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D5.3 Dissemination and Communication Plan to Other LA Countries, Resubmitted

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1. EXECUTIVE SUMMARY

This document is the resubmitted version of FORESTA project deliverable “D5.3 Dissemination and Communication Plan to Other LA Countries”. Its primary purpose is to describe how the information and activities generated and carried out respectively by the FORESTA project in the five Latin American countries which the project covers directly, will be disseminated and communicated to a wider audience of interested parties in LA countries “other” than those original five.

The reason for having a dissemination plan for “other” LA countries is because FORESTA’s expected impact in the “other” countries is to help facilitate the introduction of more structured and intense Euro-Latin American ICT research cooperation and to encourage the establishment of a regular ICT policy dialogue with the European Union. The definition “other Latin American countries” refers to the countries from Central and South America that do not have a Science and Technology agreement with the European Union. These “other” countries are not directly involved in FORESTA through inclusion of a partner in the project.

Dissemination in other Latin American countries, T5.3, is included in WP5 of the Dissemination and Communication Workpackage, lead by Mexican Partner ITESM. ALETI, Task Leader of task T5.3, will implement the FORESTA dissemination activities in “other” **Latin American countries**.

Dissemination activities include the diffusion and promotion of the FORESTA messages, activities and main objectives in countries not directly covered by the project through the project partners. These countries are Panama, Cost Rica, Uruguay, Ecuador and Peru.

The FORESTA project will identify key stakeholders and players in the “other” countries to be targeted by this communication action with a view to raising awareness about FORESTA activities, the EU framework programme and about the utility of engaging in a dialogue to promote national science and technology and research policy and cooperation in this field with the EU. The dissemination targets will be drawn from the primary categories of government, from university and research organisations and from industry.

Communication and dissemination will be by direct and indirect means and will include, among others, personal contacts, electronic newsletters, brochures, presentations and workshops, a short report summarising the activities and results of the FORESTA project so far and the use of social media.

The communication and dissemination activities to the “other” countries will take place throughout the project beginning in M15. Finally, evaluation criteria have been suggested for use in a follow-up assessment of the impact of the communication and dissemination activities to the “other” countries



Figure 1: The FORESTA Project encompasses Brazil Mexico, Colombia, Chile and Argentina

2. INTRODUCTION

This document is the resubmitted version of FORESTA project deliverable “D5.3 Dissemination and Communication Plan to Other Latin American (LA) Countries”. Its primary purpose is to describe how the information and activities generated and carried out respectively by the FORESTA project in the five Latin American countries which the project covers directly, will be disseminated and communicated to a wider audience of interested parties in LA countries “other” than those original five.

This document consists of an Executive Summary, followed by this Introduction and then by the body of the methodology consisting of an explanation of the rationale and objectives of the dissemination activities to “Other” LA countries in section 3 and, in section 4, a description of the target countries and stakeholders to be communicated with. This is followed in section 5 with a discussion of the dissemination tools and activities to be used and, finally, in section 6 with a suggested time schedule and evaluation criteria to be used in a follow-up assessment of the impact of the communication and dissemination activities to “other” countries.

The reason for having a dissemination plan for “other” LA countries is because FORESTA’s expected impact in the “other” countries is to help facilitate the introduction of more structured and intense Euro-Latin American ICT research cooperation and to encourage the establishment of a regular ICT policy dialogue with the European Union.

Dissemination in other Latin American countries, T5.3, is included in WP5 of the Dissemination and Communication Workpackage, lead by Mexican Partner ITESM.

The Dissemination Campaign to other Latin American countries seeks to amplify the impact of the project with the aim of serving *as model or as inspiration or as lessons learned to countries that are in the process of starting discussions for S&T Agreements with the European Union.*

T5.3 leader, ALETI, is the only International Federal Association that involves national industry ICT Associations of Latin America, the Caribbean countries and Spain. It actively promotes public-private dialogue by: advocating policies to advance the industry’s growth and development; enhancing regulatory frameworks towards development and competitiveness, facilitating international trade and investment in ICT products and services; strengthening industry associations through the sharing of knowledge, experience and critical information; and, providing members with a vast network of contacts.



Figure 2: Locations of ALETI members

Because of its Latin-American connections, ALETI is able to cover Latin American countries other than those included directly in the FORESTA project. Furthermore, ALETI has provided public-policy consulting services which justify its role in the FORESTA project. ALETI represents a known source of information and channel for communication in the

region and, in this respect, FORESTA will benefit from this role and position to disseminate more efficiently the project activities and outcomes.

Hence, ALETI will perform a dissemination campaign based on active collaboration among its network of active members and among the public bodies with which it has relationships. This means that the role of ALETI's associates and members is pivotal to encourage other Latin American countries to establish a regular ICT policy dialogue with the European Union.

This document will therefore define the **targets**, **tools** and **timing** of the Dissemination Campaign to other Latin American countries.

<p>The goal of disseminating the FORESTA Project in other Latin American countries is to pave the way for other countries to have the opportunity of having a <i>policy dialogue with the European Union and of shaping the research dimension between those countries and the EU.</i></p>
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3. OVERALL DISSEMINATION RATIONALE & OBJECTIVES

Consistent with the D5.1 Communication Plan developed by ITESM, Leader of WP5, ALETI, Task Leader of task T5.3, will implement the FORESTA dissemination activities in “**other**” **Latin American countries**. In order to clarify this task, it is important to define *dissemination*.

Dissemination activities include the diffusion and promotion of the FORESTA message, activities and main objectives in countries not directly covered by the project through the project partners.

It is essential to determine **what** to disseminate, to **whom**, and **how** the dissemination will be performed.

Firstly, the objective will be highlighted:

Pave the way for other policy dialogues with other Latin American countries and to the shaping of research dimension between those countries and the European Union.

The rationale is based on the *assumption that the experience gained by the countries having signed and implemented S&T Agreement with the EU, or by countries which are intensifying their policy dialogue with the EU (Colombia), can be beneficial in accelerating policy dialogue, and thereby aid the development of research cooperation between the rest of the region and the EU.*

The focus of the communication to other Latin America countries is given on fostering the awareness in the participation in common projects and stimulate the policy dialogue basis for the research cooperation.

Secondly, the main elements of the Dissemination to other Latin American countries are:

- Identification of **key stakeholders**:

This means identifying relevant actors to be targeted by the dissemination action in those countries which have capabilities that make it interesting for them to be included in the possible targets of this task. It also means identifying the key institutions belonging to **policy makers** and representatives of the **scientific community** and **industry** which needs to exploit research results to increase competitiveness. The reason for involving these three categories is that all participate in the value chain of research and technological development and therefore can provide valuable input to the policy dialogue promoted by government bodies. Government bodies are the drivers and the private sector is the beneficiary in the medium- and long-term. All of these entities will be exposed to the experience of other countries in ICT research policy dialogue with Europe.

- Definition of a **timetable** for a series of presentations and visibility actions by the FORESTA project in countries not directly involved in the project.
- Publication of a **Short Strategic Report** based on lessons learned and derived from the experience of Argentina, Brazil, Chile, Colombia and Mexico. The report will be sent to all ICT policy-makers in Latin America as a way of enhancing initiatives towards a structured dialogue on ICT Research with the EU. The report is a description of the best practices and it will serve as a model for other Latin American countries.

4. IDENTIFICATION OF THE COMMUNICATION TARGETS

4.1. *About the other Latin American target countries*

4.1.1. *Panama*

Panama had recently established tools for the development of science, technology and innovation and created the National Secretariat for Science, Technology and Innovation (2005). Science and technology should become the fundamental tools to foster development in a country where technological innovation and modernization is still needed and this is stated as one of the main national objectives for the period 2011-2015.

Industry is working on a strategic plan along with the Science and Technology Agency where FORESTA's objectives and vision are expected to be introduced.

The principal challenge that Panama is facing at the moment is generation, transfer and systematic incorporation of technological and scientific knowledge to all economic, social and cultural activities.

ALETI has contacts with CAPATEC chamber of industry and with representatives of Ciudad del Saber.

4.1.2. *Costa Rica*

To expand ICT use, the Costa Rican government is creating and providing relevant and up-to-date content on the Internet. One of the best examples of this effort is costaricense.com, a national portal which made Costa Rica the first country in the world to offer all of its citizens their own email account in a centralized system. The portal also offers access to a wide range of government services, general information and ecommerce applications, including promotion of the eco-tourism industry. The information and communication technologies sector plays a very important role in the Costa Rica National economy and has the potential to develop as an engine of change in the country's progress.

The Global Competitiveness Report of 2001 ranked Costa Rica number one in Latin America in the Technology Index. Costa Rica increased 4 levels up to 55th position in the rankings of The Global Competitiveness Report 2009–2010. The main factors contributing to this score were the quality of the environment for innovation, the capacity to adapt world class technology, the export of technology products, the capacity to incorporate new information and the available telecommunications technology. The same report rates Costa Rica second in competitiveness. The Human Development Index places Costa Rica among the first 25 countries worldwide in investment in technology.

Risk Fund for the Research (FORINVES) is a non-refundable funding instrument intended to provide the national research community with the resources to promote, strengthen and develop scientific and technological research. It is focused on public and private non-profit entities as part of their bid for scientific endogenous development.

Professionals have good knowledge of the English language. 80% of R&D capability is currently in the hands of Cost Rican nationals.

ALETI have contact with the CAMTIC Chamber of Industry and with the Ministry of Science and Technology (MICIT).

4.1.3. Uruguay

In recent years, Uruguay has shifted some of its energy into developing the commercial use of technology and has become one of the main exporters of software in Latin America.

It has one of the highest GDP per capita in the region and the 47th highest quality of life in the world. In 2009, Uruguay grew 2% compared to 2008 and continued the upward trend which began in 2003.

One of the main development objectives of Uruguay is the “Plan Ceibal” (Basic Informatics Educational Connectivity for Online Learning) driven by the Presidency of the Republic. Its aim is "to promote digital inclusion with a view to reducing the digital gap in relation to other countries and citizens of the country among themselves, thus enabling a greater and better access to education and culture".

ALETI is in touch with the ICT Chamber of Commerce and with those responsible for the Plan Ceibal.

4.1.4. Ecuador

In 2008, the Ecuadorian Government created the program of Productive Strategies which determined Software as one of 10 strategic sectors for development. The sector already has a strategic plan to be implemented and monitored by the government body responsible.

The National Plan for Science and Technology considers ICT as a crosscutting issue and promotes the creation of Transfer and Research Centres aligned with Industrial Policy.

Ecuador is a medium-income country with an HDI – Human Development Index – score of 0.807 (2007) and has about 38.3% of the people living below the poverty line.

ALETI has contacts in Consejo Nacional para la Reactivación de la Producción y la Competitividad, Subsecretaría de Informática and Superintendencia de Telecomunicaciones. Ecuador’s ICT Chamber of Commerce is also a member of ALETI.

4.1.5. Peru

Peru's economy has experienced significant growth in the last 15 years. It is considered an Emerging Market according to the MSCI (International Equity Indices). Its 2008 per capita income was US\$8,594; 36.2% of its total population is poor, including 12.6% that is extremely poor. Historically, the country's economic performance has been tied to exports which provide hard currency to finance imports and external debt payments. Although exports have provided substantial revenue, self-sustained growth and a more egalitarian distribution of income have proven elusive. Inside FP7, Peru is considered a third country, so its government has established a national network of National Contact Points.

ALETI has close contacts with AdeTICS, an association for ICT Development. This association includes companies, universities and research centres. ALETI’s other contact is the APESOFT Chamber of Commerce.

4.2. Target categories

The FORESTA Dissemination Plan for other countries is intended as an instrument to amplify the impact of the project towards the target constituencies within Latin America. Consistent with FORESTA mission, the Leader of T5.3 aims to identify key stakeholders and players to be targeted by this communication action with a view to raise awareness about the FORESTA activities and about the EU-LA dialogue on an ICT research priority roadmap. The disseminated information is similar to that in the scope of D5.1 (overall Communication Plan). Some adjustments and localisation are possible and will be necessary in order to address the specific needs and contexts of different countries.

This dissemination targets consist of the following stakeholder's categories:

Table 2: Targets, key messages and approaches

Stakeholder	Disseminated Information	Key messages	Approach
1. Government	<ul style="list-style-type: none"> ▪ Results of a Foresight Study on the long term perspectives of the 5 target countries; ▪ Successful experiences and updates on EU-LA ICT research cooperation. ▪ Reports on FORESTA conferences. ▪ FORESTA newsletter 	<ul style="list-style-type: none"> ▪ Inputs on common ICT priorities of the 5 target countries; Promotion of the roadmaps for the implementation of the cooperation; precise recommendations for a better definition of research issues (input from the scientific community to the policy dialogue dimension.) ▪ Examples from other countries' experience 	<ul style="list-style-type: none"> ▪ As policy makers, their role is to strengthen and capitalise on knowledge created in research labs.
2. Universities-Research community	<ul style="list-style-type: none"> ▪ ICT Policy News relevant for the cooperation in research projects; ▪ Successful cases of other LA countries. <p>The above dissemination information is included in the Short Strategic Report and in the information content in the website about LA Back-ground information on ICT Research Policy.</p> <ul style="list-style-type: none"> ▪ Announcements of events organized by FORESTA. ▪ Project newsletter <p>The announcements will be done in a case by case basis.</p>	<ul style="list-style-type: none"> ▪ Common research fields defined in the ICT policy; ▪ Promotion of the establishment of ICT Policy Dialogue with EU. ▪ Specific cooperation opportunities. ▪ Opportunities for funding and cooperation with EU; 	<ul style="list-style-type: none"> ▪ Research and international cooperation is already important to the academic community, so the speech will be focus is Public Policy Dialogue.

Stakeholder	Disseminated Information	Key messages	Approach
3. Industry	<ul style="list-style-type: none"> ▪ ICT Policy News relevant for the cooperation in research projects between EU and LA; ▪ Success stories on projects and in research cooperation ▪ Announcements of events organized by FORESTA. ▪ FORESTA newsletter <p>The announcements will be done in a case by case basis.</p>	<ul style="list-style-type: none"> ▪ Common research fields defined in the ICT policy; ▪ Promotion of the establishment of ICT Policy Dialogue with EU. ▪ Specific cooperation opportunities. ▪ Opportunities for funding and cooperation with EU; 	<p>The focus of companies' speech will be new opportunities opened by a policy that covers the research dimension.</p> <p>The cooperation with EU is an interesting point for learning about EU priorities. The benefit for industry regards in the fact that by learning EU priorities, they will learn about European markets.</p>

Table 2 (contd.): Targets, key messages and approaches

The disseminated information shown above is the same for the university-research community, industry and government since the intended impact is to create awareness about the research dimension of public policy dialogue and ICT research cooperation with the EU. What changes is the purpose of the each one, mentioned at *Dissemination campaign to other Latin American countries: Overall Dissemination Rationale and Objectives*. As each category has distinctive social roles, the way of approaching each one must be different.

However, it is important to highlight that the targets do not have the same level in the public policy dialogue, which is the main objective of the project. Consequently, the Government is the centre of this issue, while academia and industry are advocates of this dialogue and real dialogue must include them.

Regarding **Media relations**, the campaign to other countries will not cover this aspect, but it will send the project results to the specialized media contacts of the ALETI federation.

4.3. Identified Stakeholders

ALETI has identified key stakeholders of other Latin American countries. It was elaborated a segmented data base for each country. In addition, key representatives have been detected in each key organization.

Table 3: Stakeholders identified

Country	Identified Stakeholders	Category
Panama	Research centres and universities related to ICT research themes.	Research and academic community
Panama	Ciudad del Saber www.ciudadelsaber.org/	Government
Panama	CAPATEC www.capatec.org.pa	Industry
Panama	Secretaría Nacional de Ciencia, Tecnología e Innovación (SENACYT) www.senacyt.gob.pa	Government
Paraguay	CONACYT www.conacyt.gov.py	Government
Peru	APESOFT www.apesoft.org	Industry
Peru	AdeTICS www.adetics.org	Industry and research and academic community
Peru	Research centres, universities	Research and academic community
Peru	CONCYTEC www.concytec.gob.pe	Government
Uruguay	ANII – National Agency for Research and Innovation www.ani.org.uy	Government
Uruguay	CUTI www.cuti.org.uy	Industry
Uruguay	AGESIC www.agesic.gub.uy	Government
Uruguay	Plan Ceibal www.ceibal.edu.uy	Government
Ecuador	AESOFT www.aesoft.com.ec	Industry
Costa Rica	MICIT - Science and Technology Ministry, www.micit.go.cr	Government
Costa Rica	Research centres, universities	Research and academic community
Costa Rica	CAMTIC www.camtic.org	Industry

Country	Identified Stakeholders	Category
Costa Rica	Fundación Omar Dengo www.fod.ac.cr/	Foundation for Education, Technology and Development
Regional	Red LACCIR http://www.laccir.org/laccir/	Research and academic community
Regional	SELA www.sela.org	NGO
Regional	ECLAC (@Lis Programme) www.eclac.org/	
Regional	OAS www.oas.org	

Table 3 (contd.): Stakeholders identified

The fields named above are those of T5.3 **first-level targets**. The **second level targets** are the ones reached by/through the first-level targets (e.g. all the associates of the CAMTIC Chamber of Commerce, researchers from a research centre in Uruguay or the press). It is very difficult to reach every representative or stakeholder who is potentially interested in being involved in international ICT research cooperation, or in being targeted by the FORESTA communication. However, the dissemination channel relies on the pivotal stakeholders listed above.

As detailed in Table 2 above, the disseminated information is the same for the three targets. The information is created/compiled by ITESM, Leader of WP5, in cooperation with its Latin American partners.

ALETI will carry out the task of producing a Short Strategic Report (see “Tools” chapter below).

ALETI’s lists are segmented by country and by category: Government, Academia, Industry, NGO’s and Media. This is in case special information is needed to be send to one category (for example: government).

On the other hand, other FP7 ICT projects are being performed in Latin America: for example, FIRST and PRO IDEAL PLUS projects. In order to strengthen the impact of Cooperation with the EU, the dissemination plan for other Latin American countries must consider the other project results and activities as well.

5. PROJECT DISSEMINATION TOOLS AND ACTIVITIES

5.1. Types of dissemination

Two types of dissemination will be performed by ALETI: *Direct* and *Indirect* dissemination, as described in the main Communication plan, D5.1.

5.1.1. Direct Dissemination

Direct dissemination is all communication activities over which ALETI has direct control. This consists of getting in touch with **stakeholders** of **first-level targets** in order to explain the project and its benefits and in order to involve them in supporting the dissemination activities. This support to dissemination is mainly based on the content of the project (e.g. using the FORESTA newsletter, website, etc)..

Other direct dissemination activities consist of contacts made at events, articles in the ALETI newsletter, a banner on the ALETI website, etc..

5.1.2. Indirect Dissemination

This refers to indirect methods of communication where dissemination is channelled through a third party or an intermediary. Indirect communication encompasses:

- Online visibility through websites of interested, third parties, such as LA research agencies, NCP's, the European Commission or other stakeholders;
- Publication of press releases and distribution of press kits;
- Cross-referencing with and among other relevant FP7 initiatives;
- Dissemination through other projects related to Latin American ICT initiatives;
- Dissemination through the members of ALETI in countries not covered by the project partners (D5.3 specifically addresses this issue).

5.1.3. Overview of Dissemination Instruments

The dissemination instruments described in this section are the **tools and actions** that will be used to reach first-level targets. These tools and actions are the channels used to disseminate the FORESTA project and its activities. This section includes the tools used to publicise widely the key FORESTA information and messages and defines how this will be performed. These communication tools are:

1. Face to face meetings, telephone calls, Skype calls and e-mails with key stakeholders;
2. An electronic newsletter;
3. Project brochures;
4. A project website (FORESTA dedicated website and the websites of the individual partners in the consortium);
5. Direct contact through ALETI regional events or workshops;
6. The Short Strategic Report;
7. Interviews with representatives of the key stakeholders;
8. Social Media.

All the tools and activities expressed above are in synergy with tools defined in the D5.1 Communication Plan for public communication and dissemination, such as templates for

deliverables and reports; templates for project presentation; the logo to be used; the project brochure; press release format and content; electronic newsletters; ICT policy information sheets; project website; etc..

5.2. Direct personal contacts

Face to face meetings, Phone calls, Skype calls, e-mails with key stakeholders. Key identified stakeholders will be contacted by phone/Skype in order to have a better understanding of FORESTA project. In some cases, impact of a phone call could be higher than a simple e-mail message or electronic newsletter (risk of being considered spam!), and allows better quality of follow-up. The personal contact is needed, but not the best tool if it is the only one. Its goal is to enhance communication, when personal contact is needed.

Frequency: two contacts per stakeholder identified. The first contact pretend to allow ALETI to introduce the FORESTA project, and the second to deliver the Short Strategic Report. In addition, stakeholders will receive general information through FORESTA's or ALETI's newsletter or any other FORESTA news.

5.3. Electronic newsletter

The FORESTA newsletters will be disseminated to key stakeholders with a request to forward them to their database of contacts. These targeted parties are encouraged to log onto the FORESTA web site so they can receive the newsletter directly. In addition, the FORESTA newsletter will be promoted through the ALETI website.

Moreover, task leader ALETI will use its own electronic newsletter to disseminate information and activities concerning FORESTA. Furthermore, if possible, ALETI's members will also promote FORESTA (through a link) on their organisation's website.

Frequency: every 2-4 months – it is important to note that each entity has its own mailing list which is confidential. This supports the need for first and second level targets, **5.3 Project brochures**.

5.4. Project Brochure

Project brochures, developed by the Leader of WP5, will be distributed at the events in which ALETI, Task Leader of T5.3, or any of its member organization, will be participating. The project brochure has been created to introduce the FORESTA project and to disseminate its main objectives.

Two versions of the brochure are foreseen. The first gives an overview of the project and partners (in a brief way). The second will illustrate the project activities progress and interim results as well as local impacts of the different activities in Latin America, reporting policy dialogue-conference results and long-term perspectives in ICT research cooperation for the region.

Both versions of the brochure will be available for download on the ALETI and FORESTA websites. The information provided will address both experts and non-experts. The main intention is to direct the interested people towards the FORESTA website where more in-depth information can be found and where the latest achievements and most up-to-date information will be available.

Finally, in order to increase the impact of the brochure, it is possible to add the logo of the event organizer.

5.5. Website (FORESTA and ALETI)

ALETI will encourage key stakeholders to visit the FORESTA website. The main content and news of FORESTA will be uploaded on to the ALETI web site.

5.6. Presentations at ALETI regional or other events

In order to disseminate FORESTA activities and raise awareness among the target groups about research dimension of public policy dialogue, ALETI will present FORESTA scope and main goals in the conferences where ALETI Board of Director Meetings will take place

The following events show a first suggestion of the implementation of dissemination activities;

Table 4: Suggestion of events

Country	Conference/organizer	City/date
Panama	Regional ICT Summit and ALETI Meeting	Ciudad del Saber, August 25, 26 & 27, 2010
Uruguay	MVDBIZIT 2011 http://www.mvdbizit.com.uy/cuticiu/default.asp	Montevideo, 2011
Guatemala	Service Summit Guatemala http://www.servicesummit.com/Portal/Home.aspx	2011
Mexico	GPSS2011 www.gpps2011.org	2011

The events identified are attended by many representatives of key Latin American and Caribbean stakeholders. MVDBIZIT 2011 is an event held in Uruguay to promote Uruguay's ICT industry which will also host an Iberoeka Regional Forum. Service Summit Guatemala is organized by the Guatemalan Exporters Association – AGEXPORT – and will host a section for software development. Both MVDBIZIT 2011 and Service Summit will be the two events where the ALETI Board of Director meetings will take place and thus, these will provide an opportunity to follow-up the Industry perspective regarding FORESTA. In the case of MVDBIZIT 2011, some government representatives will be attending.

The GPSS is a Global Public Policy Summit organized by WITSA – the World Information Technology and Services Alliance – which have the goal of fostering ICT development.

The possibility also exists to disseminate the results and activities of the FORESTA project in other events through the distribution of brochures. These types of event are an excellent opportunity to talk with stakeholders about their experiences in international cooperation with the European Union and to ascertain whether or not the country is interested in having a policy dialogue with EU.

5.7. Short Strategic Report

A Short Strategic Report will be produced by the Task Leader of T5.3 to describe the lessons learned in the five target countries. The report will be created based on the partner inputs to the following deliverables:

- D3.1 Analysis of the National ICT policies of the five target countries;
- D3.2 Report on the status of ICT research cooperation between the EU countries and the five targeted LA countries;

D4.1 Study on FP and other (bilateral programmes or international initiatives) projects in support of international ICT research;

D4.2 Study on national support mechanisms to international ICT research.

This report will be sent to all ICT policy-makers in Latin America and to the rest of the segmented database which ALETI identified for project purposes. This tool is key for disseminating the results and activities of the FORESTA project since it is a collection of the best practices in the region. Hence, it is a document which can be used to gain the attention of key actors when approaching other Latin American countries.

Timeline: There is no deadline date in the Annex I. The due date recommended is M15.

A time window of 6 weeks before the due date of the report is recommended in order to receive the information needed and considering any change or modification. If feedback is needed then, a time windows of 3 weeks before due date is recommended.

5.8. Interviews with representatives of the key stakeholders

During 2010, ALETI has requested the permission of key representatives of stakeholders to publish their biographies in the FORESTA website in order to give them visibility face to European Union. This activity will continue in 2011 in order to cover more countries. In addition, during 2011, ALETI will try to interview stakeholders and find out their interest in the FORESTA project.

The questions which will be asked may be the same for all countries. The format and questions might include the following:

1. *Introduction explaining FORESTA and the purpose of the interview.*
2. *Explaining that in Latin America there are four countries which have a Science and Technology Agreement with the European Union.*
3. *Asking:*
 - a. *Whether the interviewee's organization could be interested in having an ICT Policy Dialogue with the European Union ?*
 - b. *What type of benefits this dialogue might bring ?*
 - c. *Whether the interviewee is interested in receiving information about FORESTA ?*
 - d. *Whether the interviewee thinks that projects like FORESTA are important to his/her country ?*

The interviews will be done via telephone or face to face (video or voice recording).

5.9. Social media

An attempt will be made to establish a presence in social networks in order to generate visibility on the web. This will also allow for online monitoring of sites which will provide information about the project's reputation. It is proposed to create and administer accounts in Twitter, FaceBook and LinkedIn, since these networks attract different types of followers. It is hoped that these networks will result in greater traffic to our website and foment interest in ICT topics among younger audiences.

6. DISSEMINATION SCHEDULE & FOLLOW-UP

Table 5: Schedule

	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24
Face to face meetings <i>They will take place at the international events identified by ALETI.</i>	X						X	X		
Phone calls, Skype calls, e-mails with key stakeholders.		X	X	X	X	X	X	X	X	X
Presentations in ALETI regional events or workshops. <i>Only in ALETI Board of Director Meetings</i>		X					X			
Short Strategic Report <i>It will be finished in April and sent to the database</i>		X								
Interviews with representatives of the key stakeholders	X		X	X	X	X	X	X	X	X

In order to ascertain the success or otherwise of the dissemination activities, an evaluation process will be implemented using criteria based on performance indicators related to the benefits of the project:

Table 6: Evaluation criteria for communication and dissemination activities

Activity/Instrument	Indicator
Phone/Skype call/Face to face meeting/e-mails exchange	The contacts will be registered on a list and ALETI will have the notes of each conversation and the e-mails exchanged. For 2011, minutes of these meetings will be kept.
Electronic newsletter	Volume of contacts of each country. Comments received by e-mail.
ALETI Web-Site	Number of hits, visit statistics.

Activity/Instrument	Indicator
Dissemination activities	<p>Events</p> <p>Quantity of confirmed attendees, their names, organization and role.</p> <p>Number of Press releases of the event.</p> <p>Number of questions that audience have asked.</p> <p>Article written by FORESTA.</p> <p>Inclusion of FORESTA news in ALETI Newsletters.</p> <p>3 per year – 12,000 readers.</p>
Short Strategic Report	Comments received by stakeholders.
Interviews	Press Releases to publish on the FORESTA website. The goal is to have 3 interviews per country, representing the 3 sectors.

7. CONCLUSIONS

The implementation of this dissemination and communication plan will allow the diffusion and promotion of the FORESTA message, activities and main objectives to promote policy-dialogue in science and technology research and innovation in countries not directly covered by the project through the project partners.

The experience gained by the countries having already signed and implemented S&T Agreements with the EU and by countries which are intensifying their policy dialogue with the EU (Colombia), can be beneficial in accelerating policy dialogue between the rest of the region and the EU and thereby help with the development of research cooperation between the regions.

The identification and confirmation of the key stakeholders as communication targets in the five “other” countries concerned will further this aim and provide a kernel of people on which to focus any related, additional, further activities the national government or the EU might undertake.

The tools and activities to be used are the most suitable and cost-efficient for the job and will allow effective communication of the information necessary to fulfil the above objectives at varying level of detail appropriate to the specific media used.

The schedule for dissemination and communication is realistic and is sufficiently detailed to allow all of the activities to be planned far enough in advance and then implemented out in a timely manner according to plan.

Finally, the evaluation criteria will allow the effectiveness of the communication and dissemination activities to be assessed in an ongoing manner and then adjusted should the assessment indicate that this is desirable.