

Science Communication Plan of the COST Action <CA22127>

Each Action MC shall adopt a Science Communication Plan including a communication, dissemination, and valorisation strategy, as well as a plan to implement this strategy. The Science Communication Plan shall reflect the MoU in particular connecting to the aims and objectives of the Action. It is recommended that the Science Communication Plan is approved by the Management Committee not later than 6 months after the start date of the Action. It is recommended that the Science Communication Plan, including progress on implementation, is discussed on a yearly basis by the Action MC and reviewed or amended where necessary. (*Annotated Rules for COST Actions, article 5*)

This template is provided to COST Actions as a support for developing the Action Science Communication plan. Actions can adapt the plan structure and content according to their needs.

VERSIONS AND HISTORY OF CHANGES

| Version | Date of adoption by MC | Notes (e.g. changes from previous versions) | Lead author(s)* |
|---------|------------------------|---|--|
| 1.0 | | First version | Cornelia Brandstätter, Piret Paal, Minna Hökkä, Sandra Martins Pereira, Guillaume Economos |
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** The Science Communication plan is developed, updated and its implementation monitored under the overall supervision of the Science Communication Coordinator, and in close collaboration with other relevant contributors.*

This document is based upon work from COST Action CODE-YAA@PC-EDU, CA22127, supported by COST (European Cooperation in Science and Technology).

COST (European Cooperation in Science and Technology) is a funding agency for research and innovation networks. Our Actions help connect research initiatives across Europe and enable scientists to grow their ideas by sharing them with their peers. This boosts their research, career and innovation.

1. SUMMARY

All social and health care systems across the WHO European Region should prepare to respond to the age-related increase in deaths from chronic diseases, by focusing on integration and boosting of palliative care education. The CODE-YAA@PC-EDU COST Action will set quality indicators to establish a gold standard for high-quality education and training in palliative care. CODE-YAA@PC-EDU aims to measure, explore, and promote access to palliative care education and training in the WHO Euro-region, focusing mainly on primary health care, which is considered the most sustainable and cost-effective model for palliative care delivery. CODE-YAA@PC-EDU will develop and provide a new culturally and ethically appropriate inclusive evidence-based self-assessment tool, CODE-YAA, to inform leadership priorities and evidence-based decision-making related to palliative care education and training.

CODE-YAA@PC-EDU is composed of three Pan-European; interdisciplinary; geographical, age and gender balanced; open and inclusive; and excellence-driven working groups: FIRE (aims at developing new, and strengthening existing networks, expertise and leadership), TORCH (aims at providing innovation in communication and public outreach), and THUNDER (aims at establishing and encouraging participation and collaboration with the global audience). CODE-YAA@PC-EDU will provide networking opportunities and activities for researchers and innovators to strengthen Europe's capacity to the scientific, technological, and societal challenge of ensuring access to palliative care education and training. CODE-YAA@PC-EDU will capitalise on other EU-funded projects on ethics, research ethics, and palliative care. The CODE-YAA indicators will have a long-lasting impact in Europe and beyond. CODE-YAA@PC-EDU will coordinate joint efforts to seek ways to improve palliative care education and accelerate knowledge transfer into ethically sound practices that can be shared across Europe to reduce the societal and economic burden and harmful experiences caused by people experiencing unnecessary health-related suffering.

Therefore, the communication activities focus on an exchange between the COST Action CA22127 members and experts on the topic of Palliative Care in Europe and beyond. Due to the fact that the project focuses on the topic of palliative care education and training, we will actively involve stakeholders, including healthcare professionals, educators, and patient representatives. Regular consultations and feedback sessions will be conducted to integrate diverse perspectives. A multi-pronged approach will be adopted for disseminating the research results. This includes academic publications and presentations at international conferences. Another important goal is to spread information about the project at a policy level (policy-makers). Therefore, a collaboration, communication with and support of organisations such as the WHO and the EAPC is essential. As the CA22127 Action is about Palliative Care, it should not be forgotten that it is important to communicate with patients and relatives. One main goal is that the results of the project reach this target group.

The main objective of this Science and Communication Plan is to promote and effective communication to the target audience through the use of adequate media channel and to promote activities to disseminate and communicate about the CODE-YAA@PC-EDU Action. The aim is to maximize the impact of the Action. This document provides a guidance on how the communication activities should be handled during the Action life-time and includes information on how the communication plan will be refined along the project.

This Science and Communication Plan has been collaboratively developed by dedicated Science Communication Team within our COST Action which includes:

- The designated Science Communication Coordinator who will act as the contact point for researchers within the Action to coordinate the publication of scientific data issued from the Action. Their role is also to enable proper communication between the groups to facilitate data exchange and enhance inter-group collaboration. This is not the purpose of this document to describe the communication within the Action.
- The designated WG 6 leader whose role is to co-develop the Science Communication Plan and to promote communication activities to raise awareness of the project and its findings to the public.
Additionally, the WG 6 will set up a “communication award” to recognize the outstanding effort of an individual in disseminating and promoting high-level palliative care education standards within the scientific and medical education communities.
- The designated WG 5 leader to promote advocacy Actions.
- The Action chair and co-chair whose aim is to supervise the overall consistency of the document within the scope of the action.

The science communication plan will be updated yearly. Each version will be approved by a vote within the MC members.

The science communication coordinators and the working group leader of WG 6 will oversee the development of communication materials, press releases, and other outreach efforts.

2. GENERAL AIM AND TARGET AUDIENCES

The fundamental objective of the communication and valorisation strategy is to mobilize health systems across the WHO European Region to proactively address the rising challenges posed by age-related chronic diseases. Our focus is on fostering integration and elevating palliative care education in all healthcare professionals basis education. Specifically, the CODE-YAA@PC-EDU COST Action aims to establish quality indicators, defining a gold standard for high-quality education and promoting education in palliative care.

Main Objectives addressed with the communication plan:

To raise awareness of the Action and its results:

- To develop CODE-YAA logos and other templates with recognition value
- To develop the CODE-YAA social media channels and website
- To identify the target groups and plan how to reach them and how to collaborate with them
- To inform the scholars, educators, trainers and other stakeholders or end-users on the development of the CODE-YAA tool
- To spread information about working group activities (online via different channels, at congresses, via publications)

To increase the action's impact:

- To advocate for the use of the developed tool in the definition of curricula in palliative care

- To advocate for the development of higher-quality palliative care curricula
- To provide policymakers with a tool to assess the quality of palliative care curricula

To engage stakeholders:

- To promote the integration of the Action by disseminating awareness of the Action and the opportunities linked to it
- To provide networking opportunities for (young) researchers and innovators.
- To promote communication activities by setting a communication award.

To collaborate with other COST Actions and international projects.

Key target audience:

Potential key audience:

The COST action CA22127 targets a wide audience. Including the following potential audience:

- ***Individuals:***
 - Educators in charge of palliative care curricula
 - Palliative care clinical-academics
 - Palliative care scholars
 - Palliative care students
 - Teachers, trainers, and educators teaching palliative care
 - Palliative care providers
 - Patients' representatives
- ***Local institutions:***
 - Universities
 - Medical schools
 - Nursing schools
 - Pharmacy Schools
 - Social-workers schools
 - Patients' associations
 - University Hospitals
- ***National institutions:***
 - Ministry of Higher Education
 - Ministry of Health
 - National bodies in charge of defining public policies
- ***International institutions:***
 - International patients associations: for instance – the European Patients Forum, the Cancer Patients Europe
 - International professional associations: for instance - the European Patients Forum, the Cancer Patients Europe, the European Association for Palliative Care, the Multinational Association for Supportive Care in Cancer, the International Association for Hospice and Palliative Care

- International policy agencies and palliative care advocates: for instance the WHO Academy, Worldwide Hospice Palliative Care Alliance
- Check the EP website after July 2024, with the Health Committee

Refining the key target audience:

The previous list incorporate stakeholders deemed to be important target to the Action (potential key audience). To make sure that the communication will effectively target an audience relevant to the action’s aims, WG 6 will handle a structured audience analysis as part of the Action’s deliverables.

- ***Key audience selection:*** the key target audience will be defined during an online WG6 meeting by relying on the following frame : “The COST Action CA22127 CODE-YAA@PC-EDU target audience is all individuals or institutions who....”. Then, the Action members will be surveyed to identify which stakeholders from their country or research area are relevant audience to the Action (with matching the definition and list of potential stakeholders provided by WG 6). This will result in a list of key audience stakeholders that will be reached to disseminate the action findings. Moreover, key influencers will be identified to be targeted in a privileged way.
- ***Key audience characteristics identification:*** The WG6 will collaborate to define what each key audience stakeholder characteristics are. It will aim to tailor the message and its format to be impactful, and to use the adequate medial channel.
- ***Barriers and facilitator identification:*** All along the project, the WG6 and Science Communication Coordinator will reflect on the barriers and facilitators met during the Action when communication with the key audience. It will then enable a refinement of the Action Science and Communication Plan to tackle potential communication issues.

Action communication activities:

The Action result communication will be tailored to fit with the specific goals and objectives we pursue in communicating with each key stakeholders.

The Action result communication will use various activities including:

- Communication in high-ranking international journals
- Communication in international conferences
- Participation in international webinars
- Organization of workshops and summer schools
- Publications on social media
- Regular update of the Action website
- Setting short-term scientific missions to support international collaborations

The process of making an impact through the Action’s course and results will also be further developed as part of the Action’s deliverables.

3. PLAN FOR THE COMMUNICATION OF ACTION RESULTS

This section covers the suitable communication tools/channels to be used for communication purposes (e.g., Action website, social media, press releases, infographics), as well as the products to be developed for communication purposes (e.g., Action logo and visual identity, templates, leaflet, videos/animations, podcasts). A tentative timeline is included as well.

COST Action Website:

The Website <https://codeyaa.eu/> is the main platform of the COST ACTION CA22127. It will offer information about COST and the CODE-YAA@PC-EDU project. The following activities are planned for the website:

- the website has been online since the start of the project in November 2023
- the aim of the project is presented on the website
- the core group is presented
- findings and publications are presented on the website
- news and activities of the Action are promoted
- possibilities for interested individuals and organisations to get in touch with the COST Action
- the website will be updated on a regular basis to disseminate the project milestones and findings.

Social media:

It is estimated that at the end of year 2021, 427 million users used social media in Europe. Despite a decline in social media use during the COVID-19 pandemic, this number is steadily rising. Users can include individuals as well as institutional representatives. Therefore, it has the potential to boost the action communication and impact.

In October 2023, Facebook, Instagram, Pinterest, Twitter, YouTube and LinkedIn were the most used social networks by descending order in terms of market share. However, some are not appropriate for science communication as they are mainly used for private networking. For the purpose of the CA22127, and after having considered the potential contribution of these social media for the project, we decided to open official communication on Facebook, X, and LinkedIn.

For each social media channel used to communicate about the results of the Action, a COST Action CA22127 profile will be created. Various social media channels exist, however, the following ones are the most likely to be effective in reaching the target groups:

During a core group meeting, the following social media have been defined as those used during the COST-ACTION: **Facebook, X and LinkedIn.**

These social media platforms have been selected as they target the different groups of the project. While X and LinkedIn are mainly used to get in touch with scientists, universities,

organisations and stakeholders, Facebook is the main platform to increase visibility among the general public.

Posts will be published regularly to keep followers informed (on the significant findings, milestones and events). We expect that one post every two weeks would offer sufficient mediatic coverage to the project.

As the social media landscape changes and expands rapidly, the WG6 and the Science Communication Coordinator will yearly reassess which social media should be considered to further communicate the Action results.

The following communication tools will be used to develop the social media content:

- CANVA: The CANVA platform is used to produce the social media content and the content on the website. This platform makes it easier to edit and create logos, images, videos and photos.
- Buffer: The marketing tool Buffer helps to plan and organize social media posts.

Scientific communication strategy:

The Action WGs will be encouraged to publish relevant scientific articles to scientific journals. High-impact peer-reviewed journals will be prioritized for scientific communications, based on their impact factor, target audience and scope. These communications will need to be authorized first by the action core group by making an inquiry to the Science Communication Coordinator at least 3 months before publication.

Additionally, WGs will be encouraged to communicate at scientific conference about the project and its results if they have significantly contributed to. These communications will need to be authorized first by the action core group by enquiring the Science Communication Coordinator at least 3 months before publication.

For written communications in peer-reviewed journals, WG 6 will summarize the article and its contribution to science into a graphical abstract made on CANEVA. These graphical abstracts will then be shared using the CODE-YAA@PC-EDU social media.

The graphical abstract will also be made available in English for the Action members to be shared in various media including blogs, personal social media or institution websites.

Additionally, a lay abstract of no more than 250 words will be made available in English for dissemination to the non-scientific public. It will be made available to the action members to be translated into their languages and shared in various media including blogs, personal social media or institution websites.

The WG5 will provide policy briefs when relevant during the project lifetime to be shared using a similar strategy.

Newsletter:

Stakeholders will be advertised using the action social media on the existence of a newsletter. They will be encouraged to subscribe to this newsletter that will be written by the Science Communication Coordinator monthly during the Action lifetime.

Key impact parameters:

The impact of the science communication and dissemination will be assessed by key performance parameters, such as:

| Website engagement | Social media metrics | Publication and coverage | Event participations | Exchange and collaboration |
|--|---|--|---|---|
| Number of website visitors | Number of followers across different social media platforms | Number of publications and reports regarding the COST Action | Participation of COST members in webinars, conferences and other events | Partnerships with other COST Actions |
| Time spent on the website | Engagement rates (likes, comments, shares) on social media | Mentions in journals and other media | Number of participants at COST Action events | Collaboration with other organizations and projects |
| Frequency of website updates and posts | Reach and visibility of social media campaigns | | | |

Table 1 : Key performance indicators used in the Action CA22127.

4. PLAN FOR THE DISSEMINATION OF ACTION RESULTS

Dissemination deals with making Action knowledge and results public towards its target audiences, who could benefit and use them. The information is conveyed in a language that is customised to the specific target audience (e.g. scientific publication for researchers).

The Action approach to Open Science and Open Access (e.g., openness, accessibility, adherence to FAIR principles, IPR) is covered in this section in relation to its application to Action activities, (expected) results and outputs.

Plan and timeline for the action dissemination products of the action:

| Tool | Milestone | Action outcome | Responsible | Due date | Additional details |
|---------|--------------------------|---|---------------------------------------|----------|--|
| Website | Launching of the website | Promoting the awareness of the Action and its results | Communication and Science Coordinator | Sep 2023 | DELIVERABLE 1 Website available at: https://codeyaa.eu/ |

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|--------------------------|---|--|--|-----------------|--|
| Logo | Having an action logo | Create an Action visual identity | Communication and Science Coordinator | Sep 2023 | Action's logo:  |
| LinkedIn account | Having a LinkedIn account for the action | Disseminating the Actions progress and results to the professionals. | Communication and Science Coordinator and WG6 leader | Sep 2023 | DELIVERABLE 1 https://www.linkedin.com/company/codeyaa/?viewAsMember=true |
| Facebook account | Having a Facebook account for the action | Disseminating the Actions progress and results to the public. | Communication and Science Coordinator and WG6 leader | Sep 2023 | DELIVERABLE 1 https://www.facebook.com/codeyaa/ |
| X account | Having a X account for the action | Disseminating the Actions progress and results to the professionals. | Communication and Science Coordinator | Sep 2023 | DELIVERABLE 1 https://twitter.com/CODEYAA @CODEYAA |
| Action communication set | Having a set of templates for the action communication activities | Create an Action visual identity | WG6 leader | June 2024 | |
| Scientific articles | Having at least | Communication about the Action results | All members | End of Sep 2027 | 3 articles are expected from the action. One is already accepted. |

Table 2: Timeline for the development of the action communication tools.

Communication to target the specific audience:

Communication to the scientific community:

The communication targeting the scientific community will be written in English and use the adequate technical language.

To increase the dissemination and valorisation of the Action, graphical abstracts will be issued. These will use the adequate technical language and will be written in English.

Communication to the public and policymakers:

Abstract lay, and policy briefs will be translated into the Action members' languages for wider dissemination to the public and policymakers.

This type of communication will use adequate language to be easily understandable by non-specialists in the field to better engage the public in the action.

Supporting ethics in science:

CODE-YAA@PC-EDU supports high-standards ethics in science, research, science communication and dissemination.

The Action's activities will comply with the General Data Protection Regulation applicable in Europe and similar regulations in non-EU countries.

The Action supports the ethics in publication and requires that every publication issued from the Action work complies with the International Committee of Medical Journal Editors (ICMJE Recommendations) on Role & Responsibilities and Disclosure of Financial and non-financial Relationships and Activities and Conflicts of Interest.

The Action will make available the data supporting their publications when appropriate, either on the journal website, or on a public repository.

Supporting access to science results - CODE-YAA@PC-EDU open science policy:

CODE-YAA@PC-EDU supports open science and the Action's publications will be published in open-science journals or using open access when possible to enable a wide and fair dissemination of the scientific knowledge.

When appropriate the data will be made available on the journal website or on public repositories.

The Action supports reproducible science and then with the principles of FAIR "findable, accessible, interoperable and reusable" to optimize reuse of the data.

Identified target events, conferences, journals and other forums:

The aim of the CODE-YAA@PC-EDU COST Action is to disseminate the findings of the project to the target groups and the public.

To do so, the following communication types will be considered:

- Open access publications
- Oral presentations
- Poster sessions
- Participation in Congresses
- Meetings: Workshops, Short-term Scientific missions, summer schools
- Policy briefs

The identification of the targeted conferences and journals relevant to the action will be made collaboratively by the Science Communication Team.

Influencer award:

An influence award will be developed by the WG6. It will recognize the outstanding contribution of a social media influencer to the field of palliative care medical education.

The influencer award will be published by month 12 (DELIVERABLE 3), data will be collected for analysis and final decision by month 24 (DELIVERABLE 4), and the final results are expected to be available by the end of month 48 (DELIVERABLE 5).

Dissemination activities during the project lifetime:

Year 1:

- Launching the website (DELIVERABLE 1)
- Launching the social media accounts (DELIVERABLE 1)
- Publishing a scientific article on the methods to raise awareness on the action
- Oral communication about the action at the EAPC annual conference.
- Participation in web seminars
- Influence program published (DELIVERABLE 3)

Year 2:

- Participation in scientific conferences
- Participation in web seminars
- Set short terms scientific missions or summer schools
- Influence program awarded (DELIVERABLE 4)

Year 3:

- Participation in scientific conferences
- Participation in web seminars
- Set short terms scientific missions or summer schools
- Publish Palliative Care Educational Needs in Primary Care report (DELIVERABLE 7)

Year 4:

- Participation in scientific conferences
- Participation in web seminars
- Set short terms scientific missions or summer schools
- Advocate for the use of the tool using policy briefs
- Publish the project results in scientific articles.
- Publish final report (DELIVERABLE 10)

5. PLAN FOR THE VALORISATION OF ACTION RESULTS

All health systems across the WHO European Region should prepare to respond to the age-related increase in deaths from chronic diseases, by focusing on integration and boosting of

palliative care education. CODE-YAA@PC-EDU will develop and provide a new culturally and ethically appropriate inclusive evidence-based self-assessment tool, CODE-YAA, to inform leadership priorities and evidence-based decision-making related to palliative care education and training.

The findings of this COST Action will be important for:

- Individuals:
 - Medical educators in charge of palliative care curricula
 - Palliative care clinical-academics
 - Palliative care scholars
 - Palliative care students
 - Palliative care curricula
 - Palliative care providers
 - Patients representatives

- Local institutions:
 - Universities
 - Medical schools
 - Nursing schools
 - Pharmacy Schools
 - Social-worker
 - Patients' associations
 - University Hospitals

- National institutions:
 - Ministry of higher education
 - Ministry of health
 - National bodies in charge of defining the public policies

The dissemination and communication strategies are relevant to reach these target groups. There should be a constant exchange so that the findings and tools developed can be implemented in practice and thus make a lasting contribution to the field of palliative care. This last point will be a continuous concern to the consortium, thus it will be discussed regularly as a topic discussed in every general meeting.

After the project termination, we expect the tool to be used widely in palliative care education and will consider collaborating on a project to further improve the tool impact on medical education and policies.

The project aims to be valorised by the publication of several scientific papers including:

- A method paper to advertise for the project at the beginning of it – Accepted for publication on March 24th 2024.
- A method paper relating to the cultural adaptation of the tool.
- A paper reporting on the tool development and validation.

- A policy brief / international guideline to advocate for a higher standard education in palliative care and for the use of the tool.

Additional papers may arise from the WGs works.

Additionally, the project will be presented at international conferences, including at the European Association for Palliative Care Annual Congress (at least once in the project's lifetime) and the International Association for Health Profession Education (AMEE) annual Congress (at least once in the project lifetime).

ANNEX 1

The tables below are meant to provide an overview to the Action of relevant dimensions to be considered while structuring the Science Communication Plan. Table 1 highlights the different scope of Dissemination and Communication activities, while Table 2 underlines key questions to be addressed in each plan.

TABLE 1. COMMUNICATION – DISSEMINATION – VALORISATION

| | COMMUNICATION | DISSEMINATION | VALORIZATION |
|------------------|--|--|---|
| Objectives | <p>Promotion of the Action and its results. Raise awareness about the topic.</p> <p>Inform, promote and communicate – Visibility</p> | <p>Public disclosure about the Action results only.</p> | <p>Make concrete use of results for research, knowledge transfer or commercial use.</p> |
| Expected Impact | <p>Show the success of research collaboration. Engaging with society to show how it can benefit from the Action results.</p> | <p>Maximise result's impact. Allow researchers to go a step forward. Make Action results a common good.</p> | <p>For socio-economic purposes, further research, market validation, licencing, norms setting, standardisation. Represents society's direct & indirect return on the public sector's investment in research.</p> |
| Audiences | <p>Reaching multiple audiences from general public, citizens, civil society, and mass media.</p> | <p>Groups that may use the results in their own work including peers, industry, stakeholders.</p> <p>Regarding policymakers, engage and share evidence-based results during the legislative process.</p> | <p>Not only researchers: incubators, venture capital, local, national or EU-related innovation ecosystems including policy-makers, industry, SMEs, sector of interest, civil society.</p> |
| Languages | <p>Non specialist language, layman – avoid jargon Be understandable.</p> | <p>Scientific and specialist language/jargon.</p> | <p>Combines both general and technical language to present reports, results, prototypes, software, data, etc.</p> |
| Channels & Tools | <p>Public debate, TV channels, radio, newspapers, websites, social media targeting general public.</p> <p>Leaflet/brochure, infographics, multimedia (podcast, webinars, videos)</p> | <p>Peer-review journals, scientific or stakeholder conferences, online repository of results, etc.</p> <p>Leaflet/brochure, infographics, multimedia (podcast, webinars, videos)</p> <p>EU related platforms and services such as Open Research Europe, European Open Science Cloud.</p> | <p>Stakeholder groups and events, industry publications/reports, competitions/awards.</p> <p>EU related platforms and services such as CORDIS, Horizon Results Booster, Innovation Radar, Horizon Results platform, European Patent Office.</p> |

TABLE 2. THE 5 W TO STRUCTURE YOUR PLAN

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| <p>WHY It is relevant to communicate about the Action?</p> | <p>A few examples:</p> <ul style="list-style-type: none"> • Research has been scattered across Europe; • Urgent need for a coordinated and joint effort to build a collaborative platform linking science, industry, and management; • Raise awareness; • Bring added value of belonging to a multidisciplinary network involving numerous countries; • To spark new collaborations. |
| <p>WHAT is the key message?</p> | <p>Consider the Action MoU to set the objectives and develop the main key message.</p> <p>A few examples:</p> <ul style="list-style-type: none"> • Improve the quality of the air, water, health, roads, buildings; • Change the current legislation; • Explore new techniques in treating cancer. |
| <p>WHO is the target audience?</p> | <p>A few examples</p> <ul style="list-style-type: none"> • Scientific community, Scientists, Academia; • Businesses, industry, SMEs; • NGOs, Citizen organisations, patient groups; • Authorities, Policymakers and specify at what level: local; regional; national; European or international... |
| <p>WHERE and how to communicate & disseminate?</p> | <p>Use the tools and channels to convey the key message of your network</p> <ul style="list-style-type: none"> • Public debate; • TV channels, radio, newspapers, websites, social media; • Workshops, training schools, conference, fairs, festivals, campaign... |
| <p>WHEN it is appropriate to start communicating&disseminating?</p> | <p>A general recommendation - From the start to the end</p> <p>Think of timeliness – key moments during the lifetime of the Action when there is something new to release.</p> <ul style="list-style-type: none"> • When setting the network to introduce the Action; • When the website & social media are set; • When there are some results to release; • When participating to an activity that has a wider scope with key stakeholders; • When a joint scientific publication is published; • When other evidence-based results and output are available. <p>In short: not only at the end of the Action but during the lifetime. Planning is key: a dissemination calendar based on the Action planned activities and milestones is helpful to identify key moments.</p> |