

Deliverable 10.1: Updated plan for communication within ACTRIS

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Work package no	WP10
Deliverable no.	D10.1
Lead beneficiary	FMI
Deliverable type	<input checked="" type="checkbox"/> R (Document, report) <input type="checkbox"/> DEC (Websites, patent filings, videos, etc.) <input type="checkbox"/> OTHER: please specify
Dissemination level	<input checked="" type="checkbox"/> PU (public) <input type="checkbox"/> CO (confidential, only for members of the Consortium, incl. Commission)
Estimated delivery date	M12
Actual delivery date	29/12/2020
Version	Final
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1. Executive Summary

The aim of the deliverable is to consolidate the strategy for internal communication as a necessary step towards the success of ACTRIS and ACTRIS external communication, dissemination and exploitation activities. In other words, internal communication is a crucial part of the external communication strategy. Thus, it is essential that there is a clear procedure on how the information is distributed within ACTRIS and that this procedure is adopted among ACTRIS members.

To this end this deliverable includes guidelines setting out the objectives, tools, materials, and channels to be exploited in internal and external communication to effectively spread information, e.g. about ACTRIS activities, achievements and tangible results, to the identified targeted audiences. The deliverable is a living document, developed in tandem with ACTRIS communication, dissemination and exploitation strategies, and periodically updated to maximize its effectiveness.

2. Introduction

2.1 About communication, dissemination and exploitation

Communication and outreach raise awareness of ACTRIS scientific relevance, with secondary effects achieved in understanding the services ACTRIS provides to the public and private sectors, and more generally ACTRIS' contributions to society. This pathway is ultimately directed toward society and it may include, generally, dissemination activities that target the media, and any other communication channels that enhances ACTRIS visibility and position in the political, societal and economic context. Furthermore, under Horizon 2020, beneficiaries have the legal obligation to engage in communication, dissemination and exploitation activities (annotated model grant agreement [article 38](#), [article 29](#), [article 28](#) respectively). A brief description of why communication, dissemination and exploitation matter and what are the main differences is presented in Table 1.

Table 1. Description matrix of communication, dissemination and exploitation actions. Source: [Quick guide and tools for Communication, Dissemination and Exploitation in Horizon 2020](#)

ACTION	Communication	Dissemination	Exploitation
DEFINITION	Promotion of the actions and its results	Disclosure of the project results to the public	Utilization of the project results in further activities in research, development or standardisation
GOAL	Highlight the impact and benefits of ACTRIS	Transfer knowledge and make results available for use and facilitate their uptake	Effectively use project results , turning them into concrete value and impact for society
FOCUS	Inform and promote the project and its results	Describe and ensure the availability of the results for others to USE	Make concrete use of research results (not just commercial)

EXAMPLES	Website	Scientific publications	Thesis/PostDocs
	Newsletter	Periodic scientific reports	Licenses, Patents
	Videos	Trainings, workshops	Services
	Interviews	Sharing results on accessible repository (research data, software, tools, reports)	Products
	Exhibitions & conferences	Stakeholder engagement	Societal activities
	Social Media		Roadmaps
	Press releases		Whitepapers

2.3. About measures to maximize ACTRIS impacts

During the ACTRIS preparation phase, ACTRIS focused on the communication and dissemination of the projects and its results (Fig.1) and, accordingly to the scopes and goals, defined a Communication & Dissemination Plan (CDP). The CDP led to several successful initiatives to raise awareness among the scientific community and national consortia communication and resulted in two editions of the ACTRIS Stakeholder Handbook, a publication containing information on ACTRIS in general (vision, mission, structure and implementation) together with the profiles of National ACTRIS Consortia. As ACTRIS goal, during the ACTRIS implementation phase and ACTRIS IMP project, is to enhance the positioning of ACTRIS as a global research infrastructure in the research and innovation landscape, the spotlight moves on the relevance and impacts of ACTRIS on science, society and economy (Fig.1,2). Consequently, the foreseen work has been organized in the Plan for the Exploitation and Dissemination of the Results (PEDR), presented in Table 2. Both the CDP and the PEDR are living documents, regularly updated along ACTRIS developments and progresses.

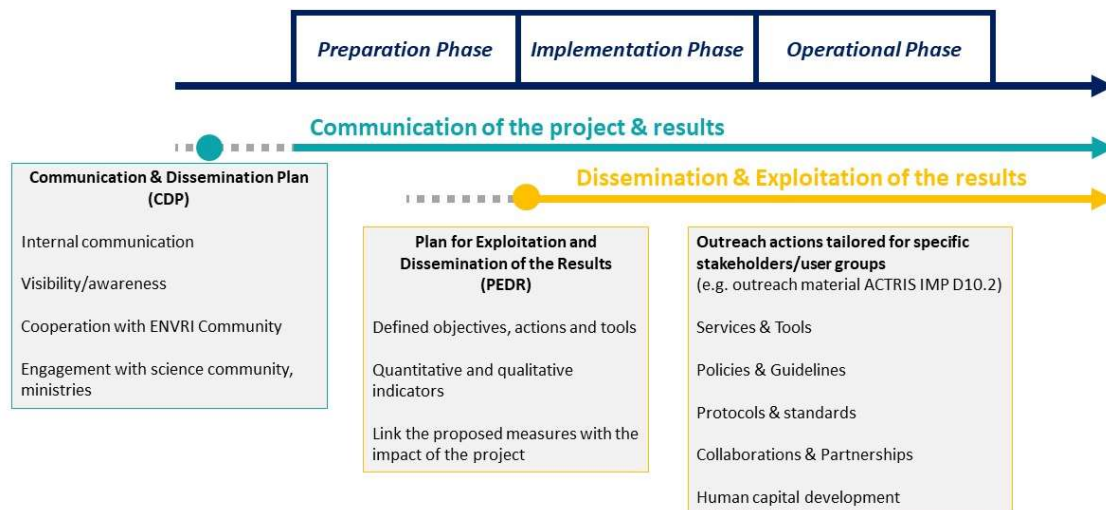


Figure 1. Development of ACTRIS communication, dissemination and exploitation activities during ACTRIS phases.

It is foreseen that the ACTRIS IMP project will create several resources targeting ACTRIS key stakeholder groups (see Fig.2 and Fig.3).

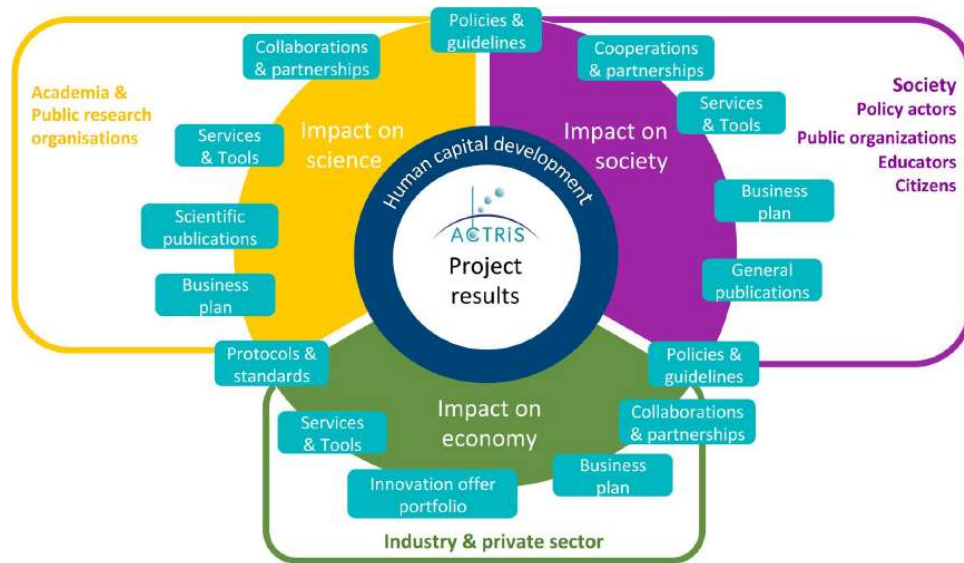


Figure 2. Illustration of the main ACTRIS IMP project outputs, and their relationship to the expected field of impact (science, economy, society) and the main target groups (academia, society, and industry & private sector).

Therefore, it is vital that the ACTRIS internal communication strategy is organized to track the foreseen dissemination and exploitation actions, but not limited to, in the PEDR. As an example, the PEDR shows how the ACTRIS IMP Work Package leaders and partners are actively involved in these activities and the ACTRIS Head Office acts as a coordinator and support.

It is essential that ACTRIS consortium works internally together following a common guidance on what information can be share outside the ACTRIS consortium, who to share it with and how to share it. By following these guidelines, ACTRIS messages are conveyed coherently maximizing the ACTRIS outreach.

2.2. ACTRIS Key messages

Our Mission



The mission of ACTRIS is to establish, operate and develop a pan-European distributed research infrastructure for short-lived atmospheric constituents. ACTRIS shall also provide effective access for a wide user community to its resources and services, in order to facilitate high-quality Earth system research.

Our Vision



Our Objectives

The main objectives of ACTRIS are:

- to provide information on the 4D-variability and of the physical, optical and chemical properties of short-lived atmospheric constituents, from the surface throughout the troposphere to the stratosphere, with the required level of precision, coherence and integration;
- to provide information and understanding on the atmospheric processes driving the formation, transformation and removal of short-lived atmospheric constituents;
- to provide efficient open access to ACTRIS data and services and the means to more effectively use the complex and multi-scale ACTRIS products;
- to ensure and raise the level of technology used in the RI and the quality of services offered to the community of users, involving partners from the private sector; and
- to promote training of operators and users and enhance linkage between research, education and innovation in the field of atmospheric science.

The mission of ACTRIS sets the framework for any communication, dissemination and exploitation actions and these activities should serve the overall objectives ACTRIS.

Table 2. Draft plan for the exploitation and dissemination of results (PEDR) in ACTRIS. D – Dissemination; E – Exploitation.

	Project outputs (WP#)	Targeted stakeholder	D & E actions	Indicators
Service and Tools	Catalogue of Services (WP6)	End-users, scientific community, society, Private sector	D: section on project website E: by service users, further research	D: no. visits & IP locations E: data downloads, publications
	Innovation offer portfolio (WP9)	Private industry	D: section on project website E: By industrial users for understanding ACTRIS offers	D: no. visits & IP locations E: no. access outside the scientific communities, no. of signed agreements
	TNA (pilots) (WP7)	Scientific community, private sector, public services	D: reports, events, website newsletters E: trademarks for collaborations	D: no. projects and users, publications E: no. requests and accesses
	Single Access Management Platform (WP6)	All groups	D: section on project website E: open access to all user groups, further research	D: no. visits & IP locations, no. users' feedbacks E: no. data downloads, no. publications
Protocols & standards	Data management plan (WP6,6)	End-users, Consortium, data providers	D: website, workshops and project meetings E: usage by service providers	D: no. users, no events and participants E: no. of data passed to Copernicus and service provides
	Documents and legal templates (WP2, 9)	National Consortia, beneficiaries, private sector	D: training and workshops, project meeting E: standardization of procedures	D: no. events held E: no. of concluded partnerships
	Labelling of the NF (WP5)	Consortium, operators, end-users	D: workshops & relevant events E: global benchmark of quality	D: no. events & participants E: no. of request, protocols
Training & Exploitation	Technical training for ACTRIS managers (WP4-5)	Operators (CF, NF & RPFs), service providers, Consortium	D: project workshops, webinars	D: no. events & participants E: no. thesis, publications, no. new methodologies

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			E: utilization of state-of-the-art standards (*)	
	User training (WP4-5,8)	Research community, Private sector, society, education	D: workshops, meetings, website, newsletter E: education	D. no. data downloads and visits, no. training and participants E: no. publications, citations
	Human capital development (WP2)	Consortium, operators, National Consortia	D: workshops, webinars, relevant events E: fostering new the RI career paths	D: no. events & participants
Collaborations, partnerships and cooperation	Agreed actions with networks, initiatives & organizations (WP8)	International policy makers, public services and networks representatives	D: policy meetings or targeted events E: publications, joint projects & actions for application to global initiative	D: no. events and participants E: no. of data transferred to Copernicus, no. relevant variables to GCOS, no. publications, no. citations in international assessments, no. network participations
	Agreed cross-RIs & cross-domain actions (WP8,10)	ESFRIs, ENVRI, EOSC and e-RIs	D: project website, conference and other relevant events E: interdisciplinary education	D: no. of RI collaborations, joint events E: no. publications outside the atmospheric domain
	Agreed technology development and Innovation actions (WP9-10)	Private sector	D: fairs, expo, meetings E: advancement in R&D	D: no. participants, events, publications E: no. contract signed, no. patents & licenses
	Development of regional, national and EU coverage (WP1, 3, 4-5)	Scientists, RPOs, National Consortia and stakeholders	D: targeted regional and national meetings E: opportunities for provision of new activities and users	D: no. participants, events E: no. new partnerships
	Development of ACTRIS as global RI (WP3,4,5,10)	End-users, scientific community, Private sector, policy makers	D: international conferences and targeted meeting, website, publications E: provision of data and service on global scale	D: no. events and participants, No. IPs outside Europe, no. publications E: no. non-EU users and partnerships
Polices,	Innovation strategy (WP3, 9)	Private sector, Consortium, stakeholders	D: project meetings and targeted meetings E: advancement in R&D	D: no. events and participants E: new partnership

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	Science Strategy (WP3)	Consortium, stakeholders, end-users, policy makers	D: project meetings and targeted meetings E: publications, advancement in R&D	D: no. events and participants E. no. users, no. data downloads, no. publications
	Communication strategy (W10)	ACTRIS consortium	D: project meetings E: creating a communication network within ACTRIS	D: no. meetings and participants
	Assessment of societal relevance and impacts (WP3)	Consortium, stakeholders, policy makers, society	D: project meetings and relevant event E: new economic commitment from stakeholders	D: no. meetings and participants E: no. contract agreements
	Assessment on local & regional impact (WP3)	National Consortia, Consortium, stakeholder, society	D: project meetings and relevant event E: new economic commitment from stakeholders	D: no. meetings and participants E: no. contract agreements
Business Plan & publications	Updated Business plan (WP6)	All groups	D: printed copies and e- format E: by increased visibility and interest among users	D. No of prints and No. of downloads E: no. users and partnerships
	ACTRIS branding elements (WP10)	ACTRIS consortium, all stakeholders	D: marketing and project materials, handbooks, social media	D: no. of portfolios (targeting specific stakeholders), no. Stakeholder Handbooks, social media engagement

3. ACTRIS strategy for internal communication

3.1. About internal communication

External and internal communications strategies are necessary and complimentary to each other, working in tandem to push ACTRIS message across all audiences. Whilst distinct in their focus and aims, internal and external communication strategies work in harmony to promote a consistent ACTRIS brand message across the target audiences. Both internal and external communications are crucial to enhance ACTRIS success and uptake of services.

Table 3. Summary of top line differences between internal and external communication.

	Internal Communication	External communication
Purpose	Exchange information	Inform and impress the outside world
Means	Highly varied, from bulletins to newsletters to videos to website entries	Highly varied, from websites to advertising to events
Audience	Consortium, e.g. ACTRIS IMP beneficiaries, ACTRIS Central Facilities and National Facilities	From ACTRIS users to stakeholders
Frequency	Very often, steady flow of information exchange	Less frequent, strategically planned
Scope	Limited within ACTRIS	Wide

In order to successfully achieve the goals set for external communication, a functional strategy is needed to effectively coordinate the information flow among the ACTRIS consortium.

The internal organization and management of information flow ensures the efficient implementation of actions and information transfer, engagement with the ACTRIS community and countries, and promotion of ACTRIS services to users, stakeholders and target audiences. The ACTRIS Head Office leads ACTRIS communications by coordinating the activities and involving all interested parties.

What are the goals of internal communication?

- Increase involvement and engagement among ACTRIS actors;
- keep ACTRIS partners connected and informed;
- build and share a common understanding of ACTRIS goals, vision and mission;
- develop a sense of community between involved parties;
- raising awareness of the ongoing/future activities within the ACTRIS community;
- building an ACTRIS identity that members of the community can identify with;
- ensuring sustainability of the ACTRIS.

How is internal communication implemented?

- By collecting and distributing information from and to different ACTRIS components and bodies;

- by providing tools and means to represent ACTRIS in a uniform and cohesive manner and maximize workflow efficiency;
- by preparing together tailored and consistent messages to the different external target audiences;
- by adopting tools to strengthen and maximize efficiency in internal communication and workflows;
- by defining guidelines for communication, dissemination and exploitation activities and initiatives.

Who is involved in internal communication?

The ACTRIS HO is the lead in ACTRIS communication by coordinating the activities and involving all interested parties. Anyone working in ACTRIS is involved in ACTRIS internal communication. In particular, the following groups:

- ACTRIS Central Facility leaders
- ACTRIS Central Facility Unit leaders
- ACTRIS National Facility PIs
- ACTRIS National Contact Persons
- ACTRIS IMP Consortium and linked third Parties

are responsible to distribute and emphasize the internal communication guidelines to their own team members.

3.2. Tools and means for ACTRIS internal communication

Website

ACTRIS website represents a channel for both external and internal communication.

As an interface between ACTRIS consortium and ACTRIS users and stakeholders, ACTRIS website is easy to use as it provides straightforward access to ACTRIS services as well as easy pathways to visitors to ACTRIS key contents such as webpages dedicated to ACTRIS Central Facilities and National consortia. Strong emphasis is given to section dedicated to the promotion of ACTRIS Science and Innovation as well as to ACTRIS key stakeholders.

Furthermore, the website is used as access point to ACTRIS Intranet, a reserved area for bodies and task forces, functioning as document repository and workspace.

Collaborative platform fostering internal communication

A collaborative management tool will be set in place to enable efficient workflows between ACTRIS components and task forces. The task is undergoing and coordinated between the leaders of ACTRIS IMP WP1 Engagement and enlargement of the ACTRIS community and ACTRIS membership and WP10 ACTRIS Communication and Public Relations. Some examples of the foreseen collaborative tools are the following:

- document repository;
- calendar;
- knowledge management;

- discussion forums,
- project management tools.

3.3. Implementing ACTRIS Communication strategy: the importance of working together

As ACTRIS during the implementation phase and ACTRIS IMP project focuses on innovative and engaging ways to share and make use of the project outcomes with ACTRIS key stakeholder groups, the success of the PEDR (Table 2) depends on the close interaction, collaboration and communication within the ACTRIS consortium. Table 4 drafts the responsibilities and task division between ACTRIS partners. The organized internal flow of information represents an indispensable step before any message is shared to external target groups via suitable assets and communication channels. Moreover, these guidelines ensure ACTRIS messages are working in harmony and effectively, maximizing the ACTRIS outreach. The ACTRIS HO coordinates all the communication and dissemination initiatives. All partners shall inform ACTRIS HO prior to major communication, dissemination and exploitation activities.

A more detailed analysis on stakeholder engagement will be delivered in Deliverable D10.3 “Updated plan of exploitation and dissemination of the results”.

Table 4. Matrix linking ACTRIS internal communication (task divisions and responsibilities) to ACTRIS external communication (audience, focus and resources).

Target Group	Focus	Communication channel	Responsibility & task division	
			HO	Partners
General professional audience	Raise awareness	ACTRIS community mailing list	Centralize the recipients list	All partners:
	Engage & Interact			<ul style="list-style-type: none"> Promote subscription in own networks
	Diffuse & Promote	Newsletter	Suggest & write content	All partners:
			Design and edit	<ul style="list-style-type: none"> Suggest & write content Disseminate in own networks Promote subscription in own networks Translate to national language (optional)
		Website	Lead coordination, collect contribution & lead dissemination	
			Maintain dedicated webpage	National Contact Points: <ul style="list-style-type: none"> disseminate relevant information on ACTRIS-Country website (if applicable) in own language CF Leaders & CF Unit Leaders: <ul style="list-style-type: none"> disseminate information via ACTRIS TC websites
		Workshops, Training, Campaign, and other events	Promote Partners initiatives via relevant channels (main ACTRIS websites, newsletter, Social media etc.)	All Partners: <ul style="list-style-type: none"> Notify ACTRIS HO about activities Use ACTRIS outreach material and adopt ACTRIS visual identity (logo, motto, roll-ups, brochures etc)

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Academics, researchers	Raise awareness Engage & Interact Diffuse & Promote	Ad-hoc dissemination material (e.g. brochures)	Coordinate the activity	<p>All Partners:</p> <ul style="list-style-type: none"> Contribute as relevant <p>National Contact Points:</p> <ul style="list-style-type: none"> Translate to national language (optional)
		Scientific publications	Promote relevant publications on main ACTRIS website and other relevant channels (Social media, newsletter, etc).	<p>All Partners:</p> <ul style="list-style-type: none"> Emphasize the importance of acknowledging ACTRIS in publications. Keep track and notify ACTRIS HO of publications <p>CF Leaders & CF Unit Leaders:</p> <ul style="list-style-type: none"> promote relevant publications on Topical Centre websites
		Contribution to scientific events: oral and poster presentations, sessions, etc.	<p>Seeks high-profile events organized at European and International level</p> <p>Ensure and promote ACTRIS participation & representation in key events</p> <p>Support and coordinate Partners initiatives</p>	<p>All partners:</p> <ul style="list-style-type: none"> Seeks high-profile events organized at regional and national level and ensure ACTRIS representation Inform ACTRIS HO about key event organized at national/regional level Notify ACTRIS HO about any contributions for ACTRIS

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		Website	Maintain dedicated webpage	<p>National Contact Points:</p> <ul style="list-style-type: none"> disseminate relevant information on ACTRIS-Country website (if applicable) in own language <p>CF Leaders & CF Unit Leaders:</p> <ul style="list-style-type: none"> disseminate information on ACTRIS TC websites
Policy makers, Ministry and EU representatives, industry	Raise awareness	Ad-hoc dissemination material (e.g. brochures)	Coordinate the activity	<p>All partners:</p> <ul style="list-style-type: none"> Contribute as relevant Translate to national language (optional)
	Attract		Targeted mailing of networks/key people	
	Engage & Interact	Liaisons	Coordinate the activity	<p>All partners:</p> <ul style="list-style-type: none"> notify ACTRIS HO about any new connections with stakeholders
	Diffuse & Promote			
	Create clientele (industry only)	Stakeholder events	<p>Seeks high-profile events organized at European and International level</p> <p>Ensure and promote ACTRIS participation & representation in key events</p> <p>Support and coordinate Partners initiatives</p>	<p>All partners:</p> <ul style="list-style-type: none"> Seeks high-profile events organized at regional and national level and ensure ACTRIS representation Inform ACTRIS HO about key event organized at national/regional level Notify ACTRIS HO about any contributions for ACTRIS

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		Website	Maintain dedicated webpages	<p>National Contact Points:</p> <ul style="list-style-type: none"> disseminate relevant information on ACTRIS-Country website (if applicable) in own language <p>CF Leaders & CF Unit Leaders:</p> <ul style="list-style-type: none"> disseminate relevant information on ACTRIS TC websites
		Policy briefs and papers	Coordination	<p>All partners</p> <ul style="list-style-type: none"> contribute as relevant (e.g. to communicate important outputs/results in ACTRIS IMP WPs) notify ACTRIS HO on independent activities
General Public	Raise awareness	Press releases	<p>Prepares English template</p> <p>Writes general press releases</p> <p>Disseminate at EU level</p> <p>Disseminate on main ACTRIS website</p> <p>Collect all press appearances</p>	<p>All partners:</p> <ul style="list-style-type: none"> contribute content if relevant translate and adapt to national language disseminate in own country collect all press releases and provide HO with English translations
		Social media	Regular posts	All partners are encouraged to engage with ACTRIS social media profiles (follows, re-tweets- tags, etc.)

3.4. ACTRIS Visual Identity

ACTRIS visual identity describes the clean, professional yet simple visual style and outlook designed for the ACTRIS brand. All visual material, both outreach material and documentation, shall follow the same guidelines to ensure a cohesive and professional branding. The guidelines present recommendations on the use of the ACTRIS logos and motto, typography, ACTRIS colors and color palettes. ACTRIS visual Identity should be included within any internal and external communication, dissemination and exploitation initiative. ACTRIS visual identity is presented in ACTRIS brandbook available [here](#).

3.5 ACTRIS Image bank

The ACTRIS visual material bank will be set in place to provides multiple readymade infographics, images, videos and templates for documents, presentations and posters. All partners are encouraged in populating ACTRIS image bank with pictures of events, ACTRIS Facilities and ACTRIS community.

However, for the protection of personal rights consortium partners are required to ask for the consent of people if photographs are to be taken at any points in any event. A clause will be added to the Event Privacy Notice, so when people register for ACTRIS events, they will agree to their picture(s) being taken and used. Pictures may include directly people and presentation material (e.g. slides). If pictures are taken by an external person to ACTRIS ERIC, copyrights shall be given to the photographer. When pictures are taken during events not organized directly by ACTRIS HO, the proposed consent form applies. A consent form template is provided [here](#) for partners to use during workshops, events, academic conferences and other occasions.

4. Annexes

Annex I: Template for recording communication, dissemination and exploitation activities

The document will be available online in ACTRIS Intranet and partners can record their activities in this online and centralized file.

RPO/Author of the activity	RPO	Type of activity	Type of channel used	Main recipient	Date	Place	Content	No. people reached

Annex II: ACTRIS communication checklist

<i>In general</i>
<ul style="list-style-type: none"> ✓ All ACTRIS partners are responsible for communication, dissemination and exploitation activities at national and European level. ✓ All partners shall inform ACTRIS HO prior to major communication activities. ACTRIS HO will coordinate further dissemination on suitable channels (website, newsletter, social media, etc). ✓ Partners are encouraged to engage in national efforts to disseminate the produced knowledge, results and processes of ACTRIS to the target groups at the national level, and where relevant, at the EU level. ✓ Please make sure to communicate and disseminate all ACTRIS related information in the template that is used for the periodical reporting (Annex I).
<i>Document your work</i>
<ul style="list-style-type: none"> ✓ It is important that all partners document their work in ACTRIS: for documentation of all communication activities please use the table/template provided in Annex I. ✓ Take pictures at events and forward them to the ACTRIS HO. In this way, we can ensure that the communication channels stay updated and interesting. When taking pictures, please notify the participants and obtain their consent using the form presented in Section 3.5.
<i>Website</i>
<ul style="list-style-type: none"> ✓ Present ACTRIS at your institutional website and link to the ACTRIS website and social media. ✓ ACTRIS Topical Centre websites: Maintain and regularly update ACTRIS Topical Centre websites. ✓ ACTRIS-Country pages: Maintain and regularly update your own language webpages. When a National ACTRIS website is created, please notify ACTRIS HO and provides the url.
<i>Newsletter</i>
Forward ACTRIS newsletter to identified stakeholders and interested networks and try to encourage people to sign up.
<i>Social Media</i>
<ul style="list-style-type: none"> ✓ Follow the ACTRIS accounts with your institution/organization's social media accounts and also with your private ones if relevant and if you use them for work-related purposes. ✓ ACTRIS National Consortia are encouraged to create their own account to disseminate ACTRIS material in native languages. <p><u>Twitter</u>: @ACTRISRI, #TowardsOperationalACTRIS, #EU_RIs</p> <p><u>YouTube</u>: share videos and subscribe to ACTRIS YouTube channel</p> <p><u>LinkedIn</u>: follows and share posts</p>
<i>Media contact</i>
<ul style="list-style-type: none"> ✓ Target the press releases at your national media, translate and adapt them from the English version provided by HO if needed. ✓ Involve national media in national level activities whenever possible. A media kit will be made available by ACTRIS HO.
<i>Stakeholder engagement</i>
<ul style="list-style-type: none"> ✓ Disseminate ACTRIS results and outcomes to stakeholders and policy makers at regional and national level by using the most appropriate tool. ✓ Take advantage of ready-made material (brochures, slide templates videos, etc.)

- ✓ If you are creating own material (e.g. poster, presentation) make sure to adopt ACTRIS visual identity (e.g. Logo, motto) accordingly to ACTRIS Brandbook (Annex I)
- ✓ Please register dissemination activities in the format provided in Annex II

Scientific publications and presentations

- ✓ Please review presentation and dissemination opportunities at the national level, and present ACTRIS outcomes when relevant.
- ✓ *Whenever releasing scientific publications, please inform HO until an automatic system for tracking ACTRIS-related scientific publications is in place.*