

Macroeconomics for Justice and Inclusive Growth

MAJIG

Deliverable 5.3

Communication and dissemination plan

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1. Introduction

1.1 MAJIG Project Presentation

Macroeconomics for Justice and Inclusive Growth - MAJIG, the Project co-funded by the Erasmus+ Programme of the European Union, aims to address the urgent need to re-think macroeconomic policies, tools, and models, to overcome the combination of slow growth, mounting foreign debts and financial instability that characterizes Latin America. The recent social tensions in the continent constitute an alarm bell and the need to move macroeconomic policies in the direction of justice and inclusive growth is increasingly recognized. The central idea of the Project is to contribute to this task by using the already existing capacities in the Latin American universities belonging to the consortium, and strengthening them with the help of world leading experts in the field of macroeconomic modeling working with the European universities of the consortium.

MAJIG aims at fostering research capacities in the field of development macroeconomics in the Latin American Higher Education Institutions (HEIs). Emphasis will be given on building macroeconomic models to evaluate the potential impact of macroeconomic policies for justice, sustainable development and inclusive growth, in line with the Sustainable Development Goals adopted by the international community. Sustainability is to be understood as social, financial and environmental. After the severe world crisis of 2007-2009, economists worldwide recognized the importance of macroeconomic modeling to define the development trajectory of any given economy and its social, financial and environmental features. The so-called Stock-Flow models have proven to be the more palatable alternative emerging. With economic modeling and forecasting being increasingly requested for sustainable development and policy making, MAJIG intends to respond to the need to shape a figure able to address today's policy and market needs promptly. The Project will be pivotal for the effective upskilling and reskilling of competences, according to today's job market's needs and requests, boosting employability and response to development challenges.

The Project started in February 2023 and it will last till January 2026, for a total implementation period of 36 months.

The MAJIG partnership includes different actors from different countries:

- Università degli Studi di Pavia, Italy (Coordinator).
- Università degli Studi di Cassino e del Lazio Meridionale, Italy.
- Aalborg Universitet, Denmark.
- Universidad Mayor de San Andrés, Bolivia.
- Universidad Mayor de San Simón, Bolivia.
- Universidad Nacional de Colombia, Colombia.
- Universidad de La Salle, Colombia.
- Universidad de Cartagena, Colombia.

Background

Bolivia and Colombia are important middle income Latin American economies. According to the World Bank classification, the former belongs to the group of lower-middle-income economies, the latter to the group of upper-middle-income economies.

Before the outbreak of the pandemic crisis, Bolivia was on a path of slow but steady growth (real per capita GDP increased by around 9% from 2015 to 2019), but the COVID-crisis moved the economy back to 2015 levels, with real per capita GDP falling from 2580US\$ to 2320US\$ in a single year (from 2019 to 2020).

A similar pattern applies to Colombia, where the COVID-crisis provoked a 8% contraction of real per capita GDP from 2019 to 2020. In 2020, this was lower than it was in 2015 (7232 US\$ against 7580US\$). In both cases, thus, COVID stopped a slow but steady process of growth. It is to be remarked that this is different from what was going on in the region as a whole (Latin American and the Caribbean), where real per capita GDP had been on a decreasing trend from 2015 to 2019, and COVID just accelerated the fall.

Thus, in some sense Bolivia and Colombia were to be considered virtuous cases within the region. An important difference between the two economies is related to the dynamics of inequality.

In the case of Bolivia, and with the exception of the period 2013-2016 (falling commodity prices), for the most part of the 2000s poverty and inequality declined substantially, due to strong income growth for households at the bottom part of the income distribution. A 10-point decline of the Gini index took place in the period 2005-2013; and a downward trend was still there from 2017 to the outbreak of the COVID crisis.

Things are different in Colombia, where some progress was made in terms of inequality reduction from 2000 to 2015, but from 2015 onward income inequality as measured by the official Gini index is still on the rise.

The impact of COVID 19 is likely to increase inequality both in Bolivia and Colombia, since government emergency transfers cannot reach the most vulnerable people, i.e. the large pools of informal workers existing in both countries. Above all, over the last two decades these Latin American economies did not address their historical, structural weaknesses, namely their dependence on primary exports and the relevance of the external constraint on growth. As an example, the “golden age” of inequality reduction in Bolivia (2005-2013) strongly benefited from a process of economic growth that was mainly driven by extractive industries, which in turn benefited from a large demand from export markets in Brazil and Argentina.

This makes these countries’ macroeconomic evolution extremely fragile, too much dependent on the vagaries of international markets. The fragility of the macroeconomic scenario is best illustrated by the evolution of the external debt during the last years: in Bolivia, the external debt-to-GNI ratio increased from 31% to 42% from 2015 to 2020; in Colombia, from 39% to a dramatic 58% over the same period. These figures are truly scary and indicate, as emphasized by ECLAC (Economic Commission for Latin America and the Caribbean, “Fiscal Panorama of Latin America and the Caribbean, 2018), how delicate is macroeconomic management in these countries. In a more recent publication, “The external financial constraint in Latin America and the Caribbean. A Stock-Flow Approach” (2021), ECLAC rightly stresses that, on top of the already mentioned structural weaknesses of the region, the external constraint on economic growth now comes from financial factors rather than those real factors usually emphasized by the literature. In particular, it is argued that the

interactions among financial flows, more flexible exchange rate regimes and external indebtedness are the deep determinants of the diminishing trend in GDP growth.

The growingly important role played by financial factors calls for the use of appropriate macroeconomic models, i.e., models where finance is not taken to be neutral and real-financial interactions are put at the center of the stage. Therefore, ECLAC suggests “a stock-flow approach” to better understand the potential impact of a set of complementary fiscal policies: the need to strengthen automatic stabilizers and reinforce social protection systems (which would probably improve both the stabilization and redistributive role of fiscal policy), the need to prioritize infrastructure spending, etc. All of this, of course, requires a better estimation of fiscal multipliers, and this can only be done within the framework of macroeconomic models that, in line with the recent debate in the field, go beyond the canons dictated by the new neoclassical synthesis.

The Project addresses exactly the above described issues: the urgent need indicated by ECLAC to rethink macroeconomic policies, and then macroeconomic tools and models, to overcome the combination of slow growth, mounting foreign debts and financial instability that characterized the very last years in South America. The social tensions that recently took place in the continent (Bolivia and Colombia are no exception) constitute an alarm bell and the need to move macroeconomic policies in the direction of justice and inclusive growth is increasingly recognized.

The central idea of the project “MAcroeconomics for Justice and Inclusive Growth” is to contribute to this task by using the already existing capacities in the Latin American universities belonging to the consortium, and strengthening them with the help of some world leading experts in the field of macroeconomic modeling working with the European universities of the consortium.

General Objectives

The Project aims at fostering research capacities in the field of development macroeconomics in the LA universities belonging to the consortium. Emphasis will be given on building macroeconomic models to evaluate the potential impact of macroeconomic policies for justice, sustainable development and inclusive growth, in line with the Sustainable Development Goals adopted by the international community (in particular, but not exclusively, goals 1, 4, 8 and 16). Sustainability is here to be understood as social, financial and environmental sustainability.

In the aftermath of the very severe world crisis of 2007-2009, and during the ensuing debate on how to deal with it, several economists around the world recognized that:

- a) macroeconomic shocks and policies do not produce a purely short run effect, but may shape the longer term development trajectory of any given economy and its social, financial and environmental features;
- b) most existing macroeconomic models had proved unable to predict that tough crisis and its consequences, and therefore the need for some more palatable alternative was clearly emerging.

Among these alternatives, the so-called Stock-Flow Consistent (SFC) macroeconomic models seemed to be very promising, since their inventor, Wynne Godley (with the help of Marc Lavoie and Gennaro Zezza), was one among the very few who saw the crisis coming (see Bezemer DJ (2010) Understanding financial crisis through accounting models. Accounting, Organizations and Society 35(7):676–688. <https://doi.org/10.1016/j.aos.2010.07.002>).

The discourse on the relevance of SFC models became progressively more and more important, going beyond the borders of the academy and deserving attention both among top journalists (see for example

<https://www.nytimes.com/2013/09/11/business/economy/economists-embracing-ideas-of-wynne-godleylate-colleague-who-predicted-recession.html>) and, above all, top policy makers: in his quality of Vice-President of the European Central Bank, Vitor Constancio gave in 2017 the opening speech at the Annual Research Conference and stressed the need to “recuperate the Keynesian view that demand shocks and the paradox of thrift can be important for economic performance”, “the notion that the economy is not quickly self-correcting and requires public policies” and “the notion that the financial sector can endogenously generate imbalances with significant consequences for the real economy” (see <https://www.ecb.europa.eu/press/key/date/2017/html/ecb.sp170925.en.html>).

These are certainly the three pillars around which SFC models are built. In his speech, Vice-President Constancio also remarked that “stabilization policies are crucial and that not only growth counts as significant fluctuations leave behind permanent losses. Related to this, is the notion that demand shocks can affect the supply side via hysteresis effects in labor supply and the capital stock via investment deceleration”. In other and simpler words: macroeconomic shocks and policies are not a purely short-run issue, but it is now recognized that they affect and shape the medium- to long-run development path of any economy. This is the reason why it is fundamental to have good (better) macro models and research capabilities have to be strengthened in terms of building, updating and using SFC macro models for policy purposes.

In order to reach these general goals, the consortium tries to merge three crucial ingredients:

- 1) the participation to the consortium of some of the world's leading experts in the construction of SFC macro modeling;
- 2) the participation to the consortium of European universities and professors with a proven experience in the field of university cooperation, especially with Latin American universities;
- 3) the participation to the consortium of those Latin American universities that explicitly requested to strengthen their research capabilities in the field of macro modeling and belonging to countries where macroeconomic management has always constituted a key and delicate aspect of the social fabric.

Specific objectives

The specific objectives of the project have been defined as follows.

- 1) To realize a structured set of training activities, both in Latin America and Europe, that will benefit both Latin American researchers at the beginning of their careers and more expert researchers and teachers willing to strengthen their knowledge in the field of macroeconomic modeling for progressive and inclusive growth.

Training activities will be organized around the four fundamental pillars needed to build a SFC

macroeconomic model, namely: a) National and Financial Accounts, b) Statistics and Macroeconometrics and c) Advanced Keynesian Macroeconomics; d) step-by-step building of a SFC macroeconomic model (this last course is to be thought of as a way of putting together what learnt in the previous 3 courses).

2) To build, in strict collaboration with LA researchers of the consortium, two SFC macroeconomic “maquette” models - one for Colombia and one for Bolivia. The models we are referring to belong to the tradition of the so-called applied SFC (Stock Flow Consistent) monetary macro models for open economies, originally developed by W. Godley, which are rapidly gaining interest among researchers interested in understanding the relevant world macroeconomic dynamics. “Maquette” models are a fundamental step in the process of building “true” models. Indeed, while incorporating all the relevant features of true models, maquette models are smaller and simpler, as well as easier to estimate econometrically. They allow researchers to become familiar with the analytical tool on a step-by-step basis and therefore progressively able to elaborate their own models. In other words, maquette models are a key intermediate step in any well designed capacity building process. To use a classical metaphor, they are a way of teaching a man to fish instead of giving him a fish.

3) To create in each LA university in the consortium a small research unit on Applied Macroeconomic Modeling in charge of expanding, managing and using, for both research and pedagogical purposes, the above mentioned maquette models. These research units will embark brilliant young researchers and provide policymakers with needed inputs: estimated impact of given policy packages, suggestion of innovative policy packages, etc. Should the capacity building process be successful, these research units should become able to produce a working paper series dedicated to the dissemination of the research results obtained through the use of SFC macroeconomic models.

4) To strengthen the capacities of LA universities belonging to the consortium to support not only policymakers in their choices, but also local civil society organizations, think tanks, entrepreneurial associations, etc., willing to be an active part of the democratic debate on different possible macroeconomic options. Whatever the notion of “development” one might have in mind, “ownership” is indeed widely recognized as a “conditio sine qua non” to have it.

Indicator: 6 collaborations involving non-academic partners express their willingness to take part in the project activities, either by participating in project events (conferences, trainings, workshops), or by offering internship opportunities to LA students.

Methodology:

The project will be implemented by means of a two-level methodology:

1) Informal level: strengthening of a network among the project staff in European and LA partner HEIs based on mutual exchange of successful experiences, best practices and lessons learnt from past activities, transfer of technology and knowledge between Europe-Latin America and Latin America-Latin America.

2) Structured level: definition of a work plan of 6 work packages (WPs), which will be logically sequenced and interrelated.

Work Plan

- **Work Package 1: Completion of the detailed planning of activities.**
It is the preparation WP, aimed at outlining the analysis of the local needs carried out in the pre-application phase of the project. The pre-application phase did already include the following activities: the elaboration of templates for the collection of relevant information, mapping the macroeconomic teaching and research activities in the partner HEIs, identification of the stakeholders among civil society, non-academic actors, and job market actors. WP1 will be pivotal for the gathering of the findings into a baseline document and the design of the training programmes, in order to deliver, in the following WP, tailored training according to the identified local needs.
- **Work Package 2: Training of Trainers: Laying the Basis for establishing the Research Units.**
First development WP, aimed at delivering the most tailored training, based on the findings collected in WP1. WP2 comprises the core training activities, delivered by top level EU experts in the field. Each training is functional to the activities that the research units will carry out.
- **Work Package 3: Set-up of the Research Units.**
Second development WP, logical evolution of the previous one, focused on the establishment of research units and 2-week shadowing internships organized in EU partner universities for trainers from 5 LA university partners.
- **Work Package 4: Research Units at work**
Third development WP, focused on the outputs of the research units. The creation of Maquette Models will be instrumental for future training activities that the centers will be able to deliver in cascade, and will function as a springboard for the activities of the unit.
- **Work Package 5: Communicating, Disseminating & Exploiting the project's achievements.**
Dissemination and Exploitation WP, it ensures the maximum visibility of the Project results via a solid set of activities as foreseen in the Communication and Dissemination Plan. This WP will also be pivotal to the distribution, diffusion, and sharing of the project result, so that they can be used by a wide set of actors. The involvement of the Ministry and job markets' actors will be crucial at this stage, and they will be involved in the concrete use and exploitation of the results produced, considered as a key point for the future self-sustainability of the research units.
- **Work Package 6: Ensuring High Quality and the efficient management of the project.**
Management & Quality WP, it provides for the creation of a solid and well-organized structure and precisely defines the role of each figure in the project staff composition to ensure the most effective monitoring and management of the project activities. As well, it provides for the creation of a Quality Plan and a Quality Assurance Committee to monitor and ensure the project reaches its quality objectives and that each activity is performed in accordance to the highest quality standards.

Project beneficiaries

The direct beneficiaries of the Project are young researchers and professors of the Latin American universities belonging to the consortium that will be directly involved in the set up of the research units and will benefit from the planned training activities. They are supposed to take the leadership in the set up of the research units which will be created in the Latin American Higher Education Institutions.

The indirect beneficiaries of the Project are advanced undergraduate students, master students and Ph.D. students that will also participate in the planned training activities of the project and could be encouraged to use SFC-related topics in their dissertations. This could put them in a good position to participate actively in the activities of the research units. Needless to say, the group of indirect beneficiaries could be further enlarged in case the evolution of the project-related activities leads to the insertion of specific courses on Macroeconomic Modeling in the general curricula of the LA universities in the consortium. In this respect, the members of the consortium might benefit from the expertise provided by professor Sebastien Valdecantos (Aalborg University), who already designed this kind of courses not only at the graduate, but also at the undergraduate level.

Among the indirect beneficiaries can be included also local, regional and national stakeholders in Colombia and Bolivia, as well as international stakeholders that will benefit from the knowledge created by MAJIG within the LA HEIs: enterprises, banks, think tanks, consulting enterprises, local authorities, ministries.

Target groups

Researchers and graduate students certainly constitute the two key target groups of MAJIG in the Latin American partner Higher Education Institutions.

That said, some groups of researchers who are not directly working with the above-mentioned universities have been already identified as target groups:

- Some researchers already working with CID (Centro de investigaciones para el desarrollo, Universidad Nacional de Colombia);
- Some researchers who are already working with the Regional Research Centre of the Colombian Central Bank, based in Cartagena and in connection with the University of Cartagena;
- Some researchers already working with the Research team of Cartagena's Chamber of Commerce;
- Some researchers already working with the DNP (Departamento Nacional de Planeación), the "technical" branch of the Colombian government in charge of doing economic analysis and modeling to provide inputs to the policy-makers;
- Some researchers who are already working with the Planning Directorate of the Ministry of Economy and Public Finance of Bolivia.

During the Project lifetime, this group of researchers will be further increased.

Expected impact

The expected impact of MAJIG may be summarized as follows:

- Increased the number of trained young professionals on SFC macroeconomic modeling (short term).
- Increased the number of graduate (Master and Ph.D.) thesis that make use of SFC macroeconomic models (medium to long term).
- The research units on macroeconomic modeling within each LA partner university will have working paper series to circulate policy proposals and scenarios based on SFC modeling (medium to long term).
- Stronger connection with think tanks and policy-oriented research centers inside and outside Latin America (medium term).
- Higher opportunities to be part of international networks, with exchange of students and professors (medium term).
- Higher opportunities to gain consultancy contracts based on the preparation of databases, models and scenarios/predictions (medium term).
- Increased the connections of LA HEIs with international organizations (short to medium term).
- Stronger capacity to train researchers interested in SFC modeling (short to medium term).
- Design of a permanent network on SFC MACroeconomics within Bolivia, within Colombia and at international level (medium term).

In more general terms, MAJIG will contribute to create more solid academic institutions, having more skilled and trained researchers, with the long term objective to build more inclusive economies and societies.

1.2 Purpose of this document

The Communication and Dissemination Plan is the deliverable n. 5.3 of the WP 5 “Communicating, Disseminating & Exploiting the project’s achievements”. It is an essential tool for the MAJIG consortium to plan and monitor a solid dissemination, communication and exploitation strategy to be performed for the entire duration of the Project.

This document has been drafted by Universidad Mayor de San Andrés (WP5 Leader) together with University of Pavia (Coordinator) and revised by the entire consortium in order to include their perspectives and suggestions.

The Plan is divided into two sets of complementary activities:

- **Communication and Dissemination Activities**, aimed at raising awareness, engage, and show attractiveness of the results achieved to the identified target groups.
- **Exploitation activities**, addressed to all the relevant stakeholders to inspire commitment at an institutional level. Stakeholders shall be progressively identified and included in a stakeholders map.

2. MAJIG Project Communication, Dissemination and Exploitation Overview

2.1 Communication & Dissemination strategy

The Communication and Dissemination strategy includes the following three strategic dimensions:

- **Paper Strategy** → Drawing up and printing Project leaflets, posters and roll-up banners;
- **Multimedia Strategy** → Setting-up and updating the Project website and social media accounts, distributing news, creating and sharing audio-visual materials;
- **Event Strategy** → Organising events, conferences and webinars in the partner universities, to be structured according to the specific target of reference:
 1. target 1, which includes researchers from the Latin American partner institutions;
 2. target 2, which includes external actors and local stakeholders such as policy makers, enterprises, local authorities, local civil society organizations, think tanks and entrepreneurial associations willing to be an active part of the democratic debate.

The entire MAJIG consortium will be responsible for implementing communication, dissemination and exploitation activities, allocating the necessary resources.

Indeed, each partner's budget includes the necessary resources for implementing the communication, dissemination and exploitation activities during the Project lifetime.

University of Pavia, acting as a coordinator, and Universidad Mayor de San Andrés, acting as WP5 leader, will be responsible for the detailed report keeping of all dissemination activities, target audience, the impact made and the collected feedback.

Furthermore, University of Pavia and Universidad Mayor de San Andrés will jointly manage the Project website, the social accounts and the delivery of the news.

2.2 Tools and channels

Visual identity and logo

All the communication documents and resources will have a common reference identity to ensure a better visibility, recognition and branding of the Project.

The MAJIG visual identity includes:

- [Word document template](#), with the MAJIG Logo, the EU emblem and the MAJIG contacts.
- [Slides presentation template](#), with the MAJIG Logo, the EU emblem and the MAJIG contacts.
- MAJIG Logo, jointly designed by UNIPV and UMSA.

The MAJIG Logo is the following:



Standard presentation

Agreed within the consortium, jointly created by UNIPV and UMSA and used by each partner for public events to provide general information about the Project.

Standard posters and roll-up banners

Agreed within the consortium, jointly created by UNIPV and UMSA, printed by each partner using the resources specifically allotted in their budget and used for public events.

Standard leaflets

Agreed within the consortium, jointly created by UNIPV and UMSA, printed by each partner using the resources specifically allotted in their budget and used for public events.

Website

Agreed within the consortium, jointly created and managed by UNIPV and UMSA within the first six months of the Project. It will display the Project news, initiatives and events and it will also include a specific section dedicated to the stakeholders map which will be constructed during the Project lifetime.

Social Media accounts

Agreed within the consortium, jointly created and managed by UNIPV and UMSA, they will display all the Project news and initiatives.

The consortium has agreed to have two social media accounts, specifically:

- Instagram account, already available with the name majig_project;
- LinkedIn account, to be created soon.

As for the Social Media, partners should use the following hashtags, useful to reach visibility in social media and amplify the dissemination of the project:

#majig

#macroeconomics

#inclusivegrowth

#sustainablegrowth

#erasmus4sustainability

Email address

The Project email address is: majig@unipv.it

It represents the official channel for external communications of the Project, but it is also used for communications within the consortium.

Newsletters

An online half-yearly newsletter informing about the Project's progress and highlighted achievements. The newsletters will be distributed to the contacts database gathered through the subscription form which will be included in the homepage of the Project website.

2.3 Communication and Dissemination activities

Project Website publishing and update

The website will display the achieved deliverables, the conference presentations and the dissemination events. It will also display the Project news and initiatives, to be published in English and Spanish to be sure that both the European and the Latin American stakeholders will be updated on the Project activities and on the upcoming events they will be invited to participate in.

The website will contain a specific section dedicated to the Bolivian and Colombian stakeholders map.

The platform used is “Google Sites” which is freely available online and it allows the Website’s management with no expenses, representing therefore the most feasible choice for the Website’s sustainability during the Project lifetime and in the years following the end of the Project. The website sustainability, even beyond the Project lifetime, is moreover ensured by having embedded it into the domain of the UNIPV institutional website itself.

Digital awareness raising campaigns

The Project will release an online half-yearly newsletter to inform about the most relevant events, achievements and results.

The Project results will also be shared through the partner HEIs’ bulletins (e.g. IESE Coyuntura bulletin, Search magazine, weekly UNIPV newsletter, monthly newsletter of Aalborg University Business School, etc.).

Awareness raising initiatives will also be conducted through the social media accounts, which will be used to introduce the Project partners, to discuss the Project aims and to promote the project activities and events. At this end, a number of specific hashtags shall be deployed.

Initiatives and Events

The followings are the consortium initiatives for communicating and disseminating the Project results to the beneficiaries and stakeholders:

- Students’ Involvement through conferences organized in each partner Higher Education Institution.
- Connections with local stakeholders with potential interest in entrusting assignments to the research units (e.g. Davivienda, Central Bank of Bolivia, etc.).
- Connections with local stakeholders that will benefit from the project materials (e.g. Ministry of Economy of Bolivia, Central Bank of Bolivia, etc.).
- Specific MAJIG sessions to be included within international conferences (e.g. the Nordic Post Keynesian Conference, organized directly by the Aalborg University, the

Forum for Macroeconomic and Macroeconomic policies based at the Macroeconomic Institute in Berlin).

- Launch of an annual international Web-Conference on MAJIG.
- Launch of webinars to raise awareness among local stakeholders on the presence of the research units and the precise services they offer.
- Final event, conceived as dissemination nationwide and international event, showcasing the Project results. The final conference is aimed to discuss and spread the Project achievements and to share the expertise of the new research units installed, triggering future collaborations.

Publications

An effort towards production of publications shall be made in order to maximize the long term impact of the Project.

The consortium will draft several reports to be used as practical tools to discuss in detail the findings and gains of the Project activities. Those reports will include feedback, guidelines, recommendations and insights that will be shared to the benefit of a wide range of interested stakeholders.

Project publications will be shared through local and international scientific journals (e.g. Panorama Económico).

The Project will also launch a Working Papers' Series, to be conceived as a tool to boost academic and non-academic collaboration (to strengthen the relationship with the business world, non-academic, etc.), to foster partners' internationalization and networking.

Finally students, researchers and the overall Research Unit's team will be involved in the draft of ad-hoc consultancy proposals, i.e. a document addressed to local stakeholders, showcasing the applicability of the models to specific areas of interest and fields of policy forecast.

3. Exploitation plan

3.1 Exploitation plan and stakeholders map

The MAJIG consortium aims to ensure the maximum exploitation of the outputs both during and after the Project lifetime. Relevant stakeholders, external from the consortium, will get involved into the Project to maximize its impact.

The idea is to start mapping the stakeholders that could be interested in exploiting the Project results. Stakeholders shall be progressively identified and included in a stakeholders map, which will be available in a specific section of the Project Website.

The stakeholders' engagement process shall consist of different phases:

- Initially relevant external stakeholders will be precisely identified through an accurate stakeholders' analysis carried out by each partner. At this stage the partners will adopt their personal database to disseminate news and information about the Project, also posting on specific groups and channels to reach stakeholders interested in the Project contents.
- During the second phase it will be possible to enlarge the audience through different tools (e.g. social media, invitations to subscribe to the Project Newsletter, etc.). It will also be possible to involve more deeply key stakeholders through meetings, visits and in any other possible ways.
- During the last phase, multiplier events and the final conference will be organized to attract new stakeholders.

4. Conclusions

4.1 Final Considerations

This Communication and Dissemination Plan is a flexible, living and light-weight plan.

Based on the defined target groups and objectives discussed in the description of work, the communication strategy aims at maximizing the use of the Project deliverables, mainly the offering of training events and materials, ensuring that key stakeholders receive the full, lasting benefits of MAJIG.

All the Project materials and deliverables will be made public and freely accessible. The consortium will also ensure that each type of stakeholder is reached and provided with personalized and of direct use information and materials.

The MAJIG communication, dissemination and exploitation strategy will be implemented in order to ensure the sustainability and further multiplication of the Project outputs beyond the Project lifetime.