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COMMUNICATION PLAN (CP)
***Strategy and management plan for the
communication of
KEY- PEOPLE
Key knowledge for Iraqi Women***

Reference: EuropeAid/133-097/C/ACT/IQ

KEY- PEOPLE Key knowledge for Iraqi Women

The **Communication Plan** is aimed at outlining and guiding the communication system and the communication tools for the realisation of KEY- PEOPLE Key knowledge for Iraqi Women.

The Communication Plan is a component of a wider *project strategy*; addressing the whole approach of Communication and Dissemination, object of development under KEY- PEOPLE Key knowledge for Iraqi Women in its activities.

The Communication and Dissemination Strategy is a complete scheme of activities and actions, based on the main European Union recommendations as well as on the more relevant bibliographies or references; it is made of a set of specific strategies, addressing specific phases of dissemination, and representing the concrete plan of implementation of the full strategy.

The Communication and Dissemination Strategy are made of following Plans:

- **Communication Plan**, aimed at outlining and guiding the communication system and the communication tools;
- **Promotion Plan**, aimed at launching the project and guiding partners in the promotion of “KEY- PEOPLE Key knowledge for Iraqi Women” activities;
- **Dissemination and Valorisation Plan**, aimed at identifying information means towards different stakeholders, at reporting about ”KEY- PEOPLE Key knowledge for Iraqi Women” activities, outputs and results, at ensuring the mainstreaming of “KEY- PEOPLE Key knowledge for Iraqi Women” outcomes as good practices able to be replicated;
- **Monitoring System Plan**, aimed at measuring, controlling and reporting the results achieved in the implementation of the Communication and Dissemination Strategy for “KEY- PEOPLE Key knowledge for Iraqi Women”;

Each plan provides information about how to achieve the most effective results according to the specific target of the Communication and Dissemination Strategy, within the wider objectives of “KEY- PEOPLE Key knowledge for Iraqi Women”. Each plan identifies the specific target to be addressed, defining and detailing the practical activities to implement and the concrete instruments to apply in order to achieve the plan purposes.

The “KEY- PEOPLE Key knowledge for Iraqi Women” Strategy for Communication and Dissemination is therefore the result of a detailed planning and monitoring of activities, inspired by a common set of principles and approaches. The Communication and Dissemination related activities will have a key role in project management to ensure optimal use of resources, development of potentials of EuropeAid Programme through promoting the highest level of information and knowledge exchange. Each plan will be closely linked to all project activities, guiding them in all stages of the project: launch, implementation, and follow up, evaluation.

“KEY- PEOPLE Key knowledge for Iraqi Women” Communication Plan

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I. Foreword

The present document outlines the Communication Plan (CP) of “KEY- PEOPLE Key knowledge for Iraqi Women” project, funded under EuropeAid with the reference EuropeAid/133-097/C/ACT/IQ.

The “KEY- PEOPLE Key knowledge for Iraqi Women” CP provides general framework of the Communication strategy, ensuring that the project is able to communicate efficiently with the public (audience) made of stakeholders, key actors, target groups, potential users. It defines the core aspects of the strategy for the communication within “KEY- PEOPLE Key knowledge for Iraqi Women”, in its two-ways (bottom-up and top-down) and in its two target (internal and external), offering a first presentation of instruments and tools for the implementation of the strategy.

The “KEY- PEOPLE Key knowledge for Iraqi Women” CP is outlined in compliance with the Communication and Visibility Manual for European Union External Actions (2010).

Firstly, the approach of the European Union is briefly introduced, based on recommendations and references published and available.

Then, a short presentation of “KEY- PEOPLE Key knowledge for Iraqi Women” is provided, in order to offer the contextual framework of the project where the CP is implemented.

Further on, the CP indicates:

- The objectives of the communication (*why?*)
- The target group of the communication (*who? to whom?*)
- The type of communication activities (*what?*)
- The most appropriate means of communication (*how?*)
- The most appropriate calendar (*when?*)

Such a document represents the first draft of the “KEY- PEOPLE Key knowledge for Iraqi Women” CP, a sort of guideline for the realisation of the communication scheme within the wider Communication and Dissemination strategy work phase; it will be constantly and periodically reviewed, in order to update it, to improve it and to assure the best achievement of the communication aims until the project’s end (and possibly afterwards).

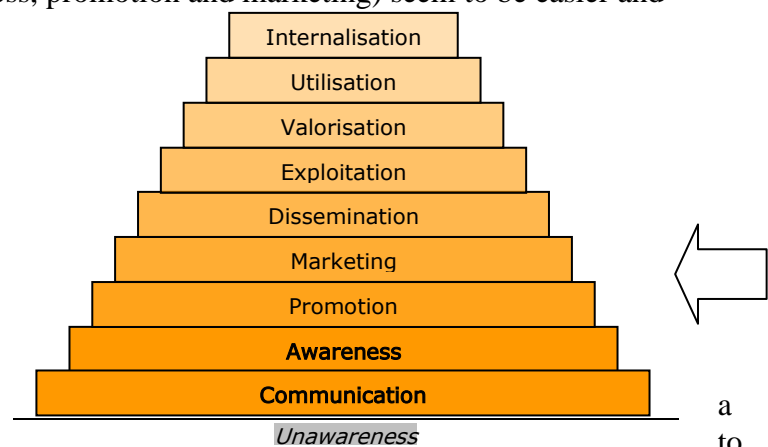
Accordingly, as the CP will be on-going during the entire project duration, also the CP will be adapted and updated, if needed.

II. Conceptual basis of the *Dissemination*

The concept of dissemination was found to be subject to a variety of interpretations, also considering different levels of “ambitions” of the dissemination. So, starting from the gain of *awareness* about a specific issue or project result, the dissemination process can achieve the *promotion* results as well as *marketing* practices. Then the *exploitation* and the *valorisation* initiatives can lead to the *utilisation* of the project result, up to the *internalisation*, known as the process of acquiring skills or knowledge (and products or results).

The first steps (communication, awareness, promotion and marketing) seem to be easier and practicable to achieve for the most of project experiences; those refer to feasible and ‘spot’ activities able to provide immediate and visible results and outcomes.

On the contrary, the upper levels of dissemination ambitions (dissemination, exploitation, valorisation, utilisation, internalisation) appear to be more complex, asking for the definition of wide and complete strategy, in order clear concepts, to agree methodologies and approach, to define reasonable plan and to identify practical tools.



The conceptual base for a dissemination strategy is that of European Union recommendations on Valorisation, published by the European Commission¹. Such recommendations and directives define valorisation as a professional activity able to:

- assure impact on the needs that the project addresses,
- address specifically the achievement of the objectives,
- generate stated values and support for the target population and stakeholder,
- assure that project outcomes/products are accessible and generating value for users

Furthermore, the definition of a dissemination strategy is also based on practical tools to support the dissemination planning and implementation, aimed at promoting the adoption of a more systematic and efficient planning and preparation process. Among those, it is valuable to mention the Logic Framework approach or the online project management and project planning tools.

¹ See “Dissemination and Exploitation of results. Glossary of terms”, July 2006, European Commission, Directorate-General for Education and Culture (http://ec.europa.eu/dgs/education_culture/valorisation/doc/glossary_en.pdf).

III. “KEY- PEOPLE Key knowledge for Iraqi Women”, a presentation

“KEY- PEOPLE Key knowledge for Iraqi Women” is a project funded by the European Commission, Budget line: 19.10.03, Reference: EuropeAid/133-097/C/ACT/IQ .

Reference: EuropeAid/133-097/C/ACT/IQ– **A short description of the Project.**

“KEY PEOPLE Key Knowledge for Iraqi Women” is a concrete action, which contributes to the women social cohesion in Iraq. The project has as overall objective the reinforcement and to facilitate the development of a culture of civil society and to help increase the level of cooperation and mutual knowledge between Civil Society and Local Authorities in the Northern Area of Iraq, notably the city of Mosul and the Region of Ninawa.

Particularly, the project aims at two specific objectives: it intends to enhance the cooperation of civil society and local authorities to provide social services according to the idea of subsidiarity, and to reinforce the capacity building of the Iraqi society, through women empowerment.

In order to accomplish the ambitious objectives, the project has foreseen a diverse target group (intermediate beneficiaries), who plays a key role in enlarging the basin of final beneficiaries and thus pursuing the outputs and results of the action. Indeed, the target group comprises about 100 women from the city of Mosul and the Region of Ninawa belonging to specific “categories”, each of them having a strategic reason for being involved.

The project is divided into 4 phases.

PHASE 1: Executive design, analysis of territories and studies

The first six months of the project are devoted to “executive design, analysis of territories and studies.” The project grounds on the belief that a culture of collaboration between local authorities and private organisations should be pursued both locally (in Ninawa region) and internationally, to develop a civil society, where the exchange of best practices occurs naturally from peer to peer, through mainstreaming. Phase 1 intends to elaborate an application of these beliefs to the specific target region and target group, to develop the best approach to make target group active and able to positively affect its own social environment. In a sense, phase 1 provides the grounds to develop the training phase (Phase 2), adapting general principles with specific needs in Mosul and Ninawa region, analysing how to contextualise the abstract principles of subsidiarity, externalisation of social services and women empowerment in Iraq according to specific needs and which contingent characteristics a social incubator needs to be successful specifically in Ninawa region.

PHASE 2: Training on the job capacity building

It is a 12-month phase, led by Mediter with a very active contribution of the local partners (Municipality of Mosul, Governorate of Ninawa, Chamber of Commerce and University of Mosul) for the public call and the selection of students and with the contribution of the entire partnership for the training phase. University of Mosul is in charge to provide logistic needs and the academic framework for the training, while each partner will provide its own expertise for a few “on-the-job classes”, where the 100 intermediate beneficiaries will practically learn from local authorities, NGOs, organisations and enterprises from Iraq and internationally. As far as foreign partners are concerned, the applicant Mediter is a network of local authorities and NGOs from Europe, Africa and Middle East; B.I.A.T. is a Lebanese social incubator; thus, they can both provide international experts on the field. Total training lasts for about 120 hours in class and “on the job” training. Strategic skills comprise: management of international cooperation projects, local development management, business creation, strategic planning, export/import of products and services, etc. The

training will comprise a common part (about 40 hours) and two parts (80 hours each), one devoted to NGOs and another one to businesses/micro enterprises.

PHASE 3: Testing the incubator/creating businesses & NGOs

This phase foresees the creation of a new incubator in Mosul to specifically address local needs for social services and private initiatives. It has the necessary expertise to supervise the activities run by the intermediate beneficiaries and to assist them. At the end of phase 3, the 100 intermediate beneficiaries will have acquired on-the-job competences and carried out their own projects, assuming that the 100 intermediate beneficiaries will work in 10-person teams, we expect about 10 projects (NGOs, micro-enterprises, associations, etc.) to be carried out.

PHASE 4: Consolidation and future sustainability

During this phase, a register for local NGOs will be created, with the result of structuring the local system of NGOs and associations that adhere to a set of requirements (to annually publicise its budget, source of financing and performed activities). This activity will result in the consolidation of a social and political environment favourable to NGOs and private initiatives. There is expected at least one agreement between a local authority and one of the trained women to let a newly created NGOs provide social services to the community according to the idea of subsidiarity.

The project will be a combination work of the 7 partners listed here in the following:

- MEDITER réseau euro - méditerranéen pour la coopération aisbl
- Municipality of Mosul
- University of Mosul
- Business Incubation Association in Tripoli
- Chamber of Commerce of Mosul
- Ninawa Governorate
- Università degli Studi Roma Tor Vergata

IV. The objectives of communication in “KEY- PEOPLE Key knowledge for Iraqi Women”

The communication is a fundamental action in the system aimed at achieving the highest level of information and of knowledge, the more dynamic process of sharing and exchanging inputs up to the design and the elaboration of outputs.

Namely, as concerning the communication, it is a two-ways process addressing two publics: top-down and bottom-up flows are possible, towards internal and external audiences.

The “KEY- PEOPLE Key knowledge for Iraqi Women” CP is therefore an instrument guiding the communication flows through the two-way directions, bottom-up and Top-down; moreover, it is an instrument able to provide useful instructions to guide the communication toward an internal public (made mainly by Lead and Partner Beneficiaries) as well as an external public (made by key actors, stakeholders, potential users, mass media, etc.).

The specific objectives of the communication process and of the communication within “KEY- PEOPLE Key knowledge for Iraqi Women” are:

- to provide general, homogenous picture of the project;
- to create a common knowledge and understanding;
- to raise awareness about procedures, expected results and outcomes;
- to fix rules, models and procedures of implementation (preventing problems or difficulties, promoting their resolution, avoiding the risk);
- to circulate a transparent and widest possible information;
- to inform about the time frame and implementation of the project;
- to facilitate the project management and methods for the monitoring of implementation;
- to inform the target group (audience) about the roles of project and the results achieved;
- to promote positive effects of the collaboration among partners and stakeholders;
- to avoid any inconsistent, incorrect or incomplete information about the project.

V. The target groups of CP

The communication process, in order to be efficient and effective, needs to a detailed identification of its public. Once defined the mission of the CP, it is therefore necessary to define the level and the intensity of communication towards each category of stakeholder and key actors composing the public of “KEY- PEOPLE Key knowledge for Iraqi Women”.

Of course, in terms of communication the first identification is about the internal and external stakeholder; thus:

- Internal communication occurs among the project’s partnership
- External communication occurs among the project’s partnership and the key actors

A part from the identification of internal and external audience of communication, the CP also classifies several categories of target population of communication, made of project direct and indirect users/recipients.

Therefore, the target population of “KEY- PEOPLE Key knowledge for Iraqi Women” CP is composed by:

- **KEY project:** representatives of the Lead partner and of project partners, permanent staff and temporary staff involved in the project, experts/external staff engaged of the realisation of the project.
- **Gender networks:** Gender Agencies & networks.
- **Policy and decision makers:** politicians and institutional representatives of the gender system, the Labour Market, the Regional Government, the National Minister, the European Commission.
- **Media:** the communication channels, the local TV, web portal, magazines, news-papers, etc.

For each of the target population identified, it is necessary to outline specific actions of communication and, mostly, to use different measures of communication, as each of them requires a tailored approach for a most effective impact. The common base for all actions and measures of “KEY- PEOPLE Key knowledge for Iraqi Women” CP is to intervene at the first level of the dissemination pyramid, achieving information and awareness; therefore, all target population of “KEY- PEOPLE Key knowledge for Iraqi Women” CP should be:

- Informed: to know about the project, its aims and activities;
- Aware: to know about the project results and impacts, so far to be interested in.

VI. The instruments and the activities of communication

In order to make the communication efficient, “KEY- PEOPLE Key knowledge for Iraqi Women” CP foresees a set of tools and means, addressing different target public and different communication objectives, therefore producing different outputs and results.

➔ As for the **target group composed by the “KEY- PEOPLE Key knowledge for Iraqi Women” project** (therefore considering the Internal Communication sphere), the means for an effective communication are:

- the creation and update of a partners contacts & addresses list, aimed at facilitating the methods of communication through mail, telephone and fax;
- the adoption by each project member of a skype name, in order to organise periodic skype conferences;
- the organisation of plenary or restricted meetings, as part of the Management Committee or Scientific Committee or specifically launched;
- the internal web platform realised within the project official web page, as virtual archive for documents, reports, internal procedures, and an effective and traceable communication;
- the development of handbook, manuals, guidelines and other management tools able to provide the main information and instructions.

➔ As for the **target group composed by Gender system**, considered as one of the stakeholder who will gain a direct benefit from the project, the means for an effective communication are:

- the participation to meetings, events, workshops organised by each partner of “KEY- PEOPLE Key knowledge for Iraqi Women” project, as for thematic issues as well as for presentation of outputs;
- the creation and update of the project official web page, informing at different levels about the project implementation and realisation;
- the exploitation of media channels, having a local, national and international dimension (press releases, press conferences, TV spots, radio spots, Web video, etc.).

➔ As for the **target group composed by Policy and Decision Makers**, the communication must consider their relevant and influent role for the achievement of “KEY- PEOPLE Key knowledge for Iraqi Women” aims; the means for an effective communication are:

- the establishment of relationships inspired by mutual cooperation and interest, as opportunity to strengthen the networking capabilities and to identify local and common objectives;
- the participation to meetings, events, workshops organised by each partner of “KEY- PEOPLE Key knowledge for Iraqi Women” project, as for thematic issues as well as for presentation of outputs;
- the creation and update of the project official web page, informing at different levels about the project implementation and realisation;
- the exploitation of media channels, having a local, national and international dimension (press releases, press conferences, TV spots, radio spots, Web video, etc.).

➔ As for the **target group composed by media**, it represents once the target audience as well as the channels of communications; with media, the means for an effective communication are:

- the invitation to meetings, events, workshops organised by each partner of “KEY- PEOPLE Key knowledge for Iraqi Women” project, as for thematic issues as well as for presentation of outputs;
- the organisation of an initial Press Conference, for the official public launch of “KEY- PEOPLE Key knowledge for Iraqi Women” project;
- the realisation of press realises, as concerning the more relevant events or milestones of the project implementation;
- the production of spots, interviews, dossiers, able to be played in traditional channels (radio, TV, newspaper) and through the modern channels (on-line TV, web radio, web papers);
- the implementation of a ‘press officer / communication officer’ as permanent staff within the “KEY- PEOPLE Key knowledge for Iraqi Women” Lead and/or Partner beneficiaries.

List of Acronym

“KEY- PEOPLE Key knowledge for Iraqi Women” Developing an Efficient Locally
Managed Model of Vocational Education and Training

KEY “KEY- PEOPLE Key knowledge for Iraqi Women”

CP Communication Plan

PP Promotion Plan

DP Dissemination Plan

MSP Monitoring System Plan

LB Lead Beneficiary (coordinator)

FB Final Beneficiary (partner)

CSO Civil Society Organisation