

EMEN

European Migrant Entrepreneurship Network

Crossing borders for financial and business development services

Networking Strategy D5.1

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Authors	Federico Camporesi
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Disclaimer

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1. Introduction

This document provides operational information and guidelines for the networking strategy of the EMEN project, as defined in the project proposal.

The networking strategy takes into account bridges and links to several EMEN activities: communication, dissemination, and partnership.

EMEN's partners are very ready to contact and engage with stakeholders, and to work with other projects in the field of migrant entrepreneurship, in particular those selected in this call for proposals.

Therefore, WP5 is meant to open EMEN to other networks, consortia and stakeholders, and to create a broader European network of organisations and experts dedicated to fostering and supporting migrant entrepreneurship and willing to share their knowledge and experiences.

The activities that will be carried out under this WP will include:

- opening the EMEN **web platform** to other initiatives;
- getting in touch and **engaging** relevant stakeholders via the website, e-mail, newsletter, social media, events, and bilateral meetings;
- creating, when the Communities of Practices (CoPs) are set up and some results have been produced, **LinkedIn groups** connected to the CoPs open to virtual collaboration, which will bring together partner organisations, partners of other consortia selected in this call, and members of the other networks supported by the EU;
- inviting members of the other networks and consortia to attend and participate in the **communities of practice** (CoPs);
- organising **joint events** or meetings with other consortia and networks;
- regularly exchanging information with stakeholders, other consortia, and networks, in particular by setting up a **common events calendar** and **document sharing** folders on our collaborative platform (Basecamp).

Networking is a horizontal activity involving all the project partners. They will all act as bridges with other stakeholders and with projects on migrant entrepreneurship they are involved in.

This will ensure and foster the project's long-term impact. The network established by the project will create strong cross-connections and potential partnerships that will be maintained even after the end of the project.

Networking activities will determine opportunities for interactions between all the consortium members and a broad range of stakeholders. The goal is to identify and explore multiple connection and dissemination opportunities during the project's lifetime and pave the way for further cooperation after its completion.

Therefore, a good networking strategy should lead to the use of different channels for an effective exploitation and valorisation of the project results.

This document focuses on the following elements:

1. Identification of the **categories of stakeholders** relevant to the project;
2. Identification of specific networking **actions** in relation to specific categories of stakeholders;
3. Identification of the **tools** and **channels** that will be used for the networking activities;
4. Development of a **timeline** covering the implementation of the networking plan over the next 3 years of the project's implementation;

5. Define **guidelines** for partners;
6. Analysis of the **Advisory Board**'s scope and role in the networking strategy.

Due to its very nature, a networking strategy is an ongoing process which requires continuous updating and collaboration with all the work package leaders, so that it reflects the development of the project. Therefore, this document will be open for further development and improvement that appear necessary according to the concrete implementation of the action.

2. Approach and methodology

Networking plays a major role in the implementation of EMEN's activities. It is the main focus of Work Package 5.

First, the project takes advantage of all the partners' wide and consolidated networks at European and national levels. However the networking has also an external dimension. In this sense, the project partnership will establish contacts with organisations serving migrant entrepreneurs with a rich variety of local experience, and the means to link local areas and transfer knowledge and experience between them so as to enable expansion and/or replication.

Furthermore, the project will be represented on all relevant occasions at European and national levels.

The networking strategy of the EMEN project is articulated into a series of steps aimed at identifying the **stakeholders**, the **messages**, and the **tools** necessary to spread information, engage relevant players in the project's activities, and enlarge the EMEN community.

2.1 Identification of the categories of stakeholders relevant to the EMEN project

EMEN's networking activities are addressed to the following categories of stakeholders:

1. other project consortia focusing on migrant integration, starting from the ones approved under the call COS-MigrantsENT-2016-4-02;
2. migrant entrepreneurship support schemes and organisations;
3. financial institutions supporting migrant entrepreneurs (including microfinance and ethical banks);
4. public authorities and development agencies, especially at city and regional levels;
5. mainstream business support organisations (notably chambers of commerce);
6. co-operative federations and support organisations;
7. professional business advisers such as small business consultants, accountants and lawyers;
8. advocacy and service NGOs and trade unions serving migrants;
9. researchers and research centre in this field;
10. actual and potential migrant entrepreneurs;
11. the general public and other stakeholders.

During the whole duration of the project implementation, the partner responsible for the networking strategy, DIESIS, will coordinate the identification of the stakeholders at European level and the collection of data from each partner at national level.

This activity will involve all consortium members. Every partner should look for and propose organisations and individuals belonging to the different categories. DIESIS has developed a specific database organised in categories (see Annex 1) and shared it with the whole partnership. Partners will be supported in this activity with templates and guidelines to populate the database.

2.2 Engaging stakeholders

An important element of the networking strategy resides in the engagement of identified stakeholders. Engaging stakeholders involves establishing good lines of communication between the project and its various stakeholders and then maintaining a constructive relationship with them. Every category has different needs and expectations and the message should be tailored for each category and, in certain cases, to each stakeholder.

For all the stakeholders it is necessary to understand:

- **Why?** The reason for the engagement is to provide information that can be of interest in terms of opportunities for integration, business solutions for third country nationals and for economic growth, and also for the development of policies aimed at supporting migrants' integration and business development.
- **What do we want?** EMEN wants to foster and promote mutual learning, the exchange of experiences and good practices, develop synergies and favour the setting of strategic collaborations in the field of support schemes for migrant entrepreneurs. In this sense it is therefore essential to promote the project activities and results and create lines of communications with relevant stakeholders.
- **What do they want?** Clear and regular information that will be provided pointing out the results of the project implementation and of the Communities of practice, as well as of relevant initiatives at European and National level.
- **What are the best channels to reach them?** Several channels (see below) will be used to direct messages to stakeholders and they will all be used with the aim of maximising the dissemination and impact of the information provided. When necessary, communication will be made with direct e-mail, meetings, or phone calls.

2.3 Networking channels

To engage with stakeholders, it is essential to choose the right channels of communication.

The main ways to engage stakeholders will be:

2.3.1 Project events

- **Annual conference:** Every year a Community of Practice event is foreseen with the aim of engaging stakeholders in exchanges and building shared understanding. The first of these will take place in Munich on 23-24 April 2018. The event will have an interactive approach and will be based on 2 main sessions:
 - the first afternoon is a public event with keynote speakers, pitches by migrant entrepreneurs and an expert panel and will be followed by an "expert cafe" aimed at providing a 360° perspective on migrant entrepreneurship;
 - the second session (a full day) will consist of two parallel CoP workshops: (a) CoP 1: Coaching and mentoring + CoP 2: Access to finance;¹ and (b) CoP 3: Professionalism and diversity management) and will be followed by a reporting back session in plenary.
- Additional '**piggyback**' workshops run by EMEN partners at external events, organised by EMEN partners themselves, by their member organisations, or by other organisations;

Participation in relevant events at European and national levels: DIESIS, responsible for dissemination and networking, will attend and take part in all relevant events related to

¹ CoP 2 will not hold a separate workshop since few people registered for it.

migration and entrepreneurship at European level. In collaboration with the partners, DIESIS will also attend relevant national events. The participation of the partners relevant events will be tracked through the grid below, produced for dissemination purposes, which partners will complete following each event:

EMEN – log of representation at external event	
Individual	
EMEN partner	
Title of event	
Location	
Date	
Host	
Speakers	
Summary of event topic/purpose	
Key insights	
Conclusions	
Interview recommendations	
Relevant articles/case studies/content	

- **Final conference:** A final conference will be held in Brussels, targeting migrant entrepreneurship support organisations, financial institutions supporting migrant entrepreneurs (notably micro-finance institutions and ethical banks), and public authorities. European institutions (Commission, Parliament, EESC, CoR), social partners, NGOs representing and providing services to migrants and ethnic minorities and the media will also be represented. To maximise the audience, the event will be web-streamed.
- **Cross-consortium dissemination event:** DIESIS is preparing a project for a cross-consortium dissemination event to be organised with the other consortia of the COS-MigrantsENT-2016-4-02 Call.

2.3.2 Online and printed materials

- **Dedicated communication materials:** the relevant materials produced by the partnership (articles, case studies, best practices, etc.) will be shared on the website and in the project newsletter. When necessary, they will be also sent to interested stakeholders to the information provided. The newsletter will be also printed and distributed in the CoP event and in all relevant events attended by the partners.
- The project **newsletter:** a periodic newsletter will be shared to disseminate, present, and promote project activities and results. It will be also the occasion to further engage stakeholders in the project activities A mailing list will be created collecting contact at European and national levels. All the partners will be involved in the process of building

up a rich mailing list.

- **Website:** the project website is the main contact point of the project. It is the place where all the other channels of communication converge and a point of reference for all the stakeholders that will be involved. It will be regularly updated in order to present relevant and timely information about the project, including news, public documents, publications and presentations. To the general public it provides information on the project's aims, partners, products and ongoing activities. It hosts a discussion forum for each of the 3 CoPs, which are open after registration to all the stakeholders involved. It includes a document download section – the library² – which allows visitors to obtain the project's outputs, such as reports and newsletters, and to sign up to be kept informed of the project's progress. The project website is linked to the partners' websites and will progressively be linked to other relevant professional networks.
- **Social media:** As indicated in D4.1, EMEN project will take advantage of the main social networks to disseminate, present, and promote its activities and results and to engage relevant stakeholders. In this sense a Facebook page³ and a Twitter account⁴ have already been opened. A LinkedIn profile will be set up in due time as soon as the CoPs are set up.

Facebook, Twitter, and LinkedIn will be important channels for communication and ways to stay in touch with stakeholders and professionals.

Facebook will be used to spread information about the project to a vast number of contacts, also taking advantage of the partners' networks. As a communication tool, Facebook is great for building relationships and brand awareness, as well as spreading information and news. Moreover, the possibility to create special events is a useful tool to inform contacts and promote project events on a wide scale.

EMEN's Twitter profile will allow EMEN to broadcast messages to all the community. It will allow rapid communication of the activities carried out, providing prompt information to all the stakeholders who follow the project. Retweeting, by partners and stakeholders, will allow further diffusion of the messages and the possibility to reach a wider number of stakeholders. A focus on migrant entrepreneurship will be guaranteed by the strategic use of the hashtag system. The main hashtags that will always be used are: #migrent, #entrepreneurship and #migrantintegraton. More hashtags will be used and produced according to the necessity and the context.

To engage stakeholders and deepen the discussions, dedicated LinkedIn groups will be activated in relation to the main topics of the project. At first they will be connected to the CoPs (Coaching & Mentoring; Access to Finance; Professionalisation & Diversity Management) but other relevant topics will be added according to the evolution of the discussions. Furthermore, all the partners will be asked to increase their presence and participation in relevant groups to promote EMEN's vision and activities.

- **E-mail:** Two e-mail accounts will be activated (emen@emen-project.eu, communication@emen-project.eu) to allow stakeholders to get in touch with the project partnership. These accounts will be the main references for all stakeholders who are interested in contacting the partnership. While the "emen" account will be used for general contacts and information, the "communication" one will be dedicated to the main dissemination and networking activities. Both accounts will be regularly monitored by the coordinator and the person responsible for dissemination and networking. They will also be used to contact relevant stakeholders when direct communication becomes necessary.

² <http://emen-project.eu/library/>

³ <http://facebook.com/EMENproject>

⁴ https://twitter.com/EMEN_Project

2.3.3 Meetings

- **Bilateral meetings:** at an advanced stage of project implementation, bilateral meetings will be organised between the partners and relevant stakeholders such as policy-makers, chambers of commerce and NGOs working with migrants. The meetings will have multiple purposes, such as the presentation of the project results, involvement in project events, and the promotion and dissemination of the project activities and results.
- **Requested meetings:** all the partners, and in particular the project coordinator and the person responsible for dissemination and networking activities, will be available to meet and discuss the project's activities and results with all stakeholders who are interested and ask for further information.

2.4 Communication materials

The implementation of the activities listed above will require the development and/or update of a number of communication materials including:

1. Video interviews with EMEN project members for use on the website and in social media;
2. The CoPs' (progressive) results, in order to involve further participants;
3. Newsletters with the project's latest update, next steps and important dates;
4. Media briefings for journalists (when possible);
5. Customised letters to request meetings and personalised thank you letters for every stakeholder;
6. An up-to-date PowerPoint presentation and project brochure translated into the languages of each country represented in the consortium;
7. Updated website;
8. Editorial plan for discussion on social media network (LinkedIn)
9. Press releases;
10. A full database populated with entries from all the countries represented in the consortium;
11. Events:
 1. The 3 CoPs' events
 2. 1 final dissemination conference
 3. 1 or 2 joint events with other partnerships (to be discussed) (to be confirmed?)

2.5 Coordination with other consortia

The networking of the project activities and results is based on the capacity to involve and engage stakeholders. Aware of the importance of the subject and of the presence of different partnerships dealing with migrant entrepreneurship, EMEN partnership is conscious that collaboration should happen also across the different consortia active in the field of support schemes for migrants, starting from the ones selected under the COS-MigrantsENT-2016-4-02 call (the MEGA, MAGNET and EMEN-UP projects).

Therefore, one important element of the networking strategy is coordination with other project consortia focused on support schemes for migrant entrepreneurs.

To this goal, EMEN partnership is committed to:

- exchange regular information through e-mails, conference calls, and physical meetings when possible;
- grant access to its collaborative platforms by creating a dedicated shared folder open to other EU-supported consortia working in the field of migrant entrepreneurship;
- work for the setting up of a shared [Migrent-Agenda](#) where all the consortia working in the field of migrant entrepreneurship can share their events in order to avoid overlapping and allow other partnership to attend;
- inviting members of the other networks to attend the CoP events and the main event foreseen in the implementation plan;
- work for the organisation of 2 joint dissemination events (one at mid-term and one at the end);

To promote the creation of a European community of organisations dedicated to fostering and supporting migrant entrepreneurship, since day one the responsible for Dissemination and Networking in coordination with the project coordinator, will get in touch with other consortia, starting from the ones selected under the present call.

Contacts are made primarily by e-mail and, when possible, via physical meetings and will lead to the coordination of the respective activities.

In furtherance of the above commitments:

- The **migrent-agenda.eu** website has been set up as a shared space for all European projects in migrant entrepreneurship where listing events and initiatives, thus maximising awareness and preventing date clashes. All the 8 project consortia selected under the COS-MigrantsENT-2016-4-02 and 225-G-GRO-PPA-16-9233 calls have been contacted and offered the possibility to share their events.
- EMEN has also created the **migrent-synergies** shared collaborative platform on Basecamp to enable document sharing among EU migrant entrepreneurship projects, and has invited their coordinators to share resources which might create synergies among the projects.

We believe that the importance of coordinating efforts and activities will increase in more advanced phases of the project's implementation. In this sense, the networking coordinator is preparing a project for 2 possible cross-consortium dissemination events to be organised with the other consortia of the COS-MigrantsENT-2016-4-02 call.

2.6 Timing

The networking activities have started as soon as the project was kicked off.

Under the coordination of DIESIS, the partners are involved in increasing the scope of EMEN's network.

A networking report will be prepared at the end of each year of activities, reporting all the activities and results in enlarging the EMEN network. The report will also be the occasion to point out weaknesses and look for possible solutions to overcome difficulties.

A time chart has been drawn up indicating the main activities connected with dissemination and networking, and the expected results. As networking is an ongoing process, the chart will be updated according to the results and needs of the project.


EMEN Networking Timeline																																							
																																							
activity	2017		2018												2019												2020												
	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	M25	M26	M27	M28	M29	M30	M31	M32	M33	M34	M35	M36			
Stakeholder database																																							A specific database organised in categories has been developed by DIESIS and will be filled by all teh partners. Objective is to engage at least
website: contents																																							The website will be filled with contents in order to provide updated information. It will be connected to the social media.
CoP Events																																						Every year a CoP event is foreseen with the aim of engaging stakeholders in exchanges and building shared	
Final Event																																						A final conference will be held in Brussels, targeting migrant entrepreneurship support organisations, financial institutions supporting migrant entrepreneurs, and public authorities.	
Common dissemination Event																																						The partnership is willing to organise a common dissemination event with other project constria working in the same	
mailing list																																						A mailing list will be elaborated with all the contacts provided by the partners, registered in the website, or mentioned in the stakeholder database. The objective is to arrive to 1000 contacts	
Newsletter																																						A half-yearly electronic newsletter will be produced presenting policy and practice news, reports on the work and achievements of the platform. It will be a channel to engage stakeholders.	
Social media animation																																						Social Media will be activated and constantly animated in order to engage contacts and increase EMEN community	
LinkedIn groups: opening																																						LinkedIn groups: groups will be opened do further develop the discussion within a professional community.	
LinkedIn groups: animation																																						The LinkedIn profile and the grouos will be regularly animated to keep the community engaged and the discussions	
Bilateral meetings																																						at an advanced stage of project implementation, bilateral meeting will be organised between the partnership and relevant stakeholders	

Figure 2: EMEN Time Chart

3. Key Performance Indicators (KPIs)

The implementation of the Networking strategy aims at reaching the following proposed key performance indicators:

Indicator	Target
No. contacts made (stakeholders involved)	500
Number of documents disseminated (unique recipients x unique documents)	2000
No. of attendances at other events (meeting and conferences)	100
No. of bilateral meetings with relevant stakeholders	3/year
No. of contacts in the mailing list	1,000/year
Newsletter: no. of stakeholders reached in each country represented in the consortium	at least 200
No. of mentions of the project's results found in published sources	100
Facebook friends	500/year
Facebook Likes	100,000
Twitter Contacts	2,000
LinkedIn Contacts	2,000
LinkedIn Likes to posts	10,000

4. Advisory Board: its role in networking activities

EMEN has made provision to appoint a small number of key external people to form an Advisory Board, whose function is to provide technical, ethical and legal guidance, input and feedback on the roadmap, advise on links with relevant interest groups within EMEN's universe, and propose and encourage the potential interactions of the project with other projects, initiatives and activities. It will also help to monitor and evaluate EMEN's activity, progress and outcomes.

It will be composed of a valued group of half a dozen stakeholder experts who will be consulted by the EMEN consortium throughout the project on an ad hoc basis. Members will be selected for their expertise, knowledge and specific interest in issues linked to migration, integration, and entrepreneurship.

The Advisory Board will be set up in the first years of activity.

During the third year of activity the Advisory Board will focus not only on advising and challenging the partnership on the strategy, methodology and best practice for each step of the project, but also on the dissemination of the project results.

5. Guidelines for partners

Engaging stakeholders involves establishing good lines of communication between the project, its partners' networks, and its various stakeholders and then maintaining a constructive relationship with them.

All the partners of EMEN will be involved in the Networking activities and asked to coordinate their efforts with DIESIS to reach the widest impact in terms of stakeholders involved.

In particular, they are asked to:

- Promote the project activities and results on their websites and social media
- Provide the Networking coordinator with contacts for the project mailing list and promote the subscription via the link on the EMEN Website;
- Share the newsletter within their networks;
- Fill the stakeholder database that will be provided by the Networking coordinator;
- Inform the project coordinator and the responsible for networking of the events attended and make a quick report with indication of stakeholders that will be involved in EMEN;
- Provide the Networking coordinator with a periodic (annual) report of the activities carried out that impact on EMEN networking. A template will be provided by the responsible for the Networking strategy to collect relevant information;
- Make sure to use always the EMEN Logo and reference number in all the communication made to interact and engage with stakeholders.

6. Activities to date

As the project gets off the ground, some networking activities have already been undertaken as follows:

6.1 Events

At the kick-off meeting organised by EASME on 19 October 2017, EMEN partners took the opportunity to get to know the other three projects selected in the COS-MigrantsENT-2016-4-02 call – Magnet, EMEN-UP and MEGA. By video link we also made the acquaintance of three of the four projects selected in the 225-G-GRO-PPA-16-9233 call – ME4Change, EntryWay and Fresh Start (ME-YOU being absent).

Our launch meeting on 8 December 2017 attracted over 50 people, who learnt about Commission intentions and the plans for the Communities of Practice and built networking links.

EMEN representatives from AEIDL, DIESIS, and UNITEE attended the 4th European Migration Forum on in Brussels 6-7 March 2018, where they promoted awareness of the project. The event was covered via EMEN and partners' social media and websites. An artifice has been added to the website and the first Newsletter.

6.2 Worldwide web

The Website has been set up in M3 and has become immediately the main reference for the EMEN Community. Articles are timely published as well as reports of the attended events. The website library now contains 12 documents.

The website contains the information to contact the partnership by email (emen@emen-project.eu) and a sign up form for the project newsletter.

We have also advertised the events of EMEN-UP, Magnet⁵ and MEGA⁶ on our website.

An article on EMEN's launch has appeared on the ESF Transnational Platform website⁷ and printed newsletter, as well as on AEIDL's website.

Twitter⁸ and Facebook⁹ accounts have been opened and connected to the EMEN website. We have started to disseminate news of the project and connected to migrant entrepreneurship we have started using the hashtag **#migrent**¹⁰ and asked the other project consortia we are in touch with to do the same.

As of 20 April 2018 the EMEN Facebook page had 7 posts, and the Twitter feed had 28 posts.

In March 2018 we launched the **migrent-agenda.eu** website which goes beyond the project description and establishes a shared space for all European projects in migrant entrepreneurship where they can list events, thus maximising awareness and preventing date clashes.

⁵ http://emen-project.eu/?event=magnet-first-forum-20-february-2018-krems-austria&event_date=2018-02-20

⁶ <http://emen-project.eu/mega-launched/>, http://emen-project.eu/?event=mega-national-coalition-fair&event_date=2018-03-13

⁷ <https://ec.europa.eu/esf/transnationality/content/aeidl-leads-new-project-helping-migrant-entrepreneurs>

⁸ www.twitter.com/EMEN_Project

⁹ www.facebook.com/EMENproject

¹⁰ <https://twitter.com/cooperatoby/status/961512587467853824>,
<https://twitter.com/cooperatoby/status/961512587467853824>

6.3 Newsletter

The first newsletter has been prepared and sent. EMEN mailing list counts already 1150 contacts. We are working to double it by the end of the year and increase it of 2000 more contacts by the end of the project.

6.4 Cooperation with other consortia

EMEN has made contact with all the project consortia operating under the Call COS-MigrantsENT-2016-4-02. AEIDL and has met representatives of the MEGA and Magnet projects to discuss possible cooperation and synergies.

The **migrent-agenda.eu** website mentioned in 2.5 above has been set up as a shared space for all European projects in migrant entrepreneurship where listing events and initiatives, thus maximising awareness and preventing date clashes. All the project consortia selected under the COS-MigrantsENT-2016-4-02 and 225-G-GRO-PPA-16-9233 calls have been contacted and offered the possibility to share their events.

A second tool, for private collaboration, is the **migrent-synergies** Basecamp account, which allows these projects to share resources which might lead to synergies among them.

6.5 Events

1st EMEN Event: the first EMEN CoP Event will take place on 22-23 of April in Munich. It will have a public session organised over 2 days and on this occasion the partnership will get in touch with European and national stakeholders. The City of Munich, partner of the Mega project will participate in the event.

The event will be covered via the website and social media.

Annexes

- 1. EMEN Stakeholder Database**
- 2. EMEN Time Chart**
- 3. Dissemination activities template report (suggestions)**