



Contract no. LIFE14 ENV/ES/000621

LIFE-RAMSES

Enhanced Reclaimed water quality through MainStream anaerobic treatment using Supported biomass growth

LIFE Environment & Resource efficiency – Call 2014

D.1.1 Communication plan

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Project Coordinator: ACCIONA AGUA, S.A.U.

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Dissemination Level		
PU	Public	<input type="checkbox"/>
PP	Restricted to other programme participants (including the Commission Services)	<input type="checkbox"/>
RE	Restricted to a group specified by the consortium (including Commission Services)	<input type="checkbox"/>
CO	Confidential, only for members of the consortium (including Commission Services)	<input checked="" type="checkbox"/>

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1. INTRODUCTION

The LIFE programme is the EU's funding instrument for the environment and climate action. The general objective of LIFE is to contribute to the implementation, updating and development of EU environmental and climate policy and legislation by co-financing projects with European added value.

LIFE began in 1992 and to date there have been four complete phases of the programme (LIFE I: 1992-1995, LIFE II: 1996-1999, LIFE III: 2000-2006 and LIFE+: 2007-2013). During this period, LIFE has co-financed some 4,169 projects, contributing approximately €3.4 billion euros to the protection of the environment and climate.

- ▶ The first phase of LIFE was introduced in 1992 (Council Regulation EEC N.º 1973/92 of 21st May 1992) and covered a period from 1992 to 1995. 400 million euro were allocated for this first phase, 45 % aimed at environmental actions.
- ▶ The second phase of LIFE (LIFE II) started in 1996 (Council Regulation EEC n.º 1404/96, of 15th July). This phase covered a period from 1996 to 1999 with a total indicative budget of 450 million euro of which 207 million were aimed at environmental actions.
- ▶ The third phase of LIFE (LIFE III) entered into force on July 2000, under Council Regulation 2000/1655/EC. It initially covered a period of five years, ending in 2004 but was extended until 2006. The total budget approved for LIFE III was 640 million euro, of which 47 % was earmarked for actions under LIFE-Environment.
- ▶ The fourth phase of the LIFE programme, LIFE+ ran from 2007-2013 and had a budget of €2.143 billion. It consisted of three components: LIFE+ Nature and Biodiversity, LIFE+ Environment Policy and Governance, and LIFE+ Information and Communication. The legal basis for LIFE+ is the Regulation (EC) No 614/2007.

The LIFE multiannual work programme for 2014-2017 sets the framework for the next four years for the management of the new LIFE Programme 2014-2020. The total budget for funding projects during the period covered amounts to €1.1 billion under the sub-programme for Environment and €0.36 billion under the sub-programme for Climate Action.

Since 1992, while many other EU funding programmes have environmental components the **LIFE programme has been the only one devoted entirely to supporting the development and implementation of environmental policy in the Member States of the European Union.** LIFE is a well-known programme in some countries, such as **Spain**, which accounts for **698 projects funded since 1992. Of these, 433 focus on environmental innovation, 256 on nature conservation and 9 on information and communication. These projects represent a total investment of €1.1 billion, of which €530 million has been contributed by the European Union.**

LIFE projects have a great transferability potential to similar situations as they usually include pilot and demonstration activities at a proper scale to demonstrate innovative technologies and procedures for protecting the environment. Apart from the scope of a LIFE project's activities, the LIFE programme is aimed at disseminating the results and counts with some intrinsic features for that purpose. For instance:

- ▶ The acronym LIFE is particularly appropriate in communication on issues related to the environment. LIFE is not a label, but contributes to creating a positive, serious image, which is a boost to each project and beneficiary.

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LIFE RAMSES



- ▶ LIFE has a unique (among EC programs) focus on the environment. Its large scale, support for large ambitious projects and transnational focus also differentiate it from other EC and Member State programs.
- ▶ LIFE has a particular place between research and development.
- ▶ LIFE forges a link between European policies and the local population.

As communication is so important in LIFE programme, supported projects allocate about 10 % of their budget for dissemination activities. Indeed, in order to benefit from LIFE funding, projects must meet a number of communication obligations to maximise a long lasting impact of project results. In addition, other focused dissemination activities have to be planned in order to broaden the audience of the project and to address the target audience of the project. This is exactly the purpose of this document, to develop the proper communication strategy in order to reach the broadest target audience possible. The actions to be undertaken are described in this document.

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2. THE COMMUNICATION STRATEGY AND ITS ELEMENTS

Prior to developing a communication plan it is necessary to set out a communication strategy that should identify:

- ▶ the goals of the communication plan, determined by the overall objectives and nature of the LIFE RAMSES project,
- ▶ the target audience, derived from the main goals of the communication plan,
- ▶ the key messages to communicate, tailored to address each different audience,
- ▶ the tools and means (physical, financial, managerial ...) needed to address such target audience. It includes the communication channels through which the messages will be sent out to target audiences and the description of how these channels will be used for that purpose, as well as a the materials that will be created and used, the associated budgets and timings and people in charge.
- ▶ Possible cooperation possibilities to broaden the project communication activities.

2.1. COMMUNICATION OBJECTIVES

The goals of this communication plan are determined by the overall objectives and nature of the LIFE-RAMSES project. Therefore, these objectives are:

- ▶ To involve the key stakeholders in the development of the project.
- ▶ To reach the broadest target audience possible.
- ▶ To ensure that each target audience understands what the purpose and benefits of the project are.
- ▶ To disseminate the benefits of the LIFE RAMSES technology.

2.2. PROJECT KEY MESSAGES

Once the communication objectives are set out, the messages to be transmitted by the project have to be defined. They should be focused on the positive achievement and benefits of the project. Message(s) to be transmitted by the participant should be homogenous in terms of figures, emphases and viewpoints so the project image is reinforced.

Another aspect to be taken into account is the target audience. Message(s) should be tailor-made for each kind of audience in a way that it does not seem a mechanical and systematic action. Shaping messages to the particular audience means taking into account their current knowledge, attitudes, practice and the purpose behind communicating that message to the specific audience.

The key messages that the LIFE RAMSES project intends to communicate are:

- ▶ The combination of the anaerobic reactor with supported biomass growth coupled with a co-digestion process, previous to the biological treatment of urban wastewater allow almost complete removal (>90%) organic matter, obtaining high quality water at lower cost than current processes, and suitable for reuse with irrigation and agricultural

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purposes. In a simplified way, **the LIFE RAMSES technology produces reclaimed wastewater able to be used for irrigation and agriculture.**

- ▶ The addition of supported biomass in an anaerobic reactor yields to a 25% increase in the capacity of existing reactors, which is an advantage for those WWTPs that have to increase their treatment capacity but have space limitations. On in other words and tailored-made for a general public, **the LIFE RAMSES technology is 25 % more efficient than current ones.**

These messages will be tailored depending on the target audience to address. More technical details or easy words could be used to reach the broadest audience, as it is shown in the two previous examples.

2.3. TARGET AUDIENCE

Identification of target groups to which the key messages should be tailored and transmitted is essential for achieving an efficient and coherent communication strategy. Segmentation of audiences is also very important, as their communication needs could be different. The main idea should remain essentially the same but fine-tuning of the message content, the choice of media may vary depending of each case.

Four categories of target groups have been identified within the LIFE RAMSES project, and which correspond with those already identified in the project proposal:

- ▶ **Administration and decision-makers** at European, national, regional and local level, represented by ministries, departments, environmental agencies or municipalities. This target group includes the relevant authorities responsible of constructing public-owned sewer networks and treatment plants. They are also likely to be the relevant authorities granting planning permission for such operations if these are to be completed by the private sector. They are also responsible of implementing and maintaining compliance of EC policies and legislation related to the water sector.
- ▶ **Future users of LIFE RAMSES' technology**, including water and sewerage managers or industries that use large amounts of water in their processing. They operate water and waste water treatment plants, either for municipalities or the private sector. Both sub-groups will benefit from project results by having a technology that could enable energy savings and better effluent quality for reuse.

Regarding water utilities, which usually manage wastewater treatment plants, the sector is well dominated by large companies with activities all over the world. Suez, Veolia, FCC/Aqualia and ACCIONA are some of the most important European private-held water companies. In the last years, smaller but technology-focused companies have appeared, competing against large and experienced companies for the same tenders. While some kind of cooperation agreement is possible with the second group, in order to strength both capabilities, it is something very remote between large companies. However, the technology portfolio of all them is very similar, which suggests that reciprocal awareness on last developments is taking place.

Eight are the industrial sectors that consume large quantities of water: (petro) chemical, food&beverage, oil&gas, pharmaceutical, mining, microelectronics and pulp&paper. All these sectors are characterized by consuming large amounts of fresh water and producing large quantities of wastewater that could be reused. Due to the nature of their wastewaters, in principle, the technology could only be transferred to the food&beverage sector, and appropriate measures to raise this sector's awareness will be encompassed.

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- ▶ **General public.** Increasing water resources, especially in water-stressed areas is one of the main concerns of citizens. Since the LIFE RAMSES technology is aimed at providing reclaimed wastewater suitable for agriculture, thus reducing the pressure over water sources, it is important to properly communicate the project's advantages to the general public.

For each target group it will be necessary to establish priorities, so as to carry out communication actions that will be developed over time. Therefore, it will be very important to rapidly implement the action, which involves identifying the project results, in order to have the necessary raw material for visible actions in good time. It will also be essential to exploit the role of certain targets as important potential information diffusers.

It is by crossing the objectives and the targets that the most appropriate communication products and actions will be defined.

2.4. COMMUNICATION CHANNELS

Communication channels are the tools and means by which key messages will be sent to target audience. There are a wide variety of possibilities including **mass media channels** (television, radio, World Wide Web, social network sites, and print media); **specialist channels** (technical or research publications, trade journals, industry conferences, etc.); direct channels (letter writing, direct contact with relevant decision-makers); reference channels (online or offline directories and catalogues), and many other.

The choice of channels should be aligned both with the target audience and the key messages. A brief description of the communication channels that will be used in this project are following provided.

- ▶ **Mass media.** It includes television, radio, World Wide Web, social networks sites and print media (magazines and newspapers).

The power of the mass media to inform, mobilise and capture the attention of the public is more than evident nowadays. In general, the more powerful the medium, the greater potential there is to reach audiences. However the more powerful the medium, the harder it is. Though television is considered to be the most powerful of all mass media, it is not expected to use this channel in the framework of the LIFE RAMSES project.

Table 1 briefly summarises the advantages and disadvantages of the mass media that will be used in the LIFE RAMSES project to communicate the key messages to the target audience. Dissemination through mass media channels has the goal of reaching high-level institutional groups or the general public.

Table 1. Advantages and disadvantages of the mass media channels to be used in the LIFE-RAMSES Project.

Category	Advantages	Disadvantages
World Wide Web	<p>The content published on the World Wide Web is immediately available to a global audience and can be updated permanently.</p> <p>Web pages can be used to incorporate multimedia (like video presentations), making the content make the content easier and more interesting to browse.</p>	<p>Content should be frequently updated and this is time-consuming.</p> <p>It is necessary to have a computer or a smart device linked to Internet to have access to the World Wide Web.</p>

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	The interactive nature of World Wide Web is ideal for networking or to provide online services.	
Print media	<p>Very powerful mechanism for forming and changing public opinion, as well as for influencing people’s attitudes and behavior.</p> <p>Huge variety of media (newspapers, magazines, books, scientific journals, periodicals...).</p> <p>A permanent record that can be used again and whose accuracy can be monitored.</p>	<p>Journalists may have low level of knowledge of subject.</p> <p>It is necessary to pay a fee to have access to some publications, especially to those technical or scientific.</p>
Social Network sites	They allow worldwide connectivity and real-time information sharing. Appropriately managed, they enable to create a community of people with aligned interests.	<p>A huge advantage of these social communities has a reverse side effect that is also a big disadvantage of social networking: they reduce or eliminate face-to-face socialization.</p> <p>Smart devices are required and the process to provide updated information is time-consuming.</p>

- ▶ **Specialist channels.** It includes technical/research publications, trade journals and conferences.

Mass media channels have the advantage of reaching a broad audience whichever the channel used. There is however a target group consisting of technology developers & providers and end users of the LIFE RAMSES technology that may have a more detailed description of the evolution and results of the project. The most suitable channel to reach them is through technical/scientific publications/conferences.

Table 2 summarised the advantages and disadvantages of using the selected specialist channels as disseminating tools.

Table 2. Advantages and disadvantages of the specialist channels to be used in the LIFE RAMSES Project.

Category	Advantages	Disadvantages
Technical/scientific publications	<p>The higher the impact factor of the journal, the better it is considered the scientific contribution. Publishing in peer-reviewed journals is a way of getting the acknowledgement of the scientific community.</p> <p>Scientific journals are split into thematic areas, making easier to reach the proper audience.</p>	<p>Publishing in such journals implies overcoming two obstacles: the approval of the editor of the journal who must consider the content interesting for the journal, and getting the positive recommendation of several expert reviewers.</p> <p>They do not have (commonly) a free-of-charge access.</p>

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	A permanent record.	
Trade journals	They are published with the intention of targeting a specific industry or type of trade. If the trade magazine is properly chosen, it is ensured that the key messages are delivered to the right audience.	They usually operate under what is called "controlled circulation," as opposed to paid subscription. Controlled circulation means that the publishers of trade journals will often send out issues free of charge to qualified individuals within an industry.
Conferences, workshops and seminars	Very powerful channel to network with other professionals in the industry or scientists. Active process of sharing information with expert in the field. Organised thematically.	"Expensive" in terms of cost and time spend out of current place of work. It is important to choose properly each event to attend or present the results; otherwise the audience will not be the correct one.



3. DISSEMINATION PLAN FOR THE LIFE RAMSES PROJECT.

The dissemination plan includes specific objectives for each target group, communication practices and dissemination products, resources and timing for each activity. The arrangement given to the target groups is not in order of priority: the three target groups are of equal importance and the sets of actions corresponding to each of these target groups should run concurrently.

3.1. GROUP I: ADMINISTRATION AND DECISION-MAKERS

3.1.1. Objectives

- ▶ To create a favorable environment through decision-makers in order:
 - To mobilize them for the project development and follow-up.
 - To boost an advanced process concerning sustainable anaerobic digestion at the water line of a waste water treatment plant.

3.1.2. Communication practices

- ▶ To identify relevant government structures (ministries, departments, agencies, laboratories...).
- ▶ To identify the key representatives of each organization.
- ▶ To get them involved in the main dissemination events, as for instance the final seminar.
- ▶ To send them key information about the project.
- ▶ To invite them to project events.

3.1.3. Communication products

- ▶ **LIFE RAMSES Project website.** It represents a key tool to raise the image of the project and to improve dissemination. It will be designed in word press and with two levels of information. At a first glance it will contain information available for a non-specialist public, such as regional, national or European authorities and the general public. In a second level it will contain technical information aimed to specialists and potential users.

The project website will present the objectives, background, main activities, partners, expected outcomes, a description of the demonstration site and a dedicated area for news and dissemination events as well as for networking with related projects. It is expected to host some multimedia resources and pictures to make the content more attractive and accessible for different target audiences.

- Resources: ESAMUR and ACCIONA AGUA
- Deadline: website operational by January 2016 and updated periodically. Once the internet address of the website is available, it will be included in all dissemination items.

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- ▶ **Networking and lobbying activities.** For the success of the implementation of the technology it will be very important to get involved decision-makers and governments. The best way to get their support is through networking activities. Networking is useful at all levels, from the European to the local level, and across all sectors, from elected politicians to civil servants, to the private and the community and voluntary sectors.

A way to establish networking with public agencies and governments is through technological platforms and clusters. ACCIONA Agua is a member of several technological and industrial platforms. A list of them is provided:

- **The European Innovation Partnership on Water** (EIP Water, <http://www.eip-water.eu>) is an initiative within the EU 2020 Innovation Union. The EIP Water facilitates the development of innovative solutions to address major European and global water challenges. At the same time, the EIP Water supports the creation of market opportunities for these innovations, both inside and outside of Europe. ACCIONA Agua actively participates in the EIP Action Group Finnowater and Real-time water quality monitoring (RTWQM). The EIP Water organizes the annual conference, which is an event that counts with the participation of high-level attendees and representatives of all Action Groups. It is the best opportunity for networking, especially with project related action groups, such as:
 - WIRE - Water & Irrigated agriculture Resilient Europe.
 - InduRe - Industrial Water Re-use and Recycling.

Moreover, new calls for Action Groups are being released and future Action Group may arise that may be also related to the RAMSES technology. This will be taken into account in the yearly revision on the present document and new Action Groups for Networking may be included.

- **European Water Platform (WssTP)** (<http://wsstp.eu/>); WssTP is the European Technology Platform for Water. Initiated by the European Commission in 2004, WssTP strives to promote coordination and collaboration of Research and Innovation in the European water sector, improving same time its competitiveness. ACCIONA is a board member since late 2015 and is planning to be part of some working groups in 2016.
- **Spanish technological platform for water** (PTEA, <http://www.plataformaagua.org/>). Among their more than 200 members are the main national water utilities, technology providers and R&D entities. It has various working groups and it is in charge of boosting a unique national strategy on water issues. ACCIONA actively participates in several working groups.
- **Spanish association for water supply and sanitation** (AEAS, <http://www.aeas.es/servlet/mgc?pg=Home&ret=home>). 330 entities belong to this association, including water supply managers, water utilities (public and private), public administrations, RTD entities and technology providers. ACCIONA actively participates in several working groups.
- **Spanish association for desalination and water reuse** (AEDyR, <http://www.aedyr.com/index.php>). This association intends to gather all individuals, companies and organizations dealing with desalination and water reuse in Spain. Back then, the International Desalination Association (IDA) added AEDyR to its member list in recognition of its technological development and its desalination track record. ACCIONA endorse different biyearly events organized by the association for dissemination purposes.
- **ACQUEAU cluster** (<http://www.acqueau.eu/>) is a market and industry driven initiative, joined by more than 20 countries and 100 companies across Europe and

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beyond. Their goal is to promote transnational collaboration for developing innovative projects in water technologies. Apart from being a member of this cluster, the R&D Director of ACCIONA Agua, together with the representatives of member organizations, is part of the Boards of Directors of the ACQUEAU cluster.

- **Catalan Water Partnership** (CWP, <http://www.cwp.cat/en>). CWP is the Catalan Cluster of water treatment. It is the space where engineering and environmental consultancies, centres of knowledge, equipment manufacturers and other entities work for developing innovative & sustainable solutions to the global water needs, in any part of the world. Catalan Water Partnership (CWP) and 19 more clusters constitute the "Catalan Cluster Network". CWP is recognized as Agrupación Empresarial Innovadora (AEI) by the Ministry of Industry, Energy and Tourism. One of the activities they carry out is provide a network of relations between companies with the aim of increase cooperation between the companies in the cluster. ACCIONA Agua will belong to CWP from 2015 on.
- ▶ **Press releases** in local, regional and national newspapers, and in ACCIONA AGUA's web site.
 - Resources: ACCIONA AGUA.
 - Deadline: periodically during the project implementation.
- ▶ **LIFE RAMSES leaflet** which will be distributed on dissemination events as well by mailing to a number of stakeholders nominated by the partners.
 - Resources: ESAMUR with the support of a subcontracting.
 - Deadline: two leaflets are expected. The first one will be produced in January of 2016 and the second and last, coinciding with the end of the project and containing the final results.
- ▶ **Layman's report.** It is a concise report targeted at a non-specialist audience, including political decision-makers, and outlining the main results of the project. It should be conceived, along with the project website, as the main tool for disseminating information about the project.
 - Resources: ACCIONA AGUA.

3.2. GROUP II: FUTURE USERS OF LIFE RAMSES'S TECHNOLOGY

3.2.1. Objectives

- ▶ To identify the potential users of the LIFE RAMSES technology that could benefit from the implementation of the technology.
- ▶ To present the LIFE-RAMSES technology and the benefits that it provides, being the most relevant ones:
 - A 40-60 % reduction of total energy consumption in the biological process.
 - A 30 % reduction of the amount of sludge that is generated in the wastewater treatment.
- ▶ To increase the amount of reusable water by enhancing water quality and pushing up the value of waste from certain industries, using them as co-substrates.

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3.2.2. Communication practices

- ▶ The accomplishment of the first objective will provide an overview of the target groups. This group will be made by those **companies that operate wastewater plants** which can implement the LIFE RAMSES technology in their processes, reducing the operational costs and producing an effluent of better quality for reuse. In principle, the focus of this groups is within the municipal water treatment sector although synergies for transferring the technology to the industrial sector will be sought.
- ▶ It would be very valuable to identify the representative in charge at regional/national level to whom the communication actions should be addressed:
 - To send them targeted information.
 - To involve them with the project developments.
 - To involve them in the dissemination and exploitation of results.
 - To invite them to project events.

3.2.3. Communication products

- ▶ **LIFERAMSES Project website.** It is expected to host some multimedia resources to make the project more attractive.
 - Resources: ACCIONA AGUA supported by a subcontracting.
 - Deadline: website operational by January 2016 and updated periodically.
- ▶ **Dissemination through platforms and working groups.**

As already mentioned, ACCIONA Agua is member of several technological and industrial platforms that are an excellent tool for disseminating the project results among potential end users of the technology. The list of platforms is described in detail in the previous section.

Supporting documents to strengthen dissemination through networks and platforms include the Layman's report, the LIFE RAMSES leaflets and PowerPoint presentations that can be either shown or sent to other members.

- ▶ **Participation of project partners in specialized events.**

ACCIONA Agua's members will participate in relevant national and international theme-related conferences, workshops and seminars in order to disseminate the project results. An indicative list of such events is presented below but it will be periodically updated with inputs from the partners.

- **2016 ecoSTP conference.** It is the IWA Specialized International Conference on sustainable technologies for water treatment. **Each year IWA (International Water Association) organizes and sponsors many specialized conferences and seminars on a wide variety of topics in water management in locations worldwide.** The objective of the Conference is to provide a common place for experts including engineers, scientists, economists and policy makers, to present their most recent technological and scientific outcomes. The Conference will serve as platform for exchange of experience and know-how among water professionals from academia, industry, utilities and public authorities and administrations.
 - Resources: ACCIONA AGUA

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- Products for dissemination: PowerPoint Project presentation, project poster.
- Deadline: end 2016.
- **IWA Micropol and Ecohazard Conference 2017**, organized by the International Water Association (IWA). This conference provide a wonderful platform for an exchange of views and experiences on best practices and innovative technologies in dealing with emerging contaminants and their potential impacts amongst relevant policymakers, operational experts, researchers, scientists and engineers from governments, international organizations, institutions and industry.
 - Resources: ACCIONA AGUA
 - Products for dissemination: PowerPoint Project presentation, project poster.
 - Deadline: September 2016. Italy.
- ▶ Publication in trade magazines. They are published with the intention of target a specific industry or type of trade. A tentative list of some magazines where the results can be published includes InfoEnviro, Retema, Ingeniería química magazines.

3.3. GROUP III: GENERAL PUBLIC

3.3.1. Objectives

- ▶ To raise awareness of water scarcity and the necessity of looking for alternative technologies to increase the percentage of water to be reused or even use for new purposes, like the recharge of aquifers.
- ▶ To make known that the LIFE RAMSES technology is able to increase the amount of water resources for irrigation or agriculture, thus alleviating the pressures over other water sources.
- ▶ To raise awareness about the fact that the LIFE RAMSES technology is able to reduce the external energy requirements of a WWTP..
- ▶ To bring LIFE closer to the citizen by showing the positive impact of LIFE projects.

3.3.2. Communication practices

- ▶ Set-up a distribution database of various relevant NGOs, professional and/or consumer associations or similar.
- ▶ Organize press releases with the occasion of the project dissemination events, with the presence of an EC representative if possible.

3.3.3. Communication products

- ▶ **LIFE RAMSES Project website.**
 - Resources: ACCIONA AGUA.
 - Deadline: website operational by January 2016 and updated periodically.
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- ▶ **LIFE RAMSES leaflets.**
 - Resources: ESAMUR with the support of a subcontracting.
 - Deadline: two deadlines: by January 2016 and by the end of the project (July 2018)
- ▶ **Notice boards.** These boards will be located at the entrance of the WWTP and/or the pilot plant as well as in the offices of ACCIONA Agua in Madrid and Barcelona. There will be also one in the event that will be organized at the end of the project.
 - Resources: ACCIONA AGUA
 - Deadline: July 2018.
- ▶ **Press articles** in local, regional and national newspapers, and in ACCIONA AGUA's web site.
 - Resources: ACCIONA AGUA will be in charge.
 - Deadline: periodically during the project implementation.
- ▶ **Layman's report**
 - Resources: ACCIONA AGUA will be in charge.



4. PLAN IMPLEMENTATION

The suitability of this communication plan as well as its effectiveness in implementation will be revised at least once a year.

Evaluation will be performed on the basis of the following key measuring indicators:

- ▶ Has the target group already been involved or contacted? yes, no or partially.
- ▶ Is there any other target group identified? If yes, it should be included in the plan describing its interest in the project and how to involve it.
- ▶ Are the already established communication practices effective? If not, a new proposal should be described.
- ▶ Adequacy of communication products: adequate, not adequate, or partially adequate. In case of any of the two former options, a new proposal should be described.

The result of such evaluation will be a new version of the communication plan.