



D5.1 Dissemination and Communication Plan and Terms of Reference for the Advisory Board

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1. EXECUTIVE SUMMARY

This dissemination strategy outlines a plan that facilitates outreach, engagement and communication activities with stakeholders and the general public. This is a living document that will be regularly updated and summarized during the project and thus by the end of the project all relevant Key Performance Indicators (KPIs) are attained.

One of the main goals of Work Package 5 (WP5) is to widen as much as possible the outreach of the project activities and results to suitable target audiences at appropriate times, using the appropriate channels. In the first section of this document, the rationale why a dissemination strategy is needed is explained along with the methodology adopted to create the strategy per se.

The public deliverables, which are part of the main **GreenMED** project outcomes, are then listed with respect to the work package and the dissemination and exploitation goals are explained. The initial stakeholders' categories have been reviewed and three specific stakeholders' categories have been identified to a finer granularity. These range from the academia and research sector, the shipping industry and the regulatory enforcement sector as potential customers and contributors. Stakeholders are divided into sub-categories according to their field of expertise and their potential role in the **GreenMED** project.

This is followed by a list of dissemination means through which the relevant audience can be reached. A website and different social media accounts are crucial to facilitate dissemination, are of low cost and can potentially reach a wide range of audience, since social media posts can be shared easily. However, academic audience might only be reached through scientific publications in journal articles or conference proceedings, therefore several relevant journals have been identified. Additionally, an extensive list of conferences and events is prepared.

The relevant KPIs are then highlighted. These are a way to measure the expectations of the dissemination effort. It is foreseen that the **GreenMED** project will attract key stakeholders from the industry and further engagement will be achieved through the dissemination channels that will be set up. Once KPIs are established, then the audience, the channels and the content, the plan which highlights month-by-month dissemination activities will be devised. These activities range from monthly posting news, updates and related articles on the project's website to attending conferences, setting up workshops and events and publishing articles. All these dissemination activities should include reference to the funding received from EU's EMFAF and should be carefully reviewed so as not to disclose any critical information that impinges on possible patenting and commercialisation plans.

This document details ways of measuring the effectiveness of the dissemination activities by monitoring the KPIs and quantifying the number of end-users reached and contributors engaged in the project. Finally, this document provides the terms of reference for the Advisory Board (AB) that will be set up in the scope of the project.

2. BACKGROUND

Efforts to decrease emissions from ports and ships are becoming increasingly important as the world works to combat climate change and reduce air pollution. Maritime transport is a crucial component of the global economy, representing 80-90% of the international trade¹. In this respect and due to its high dependency on fossil fuels, the international shipping sector is regarded responsible for approximately 3% of annual GHG emissions that risk to grow substantially if no actions are taken. The International Maritime Organisation (IMO) and European Union (EU) have set ambitious goals to monitor and reduce emissions, providing specific milestones for the industry to work towards. Tangible targets include: 50% GHG emissions reduction by 2050 compared to 2008 set by the IMO, as well as the European Green Deal goals of reaching at least 55% GHG emissions reduction by 2030 relative to 1990, and to become climate neutral by 2050 [1, 2]. Due to the specific goals, the maritime sector has entered an energy transition period and needs to balance several factors. An indicative example is Maersk that has already developed a roadmap to deliver net zero GHG emissions across the entire supply chain by 2040, one decade ahead of the 2050 target [3]. The maritime industry energy transition requires the integration of various innovative solutions on the ship and port environment characterised by different levels of technological readiness and sustainability (economic, social, and environmental).

GreenMED is a regionally oriented project aiming to effectively support green shipping efforts in the Mediterranean Sea basin, by promoting plausible scenario-based decarbonisation pathways. **GreenMED's** ambition is to contribute directly and actively to the emission targets established by the EU under the 2030 and 2050 milestones. However, the goals' realisation relies on the comprehension and integration of innovative technologies, specifically selected depending on future potentials and various economic, social and environmental criteria. Thus, to perform this task, the regional ship energy demands, the fuel supply chains in both shores of the Mediterranean Sea, and the variety of emerging green shipping technologies will be considered. The assessment of these aspects will lead to the establishment of a decarbonisation hub; the Mediterranean Sustainable Shipping Observatory (MSSO), which will serve the project's objectives through the development of a stakeholders' network, and the building of knowledge capacity. **GreenMED** project will elaborate on existing studies of maritime alternative fuels and green shipping technologies to attain the energy consumption of maritime transportation chain in the Mediterranean, a process which will be combined with the full mapping of the fuel supply chain. The outcomes of **GreenMED** will map the decarbonisation pathways and options. These will be available to stakeholders as recommendations for policy making and informed investment decision, while simultaneously facilitating a clean energy transition in the Mediterranean region, towards achieving the targets of climate neutrality.

3. INTRODUCTION

This document is Deliverable D5.1 “Dissemination and Communication Plan and Terms of Reference for the Advisory Board” of Work Package 5 (WP5) and outlines the dissemination strategy and activities that the **GreenMED** project will follow. The stakeholders have been identified as well as the best ways to disseminate information and the results of the project to the appropriate audience. Coordination activities between the partners ensure that the KPIs mentioned in the proposal are attained and surpassed. In order to maximise user influence on project developments at all levels, an Advisory Board (AB) will be set up during the first months of the project. The AB is responsible for fostering collaboration with the stakeholders and for reviewing, evaluating, and monitoring the results/outputs (e.g., deliverables, dissemination activities, etc.) of the project.

3.1 Purpose and Scope of the document

The overall objective of the Dissemination and Communication Plan of **GreenMED** is to widen as much as possible the outreach of the project activities and results to suitable target audiences at the appropriate times, using the appropriate channels. The intention of this document is to be a working living document which continues to be updated with dissemination activities as the project progresses.

3.2 Deliverable Structure

This dissemination plan contains six main sections:

- Expected Outcomes
- Stakeholders involved in the **GreenMED** project
- Dissemination means that will convey **GreenMED** outputs
- Stakeholder Dissemination Strategy
- Evaluation of **GreenMED**'s dissemination outcomes
- Dissemination work plan

4. DISSEMINATION STRATEGY

According to EU guidelines, dissemination is defined as “a planned process of providing information on the results of programmes and initiatives to key actors”. This means that **GreenMED**’s outcomes at any stage should be disseminated towards appropriate entities in order to continuously raise awareness of the latest consortium’s development. With a clear dissemination strategy, it is possible to improve the success of the project and better exploit the achieved results.

Apart from raising awareness about the project’s outcomes and creating a roadmap towards the decarbonisation of the Mediterranean region, dissemination will increase the profile of each partner in the consortium and potentially trigger new research areas that might extend the goals of the project or create new partnerships. The **GreenMED** results should be disseminated to the identified stakeholders so that end-users can easily adopt them, and future policies and practices can be influenced in the appropriate directions. This dissemination strategy lists the objectives and target groups highlighting a timing plan in order to make resources available at the right time.

4.1 Expected Outcomes

It is within the above context that **GreenMED** targets to assess the green shipping challenges and potentials and to deliver a roadmap towards the decarbonisation of the Mediterranean region, by taking into consideration multiple decarbonisation pathways, with respect to the Mediterranean ship energy demands, the fuel supply chain of the region in both shores of the Mediterranean, and the variety of emerging green shipping technologies. To achieve this, the project will establish the Mediterranean Sustainable Shipping Observatory (MSSO), which will operate as a decarbonisation hub for the Mediterranean maritime transport, and will support the project’s targets, during and beyond the project’s life cycle, through the development of a stakeholders’ network and the building of knowledge capacity.

During the last three decades, the EU has been continuously exploring decarbonisation options and rigorously implemented several rules and regulations in the scope of reducing emissions from ships and various port activities (e.g., GHG, sulphur, and particle matter) while protecting the environment and human health. Currently, it is playing a leading role in worldwide shipping decarbonisation because of the ambitious targets to achieve climate neutrality by 2050. As an intermediate step, the EU has committed to cut at least 55% by 2030 [4], while launching in parallel the ‘Fit for 55’ package to align current climate, energy and transport related legislation with the aforementioned target. This package currently encompasses the inclusion of maritime transport to the EU Emission Trading System (ETS), Fuel EU Maritime Initiative and the energy taxation directive. These initiatives, together with the IMO legislation are gradually attempting to answer the shipping decarbonisation challenge.

In addition, the EU is also implementing funding mechanisms to support the development and use of alternative fuels and other green shipping technologies, while also launching regional initiatives to support cooperation for joint efforts towards a clean energy transition and a sustainable blue economy. In this sense, the **GreenMED** project will effectively contribute to i) the collaboration of interested stakeholders towards the decarbonisation of shipping in the Mediterranean through the MSSO, ii) facilitating the efforts towards the EU and international

decarbonisation targets by providing an enhanced knowledge capacity, iii) supporting business and investment in the sector through effective forecasting and recommendations, while also providing the means for user-specific cases, and iv) providing policy recommendations that the EU or other organisations may employ for further supporting the roadmap towards zero-emission waterborne transport.

Therefore, **GreenMED** aims at establishing the MSSO as a decarbonisation hub, which will promote green shipping prospects in the Mediterranean Sea while enabling its early development in terms of network and knowledge capacity building. A multidisciplinary team with different areas of expertise is required to reach this goal. Towards this direction, **GreenMED** partners constitute a consortium capable of achieving the project objectives committed to the tasks assigned to them. The consortium is comprised of five organisations from three EU countries, and one North African country, two educational/training organisations (NTUA, AASTMT), one maritime institute (CMMI), one technology organisation (MT), and one port operator (VPF).

In the context of **GreenMED**, CMMI will be leading WP5 and the development of the MSSO network of stakeholders (T4.1), with the support of NTUA, the project coordinator. MT will focus on the requirements, specifications and processing of data for supporting the establishment of the MSSO knowledge base (T2.1 and T2.3) and the scenarios that will be the base for developing the supply and demand projections (T3.3). VPF will lead the development of the MSSO interactive tool (T4.3), while AASTMT will conduct the scenario-based assessment regarding future potentials (T3.4), and provide policy and industry recommendations, and best practices (T4.4). It can be easily perceived that the multidisciplinary expertise of the involved partners, their versatile background in the context of the project along with the technical equipment and the facilities that will be used during the implementation of the project, ensure the success of the program.

- The main outcomes of the project are: MSSO network
- MSSO knowledge base
- MSSO interactive tool
- Recommendations for policy making.
- Recommendations for informed-investment decisions

The main outcomes of the project are concrete results which take the form of deliverables. In order to establish what information from the project can be disseminated, all expected deliverables have been identified and the public deliverables have been separated from the confidential deliverables. Table 1 tabulates the public deliverables along with the dates that this dissemination material can be made available and its relative importance to the stakeholders. Furthermore, apart from disseminating the research outcomes listed in the deliverables, the partners must endeavour to communicate the project vision, objectives and news (e.g. **GreenMED** achievements, lessons learnt, etc).

Table 1. Public Deliverables.

<i>R: Report; D: Document; DMP: Data Management Plan</i>					
Deliverable No.	Deliverable Title	WP No.	Type	Due Date	Dissemination and exploitation outcome
D1.3	Data Management Plan	1	DMP	M4	This deliverable will provide the plan for presenting all data types that the project intends to collate, and the necessary approvals needed from national data protection authorities.
D1.4	Quality and Risk Management Plan	1	R - D	M4	This deliverable will provide the detailed procedures that will be used by the Consortium for assuring high quality work and effective risk management as well as define quality KPIs that the project should meet by its completion.
D2.2	Techno-economic analysis and early results	2	R - D	M12	This deliverable will be dedicated into presenting the early results from the techno-economic analysis, including invitation, agenda, signed presence list, target group, number of estimated participants, duration of the event, report of the event, training material package, presentations, evaluation report, feedback questionnaire of foresight the workshops.
D3.1	Report on the assessment of Mediterranean status quo	3	R - D	M14	This deliverable will include detailed reporting on the methodology of the studies for assessing the regional status quo, the utilised data and finally the results.
D3.2	Scenario building and projecting	3	R - D	M18	This deliverable will present in detail the considered scenarios for the future status assessment, together with the analytic reporting on the methodology, the use and the results of the projection model, including invitation, agenda, signed presence list, target group, number of estimated participants, duration of the event, report of the event, training material package, presentations, evaluation report, feedback questionnaire of the foresight workshops.
D3.3	Report on the assessment of future scenarios	3	R - D	M21	This deliverable will include the detailed reporting on the estimations for the produced scenarios and final future status assessment results.
D4.1	Report on MSSO community building and engagement outlook	4	R - D	M12	This deliverable will report on the detailed building of the MSSO stakeholders community, on the activities so far, and the plan for the final phase of the project.
D4.3	Policy and industry recommendations	4	R - D	M23	This deliverable will report on the recommendations for policy makers and other industry stakeholders.
D4.4	Report on the results of the technical and scientific	4	R - D	M24	Report including invitation, agenda, signed presence list, target group, number of estimated participants, duration of the event, report of the event, training material package,

R: Report; D: Document; DMP: Data Management Plan

Deliverable No.	Deliverable Title	WP No.	Type	Due Date	Dissemination and exploitation outcome
	workshops				presentations, evaluation report, feedback questionnaire of the technical & scientific workshops (3).
D5.1	Dissemination and communication plan and Terms of reference for the Advisory Board	5	R - D	M3	This deliverable will include the dissemination plan. More specifically, a series of dissemination and communication activities (creation of project leaflet, e-newsletter, scientific/technological journal publications, participation in conference booths and dissemination events and press releases) will be enclosed. Additionally, it will include the activities to be conducted by the Advisory Board throughout the project.
D5.2	Dissemination and Communication midterm summary report	5	R - D	M12	This deliverable will report all dissemination, communication and exploitation activities from the first half of the project.

Project team members will gain knowledge, experience and skills in the respective fields of the project. It is important that any research conducted has followed sound methodologies and respected ethical guidelines. Moreover, all generated knowledge and findings should be supported by evidence and any material to be disseminated should be complete and well-reviewed before launching a dissemination effort.

4.2 Stakeholders involved in the GreenMED project

For a dissemination strategy it is more of relevance to consider the Stakeholder category based on an initial taxonomy (e.g. End Users, Exploiters and Knowledge Contributors). Based on the needs of the **GreenMED** project, it was decided to encourage the involvement of the academia and research institutes, in order to strengthen the research and innovation aspects of the project, while the inclusion of industry representatives, such as shipyards, shipping companies and technology providers, will serve for the application purposes. Likewise, the involvement of international organisations and regulatory bodies, such as ministries and ports, will improve the policy framework based on the project's findings. Having that said, stakeholders are considered as potential end-users, exploiters and contributors. These stakeholders are mainly located in Mediterranean countries (i.e., Greece, Cyprus, Spain, Egypt, Italy, Croatia, Slovenia, Morocco, Libya, Israel, Lebanon, France, Monaco, Malta). Moreover, to better map the impact of the KPIs with the respective users, a finer granularity of the stakeholders' categories is presented in Table 2.

Table 2. List of Stakeholders.

Stakeholder Category	Stakeholder Field of Expertise	Role in the project
Academia, Researchers and Scientists	Naval Architecture and Marine Engineering	<ul style="list-style-type: none"> • To provide feedback and recommendations for improvement of the MSSO tool • To promote the MSSO tool through publications in high impact journals and conferences • To extend the application of the outcomes of the proposed solutions based on the assessment of the existing decarbonisation studies • To create knowledge transfer between academia/researchers and the GreenMED consortium
	Maritime Academies	
	Marine and Maritime Sciences	
	Offshore and Ocean Technologies	
	Mechanical Engineering	
	Electrical Engineering	
	Shipping Economics and Administration	
	Oil and Gas Engineering	
	Marine Digitalisation/Data Science	
Shipping and Technology Providers	Shipyards	<ul style="list-style-type: none"> • To identify the gaps and limitations of the proposed decarbonisation solutions • To provide know-how and expertise to enhance the project's outcomes • To utilise the MSSO software tool as a digital tool on vessels • Using the MSSO knowledge base, to implement the proposed decarbonisation solutions (i.e. in vessel design, retrofitting) • To further promote the benefits of the MSSO tool to the general public
	Ship Design Services	
	Ship Maintenance and Repairs	
	Shipmanagement and Operations	
	Fossil Fuels and Alternative Fuels supply chain	
	Engine and Machinery Manufacturers	
	Electronic and Communication Systems	
	Automation and Control Systems	
	Maritime Digital Services	
	Charters and Booking Agencies	
International Organisations and Regulatory Bodies	Ports	<ul style="list-style-type: none"> • To assess the activity of MSSO and support the outcomes of the GreenMED project • To examine current policies and regulations based on the project's results • To increase the reach-out and dissemination efforts to the intended audience
	Coast guards	
	Ministries	
	Trade Associations	
	Policy Makers	
	Classification Societies	

i: Note that the general public is also considered as a stakeholder category, even though they cannot directly contribute to the development of the MSSO.

4.3 Dissemination means that will convey GreenMED outputs

The project can be disseminated in a variety of ways. The team, being multidisciplinary and multinational, can exploit its contacts and daily activities to disseminate project's public details, such as during national or academic events that attract large audiences.

Typical events in which members of the team can publicise the project include conferences, journal publications, workshops, social events with booths, banners and flyers, press releases, social media and web (e.g. LinkedIn, X, YouTube).

The communication format of the dissemination activities can take various forms, including presentations at events and scientific publications to disseminate the project activities and outcomes: CMMI will update a list of events (workshops, conferences etc.) during which the main results of the project will be disseminated either via oral or poster presentations, trade fairs in technology related events, targeted social media campaigns to raise awareness and gather feedback from stakeholders. The project can be further promoted through collaboration with shipping related booking agencies and disseminated by advertising the MSSO impacts on shipping decarbonisation in the Mediterranean.

4.3.1 Templates

Deliverables, Minutes of Meeting, Meeting Agenda and Presentation templates have been created and shared with all partners in order to have a common identity and ensure consistency amongst partners when creating public reports/presentations etc. These templates can be found and used by partners in the common Microsoft Teams repository of NTUA (Project Coordinator).

4.3.2 GreenMED visual identity

CMMI has designed a **GreenMED** logo to be used in all presentations/reports/flyers and any other material that is addressed to the public and stakeholders. The logo and its various visual identities are as follows:



Figure 1. Project logo to be used in presentations/cover pages/reports/position papers. Height: 5.06 cm X Width: 5.56 cm

For adding the logo on headers and footers, the logo should be resized as follows:



Figure 2. Project logo to be used in headers/footers of reports/presentations. Height: 2.28 cm X Width: 2.5 cm

Other variations may include in greyscale:



Figure 3. Project logo in grayscale to be used in presentations/cover pages/reports/position papers.
Height: 5.06 cm X Width: 5.56 cm

4.3.3 *GreenMED Webpage and MSSO Website*

Internet is the most important dissemination channel, therefore a webpage will be created in the scope of **GreenMED** project, in order to share content and attract the intended audience. MSSO will have an independent website with its own domain, which will also be disseminated through **GreenMED's** webpage. There are analytics software purposely designed to provide estimates of statistics on who is accessing the webpage. Such tools will be useful when evaluating whether the project's dissemination milestones have been reached or not. For instance, one should carefully select the appropriate metadata to increase the website's chance to appear when surfing the internet through search engines.

The project webpage is hosted on CMMI's website (<https://www.cmmi.blue/GreenMED/>). CMMI will ensure that sensitive data, i.e., personal data, uploaded for open dissemination, is either anonymized to an appropriate degree or fully consent cleared as discussed in the Data Management Plan.



Figure 4. QR Code of GreenMED's Webpage

MSSO's own website will be developed and launched at a later stage of the project. MSSO domain (<https://mssso.blue/>) has been established in M3 of the project.

4.3.4 *Dissemination Material*

Dissemination material includes banners, flyers, press releases and newsletter. The dissemination material of **GreenMED** will provide information about the project, cause, objectives, partners and information regarding the MSSO, which can be distributed to a wider audience.

4.3.4.1 Banner

A banner for the **GreenMED** project has been developed to be used for dissemination purposes in social events and conferences. The banner is presented in the figure below.

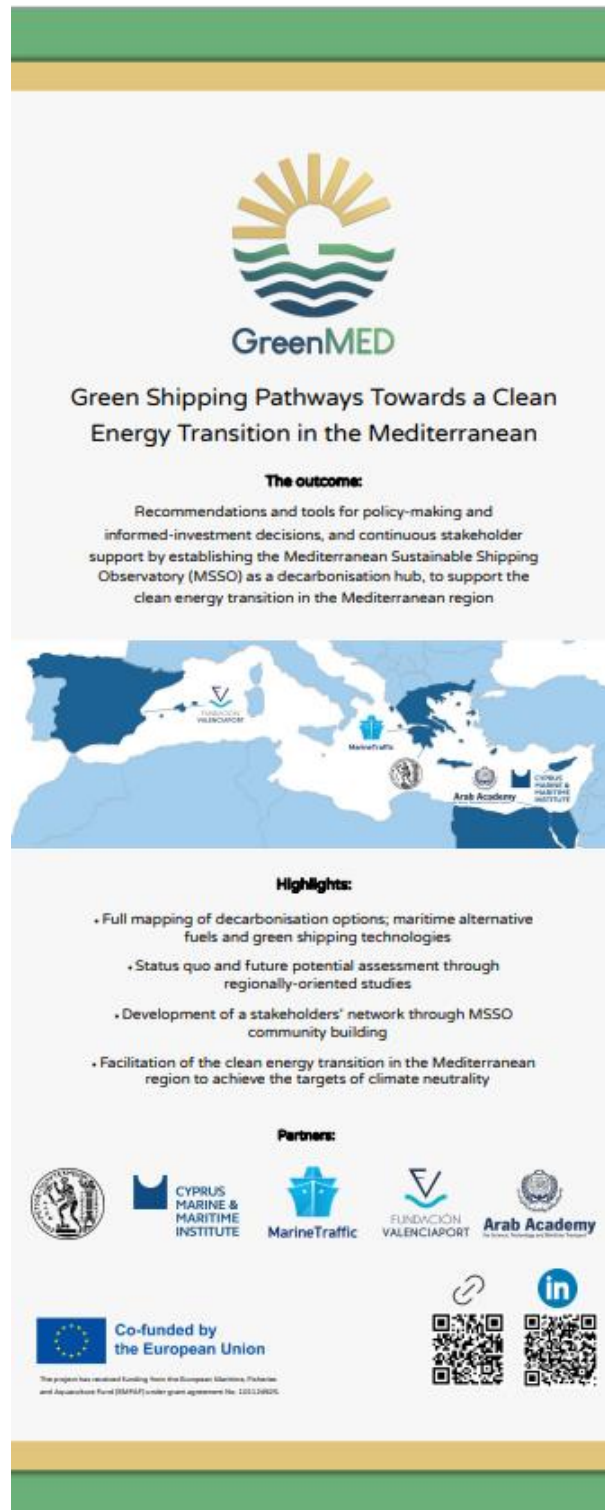


Figure 5. Banner developed for the GreenMED project

4.3.4.2 Flyers

The **GreenMED** flyer should be in the form of an advertising leaflet explaining the goal of the project and the methodology adopted to ensure the successful outcomes of the project. Infographics (i.e. charts, diagrams) should be used to make knowledge and information transfer about the project easier to the targeted audience. The team can either design a general flyer that captures any audience, or else design stakeholder-specific flyers to target the interest of different stakeholders. Also, dissemination can be improved if the flyers are printed in different languages.

4.3.4.3 Press Releases

The **GreenMED** press releases will include information such as a technical background summary, partners' background and role in the project, information of the next milestones in the project, pictures, screenshots and user videos, and at a later stage one should include reviews from end-users. A video, which is also a type of press release can be pre-recorded and edited, so that it can be shared online on a website or in social media pages.

4.3.4.4 Newsletter

The newsletter should include basic details of the project and other content describing the progress of the project, any recent publication of a deliverable or of a paper, future events dates and ways of registering, outcomes from consortium meetings etc.

4.3.5 Social Media

There exist seven types of social media which are very common nowadays, the most famous one being the Social Network type such as Facebook, Instagram and LinkedIn where people with similar backgrounds and interests connect. Social networks are mostly used to connect families and friends whilst also used by brands and famous people to keep their fans updated.

Bookmarking sites like Pinterest and StumbleUpon allow users to save online resources and organise them based on their preference. Social News, like Reddit, is a type of social media which allows people to share news links from external articles, promote discussions and build communities. Articles that receive the highest number of votes are displayed more prominently to the other users.

Pinterest is also an example of the Media Sharing type, such as YouTube and Vimeo. These social media allow users to share different types of media such as images, music and videos, and at the same time offering users social features such as commenting on the uploaded content.

X (formerly Twitter) is an example of a Microblogging social media, which allows users to post photos and short written entries enough to capture people's interest. Blogging sites or Forums are social media types which allow users to post comments, questions in relevant topics.

From this list of social media types, it is suggested that the most suitable ones for the **GreenMED** project are the Social Network, Media Sharing and Microblogging types. Platforms to be used by this project are LinkedIn and YouTube.

The social media pages of the **GreenMED** project can be accessed through the following links (the YouTube channel will be developed and launched at a later stage of the project):

LinkedIn: <https://www.linkedin.com/company/greenmedeu>



Figure 6. QR Code of LinkedIn Page

4.3.6 Participation in public events and networking

Good opportunities in which the project can be disseminated are conferences, breakfast networking, industry-specific speaking engagement, roundtable events, company portfolio presentations and other networking events. Project team members are encouraged to mention the project along with its objectives and area of research in any relevant public event and are also encouraged to take note of the communication channels that such event organisers utilise for their event.

4.3.7 Journal (Conference) Publications and magazines

When writing scientific articles for conferences, journals and magazines, it is important to acknowledge the fact that the project is funded by the European Maritime, Fisheries and Aquaculture Fund (EMFAF), by stating the following: “The project has received funding from the European Maritime, Fisheries and Aquaculture Fund (EMFAF) under grant agreement No. 101124925” and where applicable also to clearly display the EU flag emblem so that it is clearly visible to the public. The objective and purpose of publication with respect to the project must be clearly listed in order to inform the readers about the project.

Partners will need to prepare and publish articles in Open Access scientific journals. Under the Project’s Grant Agreement, each beneficiary must ensure open access to all peer-reviewed scientific publications relating to its results. The accepted manuscripts will be available in the internal document repository of the Consortium. Those with appropriate copyright permissions will be publicly available through the project’s website.

The Dissemination Manager (CMMI) will liaise with WP and task leaders to coordinate the project partners’ participation in international events and in the submission of papers. This approach is crucial to ensure that there is no duplication of resources and duplication of dissemination results. Table 5 in Appendix A lists several journals where **GreenMED** partners can publish the outcomes of this project.

4.3.8 Acknowledgement

The **GreenMED** logo along with the funding acknowledgement should be included in all dissemination material, including the webpage, social media pages, banners, flyers, and other documents or videos. Also, the EU flag emblem should be displayed.

4.3.9 Conferences and Social Events

Table 6 and Table 7 in Appendix A list several conferences and social events respectively that are suitable for the **GreenMED** project according to the related fields. Both tables will be revised as the project evolves. The scope of attending/presenting in conferences and events will be scientific dissemination and project exposure/demonstrations to potential end-users. Although the lists are non-exhaustive, they list conferences that take place outside/ inside EU /Cyprus. Travel outside EU/Cyprus is permitted.

Face-to-face meetings occurring in social events are effective with stakeholders that have a prominent role in the future of **GreenMED** outcomes such as academics and researchers, professionals from the shipping industry, technology providers and policy and regulation makers. Such meetings permit both parties to explain and understand their needs and enhance their understanding towards the importance and suitability of the project.

4.4 Stakeholder Dissemination Strategy

It is important to mention that not every dissemination method is appropriate for all the stakeholders. In Figure 7 below, a graphical illustration of the different types of dissemination methods that can be used with each respective stakeholder is provided. This list is broad and should be used to ensure each stakeholder is reached. A few suggested dissemination channels for the stakeholder groups are social media, flyers or newsletters, videos, websites, face-to-face meetings and press releases.

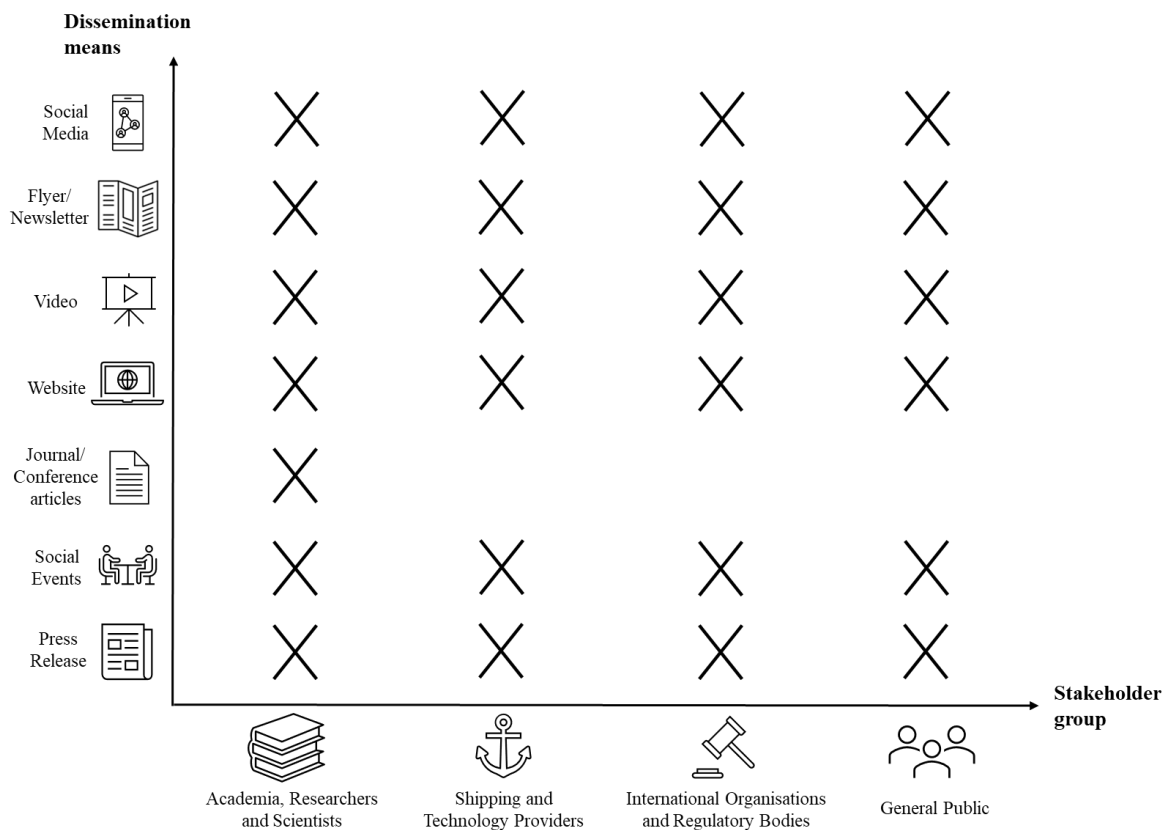


Figure 7. Stakeholder Dissemination Strategy Matrix

In addition, the stakeholders have been grouped with respect to their influence and interest towards the project in a stakeholder matrix shown in Figure 8. Stakeholders with low influence and low interest such as the general public, have a “low priority” and therefore need to be encouraged to increase their interest towards the project. Their level of influence remains low due to their lenient position with respect to the project. Also, in Figure 8, next to each group of stakeholders, the most adequate dissemination means are listed. For example, for the Low Priority group, it is suggested to use social media and videos to engage with these stakeholders.

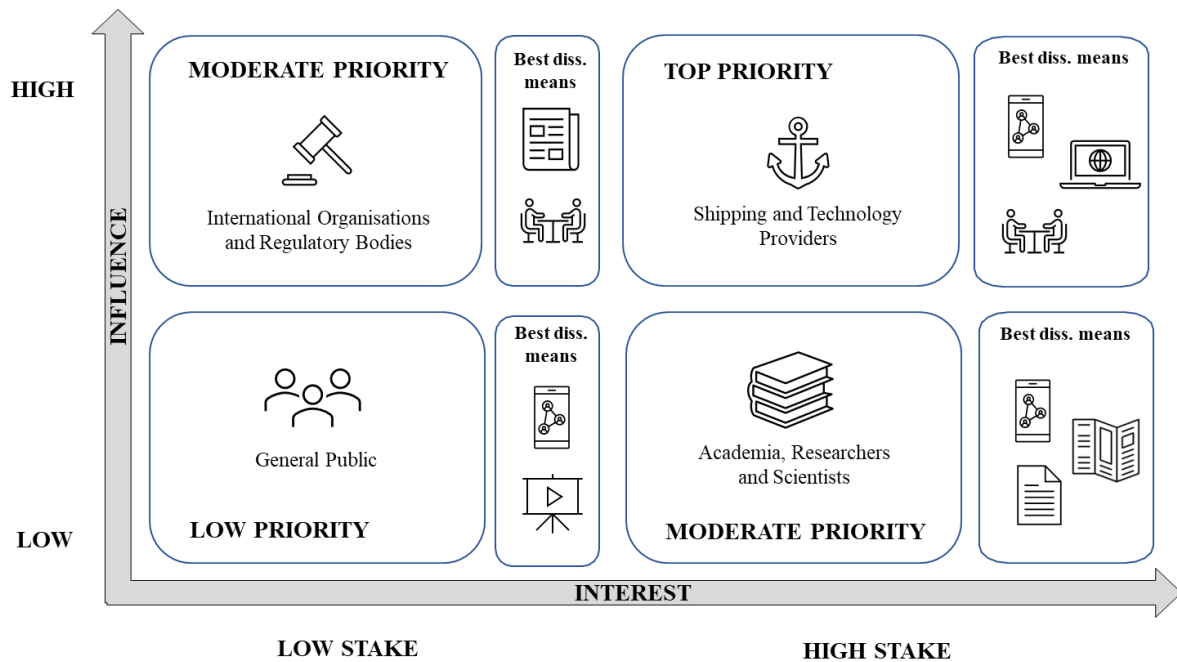


Figure 8. Stakeholder Priority Matrix

4.5 Evaluation of GreenMED’s dissemination outcomes

In this section, it will be examined whether the project’s outcomes have reached all relevant stakeholders aligned with the decarbonisation goals (KPIs) of the Mediterranean. Table 3 lists the **GreenMED** dissemination and communication KPIs and targets which must be reached by the end of the project. These KPIs set the expectations that this dissemination strategy should attain and be evaluated and updated every 6 months.

Table 3. Dissemination KPIs over the 24-month period of the project.

KPI	TARGET
GreenMED webpage visits	>100 visits
Social media followers (LinkedIn, YouTube)	>400 followers, >50 followers
Videos views (LinkedIn, YouTube)	>200 views, >100 views
No. of social events to attend	>10 events
No. of flyers to circulate	>300 copies
Outreach of newsletter (LinkedIn)	>200 views
No. of conferences to attend	>3 conferences
Journal/Conference Publications	>2 publications
Press Releases	>2 press releases
Workshops	>5 workshops
MSSO website visits	>3000 visits

At a later stage of the project, Table 3 will be updated with the actual values and also detailed analytics regarding the performance of the social media accounts will be attached.

Figure 9 and Figure 10 present the first analytics, as obtained during the first three weeks of the LinkedIn account launch.

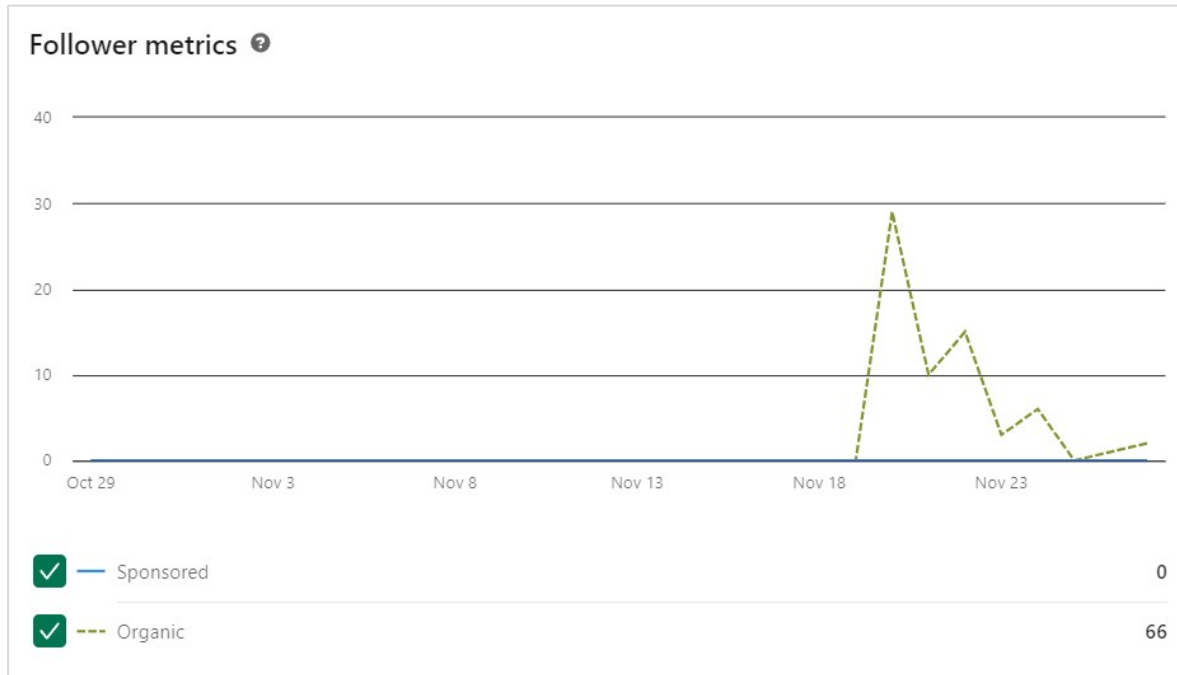


Figure 9. Follower metrics of GreenMED’s LinkedIn page

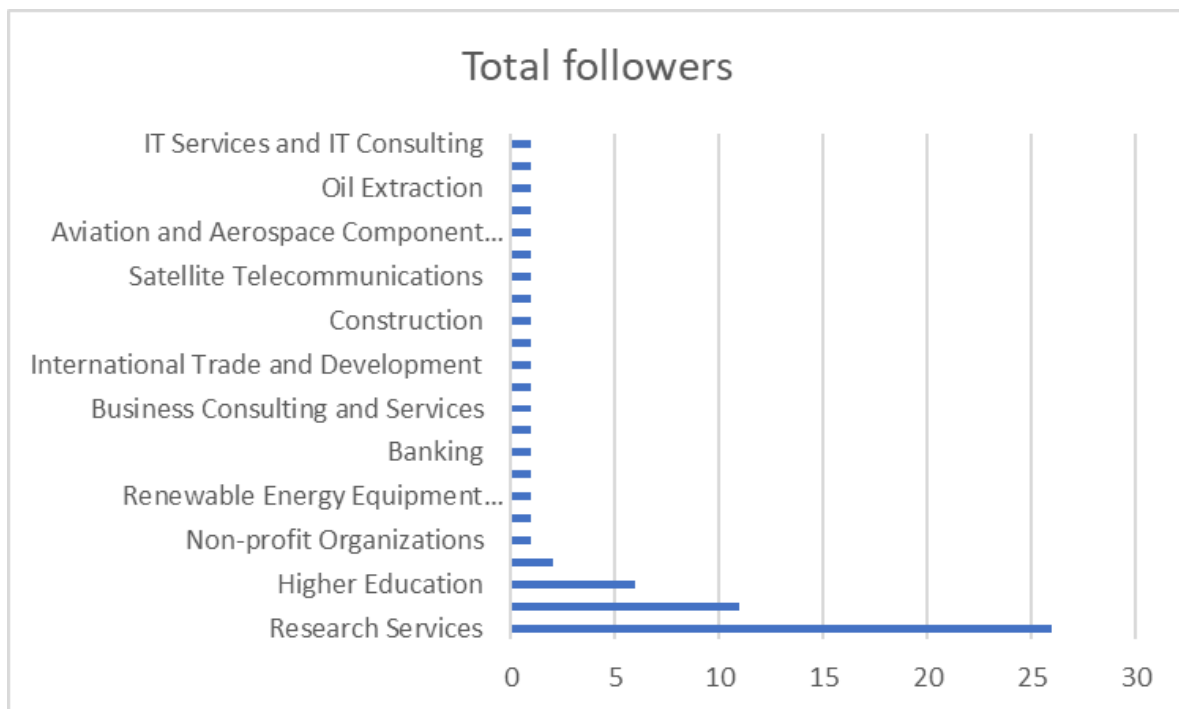


Figure 10. Followers of GreenMED’s LinkedIn page sorted by stakeholder category

4.6 Dissemination work plan

Based on this analysis, Figure 11 illustrates a dissemination strategy which indicates the month, the activity or deliverable that should be disseminated and the dissemination channel. The KPI measures have been spread out over the whole duration of the project (24 months). However, it is important to note that every six months, the KPIs shall be measured and reviewed to see how much the team has managed to disseminate.

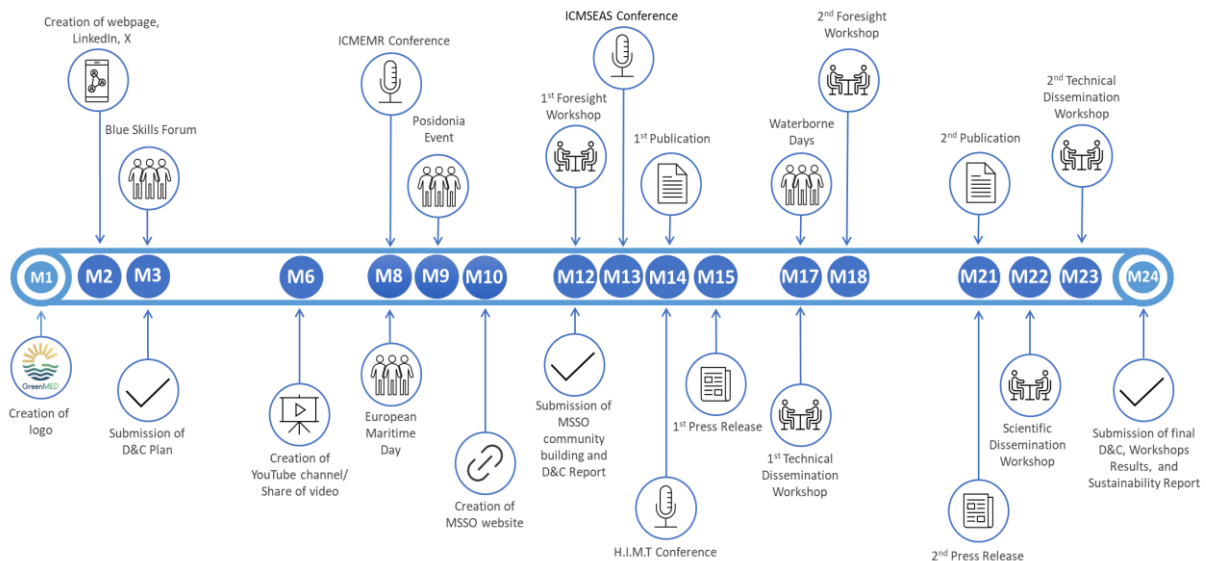


Figure 11. Dissemination Work Plan

4.7 Protecting Intellectual Property

It is part of the project's deliverables to disseminate results through appropriate means. It is important to keep in mind that disseminated material should not divulge confidential information which could potentially risk exposing material that has commercial value and/or be protected via a fileable patent. Material to be published or communicated must be shared within the consortium for feedback at least two (2) weeks in advance before publication. Therefore, partners will be consulted with regards to publishing material to ensure there is agreement as to what information can be disclosed, and how long confidentiality obligations will be upheld from public disclosure. Sensitive information should not be shared via social media where pre-approval is not practical. Lastly, with regard to tackling Intellectual Property (IP) issues, conflicts related to IP may arise between partners, it is suggested that the project consortium agreement is referred to. To prevent the accidental disclosure of IP belonging to the project members, media to be published that contains images or text describing **GreenMED** developed tools will be first shared with the consortium for approval.

5. TERMS OF REFERENCE FOR THE ADVISORY BOARD

In order to maximise user and stakeholder influence on project developments at all levels, an Advisory Board (AB) will be set up during the first months of the project and will be set to have its first meeting until M6, targeting a total of three meetings during project's lifetime. The following sub-sections describe AB's objectives, composition, and its mode of work. These Terms of Reference may be amended or modified in writing after consultation and agreement by the consortium's members. These Terms of Reference are effective from October 1st, 2023 (project's starting date) and continue until the end of September 30th, 2025 (project's ending date).

5.1 Objectives

The roles of the GreenMED AB can be summarized as follows:

- Fostering collaboration with stakeholders, from all relevant fields of expertise
- Inviting stakeholders to join the MSSO network and GreenMED's activities
- Attending specific scheduled meetings and workshops for project purposes and contributing to relevant decisions
- Setting the requirements for project results/outputs, by focusing on the MSSO activities, components, and operation
- Reviewing, evaluating, and monitoring the results/outputs (e.g., deliverables, dissemination activities, etc.) of the project and contribute towards an approach harmonised with the needs of the industry
- Supporting project's dissemination and exploitation activities

5.2 Composition

Participation in the **GreenMED** AB will be mainly by representatives (outside the consortium) from each related domain or sector (at least two representatives from each related domain or sector), for example shipping companies, ports, logistics providers, energy and technology providers, policy makers, academia from maritime industry and the market, from both EU and non-EU countries. Stakeholders may represent more than one domain or sector, based on their role in the industry. Potential AB members will be approached by consortium partners and will be included in the AB after internal project discussions. The aim is to conclude AB's composition by M6, in order to proceed with its first meeting. Additionally, **GreenMED** will utilise expertise and contacts through several projects shown in Table 4, to be included in the AB of the project. **GreenMED** has already established direct communication and interaction with the Waterborne Transport partnership through the project's coordinator, who serves as Vice-Chair of the IRAG Blue Growth in the Waterborne Technology Platform's Alignment Group. The intention of the Waterborne Technology Platform's administration to join the project's AB, according to their letter of support, further ensures synergies with the Waterborne Transport partnership.

Table 4. Projects to be included in the AB of the GreenMED project

Project Name	Project's Objectives	Contact
Zero-Emission Waterborne Transport ¹	To provide and demonstrate zero-emission solutions for all main ship types and services before 2030, which will enable zero-emission waterborne transport before 2050.	Jaap Gebraad (Waterborne TP)
GREEN MARINE MED ²	The Mediterranean Green Shipping Stakeholder Network will create the foundation to enable the most broadly supported and useful Monitoring and Technology Foresight on Mediterranean Green Shipping.	World Ocean Council
		CTN
POWER4MED	Transition towards carbon neutrality in maritime transport requires short & medium-term solutions, the former based on transition fuels (LNG), the latter on not yet fully available alternative fuels.	To be determined
WestMED ³	WestMED enhances the maritime activities taking place in the Mediterranean Sea.	WestMED TEG
		WestMED National Hubs
MedPorts ⁴	MedPort promotes the energy evolution of port operations by supporting the use of alternative fuels and energy-efficient technologies.	To be determined
BlueMed ⁵	An initiative to envisage sustainable blue growth in the Mediterranean region and has generated top priorities for research and innovation, including the reduction of emissions from ships through the development of alternative fuels and sustainable shipping practices, as well as the protection of marine and coastal environments.	CNR

¹ <https://www.waterborne.eu/>

² <https://www.oceancouncil.org/greenmarinemed/>

³ <https://westmed-initiative.ec.europa.eu/>

⁴ <https://medports.org/>

⁵ <https://www.bluedmed-initiative.eu/>

Project Name	Project's Objectives	Contact
MemCCSea ⁶	Working on the development of green shipping technologies, such as carbon capture.	CPERI
		CERTH
TrAM ⁷	Working on the development of green shipping technologies, such as electric propulsion.	Wärtsilä
FLAGSHIPS ⁸	Working on the development of alternative marine fuels, such as hydrogen.	CFT
ShipFC ⁹	Working on the development of alternative marine fuels, such as ammonia.	NCE Maritime CleanTech

A template for inviting project advisory members has been created and will be used for officially inviting people and/or organizations to join the AB (Appendix B). These Terms of Reference are effective from October 1st, 2023 (project's starting date) and continue until the end of September 30th, 2025 (project's ending date). These Terms of Reference may be amended or modified in writing after consultation and agreement by the consortium's members.

5.3 Mode of Work

The AB will conduct its communications and activities through electronic means (email and teleconferencing/videoconferencing). In-person (face to face) or hybrid format meetings may be conducted if possible and where necessary. In the case of such meetings, efforts will be made to conduct them in the context of other GreenMED activities and events.

The board will meet at least thrice within the project duration. The preliminary scheduling for the AB meetings is the following:

⁶ <http://memccsea.certh.gr/>

⁷ <https://tramproject.eu/>

⁸ <https://flagships.eu/>

⁹ <https://shipfc.eu/>

- **Initial meeting (M6)** – The meeting will serve as for familiarizing AB members with the project, while analysing the AB role and objectives. The meeting will also produce input for setting the requirements for project outputs.
- **Intermediate meeting (M14)** – The meeting will review initial project results/outputs, steer their further development and build on the AB’s objectives, by focusing on network building and stakeholder engagement.
- **Final meeting (M22)** – The meeting will review the final project results/outputs, provide recommendations for their refinement and conclude AB’s work by suggesting future steps for project findings and key results.

The AB operation and meetings will be the responsibility of the Project Coordinator and relevant task leader (NTUA) under WP5.

Notice of meetings, including format, data and location (for in-person meetings), will be sent to AB members by the coordinator at least 20 calendar days prior to the meeting. Agendas for meetings will be sent to AB members at least 15 calendar days prior to the meeting. The coordinator will undertake administrative tasks for meeting organisation and conduct. Meeting minutes of AB meetings will be prepared by the coordinator and shall be shared with AB members for comments within 15 calendar days of the meeting. Meeting minutes shall be considered accepted if within 15 calendar days of receipt no written notice is sent to the coordinator. The accepted Meeting minutes shall be circulated to all AB members, and all GreenMED consortium members.

In the AB meetings all members will participate and share their opinions and suggestions. Both unanimous and different opinions and suggestions will be considered carefully by the project’s General Assembly. In case decision-making is necessary, discussion-based and majority voting approaches will be followed. The working language shall be English, and all working documents, agendas and meeting minutes shall be made available in English.

6. CONCLUSIONS

This document has outlined the dissemination strategy for the **GreenMED** project which will help all the partners working in other WPs. This report has shown why it is important to have a dissemination strategy and identified the involved stakeholders as well as how the project's findings and outcomes can be disseminated to the appropriate audiences, and when these should be disseminated. Several conferences and social events suitable for the **GreenMED** project are listed in Appendix A, as well as journals that are of **GreenMED's** interest. This dissemination plan sets all targeted KPIs of the project (24 months). Furthermore, this strategy also defines ways in measuring the outreach of the dissemination efforts to be able to evaluate the engagement and impact. This document also provides the terms of reference for the AB that will be set up in the scope of the project. The template letter in Appendix B will be used to officially invite people and/or organizations to join **GreenMED's** AB.

7. REFERENCES

- [1] T. & Environment, "Decarbonising European Shipping, Technological, operational, and legislative roadmap," 2021.
- [2] DNV, "Maritime Forecast to 2050. Energy Transition Outlook 2022.," 2022.
- [3] M. A.P., "Maersk accelerates Net Zero emission targets to 2040 and sets milestone 2030 targets.," 2021. [Online]. Available: <https://www.maersk.com/news/articles/2022/01/12/apmm-accelerates-net-zero-emission-targets-to-2040-and-sets-milestone-2030-targets>.
- [4] G. Sørås, "Quick guide: Shipping decarbonisation and the EU," 2022. [Online]. Available: <https://www.siglarcarbon.com/post/quick-guideshipping->.

APPENDIX A

Table 5. Journals suitable for GreenMED project with increasing impact factor.

Journal Name	Description	Impact factor
Journal of Marine Science and Engineering	Journal of Marine Science and Engineering is an international, peer-reviewed, open access journal of marine science and engineering, published monthly online by MDPI.	2.9
Energies	Energies is a peer-reviewed, open access journal of related scientific research, technology development, engineering, and the studies in policy and management and is published semimonthly online by MDPI.	3.2
Fuel	Research into energy sources remains a key issue. Over the last 90 years, Fuel has been the leading source of primary research work in fuel science. The scope is broad and includes many topics of increasing interest such as environmental aspects and pollution.	7.4
Energy	Energy is an international, multi-disciplinary journal in energy engineering and research. The journal aims to be a leading peer-reviewed platform and an authoritative source of information for analyses, reviews and evaluations related to energy.	9.0
Energy Conversion and Management	The journal Energy Conversion and Management provides a forum for publishing original contributions and comprehensive technical review articles of interdisciplinary and original research on all important energy topics. The topics considered include energy generation, utilization, conversion, storage, transmission, conservation, management and sustainability.	10.4

Table 6. Conferences suitable for the GreenMED project.

Conference Name	Description	Date	Location
9 th International Symposium of “Ship operations, management and economics” and Maritime exhibition SOME 2024	Hosted by the Greek Section of the Society of Naval Architects and Marine Engineers (SNAME). The Symposium will bring together ship operators, technical managers, naval architects, marine engineers, academics, classification societies, and marine transportation policy makers to discuss and debate important issues for the maritime industry.	2024	Athens Greece

Conference Name	Description	Date	Location
International Conference on Maritime Energy Management and Research ICMEMR	International Conference on Maritime Energy Management and Research aims to bring together leading academic researchers and scholars to exchange and share their experiences and research results. It also provides a premier interdisciplinary platform for researchers, practitioners and educators to present and discuss the most recent innovations, trends, and concerns as well as practical challenges encountered, and solutions adopted in the fields of Maritime Energy Management and Research.	May 17-18 th 2024	Paris France
International Conference on Maritime Safety, Environmental Affairs and Shipping ICMSEAS	International Conference on Maritime Safety, Environmental Affairs and Shipping aims to bring together leading academic researchers and scholars to exchange and share their experiences and research results. It also provides a premier interdisciplinary platform for researchers, practitioners and educators to present and discuss the most recent innovations, trends, and concerns as well as practical challenges encountered, and solutions adopted in the fields of Maritime Safety, Environmental Affairs and Shipping.	October 4-5 th 2024	Dubrovnik Croatia
International Conference on Maritime Law and Policy ICMLP	International Conference on Maritime Law and Policy aims to bring together leading academic researchers and scholars to exchange and share their experiences and research results. It also provides a premier interdisciplinary platform for researchers, practitioners and educators to present and discuss the most recent innovations, trends, and concerns as well as practical challenges encountered, and solutions adopted in the fields of Maritime Law and Policy.	November 4-5 th 2024	Nicosia Cyprus
Annual Conference of Hellenic Institute of Marine Technology H.I.M.T	The H.I.M.T. boasts of the high scientific merit of its Annual Conference, which became a focal event in Greece for discussing technological advances relevant to the Greek and international shipping, ranging from innovation to practical application. H.I.M.T is supported by the maritime community, gathering experts and stakeholders from business, academia and the public sector.	November 2024	Athens Greece
5 th International Conference on Environmental Design ICED	The ICED conference will combine the most recent scientific developments in Environmental Design (Sustainability, Pollution, Energy, Cities-Buildings, Transportation, Erosion, Climate Change, Policy, Social Acceptance, Health Impacts). It will provide a unique opportunity for experts to interact and to apply their knowledge and latest research findings to the design and developments of environmental processes.	October 2024	Athens Greece

Conference Name	Description	Date	Location
Oceans	Our Ocean Conferences bring together governments and non-state actors including private-sector, philanthropic, academic, and non-governmental representatives, to make concrete commitments to protect ocean health and security. OCEANS conference is for global maritime professionals to learn, innovate and lead in the protection and utilization of the ocean.	2025	N/A

Table 7. Social events and expositions suitable for the GreenMED project.

Social Event Name	Description	Date	Location
Posidonia	Posidonia brings the whole shipping world to its exhibitors. The international shipping community attends in strength with national pavilions and thousands of visitors. In 2022, 1,964 exhibitors from 88 countries and 28,892 visitors from 103 countries participated. Overall, 40,950 participants attended in strength as the event returned to the international maritime events calendar.	June 3-7 th 2024	Athens Greece
Blue Skills Forum	The Forum will be organized in line with the European Year of Skills. It will bring together key stakeholders of the Blue Sustainable Economy, Policy and Administration, as well as Vocational Education providers to share lessons learned and discuss the future of Blue Skills across Europe.	December 1 st 2023	Ayia Napa Cyprus
European Maritime Day, EMD	EMD in my country is a key part of the wave of ocean awareness and activism that has been rising steadily in recent years. Local activities such as beach clean ups, guided tours of ports, workshops, conferences, seminars, exhibitions on maritime themes, ocean literacy actions, visits to maritime museums, ships, shipyards etc. aim to a wide audience across Europe.	May 2024	EU countries
Waterborne Days Conference	The Waterborne Days promises to be an enlightening and inspiring event, with opportunities for networking and learning from experts in the field of waterborne transport. The programme includes presentations and panel discussions with representatives from the European Commission and industry stakeholders.	February 4-5 th 2025	Brussels Belgium



APPENDIX B

Dear [NAME HERE],

We are contacting you in order to invite you to join the Advisory Board of the EU-funded “GreenMED” project.

GreenMED is a regionally-oriented project aiming to effectively support green shipping efforts in the Mediterranean Sea basin, by promoting plausible scenario-based decarbonisation pathways. The GreenMED's ambition is to contribute directly and actively to the emission reduction targets established at the EU and international levels. The goals' realisation relies on the comprehension and integration of alternative fuels and innovative technologies, specifically selected depending on future potentials and various economic, social and environmental criteria. Thus, to perform this task, the Mediterranean ship energy demands, the fuel supply chains, for both shores of the Mediterranean Sea, and the variety of emerging green shipping technologies will be considered. The GreenMED project will elaborate on existing studies of maritime alternative fuels and green shipping technologies to attain the energy consumption of maritime transportation in the Mediterranean, a process which will be combined with the full mapping of the fuel supply chain. The outcomes of GreenMED will map the decarbonisation pathways and options. These will be made available to stakeholders as recommendations for policy making and informed investment decisions, while simultaneously facilitating a clean energy transition in the Mediterranean, towards achieving the targets of climate neutrality. Providing recommendations and tools for stakeholders will be supported by the establishment of a decarbonisation hub; the Mediterranean Sustainable Shipping Observatory (MSSO). MSSO will serve the project's objectives throughout the project's duration and beyond, by housing a stakeholders' network and the MSSO knowledge base.

Within the GreenMED project, we are establishing an Advisory Board (AB) whose role is to provide constructive feedback on the quality of the project's outputs and decisions, during its implementation (over the period 2023-2025). It is important to note that the AB will not be involved in the daily affairs of the project in order to ensure unbiased feedback. However, the members of the Board -composed of distinguished experts (from the public and private sector) in the fields of activities of the project- will be regularly updated on the project's progress by the project coordinator (the National Technical University of Athens), while they will be also invited to participate in the project's meetings. In addition, the AB will contribute to raising awareness of the project through relevant dissemination activities that will be implemented by the project. Kindly note that membership in the AB is voluntary and it is not remunerated.

Given your experience and expertise, we strongly believe that your participation in the AB will be invaluable to the project. In case you are interested in joining the Advisory Board, you are kindly requested to reply to this e-mail preferably by [DATE HERE] and send us a short CV description of yours (300 words).

We would like to thank you for your attention, and we look forward to receiving your reply.

Kind regards,

On behalf of the National Technical University of Athens,

[NAME HERE]