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PLOTINA

Promoting gender balance and inclusion
in research, innovation and training

**“Promoting gender balance and inclusion in research,
innovation and training”**

PLOTINA

GA No. 666008

D 6.1 PLAN FOR THE EXPLOITATION AND DISSEMINATION OF RESULTS

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Executive Summary

This document illustrates the Plan for the Exploitation and Dissemination of Results and sets the stage for PLOTINA's communication and dissemination activities.

It provides the general communication strategy for PLOTINA, as well as a draft plan for the actions that will be taken all along the duration of the project.

The general objectives of the PLOTINA WP6 are:

- 1) Promoting the project and ensuring its visibility
- 2) Raising awareness about the importance of the removal of barriers to the recruitment, retention and career progression of women researchers
- 3) Raising awareness about the importance to include the gender dimension in research where it may be a relevant variable
- 4) Facilitating the building and implementation of Gender Equality Plans among the widest possible number of RPOs and RFOs

The present document represents a roadmap for all PLOTINA communication and dissemination activities. The following sections are included in the project: an introduction to the project (chapter 1); the scope and objectives of the Plan (chapter 2); the identified target audiences and the impact (chapter 3); the communication material and channels already available to the partners, and the ones that will result from the project's implementation (chapter 4); a description of the communication strategy (chapter 5); the draft plan of actions (chapter 6), the link among proposed dissemination and impact actions and the broader objectives of the project (chapter 7) and a list of key performance indicators to evaluate the performance of the communication strategy (chapter 8).

The plan is a live document. It is likely to undergo changes and adjustments all over the duration of the project, and it will be progressively updated. Periodic and final reports will explain how the achieved results are being exploited and disseminated. Updates will include: an evaluation of the communication activities undertaken during the previous period, an updated version of the general communication strategy, and an updated version of the plan of actions.

1. Introduction

PLOTINA is a project funded by the European Commission's Horizon 2020 framework. It started on the 1st February 2016, and it has a life span of four years.

The project aims at enabling the development, implementation and assessment of self-tailored Gender Equality Plans (GEPs) with innovative and sustainable strategies for the Research Performing Organisations (RPOs) involved.

PLOTINA is based on the premise that gender issues need to be integral and not supplemental both to scientific research culture and curricula. The PLOTINA programme is structured around three fundamental goals:

- 1) **PREVENTING UNDERUTILIZATION OF QUALIFIED WOMEN RESEARCHERS** by removing barriers to recruitment, retention and career progression.
The researcher population is increasingly characterised by high proportions of qualified women. However, in terms of career progression, women researchers continue to face many obstacles and barriers slowing down or blocking their promotion.
- 2) **IMPROVING DECISION MAKING BY ADDRESSING GENDER IMBALANCES.**
There is consensus and evidence that having more women among decision-makers improves the productivity and competitiveness of companies in the private sectors, since diversity of viewpoints lead to better decisions. Similar argumentations also apply to the academic sector where typically career aspirations of women are lower than those of their men colleagues, which leads to missed opportunities for scientific innovation, excellence and productivity.
- 3) **INCORPORATING THE SEX/GENDER DIMENSION VARIABLE IN RESEARCH,** especially where it is traditionally not applied.
In contrast to Social Sciences and Humanities (SSH), where the gender dimension has traditionally been more explored and taken into account in research and training at undergraduate, postgraduate and PhD level, in the STEM field (science, technology, engineering and maths) the sex and gender variables are rarely introduced in the academic curricula (undergraduate level) or taken into account in research. The same situation is, surprisingly, often the case in many areas of medicine. Systematic consideration of gender in research and teaching will both improve the quality of the activity and may also encourage and empower more women to stay in the fields of scientific research by making it seem more relevant to them.

The project **Consortium** involves 10 partners covering 6 European countries and one associated country (Turkey). The PLOTINA consortium's partner organizations are described here below:

- Six RPOs of different size, including: 5 Higher Education Institutes (Unibo in Italy, Warwick in UK, Ozyegyn in Turkey, Mondragon in Spain and ISEG in Portugal), and 1 RPO performing teaching activities at post-graduate level (NIC in Slovenia)
- Two Professional Associations (Progetto Donna in Italy and Elhuyar in Spain)
- Two private non-profit organisations (ZSI in Austria and ELH KOM in Spain)

The PLOTINA **Advisory Board** acts at a strategic level with a consultancy and strategic approach. It is composed of members from a diverse pool of stakeholders:

- Universities: Stanford (USA), Obuda (Hungary), Matej Bel (Slovakia), Auckland University of technology in New Zealand.
- Research centres throughout Europe: European Commission Joint Research Centre, Estonian Research Council, Research Council UK
- Representative of the stakeholders' organisations: Women in Higher Education Management Network (WHEM), European Association for Women in Science and Technology (WITEC), Journal of Food Composition Analysis.

Their constant feedback throughout the project will guarantee the relevance of the results for different stakeholders' categories and the presence of networks will guarantee a multiplier effects towards European RPOs and RFOs.

A **Communication and Dissemination Team** has been set up to ensure that the project main objective is reached and an effective dissemination is carried out. The team is led by ELH KOM and composed by Elhuyar, UNIBO and Warwick. Together they will be responsible for the external communication and for the effectiveness of internal communication.

2. Scope and Objectives

The PLOTINA consortium is committed to disseminating the developments and results of this project to a wider audience, as well as to engaging the largest possible number of European Research Performing Organisations (RPOs), Research Funding Organisation (RFOs) and other research-related bodies (e.g. publishers).

In this way, we aim at increasing the number of RPOs and RFOs implementing GEPs and pursuing the three fundamental goals of the PLOTINA project to support systemic institutional change.

The work package 6 consists of different tasks to plan and implement the dissemination activities of PLOTINA. We have identified four important objectives:

1. Promoting the project and ensuring its visibility

This objective responds to two main needs:

- a) Demonstrating in which way a European research project is contributing to the society and accounting for public spending by providing tangible evidence the project's added value and benefits on different members of the society;
- b) Ensuring that the project activities, tools and results will have the largest possible impact, even beyond the duration of the project, so that the benefits of the project can reach the highest possible number of stakeholders.

2. Raising awareness about the importance of the removal of barriers to the recruitment, retention and career progression of women researchers.

3. Raising awareness about the importance of including the gender dimension in research

As the main goal of the project is to support a systemic structural change, these two more specific objectives respond to the need of (in)forming the target audience about the existing problems and about the reasons why changes are needed.

4. Facilitating the building and implementation of Gender Equality Plans among the widest possible number of RPOs and RFOs.

This is a very important objective, as the main aim of the project is to provide a framework of gender equality actions and plans for other RPOs to follow.

In order to reach these objectives we have identified the main target audience (chapter 3), the communication channels and tools that we are going to use (chapter 4), the main pillars of our communication strategy (chapter 5), and a series of actions spread over the four years has been planned (chapter 6), clearly linked to the objectives of the project (chapter 7).

3. Target Audience

The different stages of the PLOTINA dissemination and communication strategy will be targeted at the stakeholders as set out below:

1) RPOs.

This group represents the first direct target audience. Partners RPOs represent the core stakeholder, as they are the first direct target of development of the self-tailored GEPs in PLOTINA. The development of the tools such as the good practices library, the monitoring software, the formative toolkit, will hopefully inspire and help other RPOs in the implementation of GEPs: they also represent a direct target group.

Among this main target group we can identify other sub-groups, which may require a diversified communication strategy:

- Research managers
- Researchers
- Teaching staff
- Technical and administrative staff
- Students: they are considered as indirect target, since the actions developed by RPOs do not have a direct impact on them, as they will be influenced by the potential change only on the long term, when the process will have produced relevant change within the institution. On the other hand, the young generation has the best potential for real social innovation, as it will produce the most important and lasting cultural change.

2) RFOs.

RFOs belong to the group of indirect stakeholders, because the GEPs are not directly destined for use in an RFO structure, but they remain among the most relevant target group because of the major impact they can have in making research more gender balanced. They can drive behaviour by setting research priorities, declaring funding rules, identifying award criteria of the calls for proposals and recruiting reviewers for the evaluation panels.

3) Other relevant National and European stakeholders.

Our strategy aims at mobilising, besides RPOs and RFOs, a large network of stakeholders who have a vested interest in the field of gender balance/equality and/or in higher education. These stakeholders often have a large network of their own, which can be harnessed as “multipliers” to further promote and spread the messages.

Examples of relevant European and International stakeholders are:

- EU bodies, e.g. the European Institute for Gender Equality (EIGE)
- EU Networks, e.g. EQUINET, LERU
- International Activities, e.g. IANWGE

4) Government and policy makers

National government usually determine overall research and gender policies, and they establish institutions for Gender Equality. They can play a crucial role in promoting gender dimension in research, since they can set research funding priorities. Government and

funding agencies can also help raise awareness by collecting and disseminating good practices and provide information/ training for researchers for gender-aware science.

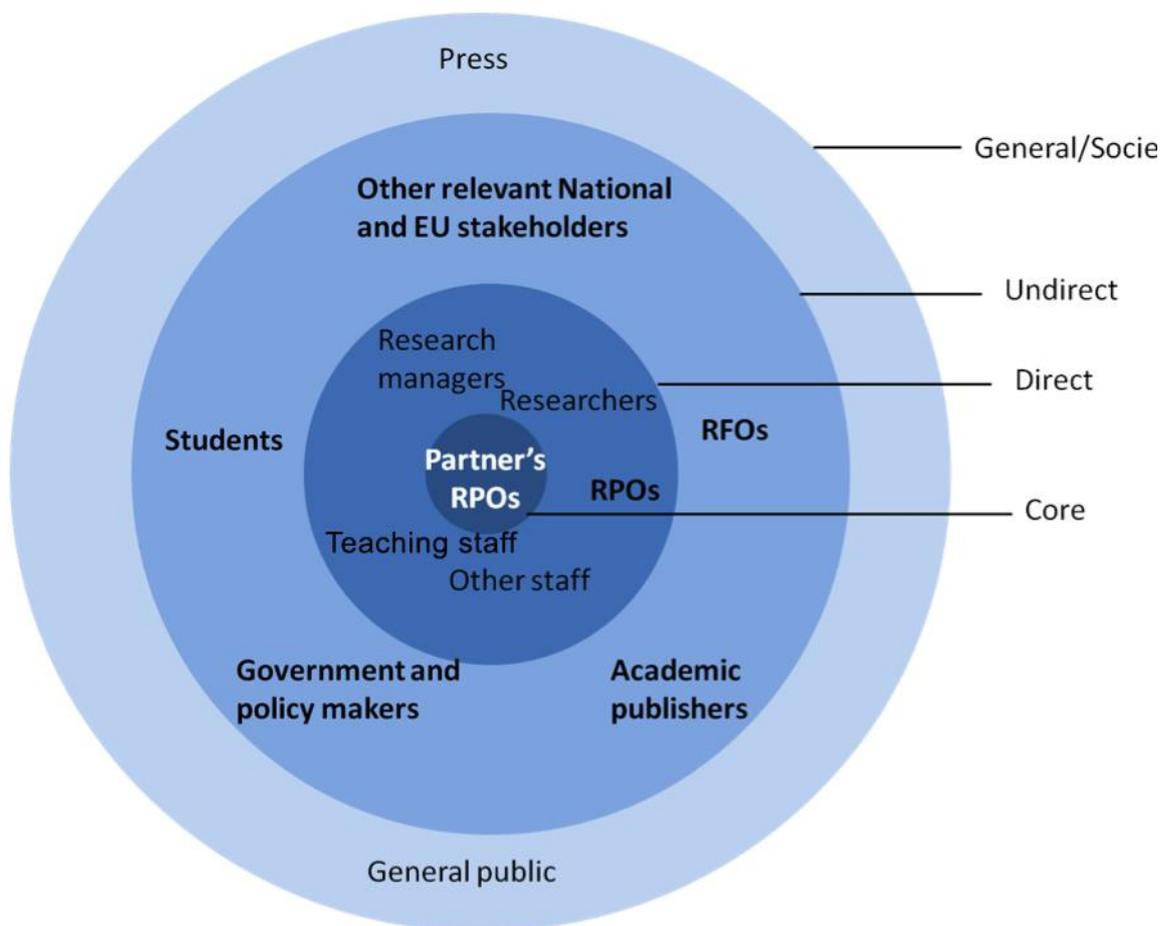
5) Academic publishers

Journals and academic publisher could be interested to go towards a more gendered-balance composition of editorial boards and reviewers. Moreover, they can play an important role in promoting gendered research by demanding that authors be explicit about the gender dimension of their research.

6) Media and general public.

As already explained, the outreach of press and general public is really important in order to demonstrate which benefits research brings to the society. Besides, involving the press and general public can expand the outreach of the project and have a multiplier effect.

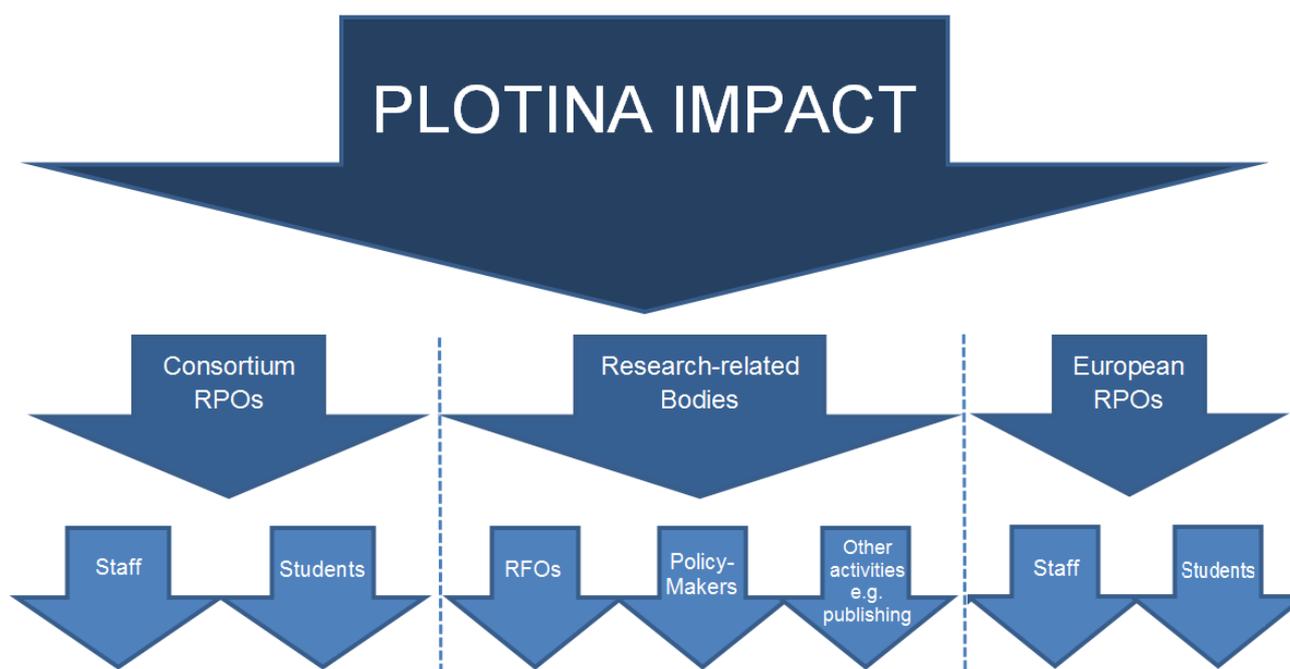
Figure 1: Overview of the stakeholder groups of the PLOTINA project. The concentric circles illustrate the level of influence and mutual dependence that exists between this stakeholder groups and the project.



Impact

Dissemination and communication activities will take into account that the impact of PLOTINA should reach to three levels (see Figure 2). The messages, actions and target groups listed in the draft plan of actions (see table 2 in Section 6) will be developed, reviewed and updated to carry out this objective.

Figure 2. PLOTINA IMPACT levels.



Impact on the Consortium RPOs: PLOTINA activities will involve and engage Staff and Students of the Research Performing Organisations (RPOs) that are members of the consortium. The draft plan of actions (see table 2 in Section 6) will be reviewed and updated every six months in order to get the engagement of a 10-15% of the students in dissemination activities, increasing their gender awareness. In the same way, a 40–50% of the staff within PLOTINA RPOs will be beneficiary of the activities targeted by PLOTINA by the end of the project.

Involving and engaging Staff and Students of the Consortium RPOs meets the broader objective of “Raising awareness about the importance of the removal of barriers to the recruitment, retention and career progression of women researchers” and it also raises the “awareness about the importance of including the gender dimension in research”. Furthermore, their participation will be very useful to develop and test the systems for “building and implementation of Gender Equality Plans among the widest possible number of RPOs and RFOs” during the Project. See the chapter 7 for the link among proposed dissemination and impact actions to achieve these broader objectives of the project.

Impact on Research-Related Bodies: The impact of PLOTINA will reach to Research Funding Organizations, Policy Organizations and Research-associated activities such as publishing. The draft plan of actions (see table 2 in Section 6) will be reviewed and updated every six months in order to get that more than 50 Research funding organisations will be engaged and potentially benefit from Library actions for integration in their own GEPs.

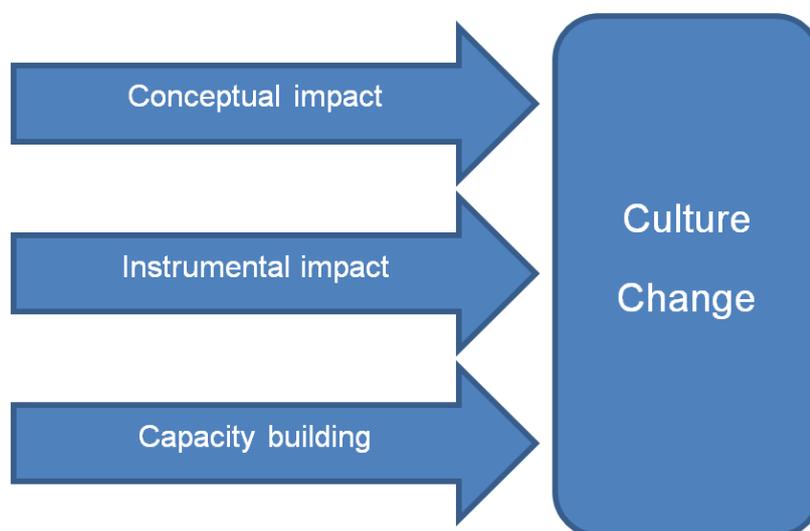
The engagement of these Organizations will be crucial for the achievement of the PLOTINA Objectives, since besides “Raising awareness about the importance of the removal of barriers to the recruitment, retention and career progression of women researchers” and “Raising the awareness about the importance of including the gender dimension in research” in key Organizations as Policy Makers and RFOs, this will help the “implementation and improvement of their Gender Equality Plans”. See the chapter 7 for the link among proposed dissemination and impact actions to achieve these broader objectives of the project.

Impact on European RPOs: PLOTINA will impact on European RPOs by providing a tool kit to support systemic institutional change. Through the creation and coordination of the “Communication Team” (see section 5.5), through the networks that partner RPOs have at national and international level, and through contacts and members of the Advisory Board, PLOTINA will influence the international STEM community and it will increase the awareness of more than 800 RPOs across Europe.

This level of impact agglutinates the objectives of both previous levels of impact: on the one hand, it will raise the awareness and the engagement of the Staff of achieved RPOs; on the other hand, it will accomplish the other broad objective of “Facilitating the building and implementation of Gender Equality Plans among the widest possible number of RPOs and RFOs”. See the chapter 7 for the link among proposed dissemination and impact actions to achieve these broader objectives of the project.

Besides this, the contents and the lexicon of all dissemination and communication activities will be developed taking into account that cultural change should become reality through three types of impact (Figure 3): **Conceptual impact** (improving the understanding of policy issues and rethinking debates through the definition of concepts and conceptualization of future research); **Instrumental impact** (introduction and evaluation of actions that aim to change the structure, policies and practices within institutions and subsequently change behaviours); and **Capacity building** (building technical and personal skills for different groups: students within PLOTINA RPOs, academic and non-academic staff within RPOs and staff in RFOs, and through the development of indicators/tools for individuals and organizations).

Figure 3. Types of IMPACT expected from PLOTINA.



4. Communication Material and Channels

In order to successfully convey the right messages to the respective target audiences and reach the highest impact possible, our communication strategy involves the use of the following communication tools and channels.

4.1 Project Specific Communication Tools and Channels

Visual Identity

A project logo and tagline to communicate the uniqueness of the project has been designed. The PLOTINA logo seeks to be of impact and easily recognisable.

The logo is a symbolic representation of a temple, and makes reference to the Academy. The name “Academia” has its origins from the Plato’s school of philosophy founded at the Sanctuary of Athena, goddess of wisdom and skills. The roof of the temple, with the red circles underneath representing the columns, also refers to the idea of “inclusion”, one of the core values the project wants to convey and promote, and which is taken up in the tagline as well.

Figure 2: PLOTINA visual identity.



Online and On-Site Communication Toolkit

A pre-packaged set of promotional material of the project is being developed and will be made available to all project partners. The online toolkit includes different electronic templates adapted to the tools that the partners will use to disseminate the project's developments and its final results:

- Web-banners to promote the project on the PLOTINA and partner's website, Newsletter and social media.
- PPT, Word, e-mailing and Newsletter templates based on the colour palette and fonts of the logo are being designed.

The toolkit includes material for onsite promotion. At this stage we have foreseen two types of material, which will be made available for the partners in both the electronic and printed format:

- a flyer containing all the important information on the project mission and background and on the consortium members, both digital and printed version.
The flyer will be distributed both internally in each RPOs - e.g. to increase the number of people actively involved in GEP implementation - and externally, e.g. during events to increase the visibility of the project and to expand network contacts
- Roll-ups for on-site promotion of the project during events.

Online Press and Stakeholder Toolkit

This pre-packaged set of promotional material will be designed and made publicly available for downloading on the website, and sent to the relevant stakeholder(s) and media contacts.

It will contain: a project factsheet with the description of the project, its objectives, its background, and the consortium's partner members; a brochure with the most important outcomes of the project - when they become available – as well as success stories and lessons learnt from successful and unsuccessful actions.

Moreover, stakeholders will be provided with banners to place on their respective websites and other communication channels, and a package of social media posts that they can use directly or slightly adapt.

For the media, the package might contain a press release(s) whenever relevant information is available.

PLOTINA Project Website



A project website will be established in order to enable all the stakeholders and the general public to readily follow the development of the project. It will be constantly updated with video, pictures, informative texts, public tools and public deliverables as soon as they become available.

The website will include both a **public** and a **private** area reserved to the consortium members as a platform for knowledge sharing.

The website will be provided with a subscription form to be included in the e-mailing and Newsletter list of contacts. In the first stage of the project the communication to the subscribed people will be mainly done in the form of targeted emails. As soon as enough information becomes available we will also start the publication of a PLOTINA Newsletter.

Roles

- Public image of the project and the main online access for the target groups as well as for the general public. Information source on the project's objectives, activities, outcomes and relevant updates.
- Repository of information in order to store and make available project resources and publications and to general public

Characteristics

- Dynamic style: the project is rather practice-oriented, involving and fostering interactions through training, workshop, and discussions.
- Navigation: intuitive and user friendly
- Design: modern, appealing, using state of the art functionalities offered by WordPress.
- Optimisation: the website will be optimised for search engines, visitors tracking and statistical analyses.

Structure

The structure of the website is shown in Figure 5. The larger darker rectangles represent the main items of the website that will be featured on the top navigation bar; the lighter ones show the different pages per item. Connecting lines show some important pages that have to be featured on the home page.

- **Home**

The homepage is dynamic and displays the latest most important content of the website. The last produced documents, publications, call to actions, promotional material are featured on the homepage.

- **Project**

It contains several pages with all possible information of the project: background; its mission (What?), some key facts (Why?); concept and objectives; a brief description of the Work Packages (Who, How and When?).

- **Consortium**

It contains a map and list with links to a brief description of each consortium partner and the team members, with the respective organizational chart and links to institutional websites; the members of the Advisory Board (Who?), a Stakeholders' page in the form of a map of research-related organisations (RPOs, RFOs, publishers, companies etc) outside the consortium who got involved in the PLOTINA project.

- **Gender Equality Definitions/Lexicon.** This page will contain a list of commonly agreed definitions among the Consortium Partners of terms such as Gender Equality, Work/life balance, Culture etc.

- **Library of Actions**

This item contains two main pages: the **complete list of actions** and the **Database** of good practices. Both the list of actions and the good practices will be organized in subpages corresponding to the categories defined in the next paragraph.

In this section, we foresee to include the link to the monitoring software, software built by ZSI for impartial evaluation of the action progresses and the main tool of WP5.

- **News and Events**

Project results, outputs, publications and actions will be announced in the news section of the website. Relevant information about other related projects will be featured in this section as well. An agenda featuring PLOTINA internal workshops, PLOTINA National knowledge workshops, summer schools, final event, relevant National and International external events (conferences, workshops) will also be included.

- **Documents**

This item contains on two separate pages: deliverables, for all public deliverables and conference presentations, and open access scientific publications.

- **Contact**

Besides a page with all contact information, this section also contains a page with a contact form, which will allow any visitor to easily interact with the consortium, and another page for subscribing to the mailing list.

- **Private area**

This space guarantees a member-only area accessible to authenticated users. The content shared in that space is secured and not indexed by search engines. The website administrator (ELH KOM) will give each partner and the Commission username and a password. Members can easily upload and download files, they can chose to share them with all the members or with a subgroup. A space for comments is available for interaction on the specific shared content.

Actions and Database of Good Practices

The library of actions will contain a list of actions that have been implemented by the partners RPOs before the PLOTINA project - on the basis of the deliverable D2.1 - as well as all the actions implemented during the project, and the case studies for gender aware science.

As soon as the GEPs start to be implemented and evaluated, a list of successful actions will be selected to become part of the database of good practices.

The actions will be classified into the following categories:

- a) Recruitment, retention and career progression of women researcher
- b) Gender imbalance in decision-making process
- c) Gender dimension in research contents and in teaching curricula
- d) Gender Equality Plans Auditing
- e) Gender Equality Plans progress evaluation

The final users will be able to find specific practices thanks to a search page that allows to select beforehand a practice or category of practices based on several criteria. An example of the structure of the search page can be found in Figure 3.

In order to have a well-structured database each partner will receive a standard best practices form to fill in with information of each implemented action. This will allow us to collect, from the seven partner RPOs, relevant and uniform information, ready to be directly updated on the database. A first draft of the form can be found in Figure 4.

The form is likely to be modified during the course of the project, as we will further discuss the needed content and a better definition of the different type of contents required with the project partners.

Figure 3. Preview of the search page for the good practices database.

Keyword:	<input type="text"/>	Organisation size:	1. <50 2. 50-250 3. 250-1000 4. >1000
Action category	1. Recruitment, retention, career progression 2. Gender imbalance in decision making 3. Gender dimension in research and teaching curricula 4. Gender Equality Plan auditing 5. Gender Equality Plan evaluation	Organisation status:	1. Public 2. Private

Figure 4. Good practices form.

<p>Organisation</p> <input type="text"/>	<p>Keywords</p> <input type="text"/>
<p>Country</p> <input type="text"/>	<p>Description and objectives of the action</p> <input type="text"/>
<p>Organisation size</p> <p><input type="checkbox"/> <50</p> <p><input type="checkbox"/> 50-250</p> <p><input type="checkbox"/> 250-1000</p> <p><input type="checkbox"/> >1000</p>	<p>Action implementation</p> <p>How did you implement the action? Whom did you involve? When, How?</p> <input type="text"/>
<p>Organisation status</p> <p><input type="checkbox"/> Private</p> <p><input type="checkbox"/> Public</p>	<p>Results and challenges</p> <p>Expected but also unexpected results, if any</p> <input type="text"/>
<p>Category</p> <p><input type="checkbox"/> 1 - Recruitment, retention and career progression of female researcher</p> <p><input type="checkbox"/> 2 - Gender imbalance in decision making process</p> <p><input type="checkbox"/> 3 - Gender dimension in research contents and in teaching curricula</p> <p><input type="checkbox"/> 4 - Gender Equality Plans Auditing</p> <p><input type="checkbox"/> 5 - Gender Equality Plans Progress evaluation</p>	<p>If you had the chance to do it again, what would you do differently?</p> <input type="text"/>
<p>Name of the action</p> <input type="text"/>	<p>Resources Required</p> <input type="text"/>
	<p>Evaluation</p> <p>How did you evaluate the impact? What do you measure? How? Why?</p> <input type="text"/>
	<p>Final outcomes</p> <input type="text"/>

PLOTINA Social Media Pages

Social media is a critical component to any promotional effort. The creation of Facebook, LinkedIn and Twitter profiles will expand the outreach of the project, enabling thus to communicate the key project results to specific target groups and to readily react to comments and questions from the audience.

Social Media Pages (Facebook, LinkedIn and Twitter) will be fed weekly with PLOTINA news, possibly but not exclusively collected from the partners, catchy data on the situation, objectives, EU news (from e.g. EIGE or Euraxess) country comparisons, main difficulties, resistance, anecdotes, videos... Social Media Pages contents will be created to direct users to the PLOTINA project website.

Promotional and Best Practices Videos

A series of 6 videos will be produced and uploaded to the Plotina website and social networks, to push the PLOTINA Project communication with catchy data on the situation, objectives, country comparisons, main difficulties, resistance, anecdotes... The first video of this series will answer the question "Why is important including the gender dimension in research?". After this, they will edit "Why is important to have a GEP?", "Why is important to a GEP to be included in the general strategy of an institution?", some anecdotes regarding gender balance in research and additional interesting data about the situation.

A promotional video clip (2 min) to raise awareness about the importance of GEPs implementation will be produced. The video will also include the structure, the work in progress, the potential impact, both for women and men researchers, of PLOTINA project in designing and implementing GEPs.

Five videos illustrating one Best Practice (10min) for each of the five categories will be produced. Partners will contribute to the selection of best practices to be featured in each video.

Taking advantage that the European Commission DG Research and Innovation Communications Team are opening a communication channel based on their network of social media followers to complement Horizon 2020 Projects' outreach activities, it will also be uploaded a short video featuring PLOTINA project highlighting its impact and relevance for society. The video will be promoted via social media channels of @EUScienceInnov (Twitter, Facebook, YouTube) and could also be shown at events giving even more exposure. This video will be part of a portfolio of project videos to showcase the impact of EU funded research and innovation projects on our daily lives.

External Events

Six national dissemination events will be organised in five different countries (Italy, Slovenia, Spain, Portugal Turkey and UK) by partner RPOs. The aim of these events is the dissemination of the PLOTINA projects results among other stakeholders such as RPOs outside the consortium and RFOs to establish a wider community who will use the outputs of PLOTINA. At least one model of GEP will be presented in each knowledge seminar. The seminar/workshops will include opportunities to train attendees on developing a GEP and using tools produced by PLOTINA to create their own auditing, GEP and evaluation.

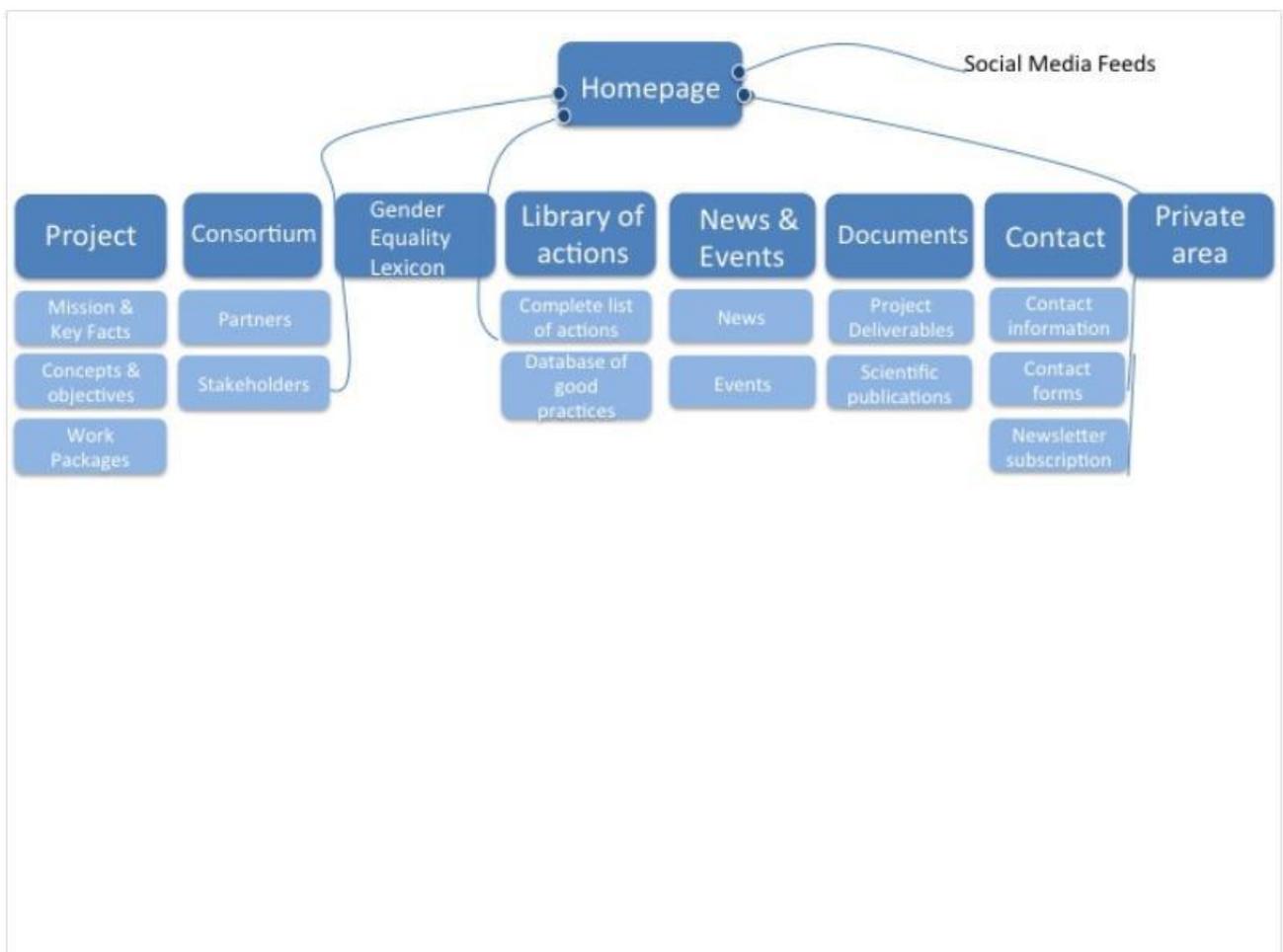
Work breakfasts with regional RPOs and RFOs

Work breakfasts with regional RPOs and RFOs will be organised taking advantage of PLOTINA meetings or workshops in different countries. The aim of these events is to invite other stakeholders such as RPOs outside the consortium and RFOs to engage them and promote the implementation of Gender Equality Plans in their Organizations.

Final Event

Final results and gender sensitive stories and practices of the methods and actions implemented by the PLOTINA RPOs will be presented at the final conference in Venice (Warwick Campus). This event will include a public workshop with the aim of monitoring, evaluating and presenting best practice examples and experience of achieving institutional and cultural systematic change.

Figure 5. Schematic representation of the website structure.



4.2 Partners Communication Tools and Channels

Website, E-Mailing, Newsletter and Social Media Pages

Partners will actively contribute to the dissemination by sharing project information on their website, social media pages, in their Newsletter and/or by specific e-mailing. All their online tools will link to the PLOTINA website and social media pages.

External Events

The partners will participate in open Regional, National, International events and conferences to promote and present the results of the project whenever possible.

The partners will agree on one major event, which could give the greatest visibility to the project (e.g. Gender Summit, European Conference on Gender Equality in Higher Education).

With the help of all partners a list of external events covering the first 15 months has been set up and is shown in Table 1. Besides, the Communication and Dissemination Team will promptly communicate National and International events that could be relevant for disseminating results.

Table 1. List of events for the first 15 months of the projects

Event	City, Country	Field	Date	Deadline (if any)
70 years of National Institute of Chemistry – Open days of the Institute	Ljubljana, Slovenia	National Institute of Chemistry presents itself	6-10 Jun 2016	
I Congreso Jóvenes Investigadores con Perspectiva de Género http://portal.uc3m.es/portal/page/portal/inst_estudios_genero/seminarios/actividades_2016	Madrid, Spain	Gender equality and research	Jun 2016	April 2016
Global Innovation Day	Basque Country	The Global Innovation Day is the top innovation event in the Basque Country. An open and dynamic space to give visibility to the key players of innovation, offer specialised knowledge and generate connections and opportunities. All of the above with the aim of inspiring innovation.	14 Jun 2016	

Event	City, Country	Field	Date	Deadline (if any)
Dissemination MEATing FARB project	Cesena, Italy	Food and quality, integrating the sex variable in scientific research	July 2016	
Jauma I University's II National Congress of Isonomia Foundation about women and men equality	Castellón, Spain		13-15 Sep 2016	
European Researchers' Night	Bologna, Italy	Event dedicated to popular science and fun learning. Insertion of gender/sex variables in research. Plotina's game	Sep 2016 (and 2017)	13 January 2016
Festival dellaScienza "Segni"	Genova, Italy	Science	27 Oct/ 1Nov2 016 (and 2017)	04 March 2016
FESTA-GARCIA Joint Final Conférence http://festagarcia.fbk.eu/home	Brussels, Belgium	Gender equality in the academia	7-8 Nov 2016	-
Gender Summit EU	Brussels, Belgium	Quality Research and Innovation through Equality	8-9 Nov 2016	1 July 2016
The week	Basque Country	Social communication of science, technology and innovation. The goal of this major science popularisation initiative is to show society and the general public the scientific and technological skills of the Basque Country.	Nov 2016, Nov 2017, Nov 2018, Nov 2019	
GenderTime for Sister Projects		Gender equality in academia	2016 (and 2017)	

Event	City, Country	Field	Date	Deadline (if any)
Emakunde- Basque Institute for Women- Forum for Equality	All around the Basque Country	This is a yearly event organized by Emakunde, where both public and private entities organize local events (of all kinds) to share their experiences, and discuss about their own path towards gender equality. It is a good Forum for PLOTINA. There were so many events, that last year instead of 1 month it lasted $\frac{2}{3}$ months	Oct-Dec 2016	Usually June/July, meeting with the interested entities
4.th Annual Conference of Austrians Society of Gender Studies http://genderforschung.kug.ac.at/fileadmin/media/geschforsch_72/CfP_UnGleichheiten_revisited_-_4._Jahrestagung_%C3%96GGF.pdf	Linz, Austria	Gender equality in the academia	1-3 Nov 2016	
Feminitaldia2016. Festival of the Feminist Culture	Donostia-San Sebastian, Basque Country	All kinds of events (exhibitions, conferences, films, documentaries, concerts, talks etc) are organized for a week in Donostia-San Sebastian each year around the same issue (s): feminism(s) and the paths towards gender equality.	Dec 2016	Around December
Conferenza Nazionale Organismi Parità delle Università Italiane	Italy	Gender equality in the academia	Date to be defined	The Unibo team will contact the Event Organizer
National events organized by the national contact point for Science with and for Society (APRE)	Italy	Science with and for Society programme	Dates to be defined	The Unibo team will be in touch with APRE

Event	City, Country	Field	Date	Deadline (if any)
European Conference for Gender Equality in Higher Education		Gender equality in higher education	2017	
Gender and STEM		Gender aware-science, women in STEM	2017	
Commission for Women in Science's Annual Event	Ljubljana, Slovenia	Gender Equality in Science	Mar 2017	
ATGENDER.eu	Utrecht, Netherlands	Feminist spaces of teaching and learning	Spring 2017	
5 th MS Food Day	Bologna, Italy	The 5 th MS-Food Day conference represents an excellent occasion for presenting the state-of-the-art of mass spectrometry in food chemistry & technology, along with the latest innovations and novelty in instrumentation and applications. Insertion of gender/sex variables in research	11-13 Oct 2017	
Genera Project – Gender in Physics Day	Tenerife, Spain	Gender in Physics Congress	23,24 Oct 2017	

Mailing list

A database of RPOs, RFOs, and relevant stakeholders at the National and European level will be set up thanks to the contribution of all partners.

Each partner will promote the project to its list of contacts and invite them to subscribe to the e-mailing and Newsletter via a subscription form on the PLOTINA website.

ELH KOM will be responsible for the good functioning of the subscription process.

Through the form, the contacts will be collected and stored in the ELH KOM database and a monthly updates will be sent to all partners as well as under specific partner's request.

5. Communication Strategy

5.1 Stakeholders' engagement

We recognize that stakeholders' engagement and outreach is fundamental to any communication campaign. Stakeholders can have a large network of their own and act as multiplier.

We recommend a systematic approach to stakeholders' engagement in order to create relationships that are sustainable in the long-term.

The aim of the strategy will be to engage key stakeholders in the co-production of knowledge, proactive exchange, use, promotion, and further dissemination of the PLOTINA progress and results, of the PLOTINA tools such the good practices database and formative toolkit.

Through the extensive networks that partners RPOs have at National and International level, and through the contacts and members of the Advisory Board, the consortium will be able to extend its outreach to about 800 European Universities. At the individual level, representatives of the partners' institutions are members of gender and research networks, such as the European Platform for Women scientists (12,000 women over 100 Networks) and Eurodoc (European Council of Doctoral Candidates and Early Career Researchers), which counts 32 National organisations across Europe.

Moreover, PLOTINA partners have relationships with local and National RFOs and will engage with them throughout the project. Through PLOTINA activities and engagement with other European stakeholders such as Science Europe (50 RPOs and RFOs in 27 countries), 50-100 research funding organisations across Europe will be reached and potentially benefit from the Library of Actions.

With the help of all project partners, a stakeholder's list is being prepared, which can be found at this link:

<https://docs.google.com/spreadsheets/d/1WcOVhpXscFnZjLnDNvpFgGwg5myrEsRUz2YjPYAFyeg/edit?usp=sharing>

It is the responsibility of each partner to start engaging with key stakeholders by sending them invitations to use the online stakeholder toolkit and to subscribe to the PLOTINA mailing list. By having a centralised stakeholders list, the Consortium will be able to better coordinate the stakeholder engagement and to avoid double efforts.

5.2 Partnership with other EU projects and platforms

Part of the strategy involves the establishment of synergies and partnerships with existing EU projects and platforms that can play a part in, and contribute towards gender equality and/or higher education and research.

A first contact to establish the basis for collaboration was made with the EURAXESS initiative SEAC.3.2014: Trans-National operation of the EURAXESS Services Network. SEAC.3.2014 aims at diversifying services for career development of young researchers in EU and offers: gender-specific information on returners' schemes; programmes aimed at female researcher; promotion of Higher Education Institution and research organizations having in place Gender Equality Plans. Once the SEAC.3.2014 synergy is running, a list of synergies with clear deadlines will be established between the two projects.

Moreover, we can foresee engaging with the following projects funded by the FP7 and H2020 framework programmes from the European Commission:

- H2020 ongoing projects: HYPATHIA, GENERA, PLOTINA, GEDII, LIBRA
- FP7 ongoing projects: EGERA, FESTA, GARCIA, GENDER_NET, GENDERTIME, GENOVATE, GENPORT, INTEGER, SHEMERA, STAGES, TRIGGER

5.3 Media Relations

Each partner will contribute to the constitution of a key online and paper media and journalist's database. Partners will also be responsible to engage directly with National and local press whenever they see fit. All media impact will be coordinated by the Communication Manager's Team lead by ELH KOM, to ensure every media appearance is part of a common strategy. Additionally, ELH KOM will manage the publication of PLOTINA key activities, workshops and results in specialised international platforms such as AlphaGalileo and EurekAlert!

The Communication and Dissemination Team will organise a series of discussion forum with journalists and other media representatives, who could also be invited a chairs for project meetings aimed at launching reports. The CDT will be in charge of the issuing of materials and press releases for the press, aimed at guaranteeing an adequate media coverage in order to expand the outreach of the project.

5.4 Language

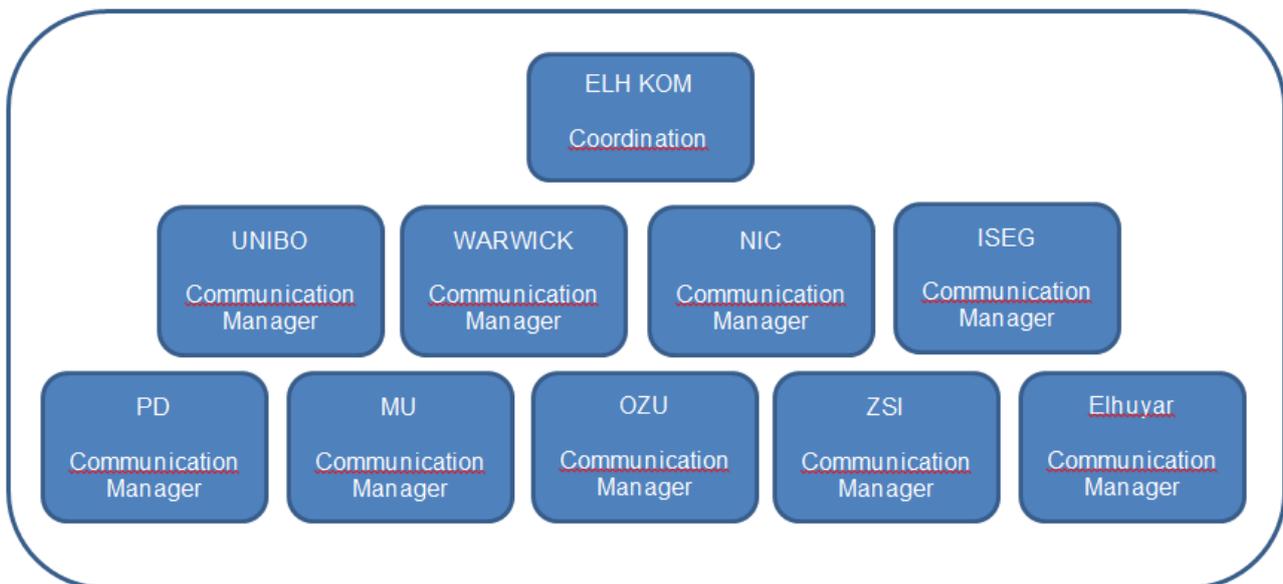
The language of the project is English. The toolkits and all other material made available to partners, as well as the PLOTINA website and social media pages will be in English.

However, communication with local and National stakeholders might require for the partnersto communicate using their National language whenever they see fit. When the case applies, each partner will be responsible of the translation of any communication material into their own National Language.

5.5 Communication Manager's Team

In order to coordinate the communication efforts and optimize the impact strategy, ELH KOM will create and maintain the contact with the PLOTINA partners' organizations' communication managers' team. This team will be in charge of the coordination of contacts, database and relevant news agenda. Additionally, the members of the team will review and update the PLOTINA mailing list database, and they will also revise and update the possible PLOTINA catchy news agenda for the upcoming months. Furthermore, the coordination of team members will guarantee an effective strategy for presenting PLOTINA at conferences and other events.

Figure 6. PLOTINA partners' organizations' communication managers' team.



6. Draft Plan of Actions

The plan defines the main actions to be carried out in order to effectively promote the project and disseminate its results throughout the whole duration of the project.

The plan is shown table 2, where for each specific action we define the following corresponding:

1. Target audience(s).
2. message(s) that we want to convey
3. channel(s) through which the message gets delivered to target audience
4. indicative timing of the action

The same action can be directed to different audiences, and use different channels. Hence, the same action can be coupled to a slightly different message that better matches the audience, the channel or both. In the plan of actions the message is defined in a general terms. When communicating to our audience the message will be defined in better detail and tailored on the basis of the target and channel to be used.

At this first stage we take into account the main actions that have been already discussed and agreed with the partners. In a further stage of the project, the plan will be updated with both new actions for which the timing has yet to be decided (e.g. external events and knowledge dissemination events), and with more details for some of the actions reported in the table.

Table 2. Draft plan of actions

Nr.	Action	Target audience	Message	Channel	Date
1	PLOTINA project launch promotion	RPOs, RFOs, EU and National Relevant stakeholders, government and policy makers, Academic publishers	The project has started! Description of the project main objectives, background and Consortium*	PLOTINA and partners website, social media, e-mailing	March to May-16
2	Publication and Promotion of the PLOTINA D3.1: Gender equality Lexicon	RPOs, RFOs, EU and National Relevant stakeholders, government and policy makers, Academic publishers	The PLOTINA Gender equality Lexicon is published! Description of the deliverable, one definition as an example	PLOTINA and partners websites, social media	May-16
3	Publication and Promotion of the PLOTINA D2.1: Collection and analysis of actions	RPOs, RFOs, EU and National Relevant stakeholders, government and policy makers, Academic publishers	Brief description of the report: summary of the actions already undertaken by the partners RPOs and a list of key actors	PLOTINA and partners websites, social media	May-16
4	Dissemination of the stakeholders toolkit	RPOs, RFOs, EU and National Relevant stakeholders, government and policy makers, Academic publishers	Description of the project background, fact sheet and Consortium	PLOTINA and partners website, emailing to the PLOTINA database of contacts	Sept/Oct-16
5	Creation of PLOTINA partners organizations' communication managers team	PLOTINA partners	Coordination of contacts, database and relevant news agenda	e-mailing	Sep-17
6	Review and update the PLOTINA mailing list database	PLOTINA partners	Complete the mailing list database	e-mailing	Sep-17
7	Review and update the possible PLOTINA catchy news agenda for the next 6 months	PLOTINA partners	Complete the scheduled catchy news for the next 6 months	e-mailing	Sep-17

D6.1 PLAN FOR THE EXPLOITATION AND DISSEMINATION OF RESULTS

Nr.	Action	Target audience	Message	Channel	Date
8	Start weekly feed of website news and social media	RPOs, RFOs, EU and National Relevant stakeholders, government and policy makers, Academic publishers	Push the PLOTINA Project communication with news, catchy data on the situation, objectives, country comparisons, main difficulties, resistance, anecdotes, videos...	PLOTINA and partners websites, social media	Sep-17
9	STEM Gender Equality Congress participation video and presentation upload	RPOs, RFOs, EU and National Relevant stakeholders, government and policy makers, Academic publishers	PLOTINA has participated in STEM Gender Equality Congress	PLOTINA website	Sep-17
10	Bologna meeting participants video interviews	RPOs, RFOs, EU and National Relevant stakeholders, government and policy makers, Academic publishers	Push the PLOTINA Project communication with catchy data on the situation, objectives, country comparisons, main difficulties, resistance, anecdotes...	PLOTINA and partners websites, social media	Sep-17
11	Promotion of the review of PLOTINA D3.1: Gender equality Lexicon	RPOs, RFOs, EU and National Relevant stakeholders, government and policy makers, Academic publishers	The PLOTINA Gender equality Lexicon keys	PLOTINA and partners websites, social media	Oct-17
12	PLOTINA RPO partners' GEP promotion	RPOs, RFOs, EU and National Relevant stakeholders, government and policy makers, Academic publishers	PLOTINA RPO partners have published GEP in their websites	PLOTINA and partners websites, social media	Oct-17
13	Gender in Physics Day (GENERA Project)	RPOs, RFOs, EU and National Relevant stakeholders, government and policy makers, Academic publishers	PLOTINA partners are participating in Gender in Physics Day	PLOTINA and partners websites, social media	Oct-17
14	Promotion of PLOTINA RPO partners' GEP concrete actions	RPOs, RFOs, EU and National Relevant stakeholders, government and policy makers, Academic publishers	PLOTINA RPO partners are developing GEP	PLOTINA and partners websites, social media	Nov-17
15	Promotion of PLOTINA RPO partners' internal training actions	RPOs, RFOs, EU and National Relevant stakeholders, government and policy makers, Academic publishers	PLOTINA RPO partners are performing internal training actions	PLOTINA and partners websites, social media	Nov-17

D6.1 PLAN FOR THE EXPLOITATION AND DISSEMINATION OF RESULTS

Nr.	Action	Target audience	Message	Channel	Date
16	Meeting of strategies to face up to violence in the university	RPOs, RFOs, EU and National Relevant stakeholders, government and policy makers, Academic publishers	PLOTINA partners are developing strategies to face up to violence in the university	PLOTINA and partners websites, social media	Nov-17
17	Promotion of H2020 gathering Projects on Science and GE	RPOs, RFOs, EU and National Relevant stakeholders, government and policy makers, Academic publishers	Good practices, sharing knowledge, learning from each other...	PLOTINA and partners websites, social media	Nov-17
18	Promotional video clip of 2 minutes	Decision makers, managers and administrative staff, as well as researchers and teachers	To raise awareness about the importance of the implementation of GEPs and the structure, the work in progress, the potential impact, both for female and male researchers, of PLOTINA project in designing and implementing GEPs	PLOTINA and partners websites, social media	Jan-18
19	Review and update the possible PLOTINA catchy news agenda for the next 6 months	PLOTINA partners	Complete the scheduled catchy news for the next 6 months	e-mailing	Jan-18
20	Dissemination and promotion of the D6.3 draft PLOTINA database of good practices	RPOs, RFOs	Brief description of the project database, its purpose, how it was built, how to use it	PLOTINA and partners website, social media, e-mailing to the PLOTINA database of contacts	Jan -18
21	Promotion of the summer schools	RPOs, academics and students	Date and place of the summer schools, topics that will be taught	PLOTINA and partners website and social media, e-mailing to the database of contacts	Feb-17 to Feb-19
22	Summer schools	Teaching staff and PhD students	One week of lectures per topic: 1) How to be a peer-reviewer? 2) How to be an editor?	Event	July-17 to Aug-19

D6.1 PLAN FOR THE EXPLOITATION AND DISSEMINATION OF RESULTS

Nr.	Action	Target audience	Message	Channel	Date
23	Dissemination and promotion of the D4.1 minutes workshop: gender/sex variables in scientific publication	RPOs, RFOs, Academic publishers	Brief description of the report, main report findings, examples of guide for authors	PLOTINA and partners website and social media, e-mailing to the database of contacts	Jan-18
24	Promotion of the monitoring software	RPOs, RFOs	Brief description of what the monitoring software is, the use the PLOTINA Consortium makes of it, how other organisations can use it	PLOTINA website, PLOTINA and partners social media, e-mailing to the database of contacts	Jan-18
25	Newsletter issue 1	All subscribers	Summary of previous project outputs, results, publications, new project progress and results	Newsletter	Jan-18
26	Newsletter issue 2	All subscribers	Summary of previous project outputs, results, publications since the last newsletter, new project progresses and results	Newsletter	Sept-18
27	Newsletter issue 3	All subscribers	Summary of previous project outputs, results, publications since the last newsletter, new project progresses and results	Newsletter	Jan-19
28	Dissemination and promotion of the D6.4: Formative Toolkit	RPOs at the beginning of the implementation	Description of the toolkit, its purpose, to whom is destined and how to use it.	PLOTINA website, PLOTINA and partners social media, e-mailing to the database of contacts	Jan-19
29	Promotional videos and interviews	RPOs, RFOs, EU and National Relevant stakeholders, government and policy makers, Academic publisher,	Background information on the project, examples of good practices with interviews to people involved in GEPs, role models of female scientist	PLOTINA website, PLOTINA and partners social media, e-mailing to the database of contacts	July to Sept-19

D6.1 PLAN FOR THE EXPLOITATION AND DISSEMINATION OF RESULTS

Nr.	Action	Target audience	Message	Channel	Date
30	Newsletter issue 4	All subscribers	Summary of previous project outputs, results, publications since the last newsletter, new project progresses and result	Newsletter	Sept-19
31	Dissemination of the online press toolkit	RPOs, RFOs, EU and National Relevant stakeholders, government and policy makers, Academic publisher,	Project background and objectives, description of the Consortium, project main results.	e-mailing to the media in the contact list	Sept-19
32	Dissemination of deliverable D4.2 short briefs on gender aware science	RPOs, RFOs, Academic publishers	Find out how to implement gender in research! Examples of case studies	PLOTINA website, PLOTINA and partners social media, e-mailing to the database of contacts	Nov-19
33	Promotion of the PLOTINA database of good practices	RPOs, RFOs, EU and National Relevant stakeholders, government and policy makers, Academic publisher,	Brief description of the project database, its purpose, how it was built, how to use it	PLOTINA website, PLOTINA and partners social media, e-mailing to the database of contacts	Jan-20
34	Promotion of final conference	RPOs, RFOs, EU and National Relevant stakeholders, government and policy makers, Academic publisher,	Date and place PLOTINA conference, main sections of the conference in particular the public workshop, mention of the good practices database	PLOTINA and partners website and social media, e-mailing to the database of contacts	Jan-20
35	Final conference	RPOs, RFOs, EU and National Relevant stakeholders, government and policy makers, Academic publisher,	Project results, gender sensitive stories, methodology, presentation of the best practices implemented by the RPOs, discussion on the monitoring software	Event	Jan-20
36	Newsletter issue 5	All subscribers	Summary of previous project outputs, results, publications since the last newsletter, new project progresses and result	Newsletter	Jan-20

D6.1 PLAN FOR THE EXPLOITATION AND DISSEMINATION OF RESULTS

Nr.	Action	Target audience	Message	Channel	Date
37	Dissemination of deliverable D5.4: Final evaluation of the monitoring software	RPOs, RFOs,	Description of the report, its purposes and the main findings. Emphasis should be put on the most important progresses and changes if any.	PLOTINA and partners website and social media, e-mailing to the database of contacts	Jan-20
38	Dissemination of the D6.5 Policy brief	Government and policy makers	Critical approaches, strategies and practices to enhance GE in research	PLOTINA website, e-mailing	Jan-20

*Example of project launch message for the partner's Newsletter

We are glad to announce you (INSERT YOUR INSTITUTION'S NAME) ' participation in Plotina(LOGO), a breakthrough project funded by European Commission's Horizon 2020 framework and aimed at devising self-tailored Gender-Equality strategies.

Plotina's main goal is to design, implement and assess GEPs (Gender Equality Plans) custom-made for each institution, so to promote the full development of their human potential in the respect and valorisation of each institution's peculiar identity.

To reach the goal, PLOTINA project will focus on:

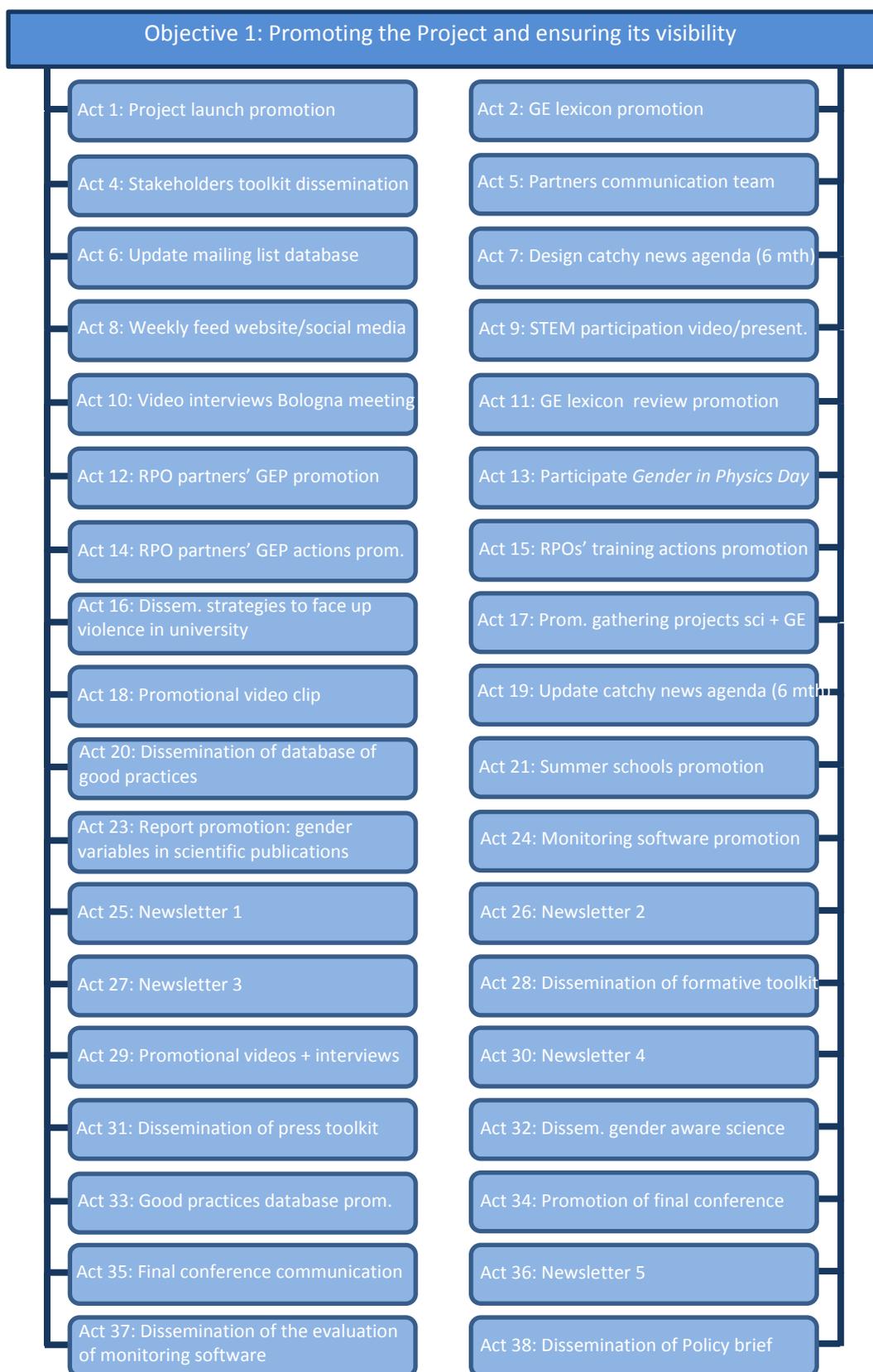
- **The creation of tools** specifically aimed at **countering the many obstacles women and men face during their career** and at helping their progression in order to prevent **waste of talent**
- The implementation of **strategies to improve gender balance in decision-making**
- Ensuring diversification of views and methodologies through the introduction of **sex-and-gender parameters in the development of research and teaching contents**.

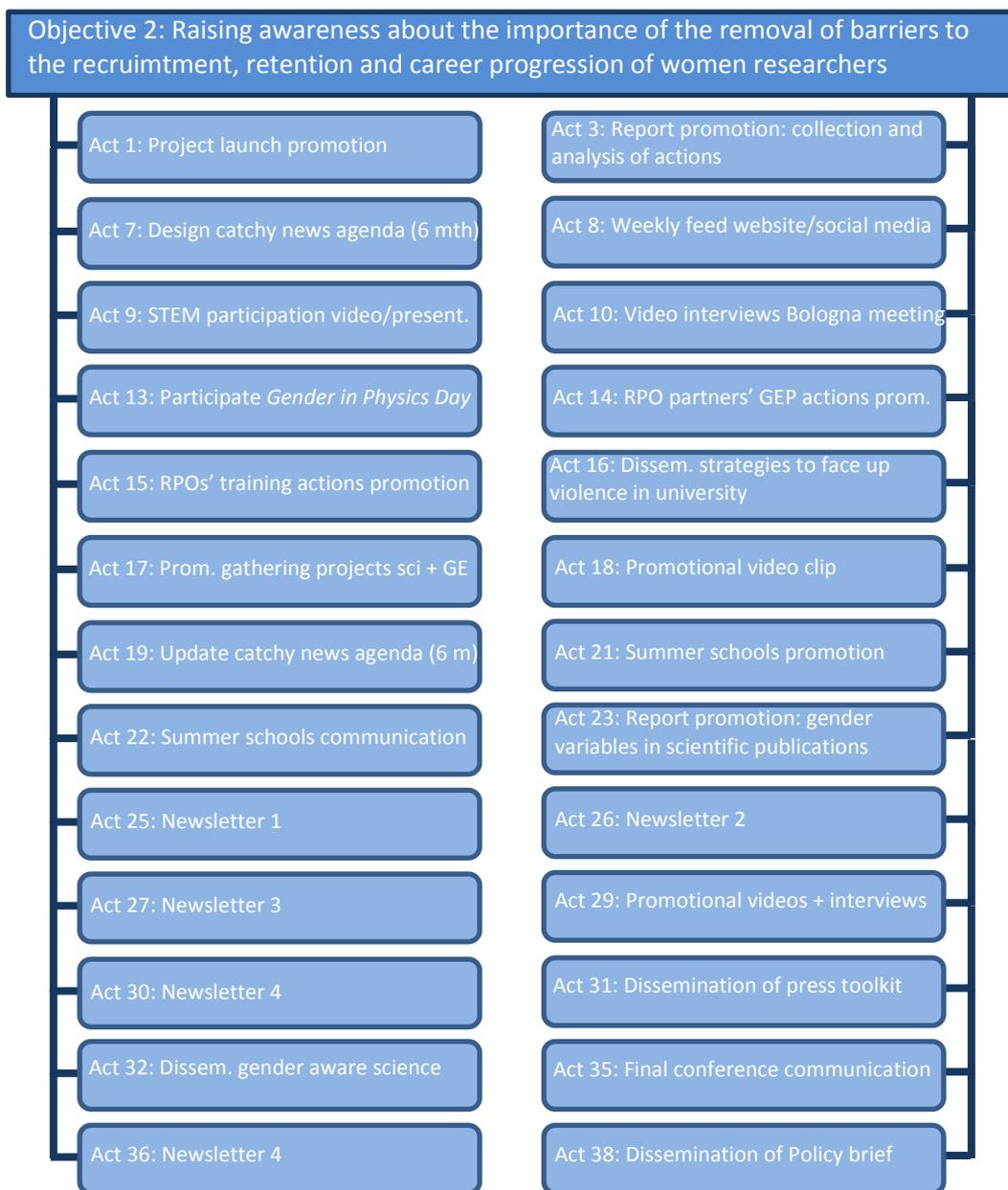
A good practices database, among several useful tools to help research institutes in the GEPs implementation, will be produced.

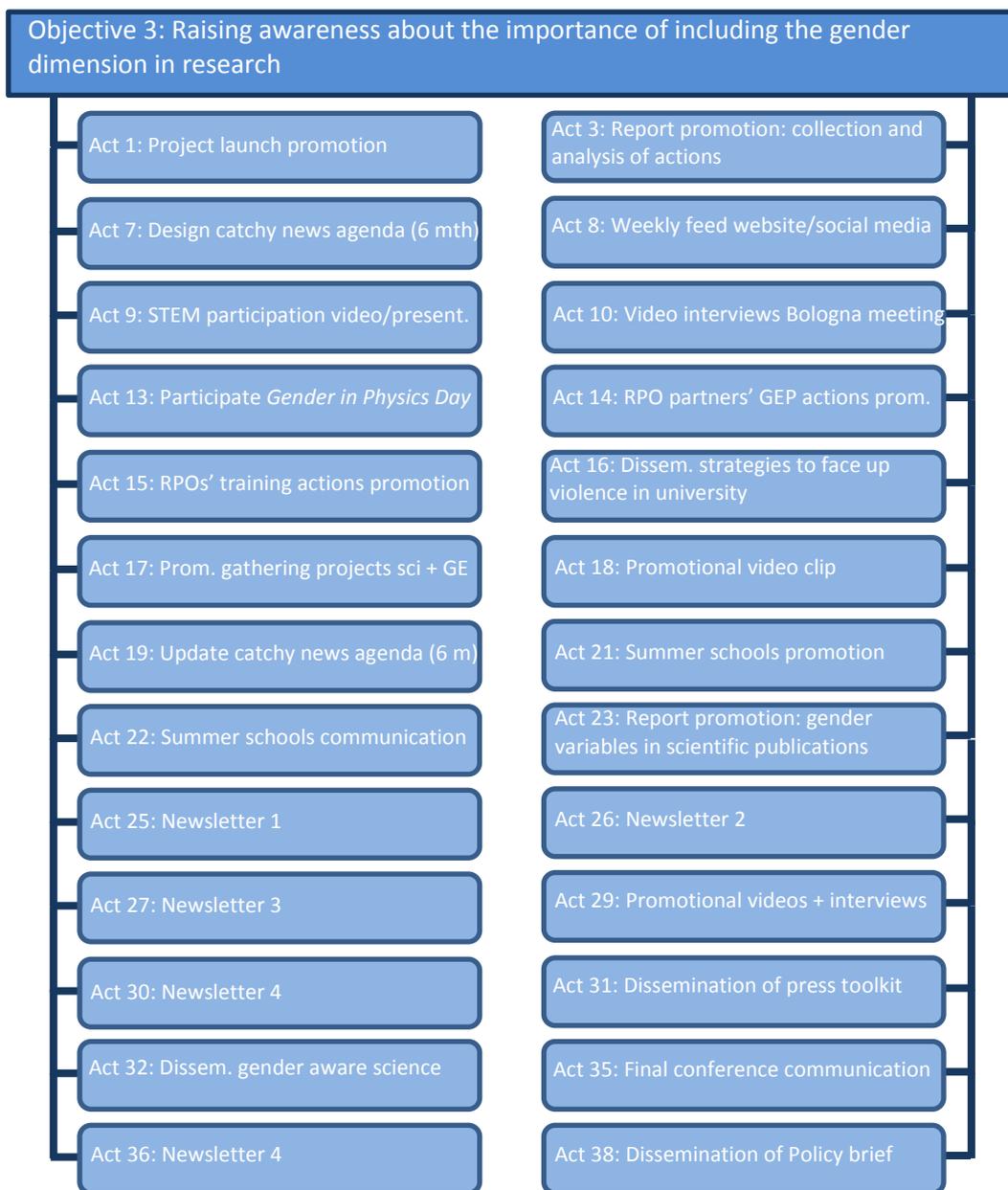
For more information go on www.plotina.eu.

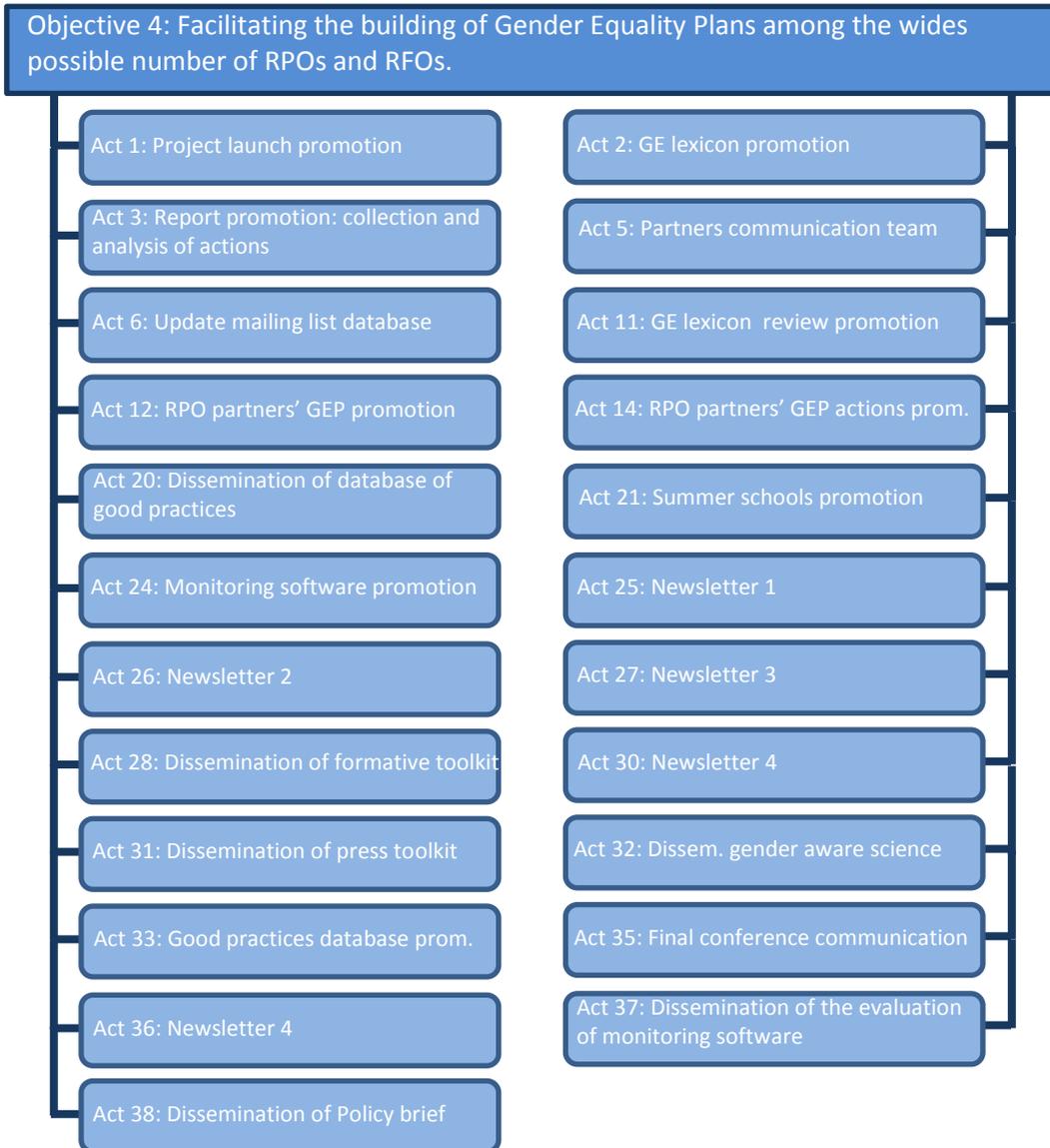
Subscribe to our mailing list to receive regular updates on the project www.plotina.eu/newsletter/

7. Link among proposed dissemination and impact activities and the broader objectives of the project









8. Evaluation of the Communication and Dissemination Activities

A number of key performance indicators (KPI) will be used in order to evaluate the effectiveness of the communication channels or actions, both on a global level and for the single actions.

Table 3. List of KPIs and measurement methods for each communication tool and channel

Channel/action	KPI	Measured by
Website	N° visits	Statistics/data analysis
	N° Page visited	Statistics/data analysis
Newsletter	N° subscribers	Statistics/data analysis
	N° clicks	Statistics/data analysis
	Stakeholder group	Statistics/data analysis
Social Media	N° Fans	Data analysis
	N° people “talking about this”	Data analysis
Stakeholders engagement	N° of stakeholders contacted	Contact list from each partner
	N° of stakeholders engaged	Subscriber list analysis
	Stakeholders’ group	Subscriber list analysis
Press	N° of press hits generated	Media monitoring
Events	N° of participants	Attendance list
	Participants’ satisfaction	Satisfaction Inquiry