Guidance Document on Stakeholders Mapping and Dissemination

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'The WHY' – Rationale and Guidance for Dissemination

Dissemination is the process of making the results and deliverables of the Joint Action available to stakeholders and a wider audience. It involves raising awareness of the project, its structure, aims and objectives and of its outputs. Dissemination goes beyond simply sharing the end-products of the Joint Action. It also involves generating an understanding of the topic being addressed and of the situation at EU level and within Member States, as well as sharing knowledge, experiences, good practices and influencing policy processes at the EU and Member State level. As this document will discuss, **dissemination is a two-way process that involves providing information and engaging stakeholders, as well as getting their input and encouraging them to act on the information that is being developed**.

Effective dissemination is crucial to the Joint Action's success. Communication and dissemination is therefore a horizontal RARHA work package that involves all RARHA's partners. If all RARHA's content-related work strands produce high-quality work, but these outputs are not adequately communicated and disseminated, and do not reach the right target groups and stakeholders, the Joint Action will fall short of its aim to contribute to the reduction of alcohol related harm in Europe.

A special report of the Court of Auditors of the EU Public Health Programme between 2003 and 2007[1] found that many initiatives co-funded by the Programme did not put enough emphasis on dissemination. Projects were e.g. not making their products and results known to stakeholders, there was limited dissemination to scientific and academic bodies and key stakeholders such as

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[1] European Court of Auditors. *The EU's Public Health Programme (2003-2007). An effective way to improve health?* Special Report 2, EC, 2009. http://ec.europa.eu/health/programme/docs/php2003-2007_an_effective_way_to_improve_health.pdf

Health Ministries and Public Health Institutes often did not know about the actions or the results achieved. In addition, dissemination was mostly passive, as the outputs of projects were rarely taken up.

RARHA provides all partners with a mandate to act on reducing alcohol related harm in the EU. It will produce and transfer knowledge that relates to alcohol related harm in the EU, with the aim of ensuring that this knowledge is taken up and embedded by relevant stakeholders. This document provides guidance on how RARHA partners can seize the opportunity that the Joint Action provides, and avoid the shortfalls outlined by the Court of Auditors report, by ensuring that RARHA is communicated to, and engages particularly those stakeholders that are key to achieving RARHA's aims and objectives.

RARHA involves 60 partners from across Europe, all with their own networks for cooperation and communication, which means it has a broad reach. If all RARHA partners contribute to effectively communicating and disseminating RARHA outputs across their networks and countries, the Joint Action can have a strong collective impact. This document sets out how you can contribute to this goal.

As a RARHA partner you shall develop and implement a brief dissemination plan. The first step to developing this plan is to identify key target groups or stakeholders in your own country for the Joint Action and its three content-related work packages. This process is set out in the subsequent section of this document. It explains the importance of identifying stakeholders, and why this involves more than simply bringing together a contact list of persons interested in the Joint Action's process and outputs. The guidance document provides instructions on the stakeholders mapping exercise which you shall undertake and send to the RARHA dissemination leader (SICAD). It also identifies what kinds of channels you can use to disseminate information about the Joint Action and its outputs. Finally, the last section discusses how to develop your dissemination plan, by filling out

the template in Annex III. You will be asked to report back on your dissemination work, by providing the RARHA coordinator (SICAD) with updated versions of this template along with your bi-annual progress reports (due by 15th July 2014, 15th January 2015, 15th July 2015, 15th January 2016, 15th July 2016 and 30th November 2016).

'The WHO' – RARHA Stakeholders Mapping

Who are our main stakeholders?

In order to ensure awareness and the successful uptake of RARHA's work and outputs, partners must identify RARHA's **target audiences**, or **stakeholders**. These can be defined as **those groups of people, organisations, institutions and individuals that have an interest in RARHA and that will be affected by its outputs**. While the terms 'target audience' and 'stakeholders' are very similar, the latter refers to those individuals and bodies that are more than simply potentially interested in the Joint Action's outputs. Stakeholders also have the ability to become involved or invested in RARHA's work, and to help it achieve its goals. This guidance document will use the terms 'target groups' and 'stakeholders' interchangeably.

Annex II of this document sets out an initial list of the main target audiences for different RARHA content-related work packages (Work Package 4 – Strengthening the monitoring of drinking patterns and alcohol related harm across EU countries; Work Package 5 – Good practice principles in the use of drinking guidelines to reduce alcohol related harm; Work Package 6 – Good practices Tool Kit). The list is based on information gathered during the preparation of, and included in, the RARHA work plan. The target audiences for each work package are largely the same, although there are some differences. While all WPs will target government officials in the field of health, WP 4 will mainly focus on those that survey health-related behaviours, while WP 5 and WP 6 will focus on those working in the area of health promotion and disease prevention. In addition various aspects of RARHA will be relevant and interesting to different categories of stakeholders. This means that

the nature of the information provided to these different audiences, and the approaches taken, should differ. Information that, for example, aims to advise and influence policymakers and politicians must be presented differently to information targeted at the scientific community. Thus, partners involved in each of the content-related work packages have to develop a clear view of who their target audiences are, and of how to best reach and engage them.

What is the purpose of dissemination or communication to specific target groups and stakeholders?

When considering your different stakeholders and how best to reach and engage them, it is also important to bear in mind that communication and dissemination activities can have different purposes, and that there are different levels of dissemination. The purpose of some dissemination activities may simply be to **raise awareness** about the initiative, so that target groups know that it is taking place. The rationale may also be to **build knowledge** and to provide target groups with new information generated by the Joint Action's work. Another purpose can be to **involve** stakeholders in activities, and to get their input in order to strengthen project outputs. The aim of communication and dissemination may ultimately be to get interested stakeholders **to support, act on or apply** outputs, to change policy and practice. When planning dissemination activities, it is good to think through not only who the target audience is, but also why and at which of these levels you would like to engage this audience.

Which specific stakeholders are the key players?

Another important consideration when identifying stakeholders is to assess which of these are the most significant to the success of a specific work package and the Joint Action overall. This means assessing the level of **influence** that stakeholders have, and focusing the most attention on reaching those specific stakeholders that are most likely to help RARHA achieve its objectives and

make a strong impact. The figures below, by Mendelow[2] can be helpful in understanding the concept of influence:

Power is the ability to influence objectives (how much they can)

Interest is the stakeholders willingness **(how much they care)**

Influence = Power x Interest

Figure 1: Equation of Influence (Mendelow)

Interest			
		Low	**High**
Power	**Low**	Minimal effort	Keep informed
	High	Keep satisfied	**KEY PLAYER**

Figure 2: Identifying Key Stakeholders (Mendelow)

Stakeholders mapping exercise

As mentioned, Annex II of this document, as well as the Excel Stakeholders Mapping, sets out an initial list of the main categories of stakeholders for RARHA content-related work packages on Monitoring, Drinking Guidelines and Good Practices. We ask you to think through each group listed under the work packages that you are involved in, and to draw up a list of organisations or individuals in your own sphere of activity and/or in your own country that you feel should be informed about RARHA's work and outputs. The list will provide the basis for planning your own dissemination activities. You will be asked to submit the list to the RARHA dissemination leader

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[2] Mendelow's Power-interest grid (Aubrey L. Mendelow, Kent State University, Ohio 1991)

(SICAD) and provide the **names and email addresses for those people who should receive the bi-annual RARHA newsletter** (in English). Those names will be brought together to make up the **RARHA contacts database.**

While the number of contacts provided is important to ensuring that the Joint Action has a broad reach, the *quality* of the contacts provided is even more important. **Please take particular care to ensure that the stakeholder lists include the contact details of those individuals who have the influence to act on Joint Action outputs and/or are most likely to pass the information to other relevant stakeholders.** You could list those contacts that you consider to be 'key players' at the top of each category.

Please add additional rows as required. Also feel free to add additional categories of stakeholders, or to sub-divide the existing categories if you feel this is needed.

The deadline for completing the **stakeholders mapping** file is **16 May 2014**. Please fill the file out to the best of your ability, and provide us with as many contact details for the circulation of the newsletter as possible, by this date. Please send your list to Anna Gallinat (a.gallinat@eurohealthnet.eu), and copy to Patricia Pissarra (patricia.pissarra@sicad.min-saude.pt), Alexandra Pinto (Alexandra.pinto@sicad.min-saude.pt) and Montonen Marjatta (Marjatta.Montonen@thl.fi).

'The WHAT' and 'The HOW' – RARHA Communication and Dissemination Channels

Annex I sets out some of RARHA's deliverables and milestones, as identified in the RARHA work plan, for external dissemination. Work package leaders and partners are in addition encouraged to develop other outputs based on RARHA's work (articles for journals, magazines, newsletters, etc), to bring together, communicate and share knowledge and outputs.

In addition to identifying the key target groups and stakeholders of RARHA and its results, it is important to consider what kinds of communication and dissemination channels can be applied to reach these groups. In some cases the most effective way to communicate and disseminate RARHA outputs is to set up **bilateral meetings** with key stakeholders.

The following are channels that have been identified in the RARHA work plan:

One of the main dissemination channels will be the **RARHA website (www.rarha.eu)** which is developed and managed by the RARHA coordinator (SICAD). The website will provide important information about the Joint Action and will include a restricted area to facilitate communication and sharing between all Partners.

The website will be developed to allow for easy navigation. Its structure can be adapted as RARHA evolves.

All partners must ensure that their contact information is up to date, and contribute to the content of the RARHA website, by sending information to Alexandra Pinto (webrarha.alexandrapinto@sicad.min-saude.pt).

All partners should also make use of the RARHA website to disseminate at the national level. This involves ensuring that their own organisation's website includes a section about RARHA and links to the RARHA website. It also involves disseminating the RARHA website link through e.g. presentations and publications and encouraging other relevant organisations that are not directly involved in the Joint Action to link to the RARHA website.

SICAD will provide a "starter package" text that all partners can translate and post on their websites, and update as appropriate with information on national and international events and developments.
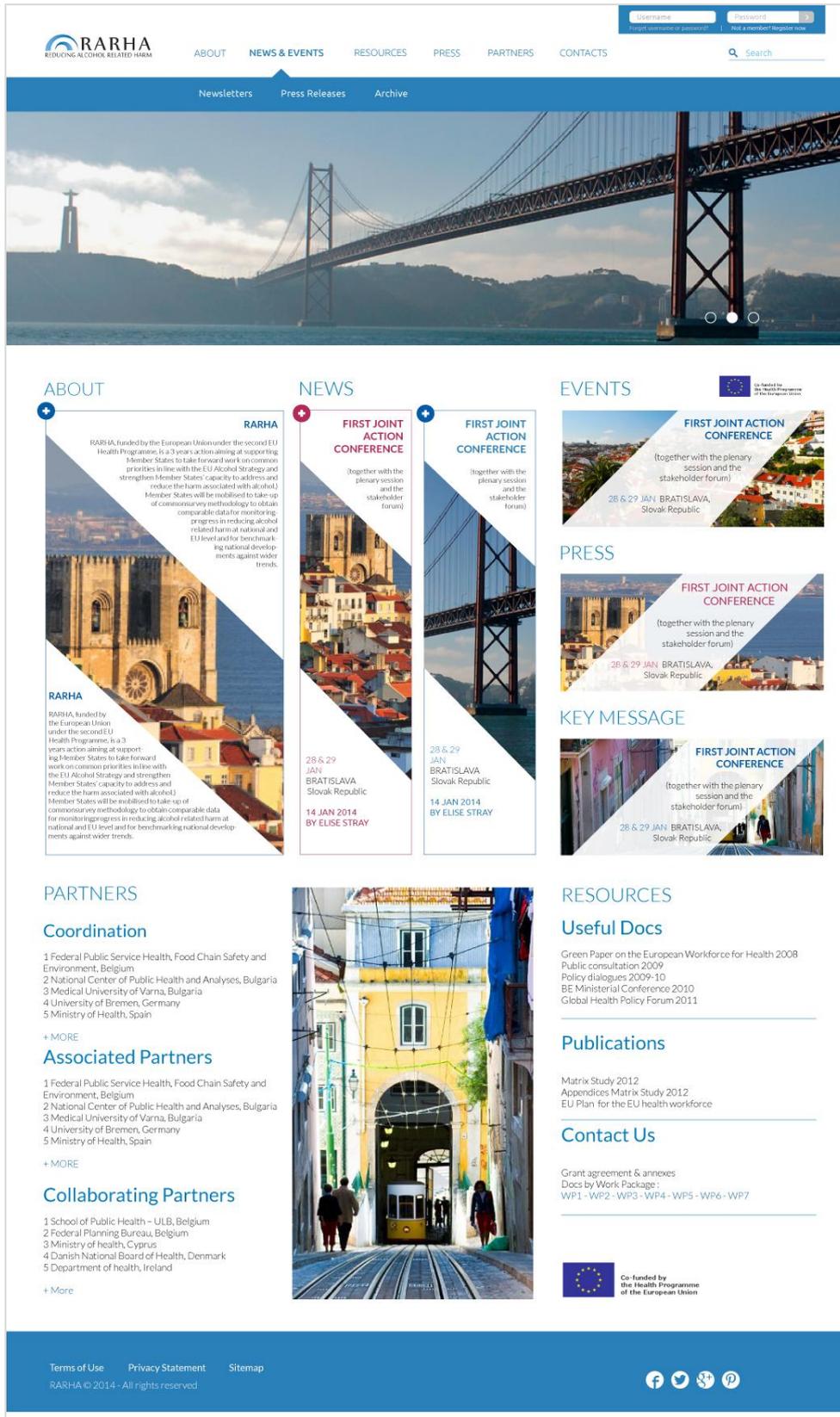
Figure 3 - RARHA Website plan

- Another key RARHA communication and dissemination channel is the **bi-annual newsletter** that will be developed by EuroHealthNet, in collaboration with an editorial team (comprising representatives of SICAD, THL, EuroCare and EuroHealthNet). The newsletter will describe the Joint Action and report on activities and outputs during the course of the work. It will also provide news on relevant topics from partners and partner countries. You may be asked to contribute content for the RARHA newsletter.

- The RARHA newsletter will be circulated to all RARHA project partners as well as collaborating partners. It will also be circulated to stakeholders and interested parties that you have identified in your stakeholders mapping. A column is included in the stakeholders mapping document that you can tick if you would like the person listed to receive the newsletter. Please note that the newsletter will only be available in English, so recipients should understand English. To widen the reach of information you could consider translating some of the newsletter contents for publication in your national language RARHA web page.

- Anyone else that would like to subscribe to the newsletter can do so by registering on-line via the RARHA website, once the first edition has been circulated in June 2014.

- All editions of the newsletter will be available on the RARHA website.

- Any internal or external **newsletters, magazines, professional or academic journals or new media channels (blogs, discussion forums, Facebook, Twitter etc.)** that reach target groups are also important channels to disseminate information on RARHA and its outputs. Where feasible, also engage general interest **media channels** to inform the wider public about relevant RARHA outputs.

- Please consider what kind of media channels you can use to most effectively reach target audiences within and beyond your organisation, identify the processes required to provide/publish information about RARHA via these channels and include this in your RARHA work plan.

- Partners are also encouraged to identify opportunities to present in upcoming national

- and international **conferences and events** on relevant themes and involving relevant stakeholders, to communicate and disseminate information about the Joint Action. Those partners who organise national workshops or expert meetings around RARHA themes are invited to promote them also through the RARHA events calendar.

- RARHA dissemination leaders will provide **press releases** in relation to major RARHA events, such as its launch meeting in January 2014 or the Satellite event in conjunction with the 6th European Alcohol Policy Conference in November 2014. You are encouraged to translate and otherwise adapt the press releases and other texts provided through the RARHA website to suit your national and organisational aims, and to disseminate them.

- The RARHA dissemination planning group will also produce **a brochure** about the programme, which can be translated and adapted by partners to suit their organisational and national needs, and used to support dissemination activities.

Where feasible, please apply **RARHA's visual identity** in communication and dissemination activities by including the RARHA logo in all information about the project that is presented or printed. Frequent use of the RARHA logo will help to raise awareness and the 'recognisability' of the Joint Action and help those directly involved as well as external stakeholders identify with the project. Any printed information about RARHA should also include the EU logo and the text: 'Co-

funded by the Health Programme of the European Union', as indicated in the **RARHA identity manual**. This manual sets out the rules for common promotional materials and provides the necessary logos and templates as well as a Word template for publications and a PowerPoint template for presentations. The identity manual was made available on a CD-ROM at the Kickoff Meeting, and will be available for download in the RARHA website restricted area. If you have not received this CD, please request it via: RARHA@sicad.min-saude.pt.

Partners are free and encouraged to seize the opportunities available to communicate about RARHA and its outputs through the channels listed above as well as any other channels available to them. **Publication of reports or other outputs as "RARHA products"** shall, however, have prior approval of the Coordinator (SICAD) to ensure consistency in RARHA publications.

Partners are required to annex an updated version of their dissemination plan, which will constitute a report on dissemination activities, to their bi-annual progress reports. Noting down dissemination activities on an ongoing basis is easier than drawing up a retrospective report at the end. Sharing this information with the RARHA consortium can also inspire and encourage other partners to diversify their dissemination activities.

Your RARHA Dissemination Plan

All partners are required to develop and implement their own communication and dissemination plans, on the basis of the template provided in Annex III. This involves addressing the following three questions, in light of the information above, **across the three-year course of the Joint Action**:

1. *Who/which* stakeholders groups must be reached to ensure RARHA and other work packages that you are involved in achieve their main aims and have an impact? (Stakeholders mapping exercise)

2. *What* information should be sent to which group of stakeholders, and *what* is the *purpose in providing this* to them (to inform, build knowledge, gain support, spur action etc.)? One approach could be to assess what specific stakeholders groups currently think about a certain topic or approach, to then consider what you would like them to think, and to shape messages and materials accordingly.

3. *How could/will* this information be communicated and disseminated to achieve this purpose (particularly in relation to those stakeholders that are most influential in relation to your specific aims)?

Please consider what point in time would be the most opportune to contact stakeholders to get input or share results. At the start, the aim of dissemination activities is to create visibility for the Joint Action and the topics addressed. Towards the end of the Joint Action the aim of dissemination shifts to presenting the results to stakeholders who are in position to take forward work on common priorities, and make use of the information and tools developed to achieve the specific and general objectives of the Joint Action, as described in its work plan.

Your Dissemination Plan will be a log of your dissemination activities. Developing your Dissemination Plan requires that you consider the questions above and list the dissemination activities that you plan to undertake, and then indicate when, during the course of the Joint Action, these are completed. It also requires you to provide further details about the activity (e.g. language, audience, numbers reached). Please provide as much quantitative information as possible in relation to the reach of the activity (e.g. how many website hits, newsletter recipients, conference attendees, etc.) as these will be taken into account in the evaluation of dissemination activities.

Your Dissemination Plan is a 'live' document, to be developed and filled out during the course of the Joint Action. **Please submit an initial version of your Dissemination Plan along with your Stakeholders Mapping Document by 16 May 2014**. The RARHA coordinator will then also ask you to submit updated versions of the document along with your bi-annual progress reports (due by 15th July 2014, 15th January 2015, 15th July 2015, 15th January 2016, 15th July 2016 and 30th November 2016).

Annex I — Major RARHA Deliverables and Milestones for External Communication and Dissemination

M1   - Promotional package for common use (WP2)

        - Communication (press release) about the launch of RARHA (WP2)

        - Kickoff meeting (WP1)

M3   - Main RARHA website and common content for national web pages (WP2 and all partners)

M6   - Launch of bi-annual newsletter (WP2)

M10   - Expert/policymaker meeting (WP5)

M 11   -Satellite event in conjunction with the 6th European Alcohol Policy Conference (WP2)

M18   - Interim meeting (WP1)

M25   - Expert/policymaker meeting (WP5)

M29   - Master for printed Tool Kit (WP6)

M30   - Launch of Tool Kit within wider European conference (WP6)

M32   - Synthesis report: baseline assessment and suggestions for comparative monitoring of alcohol epidemiology across the EU (WP4)

M33   - Synthesis report: good practice principles in the use of drinking guidelines as a public health measure (WP5)

M34   - Closing Conference (WP1/WP2)

        - Short version of final report (WP2)

M35   - Final evaluation report to summarise the overall evaluation of RARHA (WP3)

M36   - Final Report (WP1)

        - Online version of the Tool Kit (WP6)

Annex II – Initial list of Key Stakeholders per Work Package

Work Package 4: Strengthening the monitoring of drinking patterns and alcohol related harm across EU countries

- Departments of Health and other government bodies directly engaged in monitoring of drinking patterns (Health Ministries or Public Health Institutes, Statistical bodies, etc.)
- Departments of government bodies with an interest in alcohol consumption patterns (e.g. finance departments, transport, social services, urban planning, education, etc.)
- Public Health Professionals
- Medical Professionals
- Umbrella groups, Societies, Associations, Networks, NGOs, etc. focusing on alcohol or associated diseases (cancer, liver disease) and/or interested in alcohol consumption patterns
- The scientific community, e.g. relevant health/public health researchers at universities or research institutes
- Major public health projects
- The media
- Relevant private sector actors

Work Package 5: Good practice principles in the use of drinking guidelines to reduce alcohol related harm

- Departments of Health and other government bodies directly engaged in developing public health policies on alcohol (e.g. Health Ministries or Public Health Institutes)
- Public bodies, including health services, with an interest in reducing alcohol related harm through low-risk drinking guidelines and brief interventions
- Public Health Professionals
- Medical Professionals
- Umbrella groups, Societies, Associations, Networks, NGOs, etc. focusing on alcohol or associated diseases (cancer, liver disease) and/or interested in alcohol consumption patterns

- The scientific community, e.g. relevant health/public health researchers at universities or research institutes
- Major public health projects
- The media
- Relevant private sector actors

Work Package 6: Good practices Tool Kit

- Departments of Health and other central or local government bodies directly engaged in promoting health through the reduction of alcohol related harm (e.g. Health Ministries or Public Health Institutes)
- Public Health Professionals
- Medical Professionals
- Umbrella groups, Societies, Associations, Networks, NGOs, etc. interested in good practice to reduce alcohol related harm
- Major public health projects
- The media
- Relevant private sector actors

Annex III – Your RARHA Dissemination and Reporting Template

(Please fill out the separate Excel version of this document)

Action	Planned for:	Completed on:	Language	Audience	Further info
					Please be as specific as possible regarding the reach of this dissemination activity. E.g. how many copies of a journal were circulated, how many recipients received and opened the newsletter, how many people attended a conference or even in which RARHA was presented, etc.
Dissemination (translation, printing) of RARHA materials (e.g. leaflet, press releases, key publications)					

Creation of RARHA section on our organisation's website					
Information on RARHA disseminated through your organisation's newsletters, magazines, social media or other dissemination channels					
Information on RARHA disseminated through other websites, newsletters, magazines, social media or other dissemination channels					

Presentations on RARHA at conferences and events

Meetings with key stakeholders about RARHA