e-IRGSP7

Deliverable

D4.1 Initial Communication Plan

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About this document

This document is deliverable *D4.1. Initial Communication Plan.*

Work Package 4 - Dissemination, Liaison and Communication (WP4) develops and implements the e-IRG communications and outreach strategy for the project period and disseminates the e-IRG and e-IRGSP7 results throughout the European Research Area, making external stakeholders aware of these activities and results.

This document provides an overview of the initial e-IRGSP7 Communication Plan to support the outreach of e-IRG. It provides an analysis of audiences and available communication tools and formulates the overall communication goals. It contains both a strategic and operational communication plan. The communication plan includes the plan for the stakeholder liaison and the plan for dissemination and exploitation of results.

Delivery slip

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1 Executive Summary

The e-IRG Support Programme 7 (e-IRGSP7) provides operational support to the e-Infrastructure Reflection Group (e-IRG). The scope and objectives of e-IRGSP7 are based on the mission, vision, and operation of e-IRG. Deliverable D4.1 summarises the initial e-IRG communications and outreach strategy to disseminate the e-IRG and e-IRGSP7 results throughout the European Research Area, making external stakeholders aware of these activities and results. This document provides an overview of the initial e-IRGSP7 Communication Plan to support the outreach of e-IRG. It provides an analysis of audiences and available communication tools and formulates the overall communication goals. It contains both a strategic and operational communication plan. The communication plan includes the plan for the stakeholder liaison and the plan for dissemination and potential exploitation of results.

The main elements described in this document are the following:

- *e-IRG target audiences*: e-IRG main target groups are policy makers and funding agencies at the Member States (MS), Associated Countries (AC), and the European Commission (both DG Connect and DG RTD). The e-IRG outputs are also relevant to e-Infrastructure providers, both horizontal and thematic, as well as e-Infrastructure users.

- Communication instruments: Some main instruments include the portal (public and internal websites), social media, news items, communiques/press releases, videos, presentations, and posters.

- Communication goals and related metrics: Some main goals are the following:
  - The number of users visiting project's webpages.
  - The number of downloads of documents and accesses to video material.
  - The number of Twitter followers.
  - The number of events organized to external public (co-organised with e-IRG).
  - The number of media, publications, and presentations referencing e-IRG.
  - The number of events' visitors

- A SWOT analysis for communication purposes is presented. It is not to be considered as a SWOT for e-IRG or e-IRGSP7 as a whole.
- A communication matrix is also presented linking audiences, with goals, instruments and expected communication frequencies.
- The operational plan goes into more details, presenting the portal, social media, the liaison plan with the targeted stakeholders, the list of publications to be supported and a schedule of events.

The new e-IRG website was launched in July 2022 with some basic content including recent and future events and publications. It is currently being examined how the full archive of the old web presence with all e-IRG events can be retrieved and included (even as static pages).

2 Introduction

The e-Infrastructure Reflection Group (e-IRG) creates documents, which provide recommendations and best practices towards the development, federation, and efficient use of e-Infrastructures in Europe. These e-IRG documents are prepared in an open process within working groups and task forces of e-IRG delegates and external experts, supported by the e-IRG support programme. Each working group or task force is led by one (or two) e-IRG delegate(s), who is/are appointed during a delegates meeting. All delegates are invited to participate in the working groups and task forces in an open and non-discriminatory way, while the delegates have to state possible Conflicts of Interest (CoI) when these are relevant. e-IRG has agreed on and established a non-CoI policy, which includes a template for declaring CoIs in Working Groups and Task Forces.

The objective of Work Package 4 - Dissemination, Liaison and Communication (WP4) is to develop and implement the e-IRG communications and outreach strategy and to disseminate such e-IRG policy documents, along with other e-IRGSP7 results throughout the European Research Area, making external stakeholders aware of these activities and results.

D4.1 provides an overview of the initial communication plan about e-IRG, including disseminating the results of the work of the e-IRG. It also communicates about the e-IRGSP7 project dissemination activities (for instance to other projects or concertation activities).

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2.1 List of Acronyms and Abbreviations

AC	Associated (to Horizon Europe) Countries
AI	Artificial Intelligence
AUTH	Aristotle University of Thessaloniki
CC-BY-4.0	Creative Commons License BY 4.0
DG	Directorate General
DG Connect	EC Directorate General for Communications Networks, Content & Technology
DG RTD	EC Directorate General Research and Innovation
DOI	Digital Object Identifier
DoA	Description of the action in Horizon Europe
EC	European Commission
e-IRG	e-Infrastructure Reflection Group
e-IRGSP7	e-Infrastructure Reflection Group Support Programme 7
EOSC	European Open Science Cloud
ESFRI	European Strategy Forum on Research Infrastructures
EU	European Union
EuroHPC JU	European High-Performance Computing Joint Undertaking
EB	Executive Board
FAIR	Findable, Accessible, Interoperable and Re-usable
GDPR	General Data Protection Regulation

GEANT	Pan-European Research Network
HPC	High Performance Computing
HTC	High Throughput Computing
ICT	Information and Communication Technologies
Innov-Acts	Innovation Acts Limited
IT	Information technology
LIBER	Association of European Research Libraries
LUH	Leibniz Universität Hannover
MS	EU Member States
NCP	National Contact Point
NDS	National Data Service
NGI	National Grid (Computing) Initiatives
NREN	National Research and Education Networks
PRACE	Partnership for Advanced Computing in Europe
RDA	Research Data Alliance
RI	Research Infrastructure
StR-ESFRI	Support to Reinforce-ESFRI
SWOT	Strengths, Weaknesses, Opportunities, Threads
ToR	Terms of Reference
TF	Task Force
TU-Wien	Technical University of Vienna
WG	Working Group
WP	Work Package
WP2	e-IRG Secretariat WP
WP3	Policy Support WP
WP4	Dissemination, Liaison and Communication WP

3 Communication Planning

3.1 Introduction

e-IRGSP7 continues along the successful history of the series of Support Programmes to the e-Infrastructure Reflection Group (e-IRG). However, given the decreasing amount of financial support compared to the previous support programmes received from the EC, it has become unfeasible to maintain the full set of publicity and dissemination actions previous support activities were once able to deliver. There is, therefore, a limited budget available for communication actions. This means that careful planning is needed to design the most effective means of communication targeted towards the communication objectives, and a tailor-made set of actions that use funding and resources in an effective way. Thus, for the e-IRGSP7 communication activities a handful of actions was selected that have proved effective in previous projects. To this end, WP4 start with the Strategic and Operational Communication plan right at the beginning of the project.

3.2 The e-IRG Support Projects Continuum

e-IRGSP7 is the last instance of the e-IRG support projects which span a long sequence of activities over the years. Although the different instances are not perceptibly too different from each other, they are distinct and need to adapt to the exact phase of e-IRG and its priorities. Over the years, there has been a coherent communication strategy in place and a number of communication tools, again adapting to the relevant context and e-IRG priorities for each period. e-IRGSP7 continues along these lines, adjusting the needs to the given resources. Given that these are drastically reduced (including also for dissemination, communication, and liaison activities) compared to the previous support programmes of e-IRG, an optimal planning is required to achieve the best possible result. However, the project had to evaluate all previous activities to check which of those it would be able to sustain. Not all can be sustained, and there is a need to focus on some of them only. Although the project duration is only 18 months, there will be an effort to have a short feedback cycle within the project, including from e-IRG Chair, Executive Board, and delegations to optimise the support and refocus the few resources depending on the e-IRG requirements. Such an example is the possibility of e-IRG to organise a conference on its 20 years anniversary during the Swedish e-IRG presidency. Thus, some resources may need to be shifted and refocused to this effort.

3.3 Challenges and Barriers

Up until the fifth e-IRG support project, e-IRGSP5, and having built on the resources of all previous support programmes, we were able to create and maintain a very extensive set of tools and a quantitatively rich portal to support the actions of the e-IRG delegates, as well as communicate the work done, both by e-IRG and our support programmes. Due to lack of resources, an unfortunate event in e-IRGSP6 (death of the lead person in charge of communications), and the subsequent issues that followed with the lack of knowledge on the specialized platform (Liferay server) by all remaining partners, we were faced at the end of e-IRGSP6 with a largely unresponsive and unsecure website.

We, thus, had to allocate funds and effort on the creation of a new, more lightweight, with as much as possible but certainly smaller content, and more secure, but less extensive website. The website has been materialized and includes all needed information from the recent past, however the process of onboarding historical data since e-IRG inception is still ongoing. This is justified given the challenges faced with the old website, from which not a clean archive has been retrieved, given also the use of JavaScript technologies. In fact the instantiation of the new website in a new server in TU-Wien created a transient peak of resources consumption.

Having only a small amount of resources, we are thus faced with the difficulty of having to cut down on several other actions of this WP as is described later on. Such an activity is the e-IRG Knowledge Base which was hosted in the old CMS environment, facing major security and maintenance issues. Although an effort will be made to query with an external entity whether some information can be retrieved, at this stage it appears very challenging to maintain this in the future.

3.4   Communication Plan Overview

The communication plan is summarised in the following figure. It includes two main components, namely the Strategic Communication Plan and the Operational Communication Plan. In addition an analysis phase precedes both. The different sub-components are identified in the figure and are analysed in the next sections.
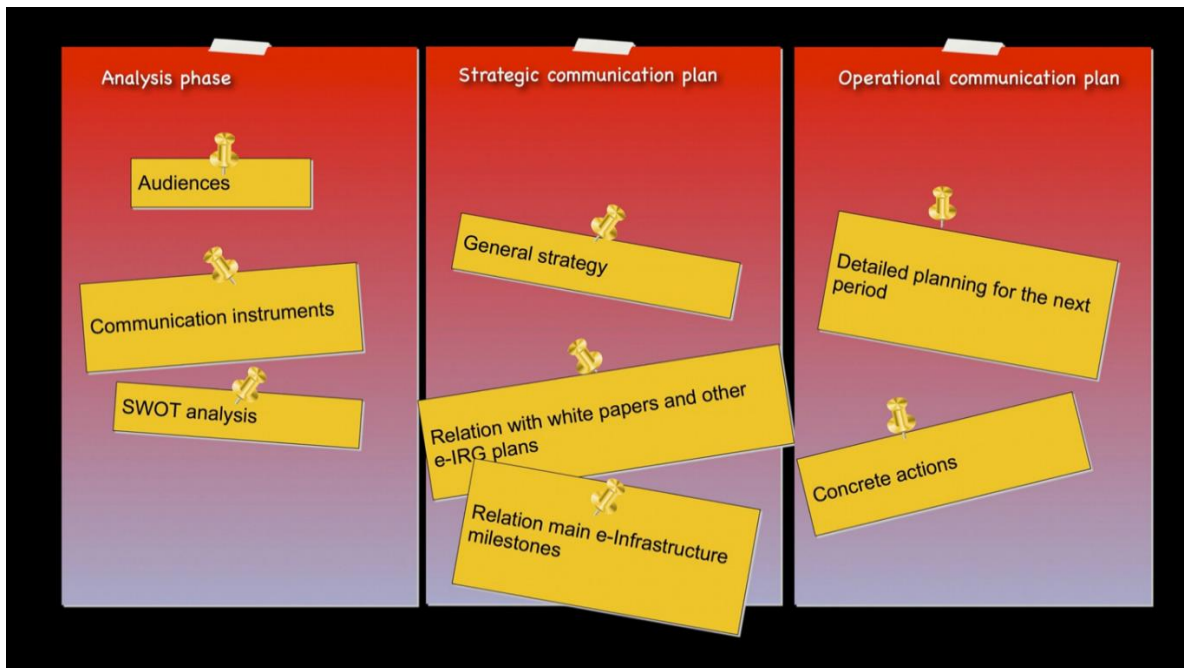

Figure 3.1 – Communication Plan Overview

4 Strategic Communication Plan

In this section, the analysis phase is presented along with the actual strategic plan, followed by the operational plan in the next section.

4.1 Target Audiences

One of key points of the analysis phase is the identification of the target audiences. As always, e-IRG main target group is policy makers and funding agencies at the Member States (MS), Associated Countries (AC), and the European Commission (both DG Connect and DG RTD). The e-IRG outputs are also relevant to e-Infrastructure providers, both horizontal and thematic, as well as e-Infrastructure users. Thus, the communication and dissemination activities expect to address the following audiences, prioritised in two categories:

Primary e-IRG audiences (higher priority):

- Policy makers and funding agencies at national (MSs, ACs) and EU level.

   o At national level it is mainly the Ministries related to Research and other relevant bodies (such as Research Councils), maintained mainly via the e-IRG delegations.

   o At EU level it is the European Commission - mainly DG Connect and DG RTD, along with the European Strategy Forum on Research Infrastructures (ESFRI) which is a similar body dealing with thematic Research Infrastructures (RIs). The ERA Policy Agenda[1] Action 8 foresees "Increased cooperation between research infrastructures, e-infrastructures, and stakeholders, including through EOSC, and already there is a plan and discussions between ESFRI and e-IRG on such cooperation.

- Horizontal e-Infrastructure initiatives/providers/operators/projects at EU level

   o GEANT, EGI, EOSC, EUDAT, EuroHPC, OpenAIRE and PRACE. These are also expected to contribute to the e-IRG White Paper 2022.

e-IRGSP7 audiences:

- EOSC-related projects.

   o Already e-IRG has been invited in a first coordination meeting among all EOSC-related projects under Horizon Europe in September 2022 in Brussels. Such coordination and sharing of results are also part of all such projects obligations (it was part of the related call and also part of the Grant Agreement)

- StR-ESFRI3

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[1] European Research Area Policy Agenda (europa.eu)

- This is the support project to ESFRI. Given the planned cooperation between ESFRI and e-IRG, the past links between the previous instances of the two projects should be reinforced.

Secondary e-IRG audiences (lower priority and/or indirect interactions):

- National horizontal e-Infrastructure providers

    - Such as NRENs, NGIs, NDS, National Computing Centres etc, again mainly via the e-IRG delegates representations and/or interactions.

- Thematic e-Infrastructure or Research Infrastructure stakeholders

    - Especially owners/developers/managers/operators of particular Research Infrastructures, e.g. ESFRI projects, ERICs, other world-class RIs

- Other e-Infrastructure related projects (upon request and based on resources availability)

    - As an example, following the PO's request the eRImote project aiming at improving remote and digital access to research infrastructure services has requested support regarding e-Infrastructure experts and the project will examine mobilising the e-IRG community (and e.g. consider also experts from e-IRG national delegations if approved by the e-IRG Executive Board).

- Industrial entities relevant to e-Infrastructures, which may be interested in e-IRG results

    - E.g. GAIA-X.

- Users of Research- and e-Infrastructures

    - These may be interested in some of the e-IRG results and may contribute to the e-IRG workshops and possible consultations of e-IRG documents.

- Standardization stakeholders such as the Research Data Alliance (RDA).

- General audience interested in e-Infrastructures and their policies.

4.2 Communication Instruments

Inventory of communication instruments

Website, Social media, News items, Communiques/Press releases, Videos, Articles, Presentations, Posters.

Website

A website, or portal, provides the opportunity to present all the information related to the project (and e-IRG) in one place. Using a modern content management system (CMS) and having learnt from the problems of past experiences with other CMS systems (Liferay), we shifted to an open, easier to learn and use CMS. Our choice was WordPress. On WordPress it is possible to include a lot of collaboration functionality, like document repository, message

boards, and have an access rights system out of the box. A known website also allows to create the impression you want by applying the lay-out that will be most helpful to your audience.

A properly designed website can help you see how many viewers you got, and the downloads of your documents. A website also provides the perfect central hub to which you can point all other communication activities.

How we use websites

The website is divided into two spaces. The e-IRG part, which is the main part of the website, and a subspace for the e-IRGSP7 project in form of (sub)pages. In addition to that we will build a confluence space, to give delegates and members the ability to store information and exchange data securely.

Videos

Video is an effective communication tool and is used to convey denser messages than those a picture can. You can use video to perform an interview. The advantage is that the person who is being interviewed can directly explain his/her ideas, topics, and work.

You can also use a video to record an event, like a workshop. Then the goal is to allow people who were not at the event to see what has happened. Previous e-IRG Support Programmes have done this many times with great success.

How we use videos

We have two main usages for videos: interviews with key stakeholders and recording of presentations during e-IRG workshops. We will put some effort into obtaining the opinion of people on crucial positions (for example large e-infrastructures or targeted funding agencies) on hot issues of our times. We will also work with the raw material from all events we will organize (i.e. the workshops and webinars of e-IRG).

Social media

Social media are a great way to interact with the community. They also provide insight about who interacts, and when. You can tell how many people saw your tweet, how many replied, and how many engaged with them in another way. Thus, the impact of these social activities both in quantitative and qualitative terms are very easy to assess.

How we use social media

In the past we used three distinct types of Social Media: Twitter, LinkedIn, and a News Blog. Each serves a different purpose, and together they ensure broad audience coverage. Due to limited resources we will focus mainly on Twitter and inform our followers with news updates. Less professional-type, yet of broader audience channels (e.g. Facebook, Instagram, etc) have proven to be less effective in communicating e-IRG content and information, since their users are more interested in other areas (e.g. personal relations, entertainments).

MICE2

Meetings, Incentives, Conferences & Exhibitions are standard communications mainly used by the industry. A good mix can reach a wide audience. Although predating the Internet, it is

still worth to consider them in any communication mix.

How we use MICE2

WP2 organises the main e-IRG delegates meetings and workshops, and WP4 provides only some assistance. In addition, as part of the liaison activities, we participate in many events organized by other projects/organizations/authorities. We organize video interviews whenever possible at such events. We also participate, when possible, in an exhibition with a booth, preferably jointly with sister projects (e.g. in ICRI).

We have large roll banners that can be used as background during events (such as workshops, and photos for Tweeter posts).

News items

News items or articles will be published on the website. News items can be combined and sent out at regular intervals (e.g. quarterly). They can be used to keep people aware or to inform or entertain them.

How we use news items

e-IRGSP projects have been using the news items to inform the e-Infrastructures community at large with news and events, background articles, workshop reports, etc. We usually do that twice a semester. We deliver a set of news items to our update list and publicize each of them in our website news items section.

Other minor tools

We also use some smaller tools like standardized presentations and templates for all events we participate in.

4.3   Communication Goals

Success Measurements for the Dissemination of Project Results

Monitoring of the project progress conducted throughout its life span will help to achieve defined dissemination/communication and exploitation objectives. The impact of a communication effort will be assessed in precise terms, including:

- The number of users visiting project's webpages.

- The number of downloads of documents and accesses to video material.

- The number of Twitter followers.

- The number of events organized to external public (in co-operation with e-IRG).

- The number of media, publications, and presentations referencing e-IRG or its work, such as the e-Infrastructure Commons.

- The number of events' visitors.

The exact numbers we expect to reach are established in this deliverable and are based on the numbers presented in the final reports of the preceding e-IRG support project, e-IRGSP6.

We also keep track of the usage that is made of the work of the e-IRG in other ways. For instance, we receive further feedback from a questionnaire which we ask the Delegates to fill out.

4.4   SWOT Analysis

We present a SWOT analysis for communications purposes only. It is not to be considered as a SWOT for e-IRG (as this was not discussed with e-IRG) or e-IRGSP7 as a whole.

4.4.1 Strengths

1. *e-IRGSP7 partners have a lot of experience in supporting the e-IRG and the general community.*

   In the project consortium, 3/4 partners have participated in the previous e-IRGSP projects. They know e-IRG and its ways of working very well through experience.

2. *Good communication skills*

   Over the course of all e-IRG support projects, some excellent communication tools have been used to reach our various audiences and stakeholders. Tools alone are not enough; however it is important to know how to use them appropriately in different circumstances. The e-IRGSP7 consortium is hosting the necessary expertise to efficiently communicate with the tools at hand within the available budget.

3. *New and secure website*

   e-IRGSP7 has pledged to completely redesign and restructure the e-IRG website, which has become a single point of reference for our community. This was much needed due to security and functionality issues found in the previous support project. The new website is built on a lighter, better supported by the community, and easier to maintain CMS which is WordPress.

   The website consists of a public part, as well as a private one for the delegates. The website has a clear structure with links to the news and events sections, and a user-friendly section to retrieve e-IRG documents.

4. *Known in the community*

   e-IRG has by now gained a place within an e-Infrastructure community that consists of many different organisations, including ESFRI, EuroHPC, GEANT, EGI, EUDAT, RDA, PRACE, and the EOSC family of projects. They all approach the e-Infrastructure field from a different angle according to their experience and expertise. With the setup of the e-Infrastructure Commons concept, e-IRG hopes to provide the binding glue between the different approaches. e-IRGSP7 supports this ongoing process. e-IRG is well positioned to take up its role as a group overlooking the developments of EOSC, EuroHPC and other e-Infrastructures. Delegates of e-IRG are participating in or are connected with all of the above (and more) organisations.

5. *e-IRG Workshops*

   e-IRG organizes two open workshops each year, which are well attended. Interaction between all stakeholders is high on the agenda during these workshops. The break-out sessions stimulate the discussion and invite the participants to present their views on the e-IRG themes and topics from different angles.

   The e-IRG workshops function as a creative laboratory where thoughts and opinions emerge. These ideas focus on how to establish the e-Infrastructure Commons as a

practical model for the European research community. The support project takes care of the workshop logistics.

4.4.2 Weaknesses

1. *Budget and short duration*

   The budget for the e-IRGSP7 support project is quite small in relation to the needs of e-IRG for support. And also the project duration is short. In this respect, it is difficult to embrace all new communication tools that may be available in the open market (other than the new website) or even sustain existing ones. This forces the project to make a selective use of the available tools.

2. *Time-consuming production process for the e-IRG documents*

   e-IRG produces new documents in a process that requires about a year. e-IRGSPs work is based on a plan to smoothly process the different phases of the e-IRG document production cycle in a way that is transparent for e-IRG delegates and e-IRGSP7 partners. However, it is a lengthy process and documents' recommendations need to come out from a consensus process among the e-IRG MS and ACs.

3. *Few e-IRG documents expected.*

   e-IRGSP7 is refining the dialogue with the e-IRG delegates to follow up the status of the documents that are being produced. Separate Working Groups are being set up to deal with the different documents to facilitate the document creation process. The support project adopted a solution common to the entire community (Zenodo) which also provides each document with a persistent identifier and allows for long-term storage.

4. *e-IRG among many related stakeholders*

   e-IRGSP7 can help the delegates to communicate e-IRG activities to their local ministries and audiences by adapting general dissemination materials which are already in place, such as Communiques and presentations, to the specific audiences that have to be addressed. It will help to better put e-IRG on the map in the local communities and EU Member States. The position of the e-IRG in the emerging EOSC and EuroHPC landscapes may still need to be explained.

4.4.3 Opportunities

1. *European Open Science Cloud*

   The European Open Science Cloud (EOSC) follows the general direction e-IRG has started with, which is the concept of the e-Infrastructure Commons, in turn an essential building block for the EOSC. Several of its components (portal/marketplace) and features (catalogue of services, compliance, rules of participation) have been also inspired by e-IRGSP older documents[2]. e-IRGSP7 will continue to provide communications about how the Commons can leverage the Open Science Cloud

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[2] A marketplace for e-Infrastructure services: https://zenodo.org/record/5675246

Communication. EOSC has been, and still is being, implemented by a variety of projects. e-IRG can provide a longer-term view.

2. *EuroHPC, AI, quantum, and other computing developments*

In the international news channels, e-IRGSP7 is following up and distributing all recent announcements in the areas of EuroHPC, AI and quantum computing for possible integration of these technologies into the e-Infrastructure Commons, in order to better support all European Research Infrastructures (RIs).

3. *Research Infrastructures are getting more support*

Integration of different emerging computing technologies within the e-Infrastructure Commons is key to supporting the RIs. Using the e-Infrastructure Commons as a lever, e-IRGSP7 is communicating the idea of a digital open marketplace within Europe, and in a global level supporting big scientific research, whilst also ensuring support for the long tail of data.

4. Assimilation in European Research Area bodies

In the e-IRGSP7 call, it was mentioned that e-IRG should be assimilated to other relevant bodies. Although this may also be a threat (see below) it may become an opportunity to be hosted under some ERA related body and open new channels, including communications.

5. New e-IRGSP7 partner involved in several other projects

TU-Wien, who is the new communication lead, is a strong player in the EOSC ecosystem, participating in the several key projects such as EOSC Focus and Skills4EOSC. Effort will be made to create synergies and open new communications channels, despite the short duration of the e-IRGSP7 project.

4.4.4 Threats

1. *e-Infrastructures are mainly seen as part of RIs and thought of as being part of EOSC and EuroHPC only.*

e-Infrastructures are in many cases not part of the RIs, as they are in fact providing a set of digital services and implementation tools to support the RIs. Through the e-Infrastructure Commons concept, e-IRGSP7 highlights the weight of this concept as e-IRG sees it. This threat may impact the interest in e-Infrastructures and related communication aspects.

2. *Many Advisory Boards*

e-IRGSP7 put effort to map the different advisory bodies in the community, e.g. stakeholders responsible for the EOSC, EuroHPC and other high-level groups in charge of the deployment of different aspects of the e-Infrastructure landscape. There are still many such boards with sometimes overlapping roles and this makes communication difficult. On the other hand, representatives of these advisory bodies are regularly invited to e- IRG workshops to foster active collaboration.

3. *Organisations adopting e-Infrastructure Commons without reference.*

The concept of the e-Infrastructure Commons is wandering around for some time in the community. e-IRG has organized workshops around this concept and participants are slowly taking up the idea and making use of it within their own organisations. e-IRGSP7 has to support e-IRG in clearly communicating that it is e-IRG that first conceived it and therefore plays a key role in this area. e-IRGSP7 is helping e-IRG delegates not to be disregarded in the community when talking about the e-Infrastructure Commons.

4. *End of support projects*

In the e-IRGSP7 call, it was mentioned that this will be the last e-IRG support project funded by the EC and talked about assimilation to other bodies. This provides a clear threat to e-IRG and all its activities, including communications.

4.4.5 Activities derived from the SWOT analysis

Some key points that may be considered coming out of the SWOT analysis:

- e-IRGSP7 will target national policy stakeholders including ministries (via its delegations but also its dissemination lists) in the EU Member States to show these parties of the relevance of e-IRG as enabler of the e-Infrastructure Commons.

- e-IRG workshops allows us to invite and discuss with different stakeholders. The attendees and ourselves become familiar with advisory boards in the community, we get to know each other's agenda for the e-Infrastructure landscape, and search for complementary ways to collaborate. This is an important point, that is always kept in mind when planning of e-IRG workshop programmes.

- e-IRGSP7 partners have expertise that can support e-IRG delegates in communicating about these policies to the different stakeholders in the community. Selective liaisons will be pursued to augment the communication effect, such as with the new EOSC projects that TU-Wien is participating (EOSC Focus, Skills4EOSC).

- Having e-IRG document cycles which do not take more than a year to be produced and enabling an easier access by third parties can enhance the uptake of the e-Infrastructure Commons and related e-IRG recommendations within the community, increasing its impact.

- e-IRGSP7 uses targeted communication tools to help e-IRG reach its target audiences and influence them to adopt its recommendations for the benefit of the community.

- A new, secure, and fully functional e-IRG website and internal collaboration space can be most helpful to serve as a tool and instrument for the e-IRG delegates to promote the case of the e-Infrastructure Commons.

- A smoother document production cycle between e-IRG and e-IRGSP7 will facilitate the conversation with the European Commission on issues of common interest.

4.5 Communication Matrix

In the communication matrix below, we summarize the communication activities for our main audience categories. It helps focus on the communication goals set and how we want to achieve those.

Audience	Communication goal	Communication Instruments	Communication Frequency
Policy makers and funding agencies at national and EU levels	Inform	Twitter, Work-shops, News	Twice a year
Horizontal e-Infrastructure initiatives/providers/operators at EU level	Inform, liaise, collaborate	Twitter, Work-shops, News, E-mail (engagement in e-IRG White Paper)	Weekly/Monthly
EOSC-related projects	Inform, liaise, collaborate	Twitter, Work-shops, News, Co-ordination meetings /E-mail	Weekly/Monthly
StR-ESFRI3	Inform, liaise, collaborate	Twitter, Work-shops, News	Weekly/Monthly (depending on ESFRI-e-IRG liaison outcome)
National horizontal e-Infrastructure providers	Inform, invite	Twitter, Work-shops, News, E-mail	Twice a year
Thematic e-Infrastructures or Research Infrastructure stakeholders	Inform, invite	Twitter, Work-shops, News, E-mail	Twice a year
Industrial entities relevant to e-Infrastructures	Inform, invite (liaise if needed)	Twitter, Work-shops, News, E-mail	If opportunity arises
Users of Research and e-Infrastructures	Inform	Twitter	Yearly
Standardization stakeholders	Inform	Twitter, News	Yearly
General audience	Inform	Twitter	No specific timescale

5 Operational Communication Plan

In this section we describe the detailed communication activities, derived from the Strategic Communication plan. More concrete activities are presented.

5.1 Portal

At the portal level we will focus on:

- e-IRG website

- Closed e-IRG website for delegates and e-IRGSP7 project partners

- e-IRGSP7 project website

The e-IRG Support Programmes have in all of e-IRG's history been in charge of maintaining the e-IRG website, as well as the successive e-IRG support activities websites. They have also been in charge of providing the necessary collaborative space for document creation, file exchange, and document storage.

Given the security and stability issues faced in the previous website when the person in charge of the e-IRG portal passed away, we have decided to redesign from scratch a lighter version of the portal, in accordance with our smaller budget. The new website, although lightweight, is more secure and has some new modern features. Besides the automated Tweeter feed, our events appear in a calendar that is easily updated and allows for the user to import the event into his/her own calendar. The new tools have lower maintenance cost (in effort spent) than our previous implementations which required more manual work.

The e-IRG website http://e-irg.eu, both external and internal (for the delegates) has been redesigned and installed in a new CMS (WordPress). News will be gradually added, as well as new events and workshop information in a calendar friendly format. The e-IRG Twitter feed appears instantly and automatically there. The portal will focus on the recent past and future events. Regarding the old website content, effort will be made to include or refer to it as static pages.

For the e-IRGSP7 project we will create a new website, at https://e-irg.eu/e-irgsp7.

We include here three images of our new website. The website has the general look and feel which is shown in the first image, the twitter "social media" page is shown in the second image, while the third image is how our calendar plugin is implemented.

5.2 MICE2

MICE2 stands for Meetings, Incentives, Conferences, Events and Exhibitions. At the MICE2 level, we support e-IRG with the same tools:

- Participation in selected events

  - E.g. EGI Conference, EOSC Symposium, ICRI conference, EuroHPC events, coordination meeting among EOSC-related projects, ESFRI events, selected EOSC projects events

- Communications of news items via the update list (two times per semester). The e-IRG magazine will thus be replaced with these communications of news items.

- Publication support

e-IRGSP7, in line with previous support programmes, will opt to participate in various events from the community and publicize e-IRG work.

Publication support will continue to provide minimal lay-out (insourced) and publication services for documents produced by other WPs.

We can use this toolbox, to package and customize a number of tools to help delegates in one (or more) countries.

5.3 Social media

The project will focus on Twitter as the main social media means.

- Twitter

With Twitter we try to be fast and engaging. Tweeting from conferences and events is still a great way to engage people who are not at the event. In between events we select relevant community news to tweet about. We will continue twitting often enough to cover both e-IRG news and e-Infrastructure news at large. Regarding frequency, we try to tweet regularly (weekly and in periods more frequently, even daily).

All other social media outlets will be minimised or stopped, and in some cases only we will try to maintain the previously published material (if this is possible as accounts have not been recovered for some of them such as Vimeo). The old magazines and interviews have been already included in the e-IRG pages.

Besides, twitter we will use the news items and communications as mentioned previously.

5.4 Information flow to stakeholders

5.4.1 Liaison with other projects

The project will seek relationships with other support projects in the e-Infrastructure, EOSC and EuroHPC communities. We will follow closely the events and actions of the ESFRI support projects (StR-ESFRI3). Furthermore, we cross paths with most of the stakeholders of the target audiences in the e-IRG workshops and other events and discuss either officially

or unofficially. We also reference each other's communication activities and look for joint dissemination opportunities. A table with a more detailed plan is given in the next section.

5.4.2 Liaison plan for liaison with stakeholders

The following table provides a detailed liaison plan layout for specific stakeholder organisations.

Stakeholder	Stakeholder contact	e-IRG (SP) contact	Liaison goal	Expectation	Expected Outcome	Comment
European Commission	DG Connect/ DG RTD	e-IRGSP7 Coordinator, e-IRG chair	Introduce e-IRG Chair and latest e-IRG documents (e-IRG White Paper 2023).	Better coordination of e-Infrastructures (GEANT, EOSC, EuroHPC)	More coordination across e-Infrastructures	This may take more time than the project lifetime
ESFRI	ESFRI Chair StR-ESFRI3	e-IRG Chair, e-IRGSP7 coordinators	Cros-participate in each other's groups, include e-IRG members in the ESFRI Working Groups	Increased cooperation between RIs, e-Infrastructures, and stakeholders, including through EOSC	Facilitate integration of horizontal services and policies with vertical science domains	In line with the ERA Policy Agenda Action 8
EOSC	EOSC Steering Board	e-IRG Chair, e-IRG EOSC Working Group, e-IRGSP7 coordinators	Identify policy gaps and complement each other on the policy area	Increase complementarity and make progress in key policy areas	Better aligned policies for benefit of policy makers/funding agencies	There is a first coordination meeting on 30 September in Brussels
EOSC	EOSC-Association, EOSC-Focus and EOSC-projects	e-IRGSP7 coordinators (Fotis Karayannis, Jan Wiebelitz)	Align work and avoid duplications across projects/Contribution towards interoperability	Increased cooperation across EOSC projects/integration of services	Better aligned services and policies for the benefit of users	There is a first coordination meeting on 30 September in Brussels
EU e-Infrastructure initiatives	EGI, EOSC, EU-DAT, EuroHPC, GEANT, OpenAIRE PRACE.	e-IRG Chair, e-IRG EB, e-IRGSP7 coordinators	Contribute to the e-IRG White Paper 2022 and facilitate collaboration among horizontal e-Infrastructure providers.	Create an e-Infrastructure governance forum to jointly plan related strategies	Better coordination and aligned strategies for the benefit of users	Re. EOSC, mainly EOSC-A & EOSC SB
National policy stakeholders/nodes	Via e-IRG delegates	e-IRG Chair, e-IRG EB, e-IRGSP7 coordinators	Collaborate for identification of good practices and implementation of policies/recommendations at national level	Cross-border ex-change of information, and best practices on the development of national nodes	Stronger national nodes for all e-Infrastructures and better coordination	
e-Infra/RI user communities	ESFRI Cluster/super cluster project	e-IRG Chair, e-IRG ESFRI Working Group, e-IRGSP7 coordinators	Facilitate the user community inputs into the policy creation process	Participation in workshops and outreach events and meetings. Consultation of policy documents	Integrate user requirements.	
Research Data Alliance-RDA	RDA SG and RDA Europe	e-IRG Chair, e-IRGSP7 coordinators	Collaborate on the promotion of change of culture of communities towards open data, data management & data sharing practices	Exchange of information, knowledge, and best practices, especially from RDA and its communities	Increased adoption of Open Science practices	Lower priority as this is tackled by multiple stakeholders
RI NCPs	RICH Project	e-IRG Chair, e-IRGSP7 coordinators	Complementary dissemination networks	Use of each other's networks for dissemination of related publications	Increased impact of e-IRG documents	Lower priority – depending on resources

5.5   List of publications to be supported

The tentative list of planned official publications of the e-IRG are the following:

- e-IRG White Paper 2022: *Realisation and enhancement of coordination and collaboration in the e-Infrastructure landscape covering the full spectrum of e-Infrastructures (networking, computing, data) and related services.*
    - o *Planned to be finalised at the end of 2022*
- Other ad-hoc e-IRG documents such as e-IRG Workshop Communiques and
- Policy papers on the e-IRG 20 years anniversary event

All e-IRG/e-IRGSP7 official publications will be made available to the public at Zenodo when published, as well as being linked/hosted at the website.

5.6   Schedule of events

An initial list of events in which e-IRGSP7 partners or e-IRG delegates that we support intend to participate is presented in the table below.

Date	Event	Place	Audience	Audience size estimate	Who attending	Goal
3-4 May 22	EOSC Policy Event	Strasburg, FR	EOSC stakeholders	150	INNO	Follow EOSC updates and promote e-IRG White Paper 2022 plan
30-31 May 22	e-IRG Workshop	Virtual	Policy makers, Providers, Users	150	All SP7 partners	Promote e-IRG work, including White Paper
29-30 June 22	EOSC Focus kick-off	Vienna, AT	EOSC-Focus partners (closed)	35	TU-Wien	Plan for synergies
5-6 Jul 22	EOSC-Future dinner	Athens, GR	EOSC-Future partners (closed)	70	INNO	Discuss e-IRG White Paper plan – Cooperation among e-Infrastructures
15 Sep 22	ESFRI Stakeholder Forum	Brussels, BE	ESFRI related community	150	INNO, LUH	Follow ESFRI updates, Discuss liaison with ESFRI
20-22 Sep 22	EGI Conference '22	Prague, CZ	e-Infrastructure community	250	e-IRG delegates, INNO	Present White Paper and discuss e-Infrastructures cooperation
28-29 Sep 22	NI4OS-Europe regional event	Budapest, HU	EOSC Community	150	INNO	Follow national/regional EOSC updates

30 Sep 22	EOSC-projects coordination meeting	Brussels, BE	EOSC-Projects	100	INNO, LUH	EOSC-projects coordination
19-21 Oct 22	ICRI 2022	Brno, CZ	RI Community	450	e-IRG delegates, INNO	Follow ESFRI updates, Discuss liaison with ESFRI
14-17 Nov 22	EOSC Symposium	Prague, CZ	EOSC Community	300	e-IRG delegates, INNO, LUH	Follow EOSC updates, Discuss e-Infra cooperation
12-13 Dec 22	e-IRG Workshop	Prague, CZ	e-IRG Community	300	e-IRG delegates, partners	Promote e-IRG work, including White Paper
20-24 Mar 23	EuroHPC Summit week	Stockholm, SE	EuroHPC Community	300	e-IRG delegates	Promote e-IRG work, including White Paper, Follow up e-Infra cooperation
21-23 Mar 23	RDA 10th year anniversary	Gothenburg, SE	RDA Community	400	e-IRG delegates, INNO	Follow RDA updates, Follow-up e-Infra cooperation
19-21 Jun 23	RI Conference and e-IRG 20 years event	Lund, SE	RI/e-Infra Communities	400	e-IRG delegates, partners	Celebrate e-IRG anniversary, promote e-IRG work

6 Metrics

In this section we provide some basic quantitative goals for the dissemination activities.

Metric	Baseline (end of e-IRGSP6)	Goal for the total project duration	Comment
Website unique visitors per month	(No metrics due to website functionality issues)	1000 per month (average) up to 1500 in the last months of the project	Counted since website official re-launch in July 2022
Number of downloads of e-IRG documents (White Paper 2022)	~250 average views/downloads for the last two e-IRG documents from Zenodo (no reliable metrics from the website)	300 downloads on average for the documents produced during the project's duration	Statistics from Zenodo and new website (the latter to be discussed).
Twitter followers	670	720	
Number of views on YouTube channel/month	(no metrics due to website functionality issues)	20up to 50 (more on the months of the e-IRG workshops)	Channel with workshop presentation videos and video interviews
Workshop attendees (on average)	~100 per workshop	~4x100 up to 150	Organised and counted by WP2
Tweets per workshop	New metric	~ 10	
e-IRG mailing list reach	~ 550	600+	Organised and counted by WP2
Engagement of e-Infrastructure experts in the e-IRG workshops and/or publications	New metric	>=20	This is to measure the strengthened e-IRG analytical capacity
Link the e-IRG workshop topics with the publication ones	New metric	>=1	Only one main publication is currently foreseen at this stage (e-IRG White Paper 2022).
Publication of e-IRG Workshop Communiques	New metric	>=2	Summary of the main points from the e-IRG workshops

7 Plan for "Dissemination and Exploitation of results"

7.1 Introduction

It is important to stress that e-IRGSP7 is a support action. We do not have a research component in the project, and hence will not generate any "Foreground Knowledge". The results of the project will consist of documents, website material, videos, and the like in support of e-IRG. These results will be used, after the project finishes, by the e-IRG and its community. Individual e-IRG partners will use the results as a demonstration of their skills.

7.2 Dissemination list

The project has prepared an initial list of events where e-IRG or e-IRGSP7 partners plan to participate (see table in section 7.2). The table will be updated during the course of the project. Other key dissemination activities (policy documents, news items, etc.) will be reported at the periodic reports.

8 Conclusion

This document presented the Initial Communication plan for e-IRG and e-IRGSP7. The communication plan consists of a Strategic Communication Plan and an Operational Plan that lists the main activities planned at the stage of the writing. e-IRGSP7 will remain flexible and try to reprioritise its activities depending on the e-IRG needs.

An initial list of liaison activities is provided along with a list of target events. We also provide some basic communication metrics that will help to assess the effectiveness of our communication efforts.

The plans take into account the very reduced resources available.