSCOM
BILBAO (SPAIN)	TXORIERRI, GAIA	MADRID (SPAIN)	UAH, CADM
ALBA (ITALY)	APRO	ALBA (ITALY)	APRO

EUROPEAN WORKSHOP (ONLINE)	
ORGANIZER	**DATE**
DIGITAL SME	May 2023
DIGITAL SME	May 2024
DIGITAL SME	May 2025

FINAL CONFERENCE	
RESPONSIBLE	**WHEN**
UNIWA, UNICERT	May 2025

Table 2: Workshops to be organized

3.1.2 Local events organized by project partners

There are project partners of different types (VET centres, universities, clusters…) and of all of them have different project and activities which include the organization of events, such as workshops, trainings, working groups… These events will be used in case of SMACITE in order to disseminate project outputs, results and engagement of stakeholders.

In the table below, there are indicated which kind of internal activities are organized by project partners and the project will be disseminated.

Partner	Events
UPATRAS	• Workshops of project partners • Workshops organized by our network of partners
UNIWA	• Workshops of project partners • Workshops organized by our network of partners
UAH	• Online meetings/webinars would be offered locally to UAH (45-60 minutes)
OTC	• Events / meetings organized in the frame of other projects that are relevant to SMACITE
ESI CEE	• -
APRO	• Apro Tech Day – to be planned
TXORIERRI	• TKNIKA's annual dissemination events • HETEL's innovation project fair
DIGITAL SME	• DIGITAL SME Working Groups: https://www.digitalsme.eu/groups/ • DIGITAL SME General Assembly is held twice a year. • SBS ICT Forum

BASSCOM	• BASSCOM Spring and Autumn Retreats • BASSCOM Annual General Meetings • Regular meetings of BASSCOM Management and Advisory Boards • Regular meetings of BASSCOM EDU working group • Others
GAIA	• General Assembly of GAIA • Internal committees (Electronics, Information Systems, Engineering and Consulting) • Working groups • Project workshops • Enabling technology meetings (IOT, Cybersecurity, Artificial Intelligence and Experiential Intelligence)
CADM	• Meetings and seminars (online or face to face) to be organized
UNICERT	• Workshops and meetings related to project activities

Table 3: Local events organized by project partners

Once all these activities have been performed, these will be reported to the Commission through the ECAS portal (check section 9)

3.1.3 National and International workshops and conferences

SMACITE project partners offer services and trainings related to different industrial sectors. These partners normally attend conferences and industrial exhibitions to reach their own target audience and also establish contacts with certain stakeholders. These will serve as an occasion in which the outputs and information about the project will be delivered by the consortium. There are already some identified in different domains by each partner:

Partner	Events
UPATRAS	• We plan to make publications at international conferences and other events. Such indicative events are the IEEE Global Engineering Education Conference, IEEE International Smart Cities Conference and Pan-Hellenic Conference on Informatics
UNIWA	• We plan to make publications to international conferences and events. Indicatively, such indicative events include the IEEE Global Engineering Education Conference, the IEEE International Smart Cities Conference, and the Pan-Hellenic Conference on Informatics
UAH	• MDPI Sensors special issue: link ATICA: https://atica.web.uah.es/ Final conference organized in Athens
OTC	• Patras IQ
ESI CEE	• Convergence, conference of European cybersecurity stakeholder community, link Digilience (DIGITAL TRANSFORMATION, CYBERSECURITY, AND RESILIENCE) Conference link CryptoBG International Summer School, link
APRO	• EFVET European Forum of Technical and Vocational Education Annual conference • EFVET European Forum of Technical and Vocational Education magazine if pertinent • InnoTecs (International network of Technical Schools) events • Apro Formazione Open days and Tech days

TXORIERRI	• EFVET European Forum of Technical and Vocational Education Annual conference • EFVET European Forum of Technical and Vocational Education newsletter • INNOTECS (International network of Technical Schools) events
DIGITAL SME	• TBD
BASSCOM	• TBD
GAIA	• SMARTCITYEXPO • SEMICON • Events organized by the European Commission
CADM	• Final conference in Athens (to be defined)
UNICERT	TBD

Table 4: International events attended by partners

3.2 Related Projects

There are many projects related with smart cities and skills at different levels in which SMACITE partners are involved. Considering outputs from these other initiatives is also important to benefit from synergies and learnt lessons. The objective of this is to have an active communication with some of them in order to produce the win-win situation for both sides, by sharing experiences, best practices and even communication approaches.

This is the list of projects in which the project partners are involved and may have synergies in terms of content and communication and dissemination activities:

PARTNER	NAME	TOPICS	KIND OF PARTNERS	COMMUNICATION CHANNELS SYNERGIES
UPATRAS, GAIA, TXORIERRI	DTAM	Five European Regional Skills ecosystems comprising H/VET, HE centers and educational policymakers, digital transformation experts and sectoral representatives	HEIs VET providers Companies	Events Social Media
UPATRAS	BE-Digital	Digital needs and opportunities within the Supply Chain ecosystem to develop an innovative higher education and VET programme	HEIs VET providers Companies	Events Social Media
UPATRAS	ENCORE	ENCORE will implement a quantitative/data-driven phase and a qualitative/expert-driven phase, to reuse Open Educational Resources (OER), and support educators in teaching and learning design. The first phase relies on Natural Language Processing (NLP) methods. The project will start identifying digital, green, and entrepreneurial (GDE) skills, and link them to OER, to create a database.	HEIs VET Industry	Events Social Media
UPATRAS	Intelligent Cities Challenge	Cutting-edge technologies to lead the intelligent, green and socially responsible recovery.	Public sector employee	Events Social Media

UPATRAS	Smart DevOps:	Close the gap between today's and future's skills demands of municipal workforce by emphasizing on the exploitation of emerging employment paradigms such as DevOps.	HEIs VETs Industry	Social Media
UAH	GreenCo	Environment and fight against climate change | Addressing digital transformation	KA220-VET -	Meetings, events
UAH	JOULE	Addressing digital transformation through development of digital readiness, resilience, and capacity	KA220-HED -	Meetings, events
UAH	VELA	Addressing digital transformation through development of digital readiness, resilience and capacity	KA220-VET -	Meetings, events
UAH	BEYOU	EU Youth Goals; democratic process; live better together after the pandemic and helping to design sustainable future ways of living transnationally	Erasmus+ Ka-3 European Youth Together	Meetings, events
UAH	DICE	digital capabilities of the higher education sector Common values, civic engagement and participation Stimulating innovative learning and teaching practices	KA220-HED	Meetings, events
TXORIERRI, APRO	Tinkering	Tinkering Laboratories	VET providers	Meetings
OTC	Relief	T¡Teaching bio-economy in farming	HEIs, VETs, farmer consultants, RTO, social partners, IT companies	face-to-face, virtual meetings, working groups, workshops, social media, newsletters, mail
OTC	HyPro4ST	"Sustainable and Hybrid Project Manager" profile for the Sustainable Tourism Sector, upskill professionals in sustainable, hybrid, digital, creative and entrepreneurship project management	HEIs, VETs, certification bodies, professionals of the tourism sector, RTOs and sector / employees	face-to-face meetings, virtual meetings, working groups, workshops, social media, newsletters, mail
OTC	Digital GURU	Provision of learning resources on digital literacy that may be used by employers in order to train their employees in elementary occupations.	VETs, IT companies	face-to-face virtual meetings, working groups, workshops, social media, newsletters, mail
OTC	OBCD	Foster innovation in HE, c-VET, enterprises by investigating the potential of the open business model approach in the SE sector	HEIs, VETs, business ecosystems in the field of SE, SE, chambers	face-to-face virtual meetings, working groups, workshops, social media, newsletters, mail
GAIA	SmartCityTech	Smart Cities Sustainability Digital Solutions	European Strategic Cluster Partnership	Website + Social Media

GAIA	Silicon Europe Alliance	Micro-Nano electronics Digital Electronics	European Strategic Cluster Partnership	Website + Social Media
GAIA	ET4S	Internationalization of SMEs Smart Cities Sustainable technologies	COSME Project	Website + Social Media
GAIA	GameLabsNet	Living labs Gamification Visual Intelligenc	Interreg SUDOE project	Website + Social Media
GAIA	IDUNN	Cybersecurity	H2020 project	Website + Social Media
DIGITAL SME	AURORAL	Digital architecture to integrate services for rural development	Companies, regional authorities, Rsearch centres	Social media
DIGITAL SME	Digital Skills & Jobs Platform	The one stop shop for digital skills and jobs	Education associations, citizens´ network, Ministries, National Coalitions for Skills	Platform
UNIWA	DigiGov Hub	AI in Digital innovation in public domain	HEIs, Clusters, Companies, public bodies	Events / Social Media
UNIWA	21st century coaching	Coaching		Events / Social Media
ESI-CEE	ECHO	Cybersecurity competence centers	Industry, Research, Academia	Project meetings, Trainings, Demonstration cases
ESI-CEE	ACTING	Cybersecurity trainings and simulations	Industry, Research, Academia	Project meetings, Trainings, Demonstration cases
CADM	GreenCo	Environment and fight against climate change | Addressing digital transformation through development of digital readiness, resilience and capacity | Inclusion and diversity in all fields of education, training, youth and sport.	KA220-VET	Meetings, events, web site and social media.
CADM	ENCORAUGE	Develop activities in VET in sustainable ways to encourage young women into finances profiles	KA220-SCH-	Meetings
UNICERT	Green skills for future Tourism (G4T)	European	2022-2024	To improve the green skills of tourism workers

Table 5: Partners own communication channels

4. Communication Channels

4.1 Website

The SMACITE website is accessible at http://smacite.eu.

The site is hosted at GRNET servers, that is the Greek Research Network providing services to the Hellenic education ecosystem. It was developed with the CMS Joomla and will be SEO prepared and responsive.

The Project Coordinator (UPATRAS) will have an editing access to update the web content. In case there is interest to give access to other partners it will be evaluated in each case.

The objectives of creating this website are:
- To have a website to expose, disseminate and promote the project.
- Usability, providing the user with quick and intuitive access to the desired information.
- To have a state-of-the-art website optimized for search engines and SEO positioning.
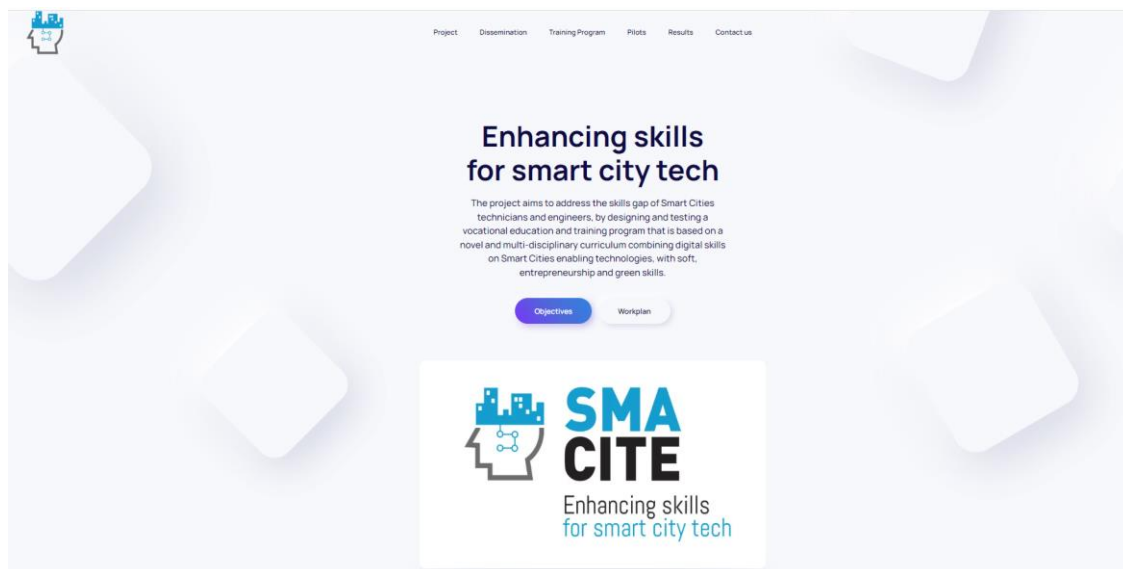
Website link: https://smacite.eu/

Image 2: SMACITE Website

This structure of the website has been created:
HOME
PROJECT

o Background
o Objectives
o Partners
o Workplan
Administrative info
DISSEMIMATION
TRAINING PROGRAM
o Job Profiles
o Curriculums
o MOOC
o Virtual Worlds
PILOTS
RESULTS
o Deliverables
o Publications
CONTACT US

4.2 Social Media

There are three main social media channels, which will be used during the project, which are: Twitter, LinkedIn and Facebook. In case there is need to create accounts in other ones (Flickr, etc.) the project team will consider them, and GAIA will be responsible to create them.

Periodic publications on all aspects related to the project as well as information about project related topis with a special focus Smart Cities will be published in the form of:

- o News about the activities carried out by SMACITE (meetings and outputs)
- o Events related to / organized by SMACITE
- o Smart City and skills related publications

The process of publication on social networks will be as follows:

GAIA has created a rotation calendar in order to assign to all project partners the responsibility of creating some content for the project social media channels. There is a weekly assignation and suggestions of the activity to be disseminated, which are related to the project tasks and milestones. It can be checked in the shared folder of the project.

GAIA as communication WP leader, UPATRAS as task leader and project coordinator will have the direct access to these profiles and website's back office to post updates in social media.

All partners are encouraged to share, retweet, or mention all the activities in their personal and company accounts in order to provide traffic to the project outputs and

publications. In the table below is an approach on the content and the frequency that project partners may follow in their social media accounts.

SOCIAL NETWORK	CONTENTS	FREQUENCY	LANGUAGE	HASHTAG
Facebook	**Own:** - Project activities - Project results - Project partner news - Events **From third parties:** - Related projects - Smart cities & skills	1 weekly post	English	#SmartCities #Skills #SmartEngineers #SmartTechnicians #Competences #Profiles #Curriculum #Entrepreneurship #Green #Technologies
Twitter		2 weekly tweets		
Linkedin		1 weekly post		

Table 6: SMACITE Social Media

All partners will need to follow the guidelines developed by the European Commission for the usage of the social media[3]. These are the main selected social media tools due to the daily use of the project partners of these channels and those which are more relevant nowadays.

These are the profiles to be used in the project:

4.2.1 Twitter

There is already a Twitter account set-up for the project **@SMACITEPROJECT**

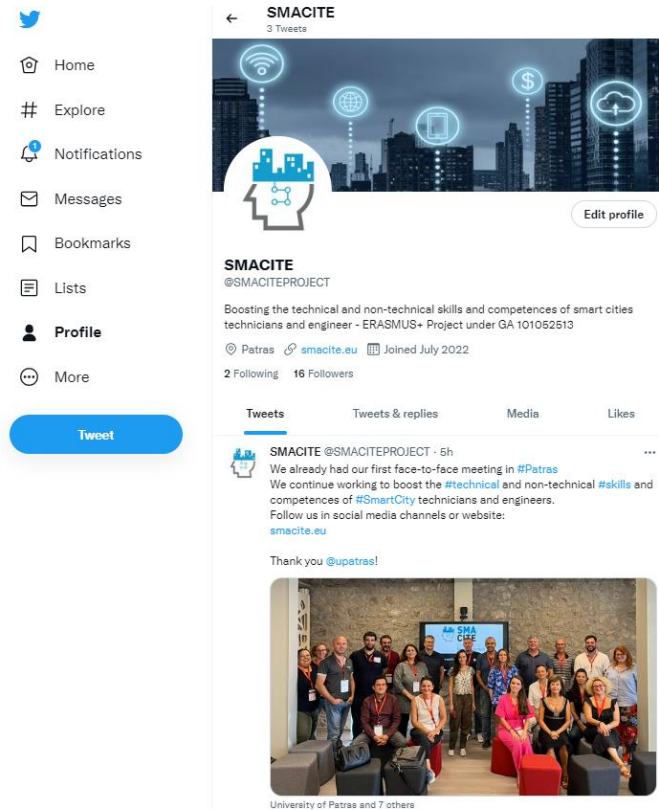Image 3: SMACITE Twitter account

4.2.2 LinkedIn

A LinkedIn account has been set up **@SMACITE**. The link to the LinkedIn profile is:

https://www.linkedin.com/company/smacite/
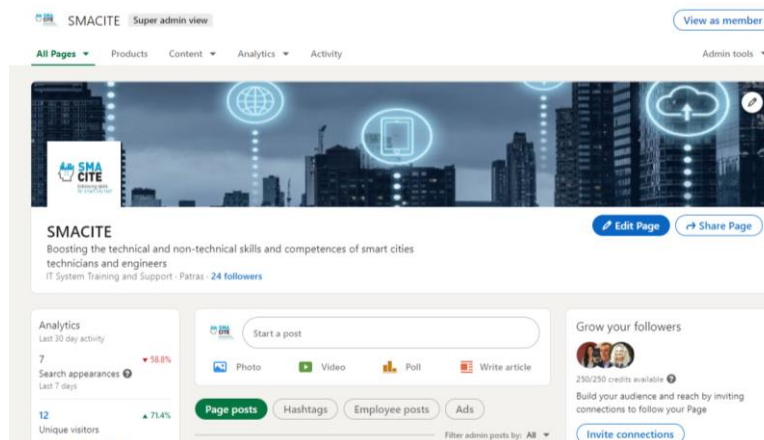
Image 4: SMACITE LinkedIn account

4.2.3 Facebook

A Facebook page has been set up **@Smacite-project**. The link to the Facebook profile is:

https://www.facebook.com/Smacite-project
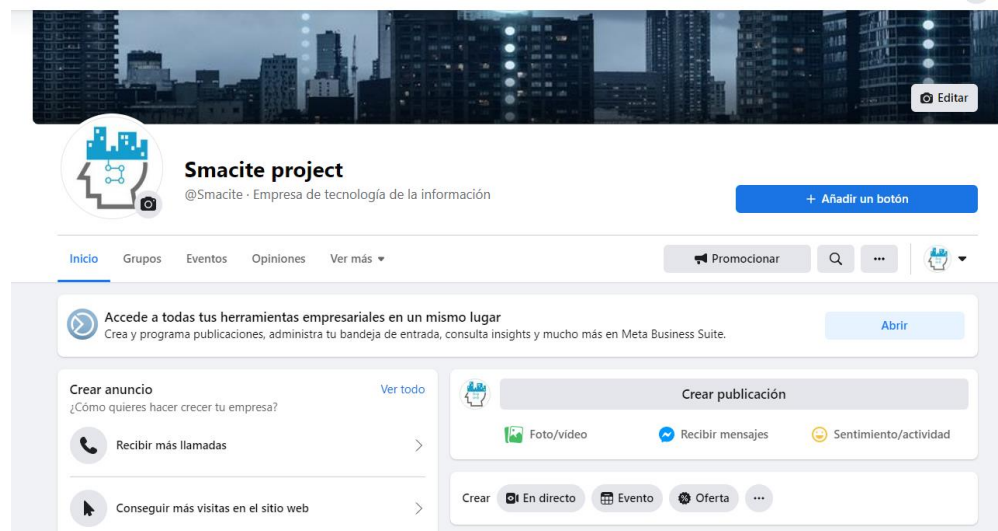
Image 5: SMACITE Facebook account

4.2.4 Partners own communication channels

As mentioned in previous sections, all partners use their own communication channels and social media accounts and these will be used for the communication of the project outputs. Next, there is a list with the most relevant channels of the project partners:

Partner	Website	Twitter	Facebook	LinkedIn	Others
UPATRAS	http://dept.upatras.gr	No access	No access	No access	-
UNIWA	www.ice.uniwa.gr	@iceuniwa			Uniwa Newsletter
UAH	www.uah.es	@UAHes	@UniversidadDeAlcala	@uahes	COMUNICA portal
OTC	www.olympictraining.gr		@olykek		newsletters of other relevant projects
ESI CEE	https://esicenter.bg/		@esicenter.bg	@esicee	EU funded project consortia
APRO	https://international.aproformazione.it/en/news		@Apro International @Apro Formazione @Apro Impresa @Apro Tech	@Apro Formazione	Apro Formazione Internal newsletter Direct mailing to specific groups Fondazione Torino Wireless network Italian Technology Cluster for Smart Communities newsletter EFVET European Forum of Technical and Vocational Education and Training newsletter and magazine

TXORIERRI	http://www.txorierri.net/	@Int_Txorierri	@politeknika.txorierri	@politeknikatxorierri	TIKTOK- https://vm.tiktok.com/ZMNo4qSa3/ Txorierri's digital magazine FPEMPRESA- https://fpempresa.net/ EFVET European Forum of Technical and Vocational Education and Training newsletter and magazine DLEARN's newsletter
DIGITAL SME	www.digitalsme.eu	@Eudigitalsme	@DIGITALSMEAlliance	@10583408	Internal newsletter
BASSCOM	www.basscom.org		@BASSCOMTheBulgarianAssociationofSoftwareCompanies	@2127453	Targeted mailing, internal newsletters
GAIA	www.gaia.eus	@clustergaia	@Cluster GAIA	@cluster-gaia	European Cluster Collaboration Platform GAIA SAREAN (Association newsletter)
CADM	https://www.comunidad.madrid/servicios/empleo/red-centros-propios-formacion-profesional-empleo (COMUNIDAD DE MADRID CRNs NETWORK) https://cftic.centrosdeformacion.empleo.madrid.org/ (CRN GETAFE) https://finanzasyseguros.centrosdeformacion.empleo.madrid.org/ (CRN FUENCARRAL)	@cftic @cfasyf	@cfticgetafe/ https://www.facebook.com/CFASyF_Fuencarral-101956538490803	@cfticmadrid/ @centro-de-referencia-nacional-en-administración-seguros-y-finanzas-660a591ba	Telegram: https://t.me/CFTIC https://t.me/cfasyffuencarral CRNs emails: centrof.madridsur@madrid.org (CRN GETAFE) and cf.finanzasyseguros@madrid.org (CRN FUENCARRAL)
UNICERT	https://unicert.gr/		@unicertgr	@ unicert-universal-certification-solution-3831a71b7 Newsletter	Instagram: @unicertgr/

Table 7: Partners own communication channels

4.3 Digital Presence

4.3.1 Newsletter

During the project, six newsletters will be created in EN, GR, ES, IT and BG. It will allow partners to reach the target audience in a visual and effective way. UPATRAS will be responsible to create a draft version and then, all partners will be responsible to update information for their target audience. In this plan, 6 newsletters are foreseen, but in case the project considers the need of more, these can be created. The indicative content of the newsletters is depicted below:

Project month	Content & Purpose
M7	• Project explanation • First outputs • Task 2.1 and Task 2.2 • News
M13	• Task 2.3 • Partners description • News + meetings • 1st European Workshop
M19	• Task 2.4 • Work Package 3 • News • National workshops information
M25	• Meeting and news • 2nd European workshops • Pilots and testing
M31	• Meeting and news • Finalization of WP2 and WP3 • Pilots and testing
M36	• Project ending and results • National workshop results • 3rd European workshop • Final conference

Table 8: SMACITE Newsletter planning

4.3.2 Press Release

At the beginning of the project an announcement letter, press release(s) and social media will be issued announcing the SMACITE's start and kick-off and raising awareness of the project objectives and relevance.

Once the project is having relevant outputs and activities, new press releases will be shared among project partners. Content of them might be diverse and related to the different milestones of the project. Some of the topics might be:

- Project information and results
- Events organized and results
- Partner meetings
- Events with stakeholders
- Relevant agreements and decisions
- Pilot information

There is an estimation of creating about 3 press releases. UPATRAS will be responsible of creating the first version and will share with the rest of partners to get the feedback and any adaptation needed. Once there is the final version it will uploaded to project folder and all partners will be responsible to share it among their communication channels.

5. Communication Material & Creativity

5.1 Logo

The SMACITE corporate image must also transmit the project values to communicate a unified message, through a distinctive and effective brand identity.

#Colour 159DCF

Image 6: SMACITE Logos in different formats

From this image created to represent the brand of the project, the graphic style and structure applied to the materials will be developed. The graphic presentation will look for a simple and modern style that represents the values and the positioning of the project, as well as to connect with the addressed audience.

5.2 Templates

There are already existing templates for documents, including deliverables and presentations (Microsoft PowerPoint), that partners may use for their project activities. These templates have been developed by the leader UPATRAS and can be accessed in the shared space for all project partners.
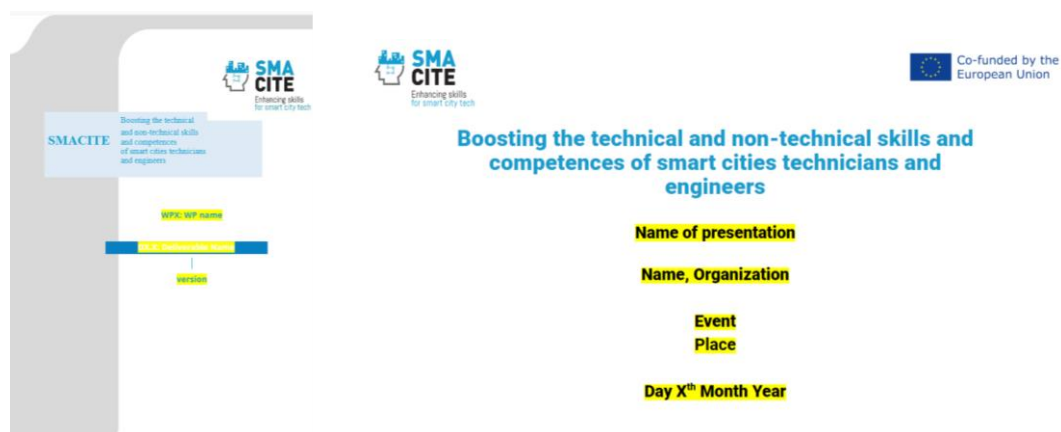
Image 7: PPT and Word project templates

5.3 Factsheets

Factsheets are one of the most effective ways to reach certain target groups as they help to show the main objectives and purposes of the project and the composition of the partnership immediately.

Therefore, a design for the factsheets will be created by a professional design company. It will be published online but it can be printed by partners. Also, a design of leaflet will be considered in case necessary.

5.4 Video

For the promotion of the project, there are two kinds of videos planned. One video on the website will explain the project its activities and partners. An external developer will create the video.

Another video will be more related to the overall communication of the project. It will be developed when the project is more advanced. Possible contents will be discussed with the project partners at a future point in time and may include:

- A global communication objective with basic information of the project
- An overview of the different tasks to be performed during the project
- Results of the projects and pilots
- Results of the use cases

Once the website and the project are making more progress, the project team will make the final decisions about the videos.

6. Communication Governance

6.1 Internal Roles

The project governing bodies were selected from among the different partners in order to ensure the best performance of the project and the correct implementation of the project activities of those roles are directly related to Work Package 7 and the communication, dissemination and exploitation plans in particular. These are as follows:

Work Package Leader	GAIA
The Work Package 7 Leader is responsible for managing his WP as a self-contained entity and combining his work with the results of other WPs. His responsibilities include coordinating, monitoring and assessing the progress of the WP to ensure that output performance, costs and timelines are taken into account. He reports to the PCC. He will also have access to Social Media and website accounts.	

Exploitation Coordinator (ExC)	Digital SME
The ExC, as leader of the task 7.5, design project exploitation and sustainability guide of WP7, will be responsible for monitoring the achieved results during the project as well as for taking actions to maximize its impact. The ExC will in particular be responsible to create the exploitation and sustainability guide (D.7.6)	

Communication contacts	At least one per entity
All entities will have a person assigned for communication purposes. All communication of the project will be shared by these Communication contacts in order to ensure the spread of information.	

Project Coordinator (PC)	UPATRAS
The PC, as leader of WP1 (Project management and coordination), will have the overall responsibility for the course of the project, ensuring delivery on time, within the budget and required quality parameters as well as the overall coordination of the project's technical and scientific progress. In particular, the PC shall be responsible for the following tasks: • Monitoring compliance by the Parties with their obligations. • Keeping the address list of members and other contact persons updated and available.	

- Collecting, reviewing to verify consistency and submitting reports, other deliverables (including financial statements and related certifications) and specific requested documents to the Funding Authority.
- Transmitting documents and information connected to the project to any other relevant parties.
- Administering the financial contribution by the Funding Authority and fulfilling the financial tasks
- Regarding Work Package 7 and as a project coordinator he will also have access to all communication channels that will be created for the project. They are also leaders of certain tasks.

Table 9: SMACITE project team internal roles

6.2 Schedule

There is a preliminary calendar for communication purposes and the development of further communication and dissemination activities. The calendar will be updated during the development of the project.

COMMUNICATION CALENDAR

	2022							2023												2024								2025				
	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	M29	M30	M31	M32	M33	M34	M35	M36
	JUN	JUL	AUG	SEP	OCT	NOV	DIC	ENE	FEB	MAR	ABR	MAY	JUN	JUL	AGO	SEP	OCT	NOV	DIC	ENE	FEB	MAR	ABR	MAY	OCT	NOV	DIC	ENE	FEB	MAR	ABR	MAY
TASKS																																
D7.1 Design project dissemination plan				D7.1														D7.7														D7.7
D7.2 Develop project website and mantain SM		D7.3																D7,8														D7.8
D7.3 Develop project promotioanl material and publications																		D7.4														D7.4
D7.4 Organize national and European workshops and final																																D7.5
D7.5 Desgin project exploitation and sustainability guide																																D7.6
MS																																
MS13 Project Website			X																													
MS14 Project final conference																																X
NEWSLETTERS									X				X					X										X				X
PRESS RELEASE	X																	X														X
VIDEOS									X										X													
WORKSHOP																																
National (Patras, Sofia, Bilbao, Alba)													X																			
National 2nd (Athnes, Sofia, Madrid, Alba)																													X			
European											X													X								X
Final conference																																X

Table 10: Communication schedule

7. Communication and Dissemination Budget

Communication and dissemination tasks need some budget allocation to perform some of the project activities effectively. All partners have assigned internal costs to perform communication activities, and some have for travel costs. But, apart from that, partners have some budget to perform some dissemination and communication actions, such as organizations of workshops, consumables or promotional material for instance.

The budget for these actions is distributed among partners according to the project proposal as follows:

Participant	Other goods, works and services	Consumables	Services for meetings	Services for communication / promotional dissemination	Website	Artistic fees	Other
UPATRAS	5.550 €	1.000 €	1.000 €	1.000 €	300 €	250 €	2.000 €
UNIWA	3.400 €		2.400 €	1.000 €			
UAH	1.600 €						1.600 €
OTC	3.000 €			1.000 €			2.000 €
ESI CEE	500 €		500 €				
APRO	18.000 €		8.000 €	10.000 €			
TXORRIERI	2.500 €		2.500 €				
DIGITAL SME	4.500 €		4.500 €				
BASSCOM	0 €						
GAIA	6.150 €	1.000 €	300 €	4.050 €			800 €
CADM	600 €		600 €				
UNICERT	1.000 €		500 €	500 €			

Table 11: Budget allocated for communication per partner (personnel costs are not included)

Regarding the selection of providers for different activities, grant rules from the participating countries will be followed to fulfil all legal requirements stipulated in the Grant Agreement as well as to ensure the best price-performance ratio.

8. Communication and Dissemination KPIs

To monitor and evaluate the implementation of established communication objectives, parameters were defined to help to evaluate the different project actions and were thus labeled as Key Performance Indicators (KPIs) for the SMACITE project.

Progress towards achieving these KPIs is shared in the common communication document and will be updated regularly in order to measure the impact and to put special effort in certain tasks, if necessary.

Activity	KPI	Target
QUANTITATIVE	Number of visitors at the project website	5000
	Number of followers at social media	300
	Number of participants in the national workshops	320
	Number of participants in the final conference	80
	Number of participants in the European workshops	150
	Publications: press releases	3
	Publications: factsheets	2
	Publications: videos	2
	Publications: newsletters	6
	Participants satisfied or very satisfied with the workshops (national and European)	At least 80%
QUALITATIVE	Profile of participants in the national and European workshops and the final conference	education and training providers, enterprises, public sector organizations, research organizations, policy makers
	Number of follow-up activities defined towards the sustainability of the project after its end	3

Table 12: Key Performance Indicators

9. Internal Communication Procedure

There will be a continuous communication process among partners. With all documentation relevant for the project being accessible in the cloud for all project partners. The starting point for communication corresponds to the beginning of the project: June 2022.

The communication between the partners will mainly be ensured by <u>two main processes:</u>
- **Presential:** There will be 6 transnational meetings in which partners will promote a better development of the planned tasks and particularly those involving the target audience, such as the events and seminars, which will transmit the project image, its objectives and results to different stakeholders. Meetings will constitute privileged discussion forums, essential for the establishment of similar methodologies for usage throughout the development of the project.
- **Digital:** Through project partner meetings or continuous contact and exchange of information via email (and using internet discussion groups) and videoconference.

All partners will contribute to the communication of the project. <u>Two ways of contribution</u> are distinguished:

- **Unique communication:** Partners communicate throughout their own activities and will share it with the WP7 coordinator and the rest of partners.
- **Shared communication:** The partners jointly develop communication actions, such as the project's social networks. All partners publish content and the rest of the partners are requested to share and like the content.

9.1 Tools

This section describes the processes to be used for document management and related exchanges between project partners with the aim of assuring confidentiality, security, traceability and consistency of information exchanged.

9.1.1 Shared Communication Excel:

GAIA provided a Windows Excel file which was shared among all project partners via web link. In this file, all partners will share the relevant information which will help to create visibility and to catalogue all the potential actions that might be performed. More specifically, in the shared file, they will share information about calendar, events, communication channels and Key Performance Indicators related to dissemination of the project.

COMMUNICATION CALENDAR

	2022							2023												2024												2025				
	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	M25	M26	M27	M28	M29	M30	M31	M32	M33	M34	M35	M36
	JUN	JUL	AUG	SEP	OCT	NOV	DIC	ENE	FEB	MAR	ABR	MAY	JUN	JUL	AGO	SEP	OCT	NOV	DIC	ENE	FEB	MAR	ABR	MAY	JUN	JUL	AGO	SEP	OCT	NOV	DIC	ENE	FEB	MAR	ABR	MAY
TASKS D7.1 Design project dissemination plan				D7.1														D7.7																		D7.7
D7.2 Develop project website and mantain SM		D7.3																D7.8																		D7.8
D7.3 Develop project promotioanl material and publications																		D7.4																		D7.4
D7.4 Organize national and European workshops and final																																				D7.5
D7.5 Desgin project exploitation and sustaniability guide																																				D7.6
MS MS13 Project Website			X																																	
MS14 Project final conference																																				X
NEWSLETTERS						X					X							X												X						X
PRESS RELEASE	X																	X																		X
VIDEOS						X														X																
WORKSHOP National (Patras, Sofia, Bilbao, Alba)															X																					
National 2nd (Athnes, Sofia, Madrid, Alba)																																		X		
European										X												X														X
Final conference																																				X

Image 8: Shared excel file with communication activities

9.1.2 Document repository

Google Drive will be used as the tool for document repository. UPATRAS as project coordinator has set up the document sharing system.

Partners' representatives that are still not registered as SMACITE members in google groups can ask their colleagues that are already a member to share files internally. If new members need access, they will contact the project coordinator and request a membership. The WP leaders are responsible for the management of their corresponding WP repository.
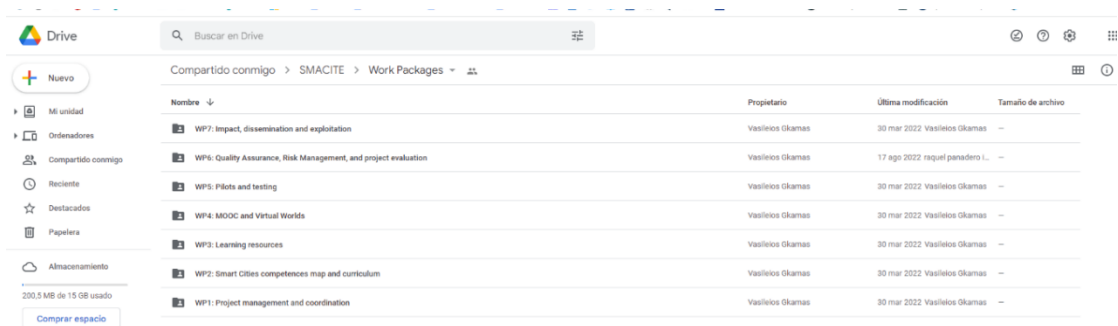
Image 9: GOOGLE DRIVE repository

9.1.3 Google Drive

Google Drive is the tool that will be used for managing the day-to-day project coordination, including the sharing tool for communication purposes. Among other things, in this file will be shared:

- Document repository: templates, deliverables etc.
- Schedule: Next meetings and conference calls and other relevant internal or external relevant event.

WP leaders and pilot leaders are free to create specific working spaces to deal with their day-to-day activities but the main project working space shall anyhow be kept updated (tasks, to-do's deliverables, other documents etc.) by all the partners.

The dissemination material uploaded on Google Drive can be used by partners to perform the dissemination activities that they have planned for the project. This material must be used always as part or in the context of the SMACITE project. The images and figures in the presentations and posters can't be used for other purposes.

9.2 Communication and dissemination reporting

All project partners will have access to relevant information in relation to communication and dissemination actions. Therefore, all of them will have access to relevant dates, stakeholders, publication channels and events. All partners are responsible to update these files with relevant information.

9.2.1 Dissemination activities

Each of the dissemination activities that are carried out by any of the project partners must be reported to the commission via the ECAS portal. Activities that need to be reported are:
- Dissemination at conferences
- Education and training events
- Meetings
- Clustering activities
- Collaboration with EU-funded projects
- Other Scientific Collaborations
- Others

Whenever a partner makes some dissemination activity, there is a two-step process to report it:

1. Add the relevant information in the ECAS portal as requested:
    - Activity name
    - Type of dissemination activity
    - Who is targeted?
    - Description of the objectives of the action (200 char.)
    - Status
2. Add the supporting materials in the Google Drive (photos, agenda...), by creating a folder of the to include the relevant information Event basic information with the next naming of the folder *YYYYMMDD_Partner Acronym_Event Name*

Link to repository:

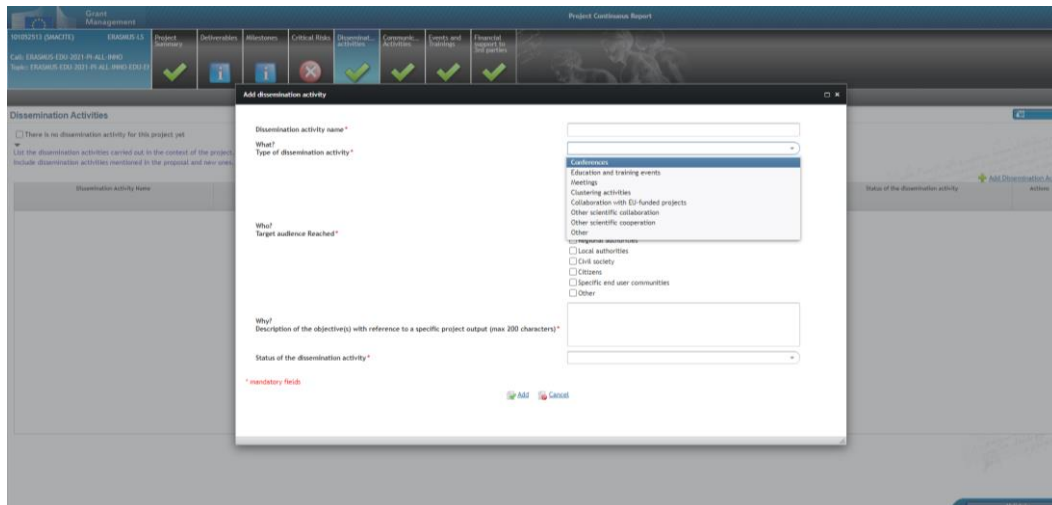https://drive.google.com/drive/folders/1GJOdr7W1WzJEZQchO6eM1cP1AR03AZBz?usp=sharing

Image 10: ECAS reporting dissemination actions

9.2.2 Communication activities

All communication activities that are carried out by any of the project partners must be reported to the commission via the ECAS portal. Basically, it will be GAIA as communication coordinator and UPATRAS as project coordinator who will create the communication activities, but other partners can also create additional material and all activities need to be reported:

- Events participated and communicated
- Exhibitions
- Interview
- Media article
- Newsletter
- Other
- Press-release
- Print-materials
- Social Media
- TV Radio Campaign

Whenever a partner makes some communication activity, there is a two-step process to report it:

1. Add the relevant information in the ECAS portal as requested:
   o Activity name
   o Description
   o Who is targeted?
   o How? Communication Channel used
   o Outcome
   o Status

2. Add the supporting materials in the Google Drive (photos, agenda...), by creating a folder of the to include the relevant information Event basic information with the next naming of the folder *YYYYMMDD_Partner Acronym_Event Name*

Link to repository:

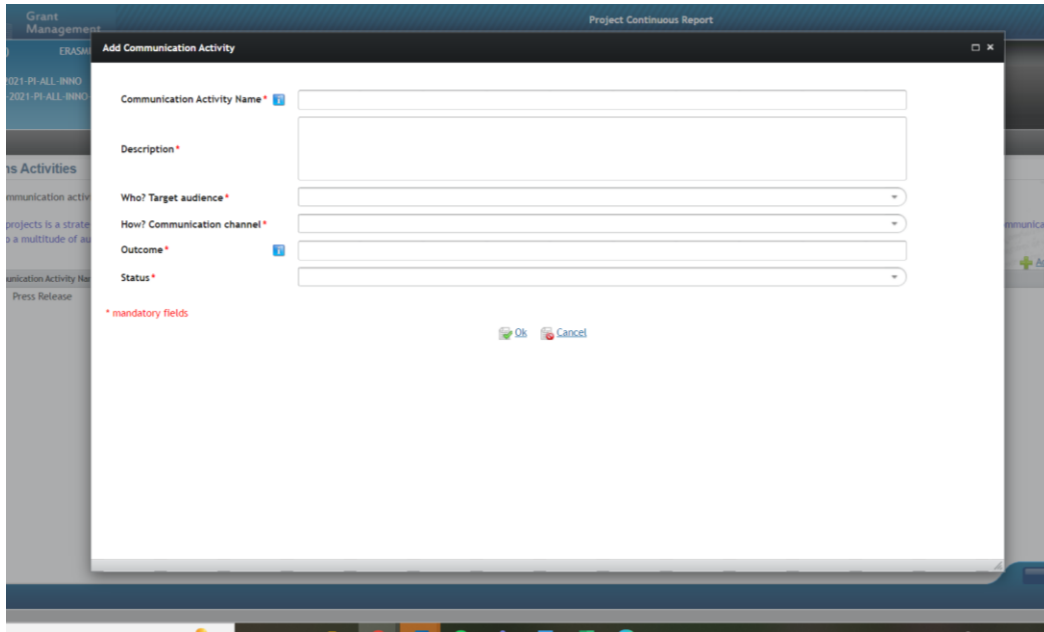https://drive.google.com/drive/folders/1TC6H2_eE6Ex8iAwfxrv0JSYY9nbXr6qP?usp=sharing

Image 11: ECAS reporting communication actions

9.2.3 Events and trainings

All the events that will be organized during the project must be reported in the ECAS portal. In the project 12 events are foreseen.

- 8 national workshops:
    - 4 by September 2023 (Patras, Sofia, Bilbao and Alba)
    - 4 by January 2024 (Athens, Sofia, Madrid and Alba)
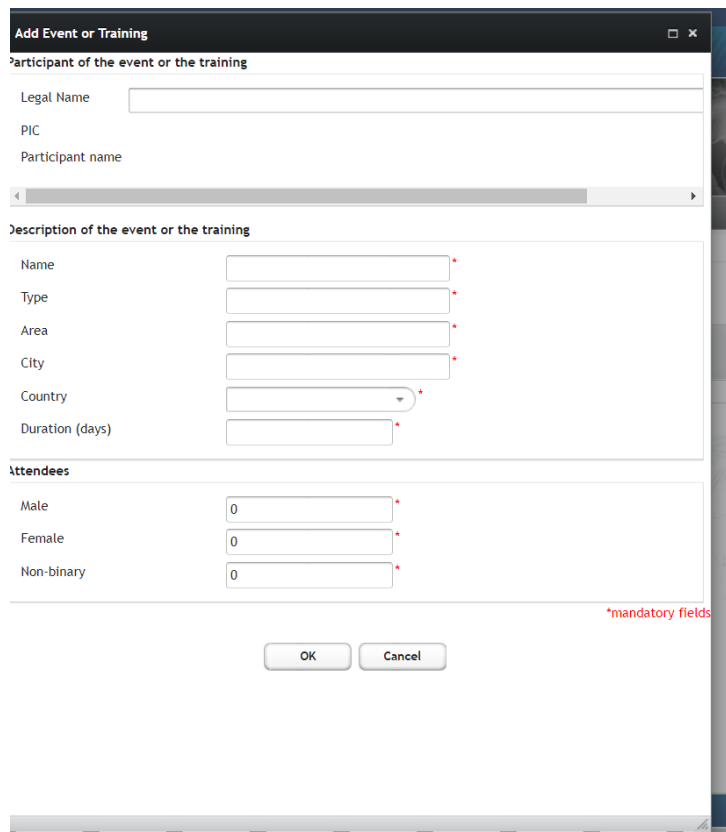- 3 European online workshops
- 1 Final Conference

Each of these activities have to be reported once they are done through the ECAS portal. The partner organizing the event is responsible for the reporting on the portal. For that, they will need to include the next information:

- Organizer information
- Description of the event or training
- Number of attendees (distributed on gender)

After adding the information on the portal, add the supporting materials in the Google Drive (photos, agenda...), by creating a folder of the to include the relevant information with the next naming of the folder *YYYYMMDD_Partner Acronym_Event Name* .

Link to repository:

https://drive.google.com/drive/folders/1ItFLSSq5Nt6fqgF1NSxiPyijrmzjJdwS?usp=sharing

Image 12: ECAS reporting events and trainings

10. Dissemination obligations for project partners

10.1 Obligation to disseminate results (Article 17.1)

Unless otherwise agreed with the granting authority, the beneficiaries must promote the action and its results by providing targeted information to multiple audiences (including the media and the public), in accordance with Annex 1 and in a strategic, coherent and effective manner.

Before engaging in a communication or dissemination activity expected to have a major media impact, the beneficiaries must inform the granting authority.

10.2 Additional dissemination and communication actions (Article 17 – Annex 5 GA)

The beneficiaries must engage in the following additional communication and dissemination activities:

- present the project (including project summary, coordinator contact details, list of participants, European flag and funding statement and project results) on the beneficiaries' websites or social media accounts
- for actions involving public events, display signs and posters mentioning the action and the European flag and funding statement
- upload the public project results to the Erasmus+ Project Results platform, available through the Funding & Tenders Portal.

10.3 European flag and funding statement (Article 17.2 GA)

Unless otherwise agreed with the granting authority, communication activities of the beneficiaries related to the action (including media relations, conferences, seminars, information material, such as brochures, leaflets, posters, presentations, etc., in electronic form, via traditional or social media, etc.), dissemination activities and any infrastructure, equipment, vehicles, supplies or major result funded by the grant must acknowledge the EU support and display the European flag (emblem) and funding statement (translated into local languages, where appropriate):

Image 13: European emblem

The emblem must remain distinct and separate and cannot be modified by adding other visual marks, brands or text.

Apart from the emblem, no other visual identity or logo may be used to highlight the EU support. When displayed in association with other logos (e.g. of beneficiaries or sponsors), the emblem must be displayed at least as prominently and visibly as the other logos. For the purposes of their obligations under this Article, the beneficiaries may use the emblem without first obtaining approval from the granting authority. This does not, however, give them the right to exclusive use. Moreover, they may not appropriate the emblem or any similar trademark or logo, either by registration or by any other means.

10.4 Disclaimer (Article 17.3 Grant Agreement)

Any communication or dissemination activity related to the action must use factually accurate information. Moreover, it must indicate the following disclaimer (translated into local languages where appropriate):

"Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or [name of the granting authority]. Neither the European Union nor the granting authority can be held responsible for them."

www.smacite.eu

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