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¹ Document will be a draft until it was approved by the coordinator

² PU: Public, PP: Restricted to other programme participants (including the Commission Services), RE: Restricted to a group specified by the consortium (including the Commission Services), CO: Confidential, only for members of the consortium (including the Commission Services)

³ The initials of the revising individual in capital letters

Deliverable D7.2

Dissemination and exploitation plan

30/11/2017



Executive Summary

About 20% of the catch of the European fishing fleet is obtained from non-European waters. Access to these waters is often based on agreements with coastal states that allow the EU fleet to fish from surplus stocks in return for financing of infrastructure development in the fisheries sector. These agreements have been criticized, as these fisheries are often poorly regulated and management decisions are sometimes based on limited knowledge, compliance, and enforcement capabilities. It is also too often the case that trust between stakeholders is lacking. The aim of FarFish is to overcome these hurdles.

The FarFish project is designed around six case study areas in which the European operators are actively engaged in fishing activities, including Cape Verde, Mauritania, Senegal and Seychelles, as well as the international seas in the southeast and southwest Atlantic. In this context of geographic, economic and cultural diversity, the project will gain insights into the sustainability commercially important species such as tuna, hake, mackerel, sardines, octopus, shrimp, and other relevant fisheries. The project will contribute to the exploitation at or below corresponding Maximum Sustainable Yields (MSY) for these fisheries.

FarFish aims to improve sustainability and profitability of the European fishing fleet operating outside European waters. FarFish brings together 21 organisations and agencies across Europe, Africa and South America in addition to a number of international organizations.

This plan for the dissemination of knowledge and exploitation of FarFish describes the project partners' strategies and actions related to the exploitation, dissemination and communication of the project results. The plan will be revised and updated on a continuous basis.

The FarFish consortium aims to disseminate and communicate the results and recommendations obtained from the project's work to all relevant parties, including FarFish partners, stakeholders and the general public. The use of efficient and productive internal and external communication, actions, tools and participative events will ensure that all target groups are reached.

This plan describes how the new knowledge and tools created will be exploited and disseminated, and defines a clear set of actions in the project timeline including: purpose, target groups, methods, vehicles, timing, indicators and success criteria.

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1 Introduction

FarFish is an H2020 funded RTD project with the overall objective to improve knowledge on and management of EU fisheries outside Europe, while contributing to sustainability and long-term profitability. 21% of EU catches originate from non-EU waters. These fisheries are often poorly regulated, management decisions are sometimes based on limited compliance, and enforcement capabilities. It is also too often the case that trust between stakeholders is lacking.

FarFish will address these shortcomings in a multidisciplinary and innovative way by focusing on six diverse case studies, four in Sustainable Fisheries Partnership Agreement (SFPA) waters and two in international waters. Firstly, FarFish will analyse biological, ecological, technological, economic, political and social impacts of EU fisheries in the case studies to advance knowledge and promote sustainable and profitable exploitation. Secondly, introduce Results-Based Management approaches and new decision support tools into these fisheries and test their applicability in collaboration with stakeholders. Thirdly, build capacities in fisheries management and related disciplines amongst stakeholders. The results of FarFish will both have immediate and long-term application. FarFish includes a diverse group of stakeholders, EU and third country fleets representatives, scientists, decision makers, Regional Fisheries Management Organisations (RFMOs), relevant industries and stakeholders from areas outside the case studies but of importance for the EU fleet, forming a platform for future cooperation between EU and third countries.

FarFish addresses the work programme by improving knowledge within the relevant fisheries, developing management tools and models, improving professional skills and sharing new findings in correspondence to the priorities of SFPAs, RFMOs and the Common Fishery Policy (CFP). FarFish will contribute to sustainable management, resilience and efficiency in the seafood value chains, increase European food security, boost long-term profitability and promote jobs.

2 Purpose of this document

The FarFish consortium will maximise the impact by implementing a coherent plan for the exploitation and dissemination of the project's results (PEDR) during and after the project. The PEDR provides the basis for FarFish exploitation and dissemination activities by (i) outlining the FarFish communication, dissemination and exploitation strategy and by (ii) defining the timeframe, roles and responsibilities of these activities.

This will allow for the systematic implementation of the FarFish communication, dissemination and exploitation strategy throughout the project. The PEDR includes information regarding; dissemination channels, communication activities, timelines, exploitation roadmaps and beneficiaries' responsibilities.

The first version of the PEDR will be finalised by the end of November 2017. After this it will be reviewed and updated annually as the project progresses. The final version will provide a long-term strategy for post-project communication, dissemination and exploitation that will allow the European Commission (EC) to assess the impact of the project. The PEDR will provide the framework of what will be communicated and disseminated, why, to whom, how and when and will define the:

- Communication, dissemination and exploitation aims, target groups and appropriate formats
- Strategy, content and timeline of the communication, dissemination and exploitation and publicity measures
- Responsibilities for the implementation of the communication, dissemination and exploitation and publicity measures

The PEDR will ensure that all project beneficiaries have a joint idea and understanding of communication, dissemination and exploitation, as well as the Intellectual Property Rights (IPR) protection measures. WP7 leader, exploitation manager (EM) and dissemination manager (DiM) will be responsible for updating and implementing the PEDR.

ALL beneficiaries have the responsibility to proactively contribute to communication, dissemination and exploitation of project results via scientific publications, the protection and exploitation of relevant results and the contribution of content to the project website, dissemination material, FarFish social media groups and other project formats.

3 Communication strategy

FarFish aims to maximise its impact by identifying and reaching out to the project's target groups and potential users, and understanding their needs. The first step in developing an appropriate communication strategy is the definition of target audiences which need to be approached in the dissemination process. Once the groups have been identified, specific key-messages concerning the outputs of FarFish and an appropriate method to communicate them will be defined.

3.1 Stakeholder analysis

A thorough stakeholder analysis provides the basis for all activities aimed to maximise FarFish impact and serves as the foundation for the PEDR.

The most important stakeholders, sub-divided by their levels of influence and interest in the FarFish project are:

- Key stakeholders (high influence/high interest)
- Other stakeholders (high influence/low interest)
- Multipliers & target groups (low influence/high interest)
- Potentially interested parties (low influence/low interest)

Communication and dissemination activities will be targeted to the stakeholder groups identified in **Table 1** with appropriate key messages, which are described below.

3.2 Key messages

Tailored communication channels will be planned for each of the four target groups. The message to be communicated depends upon both the target group and the objective of the specific dissemination activity. It is important that the right message is transmitted to the right audience, at the appropriate time, with the appropriate tool, best suited to reach the specific audience. In FarFish, the focus will be on maximising the impact of the communication by providing a clear message, which can be summarised in a few key points.

Table 1. Key messages about FarFish for different target groups

Target group	Description of key message
Key stakeholders <ul style="list-style-type: none"> • Advisory bodies • EU Commission • National authorities • Fish business operators • Policy-makers • States impacted by EU fleet fisheries • Fishing industry (High Scale Fisheries) 	<ul style="list-style-type: none"> • FarFish contributes to design better management plans for sustainable fishing • FarFish improves available information on (biological/ ecological / technological / economic/political /social) issues • This project increases knowledge and trains people for coping with different type of impacts (biological/ ecological / technological / economic/political /social) • FarFish eases implementation of management plans through new mechanisms of cooperation & participation • FarFish integrates and combines scientific and experienced based knowledge. • FarFish generates decision support tools for decision-aiding
Other stakeholders <ul style="list-style-type: none"> • Fishing industry (Small Scale Fisheries) • Local/regional authorities • Conservation associations (NGOs) • FAO 	<ul style="list-style-type: none"> • FarFish contributes to the local development, to strengthen the value chain • FarFish improves local readiness to deal with integrated approaches and negative impacts related to fisheries management • This project supports uptake of tools generated and knowledge transfer among local/regional stakeholders • FarFish improves ocean governance and transparency • We work to enhance sustainability awareness
Multipliers & target groups <ul style="list-style-type: none"> • Related research projects • Resource users • Scientific community • Specialised media 	<ul style="list-style-type: none"> • Progress of the FarFish project; its impact and effects on local, national, regional communities and global society • The project has positive impact on the biomass of the Atlantic Ocean by identifying key areas for implementation of a holistic approach to sustainable use of limited resources • By integrating and exploiting the results from FarFish, fishing fleet owners, users and other stakeholders can set in effect and maintain a sustainable use of limited resources, from biomass to human capita, and everything in between • Developing guidelines for improving management plans
Potentially interested parties <ul style="list-style-type: none"> • General media • General public 	<ul style="list-style-type: none"> • The project improves knowledge and management of EU fisheries outside Europe, yet at the same time improving sustainability and profitability • Progress of the FarFish project; its impact and effects on local, national, regional communities and global society • Ocean stewardship is an international joint effort

3.3 Plan to reach the identified target groups

The identified target groups will be reached through different communication channels during the lifetime of the project, the main activities are listed in tables 2-5.

Table 2. Dissemination activities targeted at key stakeholders

Timeline	Activities
M1-M23	<ul style="list-style-type: none"> • Raise awareness about FarFish project, consortium and goals via website, promotion material, social media, e-newsletter and at external conferences & workshops • Identification of key stakeholders locally and globally (Case Study countries), such as: advisory bodies, fish business operators, coastal states impacted by EU fleet fisheries, policy-makers and EU Commission • Establish connections with governmental and industrial key stakeholders and compile a contact list • Communications from the first annual meeting
M24-M36	<ul style="list-style-type: none"> • Training needs assessment • University-level diploma programme launched • Advanced post-graduate program launched • Distribute the annual e-newsletter to the key stakeholders in the compiled contact list. • Communications from the second annual meeting; presentations of objectives and results • Send out press releases on key scientific results to specialised media and expert groups • Present scientific results at conferences and in peer-reviewed Open Access scientific journals or disseminate them as patent applications
M36-M48	<ul style="list-style-type: none"> • Graduated students from both University-level diploma program and post-graduate program • Communications from the third and last annual meetings; presentations of objectives and results • An international FarFish concluding symposium will be organised for the external community and stakeholders interested in the subject - the symposium will include presentations and discussions on the project results and recommendations

Table 3. Dissemination activities targeted at other stakeholders

Timeline	Activities
M1-M23	<ul style="list-style-type: none"> • Raise awareness about FarFish project, consortium and goals via website, promotional material, social media, e-newsletter and at external conferences & workshops • Identification of other stakeholders locally and globally (Case Study countries), such as: national and local authorities, interest groups such as conservation associations and fishing industry associations. • Establish connections with governmental and industrial other stakeholders and compile a contact list • Communications from the first annual meeting
M24-M36	<ul style="list-style-type: none"> • Communication and dissemination about the educational programmes launched • Distribute the annual e-newsletter to the key facilitators in the compiled contact list • Communications from the second annual meeting; presentations of objectives and results • Send out press releases on key results to all facilitators the project has established a connection with • Present scientific results at conferences, in workshops and in peer-reviewed Open Access scientific journals or disseminate them as patent applications
M36-M48	<ul style="list-style-type: none"> • Introduction to the students who have graduated from both University-level diploma program and post-graduate program • Communications from the third and last annual meetings; presentations of objectives and results • An international FarFish concluding symposium will be organised for the external community and stakeholders interested in the subject - symposium will include presentations and discussions on the project results and recommendations

Table 4. Dissemination activities targeted at Multipliers & target groups

Timeline	Activities
M1-M23	<ul style="list-style-type: none"> • Raise awareness about FarFish project, consortium and goals via website, promotion material, social media, e-newsletter and at external conferences & workshops • Identification of key multipliers and target groups locally and globally (Case Study countries), such as: scientific community, specialized media, related research projects, resource users • Establish connections with governmental and industrial key multipliers and target groups and compile a contact list • Communications from the first annual meeting
M24-M36	<ul style="list-style-type: none"> • Training of multipliers & target groups • Distribute the annual e-newsletter to multipliers and target groups identified in the compiled contact list • Encourage participation in selected external events where sessions on FarFish topics will be held and where FarFish is actively presented • Present objectives and results to the multipliers & target groups through stakeholder workshops organised by FarFish • Present scientific results at scientific conferences and in peer-reviewed Open Access scientific journals ('Gold' or 'Green' access) or disseminate them as patent applications • Send out press releases on key scientific results to specialised media • Encourage co-creation with other related resource projects • Facilitate uptake of findings by identified resource users • Communication and dissemination about the educational programmes launched • Communications from the second annual meeting; presentations of objectives and results • Send out press releases on key results to all facilitators with whom the project has established a connection
M36-M48	<ul style="list-style-type: none"> • Encourage participation in selected external events where sessions on FarFish topics will be held and where FarFish is actively presented • Present results from FarFish at external conferences, and expert workshops • Facilitate exploitation of results by resource users

Table 5. Dissemination activities targeted to Potentially interested parties

Timeline	Activities
M1-M48	<ul style="list-style-type: none"> • Raise awareness about FarFish project, consortium and goals via project website, social media e.g. Facebook, YouTube, Twitter, SnapChat, general media, e-newsletter, fair trades, open science day for general public

In addition, the PEDR aims to establish a framework for the internal communication within the project. These actions will facilitate the exchange of information among partners, the engagement of partners in communication activities and the homogeneous use of the project's logo and other corporate elements.

4 Dissemination strategy

4.1 Dissemination channels and tools

The dissemination strategy in FarFish is focused on:

- Transfer of research results to the ones that can best make use of it
- Creating awareness and public acceptance (activities and outcomes)
- Encouraging an active input by stakeholders
- Increased understanding and uptake of the project results.

The results of the project will be systematically communicated to the different target groups via tailored dissemination channels. A number of activities are foreseen in order to ensure that both scientific impacts (e.g. improved knowledge on impacts of EU fisheries in non-EU waters and what can be done about it) and societal benefits reach all relevant stakeholders on a local, regional, national, European and global scale. The foreseen dissemination channels and tools are explained in detail in sections 4.1.2 – 4.1.9.

4.2 Project website

The FarFish website (www.farfish.eu) is an important dissemination channel for the project, open to the general public. The website will be developed, maintained and regularly updated by MATIS with the input of all project partners. The project website is a multifaceted site that includes a public site and internet platform for partners. The public website is designed to be user-friendly, attractive and informative. By the use of new visual media such as video and animations the attractiveness of the project website will be enhanced.

The website will:

- Present the project's objective, work plan and results
- Place the project in a broader scientific and industry context
- Give information on the project consortium and the EU funding
- Publish regular updates on the project progress as well as interesting news related to the fisheries sector
- Use basic Search Engine Optimisation (SEO) techniques for improving the visibility during the design process of the website and the edition and update of contents
- Provide link/gateway to FarFish database, the visualisation tools and the Decision Support Tools (DST)

MATIS (partner 1) is responsible for the technical maintenance of the website for at least 9 years, so that it will stay online 5 years after the end of the project. UNUFTP (partner 6), CETMAR (partner 18) and MATIS are mainly responsible for updating and providing content information for the project website with contributions from all other beneficiaries, during the course of the project.

4.3 Stakeholder events

During the project lifetime WP1 will use the Stakeholder Hub to combine physical events (e.g. workshops, case study meetings) and e-communications for remote meetings (e.g. Skype, e-mail, social media and web learning tools). To match up the project to the stakeholder agenda, the events will be organised (if possible) back to back with ongoing meetings, namely those of the Long Distance Fleet Advisory Council, LDAC (partner 5) and the RFMOs included in the RG (ICCAT, IOTC, SEAFO). The events include: Two meetings per case study, (in total 12 meetings); One uptake meeting per case study (in total 6 meetings); and one international workshop organised in Brussels towards the end of the project.

4.4 Training activities

Training activities are primarily divided into four categories i.e. short courses within a certificate programme, advanced post-graduate training program, in country workshops and e-learning through Tutor-web.

4.4.1 *Short courses*

Certificate programme developed by UiT (partner 10) in Marine Management and Innovation for key personnel working in relevant supply chains which will be made up by short courses taught by different FarFish institutions. The short-term courses will be carried out for one or two weeks on topics within fisheries management, laws and regulations, stock assessment methodologies, bio-economics, value chain analysis, business administration and social responsibility. The courses will be designed to further educate people in positions within the case studies, e.g. fish business operators, EU fleet representatives, people working in fisheries ministries, marine research institutes, directorates of fisheries, etc. The course curriculum will be based on recent research and provide updated information on management principles and knowledge development within the sector. These courses will take place at different locations depending on demand and possible synergy with other activities inside and outside the FarFish project.

4.4.2 *Advanced post-graduate training program*

The UNUFTP will organise a six-month programme tailor-made for FarFish, where people already working within the case studies in influential positions can get in-depth knowledge on fisheries management and related issues. The program will consist of:

- Stock assessment, fisheries policy and industry management, or quality assurance in fish handling and processing.
- Final individual research projects produced through this training will relate to the aims of the FarFish project and will support research aims. Final reports from all participants will be made available to FarFish partners and global audience.

4.4.3 In-country workshops

Through training needs assessments and the CS work produced by those who participate in the six-month UNU-FTP training programme a 5-10-day workshop will be held in a selected partner country. The target audience and topics of this course will depend on the specific needs identified through preliminary work.

4.4.4 Tutor-web

A novel approach to education and training that will provide e-learning as well as on-site education using the Tutor-web.

4.5 Scientific publications

The aim of scientific publications in peer-reviewed journals is to bring the project's findings to the scientific community at large which will maximise the impact of the scientific results. Under Horizon 2020, each beneficiary must ensure open access to all peer-reviewed scientific publications relating to its results. The DiM, together with the EM, will ensure that planned publications are evaluated for their patent (or secrecy) potential before manuscripts are submitted for publication. If a planned manuscript is internally approved for publication, the project will prioritise gold model open access publication. FarFish will use Zenodo (<http://zenodo.org>) as a repository for peer-reviewed scientific publications as this is an accepted and widely used repository for EC projects with all the tools and procedures needed to provide the required bibliographic metadata.

4.6 Project factsheets

Factsheets about the project will be produced in the beginning, at the middle and towards the end of the project. The factsheets will be distributed at relevant events and meetings as well as electronically via the website and e-mail via our mailing lists and networks. The aim of the factsheets is raising awareness about the project, stimulating stakeholder interest and increase website visits. All partners will distribute the factsheets in their respective networks. The first factsheet that has already been prepared is an information leaflet in English (finalised in M4), Spanish (finalised in M4) and Portuguese (finalized in M6), where the main purpose of this material is to raise awareness about FarFish within the scientific and industrial community that is relevant for FarFish as well as to inform interested citizens and policy makers about our activities, aims and expected results and outcomes. Additionally, in order to reach stakeholders in broader language areas the intention is to translate this general information leaflet to French to share it to partners through FarFish internal website for distribution and printing. All of these factsheets will also be available on the project website for download.

4.7 Electronic media

Electronic newsletters will be produced and published every year. The newsletters will contain specific information about project results and progress. The newsletters will be distributed to the project's mailing list reaching relevant press, industry associations, interested companies as well as individuals. It will be possible to register for e-mail alerts on the project website. Social media, e.g. Twitter, Facebook, LinkedIn, YouTube and Snapchat account have been established where project news and progress are disseminated regularly. Furthermore, LinkedIn and Twitter will be used for dissemination of FarFish news amongst the professional fishery research, industry, and policy community.

4.8 Videos and other digital publications

Three or more videos, or alike such as infographics and animated infographics (AI), will be produced. The material will describe the status of the project. The publication will be available on the project's YouTube channel and all other dissemination channels and distributed widely.

4.9 Press release

Press releases will be produced and distributed regularly during the project to create awareness for the project's objectives, results and progress. Adequate distribution lists will be chosen with local, national, European and global scope.

Table 6: Overview of communication and dissemination tools

Communication and dissemination tools	Key stakeholders	Facilitators	Multipliers & target groups	Potentially interested parties
FarFish website	x	x	x	x
<p>The FarFish website will be a major dissemination tool for the project, open to a broad public. The website, which was launched in M1, will be developed, maintained and regularly updated by MATIS with the input of all project partners. The website has been designed following the best practice guidelines for EU project websites. The website is user-friendly, attractive and informative. By the use of new visual media such as video and animations the attractiveness of the project website will be enhanced even further.</p> <p>Target indicators for success of website: over 10.000 visits during the 4-year project duration Means for success measures: Google Analytics, CrazyEgg or similar analytical tools for web site analysis</p>				
Project factsheets/leaflets	x	x	x	x
<p>Factsheets, such as information leaflets about the project, will be produced in the beginning, at the middle and towards the end of the project. FarFish emphasizes the non-paper use and will encourage the use of environmentally friendly production and usage of the project factsheets/leaflets. The common use of smartphones within the FarFish consortium and amongst all stakeholders of the project, will facilitate the “minimal printing approach”.</p> <p>Target indicators for success: 3 factsheets, each in four languages (<M12, M24, M48) Means for success measures: Google analytics, number of downloads of publications</p>				
Electronic Newsletters	x	x	x	x
<p>Electronic newsletters will be produced and published every year. The newsletters will contain specific information about project results and progress. The newsletters will be distributed to the project’s mailing list reaching relevant press, industry associations, interested companies as well as individuals. It will be possible to register for e-mail alerts on the project website.</p> <p>Target indicators for success: 4 newsletters will be published and distributed during the 4-year project Means for success measures: Google analytics, Campaign Monitor, number of opens of mailings, of newsletter opens, and number of shares of newsletter</p>				
Press releases	x	x	x	x
<p>Press releases will be produced and distributed regularly during the project to create awareness for the project’s objectives, results and progress. Adequate distribution lists will be chosen with local, national, European and global scope.</p> <p>Target indicators for success: 3 press releases will be published and distributed leading to at least 50 publications in websites, general press, and specialized publications Means for success measures: Meltwater digital newspaper monitoring systems</p>				

Communication and dissemination tools	Key stakeholders	Facilitators	Multipliers & target groups	Potentially interested parties
Videos, Infographics and Animated infographics (AI)	x	x	x	x
<p>At least two videos, two infographics and one animated infographic (AI) will be created to raise awareness about the project's objectives, results and progress. These will be published on the project website and other media channels and will also be used at conferences and events. These publications will be used for the duration of the project and onward and will be included in social media campaigns, on the FarFish website, and in communication to all stakeholders indicated above.</p> <p>Target indicators for success: 2 regular videos, 2 infographics and 1 animated infographic will be produced and viewed in total by more than 40.000 individuals Means for success measures: YouTube analytics, Google Analytics</p>				
Social Media	x	x	x	x
<p>A FarFish Twitter, Facebook, LinkedIn, YouTube and Snapchat account have been established where project news and progress are disseminated regularly by MATIS and others in the consortium.</p> <p>Target indicators for success: > 1.000 followers on Twitter and Facebook and 40.000 views on YouTube. Means for success measures: Built in analytical tools for social media, Google Analytics</p>				
Participation at conferences and events	x	x	x	
<p>The FarFish partners will present their results and findings at relevant conferences and symposia.</p> <p>Target indicators for success: The project will be represented at more than 10 relevant international events. Means for success measures: Accumulation of data from conferences and events.</p>				
Workshops and meeting	x	x	x	
<p>During the project lifetime WP1 will use the Stakeholder Hub to combine physical events (e.g. workshops, CS meetings) and e-communications for remote meetings (e.g. Skype, e-mail, social media and web learning tools,). To match up the project to the stakeholder agenda, the events will be organised (if possible) back to back with ongoing meetings, namely those of the Long Distance Fleet Advisory Council (partner 5) and the RFMOs included in the RG (ICCAT, IOTC, SEAFO). The events include: 2 meetings per CS, (in total 12 meetings); 1 uptake meeting per CS (in total 6 meetings); and 1 international workshop organised in Brussels.</p> <p>Target indicators for success: 18 CS meetings and 1 workshop will be attended by >400 individuals Means for success measures: Accumulation of data from workshops and meetings.</p>				

Communication and dissemination tools	Key stakeholders	Facilitators	Multipliers & target groups	Potentially interested parties
Publications			x	
<p>Research and industry partners will publish their findings in high impact peer-reviewed international journals. Potential journals include: Marine Policy, ICES journal, Fish & Fisheries, Marine Biology, Marine ecology, Fisheries Research. In addition to official deliverables that result in publications of peer-reviewed journal articles (5), the aim will be to publish at least 20 additional manuscripts.</p> <p>Target indicators for success: At least 5 peer-reviewed papers will be published by the end of the project Means for success measures: Accumulation of data from activities</p>				
Training activities	x	x	x	
<p>Certificate programme developed by UiT in Marine Management and Innovation for key personnel working in relevant supply chains which will be made up by short courses taught by different FarFish institutions.</p> <p>Target indicators for success: University-level diploma in Marine Management and Innovation to at least 5 students during the lifetime of the projects Means for success measures: Number of students graduated</p>				
<p>Advanced post-graduate training program for key personnel working in relevant supply chains: The UNUFTP will organise a six-month programme tailor-made for FarFish, where people already working within the CS in influential positions can get in-depth knowledge on fisheries management and related issues.</p> <p>Target indicators for success: Advanced post-graduate training programme to at least 5 students during the lifetime of the project. Means for success measures: Number of students graduated</p>				
<p>Tutor-web – a novel approach to education and training will provide e-learning as well as on-site education using the Tutor-web.</p> <p>Target indicators for success: Tutor-web training activates top >100 students during the lifetime of the project Means for success measures: Number of users of program</p>				
Final Conferences	x	x	x	x
<p>Towards the end of the project an International Conference on the CPF external dimension for the EU stakeholders, and an international FarFish concluding symposium for the external community and interested stakeholders on the project, discussions on results and recommendations, panel discussions etc.</p> <p>Target indicators for success: >100 participants at each event Means for success measures: Accumulation of data from final conference</p>				

5 Exploitation strategy

The Exploitation strategy defines a clear set of actions for the entire project period regarding exploitable results, defined as any tangible or intangible output generated as a result of the project.

5.1 Expected impacts of the generated results

FarFish will have both direct impact during the project period and indirect impact on the society in general beyond the project end. The direct impact of FarFish will be achieved through:

- Advancing knowledge on impacts of EU fisheries in non-EU waters.
- Development of management plans.
- Capacity building and dissemination.

5.2 Exploitation and maximising project impact

5.2.1 Knowledge management and IPR

The management of Intellectual Property Rights (IPR, background and foreground) are regulated in detail through the Consortium Agreement (CA). The CA regulates the process of obtaining IP protection, exploitation and revenue sharing between partners. The CA was prepared and signed at the start of the project. The FarFish CA follows the standard rules as outlined in the DESCA model for Horizon 2020 defining a main approach regarding the ownership, protection and access to key knowledge like IPR and data. To pursue, collectively and/or individually, market opportunities arising from the project results, the role of Exploitation Manager (EM) has been set up. He/she will also assist to set up commercial agreements among partners for settling the commercial aspects where required. The EM will be assisted by the AC and PMG in these tasks. Confidentiality for external advisors will be managed through non-disclosure agreements. The WPs have been designed to optimize the use of data and avoid conflicts of interest between partners.

For all further details on access rights within FarFish, please refer to the relevant section in the Consortium Agreement (Section 9-10, pp. 18-22) and the corresponding article in the Grant Agreement (Article 31, pp. 51-52).

5.2.2 Commercial exploitation of the results

It is the intention of FarFish partners to patent new knowledge and tools developed in the course of the project. Patent applications (or other intellectual property rights) will be filed on each invention that meets the patentability criteria and has sufficient commercial potential. If necessary such IPR will be actively marketed with the aim of negotiating deals with third parties able to translate the invention into commercial products, where the knowledge does not reside in the consortium itself. Once exploitable technology has been appropriately protected by the partners involved, technology transfer can be undertaken, led by the coordinator.

5.2.3 Standardisation

Participating in standardisation activities will enable FarFish to:

- Increase understanding and use of standards, especially in FarFish case study countries and EU, but over time also in other areas where the voluntary standard is applied.
- Establish contacts with other stakeholders, experts and regulators at national, European (CEN) and worldwide (ISO) levels
- Contribute to the development of new standards and thereby enhance communication and understanding
- Reach stakeholders and audiences that would not be reached by other dissemination and communication activities, both during the standardization process and after the standard has been published

Table 7: Potential Exploitable Outcomes from activities in FarFish

Major FarFish Output	Target users (most important users first)	Steps to ensure exploitation	What will be the benefit of use
The self-sampling programme, Templates and protocols for self-sampling	Fishers involved in the fisheries in the FarFish case studies	Develop the guidelines by using available approaches and input from fishers	More relevant data from the commercial fleets in the FarFish case study countries and potentially in other geographic areas as well after project end
Report on the evaluation of current stock assessment models, GAP analysis	Fisheries Commission, Regional Body, National fisheries authority, industry, all stakeholders	Address or advice the users directly Publish the results, disseminate the reports and the findings	Increased and updated knowledge on evaluation of current stock assessment models, potentially leading to better management plans and decisions
FarFish Database (FFDB) containing biological, ecological and socio-economic data	Scientists, fisher's organisations, regional body	Make FFDB known and available on-line (as long as owners of the data allow)	Database content can be used for further investigation and data mining by the case study stakeholders and allows for better stock estimates and thereby advice. Database structure can be re-used, and new data can be added from other fisheries / areas

Major FarFish Output	Target users (most important users first)	Steps to ensure exploitation	What will be the benefit of use
Visualisation materials and tools	Authorities in EU and SFA countries, fisher's organisations	FarFish workshops in each case study country	Increased engagement and participation in management plan development in each case study
Decision Support Tools (DST)s	Scientists, fisher's organisations, regional authorities	The tools will be easy to access and training will be provided	Better common understanding of the state of the stocks and better decisions incorporated in management plans
General guidelines for making management plans - standard	Any authority involved in managing international fleets	The voluntary standard (CWA) will ensure availability and dissemination of the general guidelines	Enhanced sustainability in fisheries by applying a common involvement of fisher's organisations and authorities in the management plan process towards the application of MSY.
Actual management plans in selected cases	Authorities in EU and SFA countries as well as fisher's organisations	Dialogue with stakeholders to ensure common understanding the management plan development process	Increased common understanding of the need for sustainable stocks, facilitating compliance, and at the end increased catch and revenue
Policy recommendations on how SFPA fisheries should be managed using Responsive Fisheries Management System (RFMS)	Authorities in EU and SFA countries as well as fisher's organisations	Practical approach and success stories will provide lessons learned that will increase feasibility of application	Implementation of a results based approach thereby increasing the participation of fisher's organisations in decision making but at the same time moving the burden of proof to the industry
University-level diploma programme in Marine Management and Innovation	Stakeholder representatives working in EU and CS countries	Develop and conduct short courses taught by different FarFish institutions	Learning outcomes focus on fisheries management, laws and regulations, stock assessment methodologies, bioeconomics, value chain analysis, business administration and social responsibility

Major FarFish Output	Target users (most important users first)	Steps to ensure exploitation	What will be the benefit of use
Advanced post-graduate training program	Experts already working within the case study countries in influential positions	Six-month post-graduate level training through the UNUFTP	Five graduate students from the program within the lifetime of the project. Learning outcomes focus on stock assessment, fisheries policy and industry management, and quality assurance in fish handling and processing
Final version of RFMS, including guidelines for making management plans based on the RFMS	Policy-makers, National fisheries authority, Fisheries Commission	Address or advise the Commission directly Publish the recommendation in the RFMS, disseminate the reports and the findings Transfer the feeling of ownership of the RFMS to the stakeholders that was involved in the design and evaluation process	This is the main benefit of the project as the RFMS will contribute to a fundamentally new approach to fisheries management in Europe by providing well-founded advice on how the CFP can and should be changed, including evaluation of costs and benefits of the components of the new system. Should some of the recommendations in the RFMS be implemented in the new CFP, the presence of a road map for implementation and guidelines for making MPs will ease the job of the policy makers.
Final report on (simulated) use of RFMS in the case studies	Policy-makers, in particular those reviewing the CFP Fisheries Commission Regional body, other stakeholders influenced by the CFP, in particular the industry	Address or advise the regional bodies and the Commission directly Publish the results, disseminate the reports and the findings	Advise the Commission on what would be most likely to happen if recommendations of RFMS were adopted. Prepare industry and stakeholders for what these types of changes might entail in practise with respect to the fisheries.

Major FarFish Output	Target users (most important users first)	Steps to ensure exploitation	What will be the benefit of use
Value chain analysis	The industry and policy makers	Stakeholder involvement, Publication of results Address or advice users directly	Increased profitability of the industry, higher focus on efficiency of the production and distribution line, more focus on quality, safety and sustainability to increase profitability and market penetration.
Cost benefit analysis and evaluation of RFMS as decision support tool for estimation of negative impact, including stakeholder views	Policy-makers, in particular those reviewing the CFP Fisheries Commission Regional body, other stakeholders influenced by the CFP, in particular the industry	Address or advise the Commission directly Publish the results and the methods, disseminate the reports and the findings	Advise the Commission on costs and benefits if recommendations of RFMS were adopted, and give an indication on what the stakeholder views would be. Prepare industry and stakeholders for what these types of changes might entail in practise with respect to costs and benefits.
Road map for implementation of recommendations of the RFMS	Policy-makers, in particular those reviewing the CFP Fisheries Commission	Address or advise the Commission directly	Give a preview of what implementation of the recommendations in the RFMS might entail, including milestones and timeline.
FarFish web page	Scientists, Fisheries Commission, Regional body, other stakeholders	Present the project and the web page in all relevant fora. Produce and distribute articles and reports, referring to the project. Link to other relevant web sites.	Keep all interested parties informed about the progress relating to evaluation and design of RBMSs for use in fisheries in general, and of the FarFish progress and outcome in particular.

5.2.4 Management of the research data generated and/or collected during the project

The FarFish project has prepared a Data Management Plan (Deliverable D2.2) that describes which type of data will be generated and collected in the project, the content of the different datasets, the ways in which data will be stored and how/if it will be made available at the project end. The Data Management Plan (DMP) also clarifies to which data there will be open access and the necessary procedures to gain access to these. The DMP will be revised and updated regularly during the project lifetime and revisions of the DMP are planned once within each 18-month periodic reporting period.

5.2.5 Evaluation and monitoring of exploitation

This PEDR envisages ways of measuring the communication, dissemination and exploitation efforts and its impact on FarFish. Indicators will be chosen to evaluate the impact (reaction or change) on the target audience. As the main goal for the dissemination of FarFish is to increase the impact of the project, the following measurement metrics are proposed:

- (i) attract the interest of potential public and/or private actors;
- (ii) draw the attention of national and regional authorities;
- (iii) enhance partners' visibility at local, national and international level.

Clearly, this evaluation is not easy to achieve early on. Therefore, FarFish will do this evaluation at mid-term review before starting to revise and plan for the final dissemination and exploitation actions so that the PEDR can be adapted to ensure effective exploitation and dissemination of the project results for the remaining period of the project.