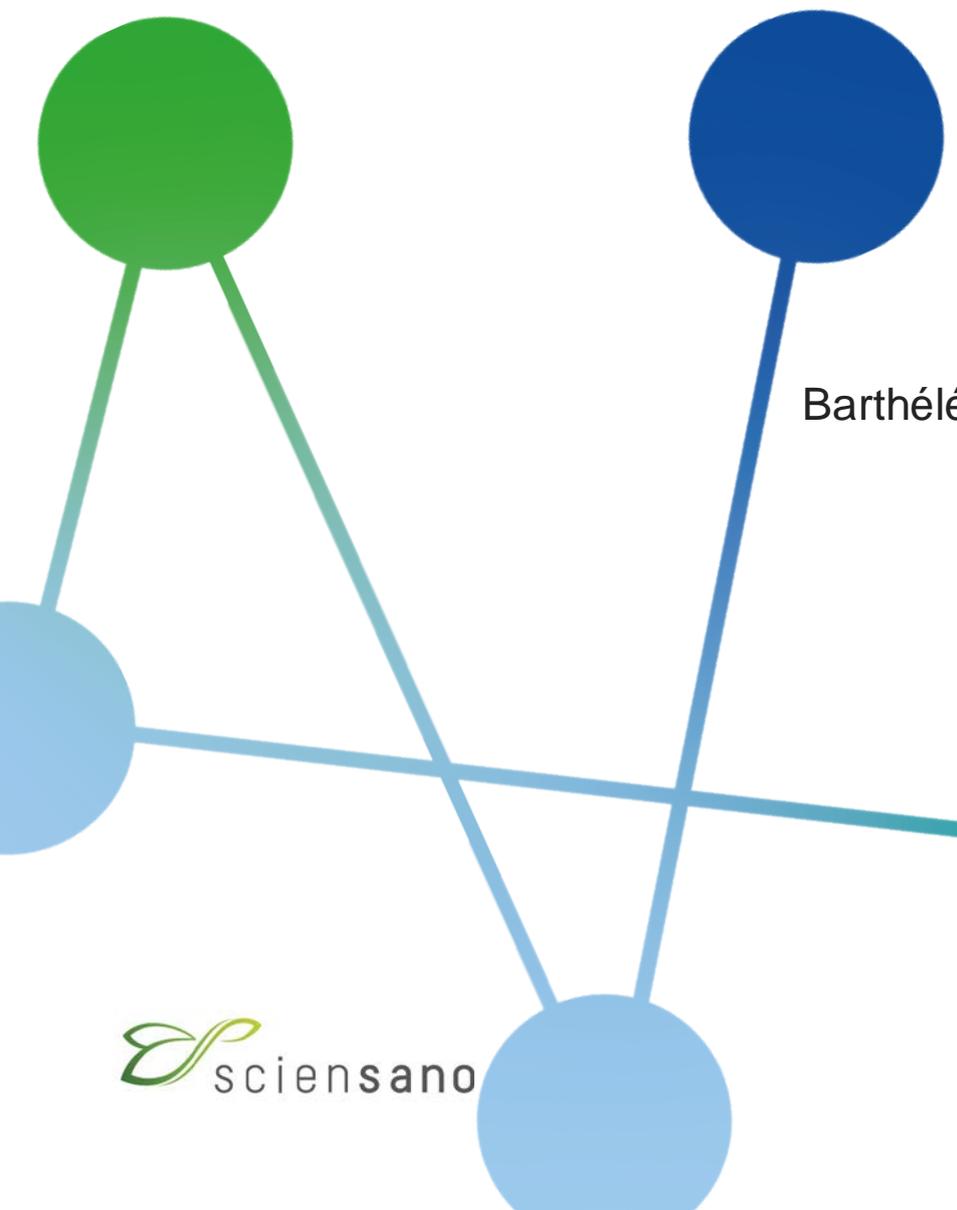


PHIRI

Population Health Information
Research Infrastructure

COMMUNICATION AND DISSEMINATION PLAN

Deliverable 2.1, 10.09.2021



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Executive summary

D2.1 – “Communication and Dissemination Plan” is a public deliverable related to the Communication activities (Work Package 2) of the PHIRI ([Population Health Information Research Infrastructure](#)) project (grant agreement No 101018317).

This document introduces the PHIRI project communication and dissemination strategy and its implementation to be used to ensure high visibility, accessibility and promotion of the project and its results. It covers communication and dissemination both at the internal and external level to be undertaken within and beyond the project’s lifetime. This strategy aims to be a comprehensive and user-friendly document that will guide readers through the main communication activities and tools, including objectives, target audience, key messages, visual identity and templates, stakeholder’s engagement and key performance indicators. It will be a reference framework for planning and evaluate the communication and dissemination activities. It is also part of a continuous process and will be regularly reviewed and monitored to ensure its successful impact. The ultimate success of the PHIRI project is strongly dependent on well-coordinated communication and dissemination and exploitation activities.

List of acronyms:

- AC: Associated Countries
- ECDC: European Centre for Disease Prevention and Control
- EFTA: European Free Trade Association
- EU: The European Union
- FAQ: Frequently Asked Questions
- ICT: Information and Communication Technologies
- JRC: European Commission’s Joint Research Centre
- KPI: Key Performance Indicators
- MS: Member States (States that are members of the PHIRI project)
- PHIRI: Population Health Information Research Infrastructure
- PR: Press Release
- WP: Work Package

PHIRI: Communication & dissemination plan

1. Introduction

The Population Health Information Research Infrastructure (PHIRI) for COVID-19 is a three-year (2020-2023) EU financed project that aims to facilitate and support open, interconnected, and data-driven research by sharing cross-country COVID-19 population health information and exchanging best practices related to data collection and its use. PHIRI needs a communication and dissemination strategy to maximize the impact of the project and its outcomes, among its 41 partners, researchers' networks, policy makers, EU and associated countries as well as the general public. It is important to reach as large an audience as possible. The more the outcomes of PHIRI are known, the larger the support will be for a continued investment in the field, not only during the project, but also beyond the setup of this European Research Infrastructure for COVID-19. It is important that what is produced throughout the project, the reports, the methodologies, the Health Information Portal are being used around Europe and beyond.

The document aims to present this strategy by detailing its main objectives, target audiences, key messages and concrete ways to achieve them.

We understand “communication” as a “strategically planned process that starts at the outset of the project and continues throughout its entire lifetime, aimed at promoting the project as well as its results to a multitude of audiences, beyond the project’s own community, including the media and the public” (Source: [The European IP Helpdesk, “Making the Most of Your H2020 Project”, 2019](#)). We understand “dissemination” as “the public disclosure of the results by any appropriate means, including by scientific publications in any medium” (Source: [ibid.](#) p. 13). Dissemination focuses on audiences that may take an interest in the potential use of the results produced by PHIRI (e.g., the scientific community, researchers, research networks, PHIRI partners and stakeholders, etc.). Dissemination measures thus remain relevant beyond the project’s end. The boundaries between communication and dissemination are blurry, and most of the time, both activities overlap. Both will be addressed into this plan in the same way, depending on the target group and content.

As mentioned in the PHIRI Grant Agreement, a dedicated person has been recruited to carry out the strategy and all the communication activities within the project’s coordination team. A subcontract has been foreseen to help the coordination team in setting up and implement the communication and dissemination strategy. The Subcontract was carried out with Digital Giraffes, a company specialised in marketing and communication. The Digital Giraffes thus contributed to this plan, and will provide support for its implementation with regular meetings and will furthermore realise a presentation video of the PHIRI project. This communication and dissemination plan is based on the work of Digital Giraffes and further extended by the PHIRI Coordination Team.

PHIRI’s communication activities are mainly carried out by the Work Package 2 but are also a joint effort of WP1 & WP3, with the support of WP4 & WP8, ensuring the information is available to all partners in the project, target audiences and stakeholders as well as the general public. All PHIRI partners also have a small budget dedicated to dissemination. The PHIRI communication and dissemination plan will be constantly monitored, updated and potentially adjusted throughout the course of the project.

This document will first present the objectives of this communication and dissemination plan and the visual identity that has been created for PHIRI. Then, the target audiences, the key messages

and the main channels and tools for PHIRI's communication and dissemination will be presented. Finally, some key performance indicators will be outlined, in order to better monitor and evaluate its implementation.

2. Objectives

The main objectives of the PHIRI's communication and dissemination strategy are to:

- a. Create increasing awareness and interest for the project; ensure the dynamic promotion of PHIRI's services (especially the [Health Information Portal](#)), activities and achieved results.
- b. Build authority/credibility and engage with the scientific/health research community in Europe along with research networks, data-providers, policy makers within the public health related domain.
- c. Map the relevant target groups and audience of the project. See section 3 for an overview of the main target audiences.
- d. Ensure knowledge sharing and that all the information and achieved results are available to the Consortium and non-consortium partners, public health and COVID-19 research networks, health stakeholders in Europe, the European institutions, international organizations, population health professionals, and the general public.

Most of the PHIRI content, activities, expected results and outputs have been captured into the different milestones and deliverables that have to be achieved by the partners. This will be the main content sources for PHIRI's communication and dissemination activities. A list of these expected outputs, deliverables and results is available in section 4.1. Depending on the content, some unexpected results and activities may be produced and promoted. Regular meetings will be set up with the Work Package leaders for any other material that needs to be disseminated.

The communication and dissemination plan safeguards the coordination and harmonisation of the communication and warrants its user-friendliness, transparency, readability and understandability.

In order to monitor, evaluate and measure these objectives, some Key Performance Indicators have been foreseen (see section 7).

3. Target groups and audiences

Different target groups and audiences have been identified as important for PHIRI's communication and dissemination activities. They are either data providers or end users of the research infrastructure, or able to collaborate and increase the project's credibility. Most of them can be gathered into the following categories:

Researchers, research communities and networks: A central tenant of the dissemination strategy will rely on promoting PHIRI's work and services for EU Population Health researchers, and especially the services that will be available through the Health Information Portal for COVID-19. Researchers will be the main end users of the research infrastructure that is being built by the PHIRI project.

National public health agencies, and health or national statistics offices, administrations: This category includes the main stakeholders of the PHIRI project. Many of them are consortium partners, and/or data handlers and providers for the research infrastructure. Countries throughout Europe are currently in different phases to reorganise their data in infrastructures, sometimes referred to as 'national data hub' or 'national health data space', that should strengthen the MSs health information system and use of MSs data.

Policy/decision-makers: Will benefit from the results generated by the researchers through PHIRI. They are also important stakeholders involved in PHIRI through the project stakeholders engagement activities (see part. 6.6 of the present document) carried out by WP3 & WP8 like the COVID-19 Health Information System assessments, the Stakeholder Meetings with decision-makers, and the Rapid Exchange Forum that provides direct response to questions put forward by decision-makers. Member States and decision makers are also crucial for financial as well as political support.

PHIRI consortium partners: Important target group for internal communication & dissemination purposes. On one hand because they are part of the project and have to be aware of all its activities and outputs and on the other, because our partners are scientists, public health professionals, researchers, and thus are also part of our main audiences categories.

Healthcare providers: Important for PHIRI as they will get indirect benefits from the project: results of the research work, knowledge sharing, best practices and capacity building.

Citizens, the general public: Important that PHIRI's work, activities and results can reach the general public. To insure transparency, account for public (EU) spending and to show how the project and H2020 funding can bring results for the society.

The media: Important to gain visibility, awareness for PHIRI. It can be specialised medias (Health and research thematic) as well as general medias.

Stakeholders in the MS/AC: Many other stakeholders involved in the PHIRI project are important for communication. Our stakeholder engagement activities (see part. 6.6) are a good way to promote PHIRI to other entities that could be interested in contributing to the project or to increase its outreach and promotion. This category includes, amongst others:

- **Other projects** and existing COVID-19 initiatives
- **Other Research Infrastructures**
- **Experts** outside research communities who are involved in handling the COVID-19 pandemic.

European and International organisations: PHIRI requires close cooperation with the **European Commission**. This includes engaging with the different Directorates-General (DG SANTE, DG RTD,

JRC, Eurostat, DG CONNECT) and various agencies of the Commission (Consumer, Health and Food Executive Agency, **ECDC**, European Monitoring Centre for Drugs and Drug Addiction, ...). International organisations will also be key partners in pushing forward the activities of PHIRI and ensuring stakeholder engagement and sustainability. This will build on previous exchanges started during the Joint Action **InfAct** (Information for Action!), through which the project's consortium already worked in synergy with many organisations in the past and during the current COVID-19 crisis, and is thus well known among key actors at European and international level, like: the **Organisation for Economic Co-operation and Development (OECD)** and the **World Health Organisation Europe WHO (EHII and EPI-WIN)**, ECDC, European Food Safety Authority, Eurostat, JRC, European Environment Agency, European Observatory on Health Systems and Policies, European Public Health Association, Association of Schools of Public Health in the European Region. The **International Association of Public Health Institutes (IANPHI)** will be a key partner in developing capacity-building material.

The main target groups and audiences for PHIRI communication and dissemination activities have also been mapped in the figure (1) below:

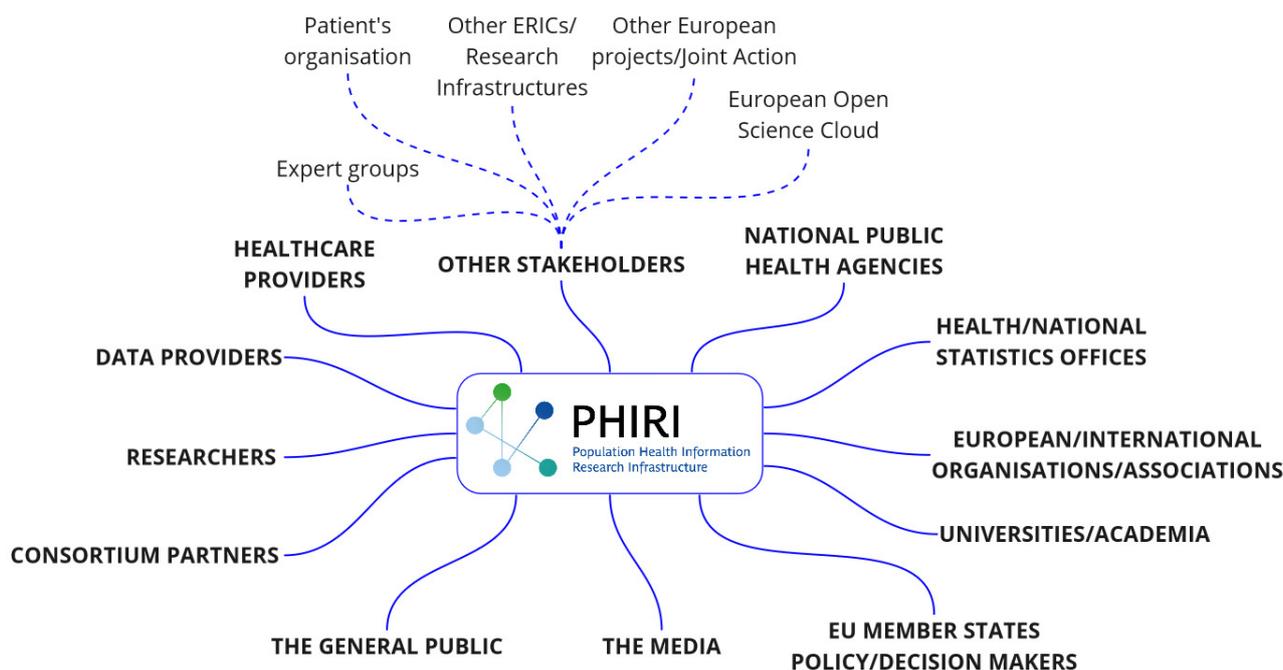


Figure 1: PHIRI's main target groups and audience mapping

4. Content sources and key messages

4.1 Content sources

The main sources of content for PHIRI's communication and dissemination activities are the outcomes and actual progress of the project and its partners' involvement, through the Work Packages, and especially the Health Information Portal development (WP4). It is important to focus on the Health Information Portal as a separate entity, for sustainability reasons. The aim is to make sure the Portal will continue also after the end of the PHIRI project. All outputs have to be disseminated among the Consortium partners and the European Commission. For the other groups and audiences, outcomes will be shared with them depending on their content and the interest of the specific stakeholders.. All outputs will be available on the PHIRI website.

Below, we have broken down each WP, adding critical activities to be followed in due time and how these should be disseminated and promoted (Work Package 1 is not listed here, as it represents the coordination side of the project). The outputs listed below are mainly Deliverables (e.g., D2.2) or Milestones (e.g., M3.1). When known, the expected due date of the output is calculated in project's month (M18 = 18 months after the project started - in November 2020).

Work Package 2: Communication and Portal development

Main outputs:

- Webinar on addressing the COVID-19 population health infodemic (D2.2)

Related communication and dissemination activities:

- This webinar took place on the 9 & 16 June 2021. It has been promoted before the event on Twitter, [on the PHIRI website](#) and newsletter, during the event with a livetweet and after also on Twitter and the newsletter. A '[goodiebag](#)' has also been prepared for all participants (and then on PHIRI website for all visitors) with all the event material (presentations, videos) and additional content. Videos of the events have been made available on [Youtube](#).
- Similar communication activities are planned for any PHIRI event, webinar, workshop in the future.
- As for every other Work Package, a dedicated [page](#) on the PHIRI website has been created. A [one pager](#) document with key facts and figures has been elaborated. Every update and output will be reported in the PHIRI newsletters.

Work Package 3: Outreach, Engagement and Sustainability

Main outputs:

- Mapping the state of play, per country, through virtual country visits
 - One pager describing the COVID-19 health information system for population health in the country (D3.1 - M36)
 - Report on adapted HI system assessment tool (M3.2)
 - Report on conclusions from interviews and recommendations for PHIRI and European health information systems' resilience
- Stakeholder Meetings
 - One General Stakeholder Meeting per year in January
 - Several Stakeholder Meetings per Work Packages based on needs
 - Special Editions of the Rapid Exchange Forum
 - Final report on Stakeholder Meetings (D3.2 - M36)

- Sustainability plan including the results from the country visits, the outcomes of PHIRI activities and the link with DIPoH and the sustainability of the Research Infrastructure (D3.3 – M36)
 - Fact sheets describing the research outputs provided from each Work Package

Related communication and dissemination activities:

- As for every other Work Package, a dedicated [page](#) on the PHIRI website has been created. A [one pager](#) document explaining in simple words the aim of the Work Package has been elaborated. Every updates and outputs will be reported in the PHIRI newsletters.
- The General Stakeholder Meetings are promoted on Twitter and may be live-tweeted. It is an opportunity to gain visibility through the invited stakeholders who should also be involved in communication on the meeting. Other similar meetings will be promoted if relevant.
- Some reports, facts and figures about the country visits will be published, depending on the results and the level of confidentiality required. A dedicated [one pager](#) has been produced.
- The fact sheets describing the research outputs from each WP are interesting to be communicated, as they represent an opportunity to explain how PHIRI's work and outputs are contributing to the facilitation of public health research for COVID-19 and future crisis preparedness. It will help to provide information and facts in such a way that decision-makers can re-use them.

Work Package 4: Health Information Portal for COVID-19

Main outputs:

- The Health Information Portal (catalogue of data, research and public health information)
- Meetings with National Nodes coordinators
- Inventory of COVID-19 population health studies and updates (M4.2 – M09)
- Inventory of COVID-19 training materials and courses and updates (M4.3 – M09)
- A toolbox on how to transfer existing practices and guidelines on ethical and legal aspects (M4.4 – M09)

Related communication and dissemination activities:

- The Health Information Portal launch has been largely and broadly promoted through all our channels, partners and stakeholders.
- A press release will be foreseen to extend the awareness of the Portal.
- The most interesting materials that will be added on the [Portal](#) will be spotted and promoted on various channels. This task will rely on Partner's and especially WP4 leader's work to identify and monitor the most interesting content.
- Videos, tutorials, interactive materials about the Portal will be foreseen.
- Every PHIRI newsletter will includes a link to the Portal and a report on its last updates.
- As for every other Work Package, a dedicated [page](#) on the PHIRI website has been created. A [one pager](#) document explaining in simple words the aim of the Work Package has been elaborated. Every updates and outputs will be reported in the PHIRI newsletters.

Work Package 5: Research Methodologies to Assess the Impact of COVID-19

Main outputs:

- Report on the identification of etiological and prognostic role frailty, multimorbidity and socioeconomic factors in COVID-19 related short and long term health outcomes. (D5.1 – M15)

- Roadmap on indicators, methodologies, data pathways and needs across Europe for research on health outcomes, gap analysis and monitoring COVID-19 impacts assessment (D5.2 – M24)
- Report on innovative approaches for health impacts assessment in Europe: the role of digital tools and emerging devices (D5.3 – M24)
- Report on contribution of Artificial Intelligence on assessing the impact of COVID-19, including ethical and legal key considerations and recommendations (D5.4 – M24)

Related communication and dissemination activities:

- As for every other Work Package, a dedicated [page](#) on the PHIRI website has been created. A [one pager](#) document explaining in simple words the aim of the Work Package has been elaborated. Every updates and outputs will be reported in the PHIRI newsletters.
- All of these outputs are of interest for researchers, policy makers as well as for the general public.
- For each of these outputs a summary in layman terms should be foreseen by the relevant partners and promoted on all PHIRI's communication channels.
- Main activities we are planning to perform in WP5 in order to explain and disseminate the results and the methodology of its different tasks:
 - Workshop on digital tools for monitoring and tracking (Autumn 2021)
 - Workshop on methodologies to perform systematic reviews (End of 2021)
 - School/Training organized in collaboration with the European Burden of Disease Network, COST Action (Early 2022)
 - Webinar on research methodologies to assess the impact of COVID-19 (2022)
 These events will be broadly disseminated and will be an opportunity to communicate and to promote PHIRI's work.

Work Package 6: Research Use Cases Measuring the Impact of COVID-19 on Population Health

Main outputs:

- Use Case A - Vulnerable populations, inequalities and risk factors with direct or indirect impact on COVID-19 outcomes
- Use Case B - Delayed care in cancer patients
- Use Case C - Effects of the COVID-19 pandemic on maternal and newborn health
- Use Case D - COVID-19 related changes in population mental health
- Use case supporting activities for implementation in the PHIRI infrastructure

Related communication and dissemination activities:

- Every use case will be promoted independently and broadly. Videos, webinars, news articles and many other communication activities can be foreseen. All communication channels will be used.
- As for every other Work Package, a dedicated [page](#) on the PHIRI website has been created. A [one pager](#) document explaining in simple words the aim of the Work Package has been elaborated. Every updates and outputs will be reported in the PHIRI newsletters.

Work Package 7: Building a Federated Research Infrastructure for a Rapid Policy Response

Main outputs:

- Small-scale prototype of PHIRI federated infrastructure (D7.1 – M12)

- Mid-size prototype of PHIRI federated infrastructure (D7.2 – M28)
- Full operable PHIRI federated infrastructure (D7.3 – M36)

Related communication and dissemination activities:

- Here the main communication activities could rely on the aim to explain in layman language, the very technical work which is done in this WP. This could lead to the production of a video explaining in simple words what this WP aims to do.
- As for every other Work Package, a dedicated [page](#) on the PHIRI website has been created. A [one pager](#) document explaining in simple words the aim of the Work Package has been elaborated. Every updates and outputs will be reported in the PHIRI newsletters.

Work Package 8: Rapid Exchange Forum

Main outputs:

- 1st Needs Assessment Results available for evidence-based policy support among health policy makers to identify the gaps between research and policy (D8.1 – M2)
- Build up a one-stop shop for and between countries seeking urgent answers on specific policy in space across Europe (D8.2 – M3)
- FAQ-List: Archive of rapid responses from research to policy (D8.3 – M4)
- Catalogue of population health information sources on COVID-19 on the Health Information Portal (D8.4 – M6)
- First overview of policy and impact measures available (D8.5 – M12)
- Contribution to the Sustainability plan (D8.6 – M30)

Related communication and dissemination activities:

- The content of the exchanges may remain confidential, but numbers, topics, countries can be reported.
- When available on the Portal, the archive of rapid responses from research to policy could be relevant for communication.
- The D8.5 should be presented with a small summary for dissemination purposes by the partner, who should also point out the most relevant information from the report.
- As for every other Work Package, a dedicated [page](#) on the PHIRI website has been created. A [one pager](#) document explaining in simple words the aim of the Work Package has been elaborated. Every updates and outputs will be reported in the PHIRI newsletters.

Work Package 9: Foresight: Modelling and Scenarios

Main outputs:

- Overview of foresight-related activities (D9.1 - M6)
- Capacity building Workshops (D9.2 – M12)
- Collectively identifying key uncertainties and (national and pan-European) challenges using scenario analysis and advanced modelling - Presentations by countries, Synthesis scenario report (D9.3 – M27)
- Developing guidance in identifying promising policy strategies (translating the information into knowledge) - Factsheet with main outcomes for policy making (D9.4 – M33)

Related communication and dissemination activities:

- Communication activities would focus on promoting the capacity building workshops, explaining why Public Health Foresight Studies are necessary and to promote WP9 outcomes in dedicated publications.

- As for every other Work Package, a dedicated [page](#) on the PHIRI website has been created. A [one pager](#) document explaining in simple words the aim of the Work Package has been elaborated. Every updates and outputs will be reported in the PHIRI newsletters.

4.2 Key messages

Communicating is more than just disseminate facts and lists of outputs. It is also about telling a story. The PHIRI communication and dissemination strategy will thus be fuelled by key messages that on one hand relate to the interests of the target audiences that have to be reached and, on the other, make the information attractive and more “digestive” for the general public or layman audience. Those key messages will rely on the following objectives:

- Raise awareness about the relevance of COVID-19 research on population health and its essential position in evidence informed guidelines and policy practice. The cornerstone of this research is population health information and the need for a sustainable infrastructure among European countries.
- Inform the community about the challenges in European health information system responsiveness during a pandemic
- Engage the research community in health information activities
- Promote and support the use of the research evidence generated and facilitated by PHIRI.

Key messages will be focused on the following ideas:

- The added value of facilitating COVID-19 data collection, analysis and reuse at European level to address current interoperability challenges,
- The importance of building a federated infrastructure that allows the secure and GDPR compliant exploitation and sharing of health data related to COVID-19 determinants and outcomes in European countries,
- The opportunity of PHIRI to advance population health research and new investments in health information technology,
- The idea that PHIRI will contribute to establishing an innovative methodology to monitor the wider impacts of COVID-19, thereby enlarging and complementing the scope of current research initiatives on this issue,
- The idea that PHIRI represents an opportunity to pilot the premises of a sustainable federated research infrastructure that will contribute to improve population health and well-being.

The main message of the PHIRI project, that could be used as a slogan for the project, may be the following:

“Pulling resources, knowledge, and fostering collaboration can help humanity combat COVID-19 and future pandemics.”

Or, for it to be a little bit more specific and descriptive:

“PHIRI is an instrument to facilitate COVID-19 research on a European scale. It will allow to interconnect researchers, their data models, methods and results across disciplines and national and discipline borders.”

Many key messages may be elaborated to tell the PHIRI “story”. For better communication, they can be targeted for the different PHIRI’s main audiences, as displayed below. Some of the following key messages have been elaborated with the help of the [Communication Toolkit for European Research Infrastructures](#) released by [RI-VIS](#), a Horizon 2020 funded project designed to increase the visibility of European research infrastructures to new communities in Europe.

Scientists, researchers & research communities:

- **Providing opportunities:** Because PHIRI makes high-quality facilities, resources and services available to everyone, science is driven by excellence and not by the limited research capacity of different countries or organisations.
- Researchers will have **facilitated access to high quality comparative data**; generation of new research hypotheses; improved streamlining of research efforts; international comparison and learning through exchange and priority-setting. The added-value will lie in a **much strengthened and well-integrated, high level research community on the population health impact of COVID-19 in Europe**. A catalogue of population and patient health data and health care systems data will draw from many sources, among others, disease registries, routine administrative health and non-health databases, surveys and health examinations, and cohorts of populations and patients. The PHIRI Health Information Portal will also provide researchers with advice on reuse of pan-European data.
- **Fostering collaboration:** By connecting scientific communities, PHIRI fosters collaboration between different health sectors (universities, public health institutes, ministries, statistics offices), different fields of expertise, institutions and different countries. PHIRI will promote **more and better spread of research collaborations** between national researchers in the EU/EFTA Member States, **enhanced exchange of best practices** among them, increased harmonisation of data and definitions, indicators, tools, guidelines and methods.
- **Sharing knowledge and resources:** PHIRI helps organize a fair and transparent system to share knowledge and cutting-edge resources among multiples countries and institutions, each with its own rules, culture, language.
- PHIRI will contribute to avoid the current **lost of knowledge**, as many health information activities operate on a project base with no guaranteed sustainability and integration in... Key messages for researchers should reinforce the common understanding that more efficient access to knowledge can lead to new discoveries, and how each researcher wants their work to be a stepping stone in these new discoveries.
- **Promoting sustainability** will also contribute to creating a sustainable research environment by avoiding duplication of effort by pooling research data, resources and experts.
- PHIRI will contribute in **breaking the silos**. Health information systems continue to function as silos focused on specific periods or health problems.
- **Data security:** In a world of accelerating hacks and ransomware it is good practice to discuss the security measures the project is taking. The PHIRI project is not collecting the actual data or research work but ‘pointing’ to it; this should be emphasized.

National Public Health Agencies:

- European harmonisation, standardisation and collaboration with regard to COVID-19 is crucial to coordinate a European response to the COVID-19 crisis. PHIRI will enable and contribute to **improvements in cross-border data exchange, information exchange and research**. This will profit the generation of European real-world data, improve data quality, and the production of more comparable evidence to support policy continuity over long periods, larger study populations and cohorts, enhanced data access and research capacity.
- For the Partners of PHIRI, there will be immediate benefits directed at facilitating the establishment of a COVID-19 population health research infrastructure in synergy with each other and having instant access to each other’s expertise.
- For administrations and data providers, it will allow a **reduction of administrative burden** by harmonisation and reduction of duplication, and improved training capacities

Member States, policy/decision-makers:

- Member States will benefit from PHIRI by having their researchers and experts participate in ever **stronger international health research networks**, with a broader and more sustainable flow of research data and health information available for benchmarking, policy evaluation and implementation research.
- For some countries it will mean opportunities to **strengthen their national expertise**, research potential and data availability.
- They would benefit from **capacity building** via PHIRI and through the setting up and operationalisation of National Nodes (see p. 23).
- PHIRI will enable national and regional decision makers to make use of a well organised network of health research expert networks and knowledge repositories providing **relevant population health guidelines, standards, and reports to support informed decisions and priority setting for COVID-19 management**.
- PHIRI facilitates the availability of European health information and integrates national data into an international context for **better knowledge and stronger evidence** to build on during this pandemic, and mitigate the risks of potential information gaps in future pandemics.
- PHIRI will provide a **structure of exchange** where policymakers can feed their own expertise back into the research community and can influence knowledge gaps being filled and, thus, result in mutual benefits.
- PHIRI will strengthen through **capacity building** the forecasting research methodologies as tool for informed decision-making.
- **Health is a cross border issue**. COVID-19 is not barred by borders or nationalities. In pulling resources, sharing knowledge and collaborating we can combat a threat like the current pandemic.
- PHIRI helps to **increase preparedness and responsiveness** for future pandemics or crisis that impacts us all.

Healthcare providers:

- Exchange on best practices, capacity-building and skills development in the use of population health data collection and analyses (available through the Health Information Portal).

Citizens, the general public:

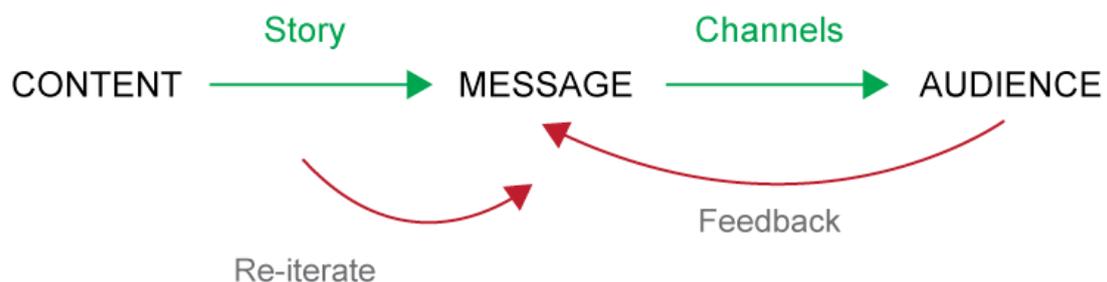
- Messages can focus on the **long-term impact** of COVID-19 and the need for preparedness. News can be used to stress the point.
- **Urgency to be ready next time**. Messages can explain the potential exponential growth of medical discoveries when resources and knowledge are pulled together.
- **Europe's diversity is our uniqueness**; stronger because we are different but together. Emphasize how the project encourages collaboration between different countries, with data derived from different circumstances but in close proximity.
- **Combat health inequalities**. Reinforce the need for collaboration to combat health inequalities within Europe but also beyond, as knowledge always spills over.
- **Protected patient privacy**. Emphasize GDPR and protection of citizens' data. Sharing or collaborating on data does not mean citizens are left unprotected. The laws are in place and the PHIRI project protects them. Explain how federated access to data works.
- **PHIRI makes science happen**. The combined effort that supports European research infrastructures like PHIRI promotes the pooling of resources, knowledge and expertise needed to fast track scientific achievements, especially in the current pandemic times. Elaborate on how this knowledge will lead to medical breakthroughs, faster diagnoses, new treatments and drugs.
- PHIRI helps to tackle the infodemic and to communicate science-based information and results.

- **Better access to research evidence on COVID-19** from the Health Information Portal and streamlining of evidence-informed choices by citizens.

Press and media:

- The pandemic has shown we need immediate, fast access to data in order to make informed decisions. Whether that involves medical procedures, social interactions, authorities' responses, or simply finding ways to protect our health, we need to be able to know and act based on facts, whether that involves research, clinical discoveries, or public health data. That means research and data has to become more visible and far more accessible. This is where the PHIRI EU project comes in. Through its Health Information Portal it aims to pull in scientific resources, knowledge and foster collaboration between researchers and decision-makers, regardless of where they are in the world. By encouraging the exchange of good practices regarding collection, evaluation, accessibility, and reuse of health data, and promoting the sharing of expertise, it aims to stimulate effective population health decisions in times of crisis.
- Promote today one of the largest EU Population Health Information Research Infrastructures that can lead to better collaboration and faster results. The PHIRI portal uses FAIR standards and a federated approach to link information in one place. Bring to light how researchers and decision-makers can collaborate openly to discover expertise, health data, and knowledge from all over Europe and beyond. Interview one of our Partners to learn more or ask us for more information.

The key messages will derive from the available content. Any content can become interesting information and can fuel different key message to different targeted audiences through the appropriate channels. Audience feedback (likes, responses, comments) allows to improve the message. The same content can be broadcasted in different ways to engage different audiences. However, it must always be kept in mind that organic communication and dissemination can and will reach broad types of audiences, regardless of who is initially supposed to be targeted. Everyone will read it. Only channels, like forums and Groups (LinkedIn), can be more niche-targeted (e.g., researchers).



5. Project branding and visual identity

The communication and dissemination work starts by developing a strong and appealing visual identity. Visual identity includes the development of the project logo, a layout/colour scheme for presentations, publications, website and any other communication material. Templates for project reports, presentations, minutes and agendas have also been developed.

5.1 Logo, layout, colours

The logo has been created by an external company. It has been inspired by a list of keywords and concepts that describe at best the PHIRI project: “connect”; “collaborate”; “research”; “accessible”; “information sharing”; “connection”; “training”... The final logo suggests a clear link to connecting data and research in Europe. We can recognize a network with different connected nodes, but also an abstract molecule of the virus: COVID-19 makes us have to collaborate and share the knowledge.

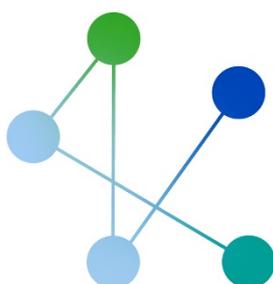


Figure 2: PHIRI logo's symbol

Blue and green are colours commonly used for health and medicine. The dark blue clearly evokes Europe and the European Union as a central dimension of the project. Although they are slightly different, the PHIRI colours show a strong connexion with the colours of the [Joint Action on Health Information \(InfAct\)](#), a previous H2020 funded project on the achievements of which PHIRI is built. It expresses the continuation and the link between the two projects.



Figure 3: InfAct & PHIRI logo

The logo's word and symbol can also be used separately as visual elements. This has been especially used for the different templates.



Figure 4: Various declinations of the PHIRI logo and wording

5.2 Templates

PHIRI's visual identity and its consistency will be reinforced by using specific project templates for any kind of document produced by the Consortium Partners for the PHIRI project. These templates rely on the PHIRI logo, symbol and colours. The main font used is "Arial." Arial is simple, neutral, versatile (efficient on every kind of document, printed or not, presentations, reports...), free, available on every software and operating systems. It is also used by EU communications. All templates include PHIRI's logo, the EU logo and disclaimer, PHIRI website and Twitter account links and the logo of the relevant Consortium Partner's institution (here: Sciensano).

Template for presentations:

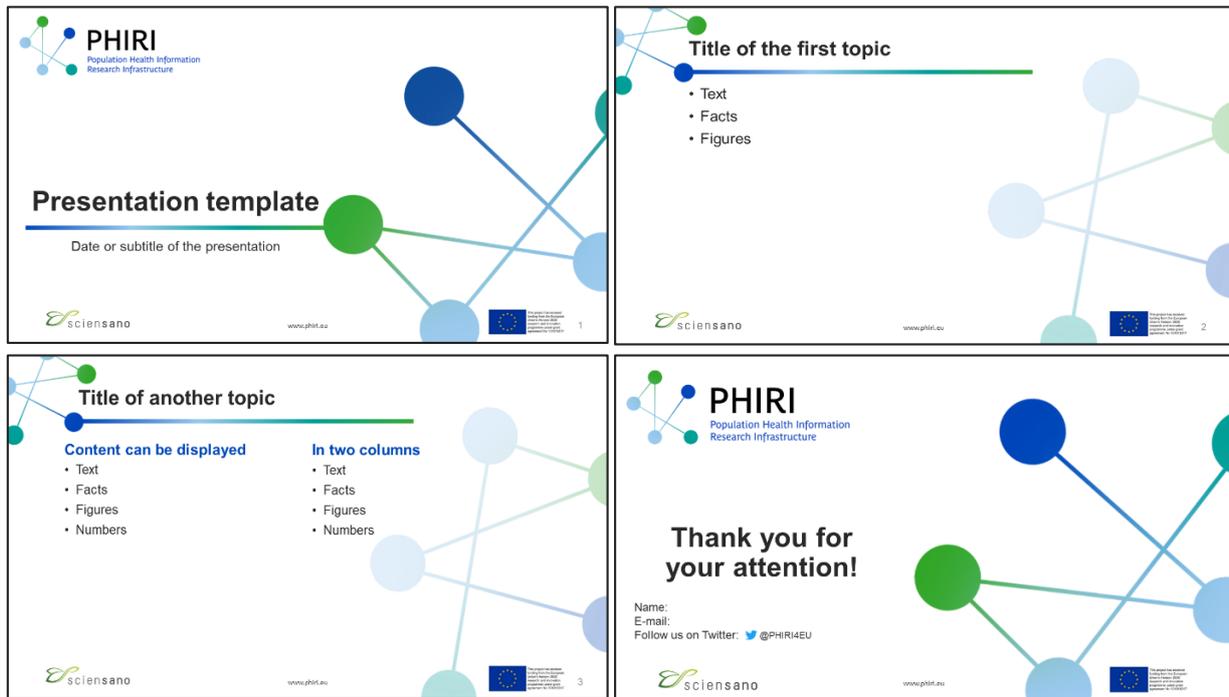
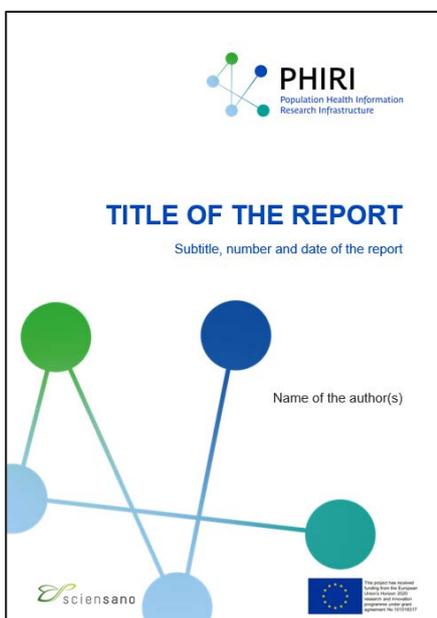


Figure 5: Samples from the template for PHIRI presentations

Template for reports:



The template that has been created for PHIRI reports and deliverable is used for the current document.

Templates for the agenda of the meetings:

Meeting agenda: title/subject of the meeting

Date: to be defined | Location: via [Webex](#) (online) | Length (eventually): minutes.

Aim of the meeting:		Speaker	Time
1	Name of the first subject: <ul style="list-style-type: none"> Description/points to be discussed Other point to be discussed 	Name of the speaker (institution)	09:00
2	Name of the subject: <ul style="list-style-type: none"> Description/points to be discussed Other point to be discussed 	Name of the speaker (institution)	10:00
BREAK			12:00
3	Name of the subject: <ul style="list-style-type: none"> Description/points to be discussed Other point to be discussed 	Name of the speaker (institution)	13:00
4	Name of the subject: <ul style="list-style-type: none"> Description/points to be discussed Other point to be discussed Last point to be discussed 	Name of the speaker (institution)	14:30
END			16:00

PHIRI Population Health Information Research Infrastructure



Figure 6: Template for PHIRI meetings' agenda

Template for Meeting Minutes:

PHIRI
Population Health Information
Research Infrastructure

Title/Subject of the meeting
Date time & place of the meeting

Attendees:
Name 1, Name 2, Name 3, Name 4, Name 5 ...

Aim of the meeting:
Description of the aim

First topic:
Description of the topic
Someone: Details of the contribution
Someone else: Details of the contribution

Second topic:
Description of the topic
Someone: Details of the contribution
Someone else: Details of the contribution

Other topic discussed:
A. First point
Someone: Details of the contribution
Someone else: Details of the contribution
B. Second point
Someone: Details of the contribution
Someone else: Details of the contribution

Concluding remarks

Disclaimer

 www.phiri.eu 0

Figure 7: Template for PHIRI meetings' minutes

All the templates are available on the project SharePoint for the partners. They are used for internal as well as external purposes.

6. Tools & channels

6.1 Website, portal and collaborative platform

PHIRI's website:

The project's website is the entry point and the most important communication medium for PHIRI. PHIRI's public website is hosted at: <https://www.phiri.eu/>. The website details among others the project's aim, methods, partners, Work Packages, outcomes (reports, articles), events... The PHIRI's website also provides simple ways to stay in touch with the project, in providing contact details and links to subscribe to the newsletter or follow our social media. It is regularly updated with last news, upcoming events and various outcomes (meeting minutes, deliverables...). With the help of Sciensano's ICT support, the website will be frequently improved throughout the project's life. A Glossary has recently been added and a FAQ (Frequently Asked Questions) section is in preparation, in order to better communicate about the project for layman audiences. Furthermore, the website links and provides access to the Health Information Portal for COVID-19 developed in the Work Package .

PHIRI
Population Health Information
Research Infrastructure

HOME ABOUT US WORK PACKAGES GLOSSARY COLLABORATIONS PREPARE CLUSTER HEALTH INFORMATION PORTAL

The PHIRI project

Welcome to the official webpage of PHIRI, *the Population Health Information Research Infrastructure*.

PHIRI is a roll-out of the **research infrastructure on population health information** to facilitate and generate the best available evidence for research on health and well-being of populations as impacted by COVID-19. PHIRI will allow for better coordinated European efforts across national and European stakeholders to generate the best COVID-19 population health knowledge. In doing so, PHIRI will lay the foundation to build a **Distributed Infrastructure on Population Health (DIPoH)** to be used to overcome future crisis and ensuring the sustainability of the project. The intent is to support research across Europe through the identification, access, assessment and reuse of population health and non-health data to underpin public health policy decisions. This will be achieved through a close collaboration with 41 partners across 30 countries over a period of 36 months starting in November 2020. The project is divided in 9 ambitious work packages with three transversal topics. PHIRI builds on the achievements of the [BRIDGE Health](#) and the [Joint Action on Health Information \(InfAct\)](#) projects.

[PHIRI One Pager](#)

[DIPoH One Pager](#)

[Health Information Portal One Pager](#)

Last news and upcoming events:

[PHIRI and the European Public Health Conference \(November 2021\)](#)

The virtual [14th European Public Health Conference](#) will take place as a virtual event in November 2021. Many sessions across the conference tracks are related to PHIRI activities. Some of them are organised by PHIRI, some others involve PHIRI members. PHIRI is happy to share with you a list of these sessions (see below). You can already book the time on your agenda if you are interested! For more information about the conference and registration, please visit: www.ephconference.eu

**EUROPEAN
PUBLIC
HEALTH
CONFERENCE**

Subscribe to our newsletter

Email Address

First Name

Last Name

Consent

I agree to my personal data being stored and used for distribution of the PHIRI newsletter

SUBMIT

PHIRI Workspace

Click here to log into our shared workspace (SharePoint).

For PHIRI collaborators: [click here](#) to request access.

Tweets by @PHIRI4EU

PHIRI Work tools

Figure 8: PHIRI website's homepage (screenshot)

The Health Information Portal

The Health Information Portal is also an important channel for PHIRI's full range of potential users. It constitutes the main interface that end-users will access to facilitate the conduct of European population health comparative research. As for the PHIRI's website, WP2 will provide ICT support, technical set-up and development for the portal. The Health Information Portal also provides the opportunity to stay connected with the PHIRI project through a contact form and subscription links to the PHIRI newsletter and social media.

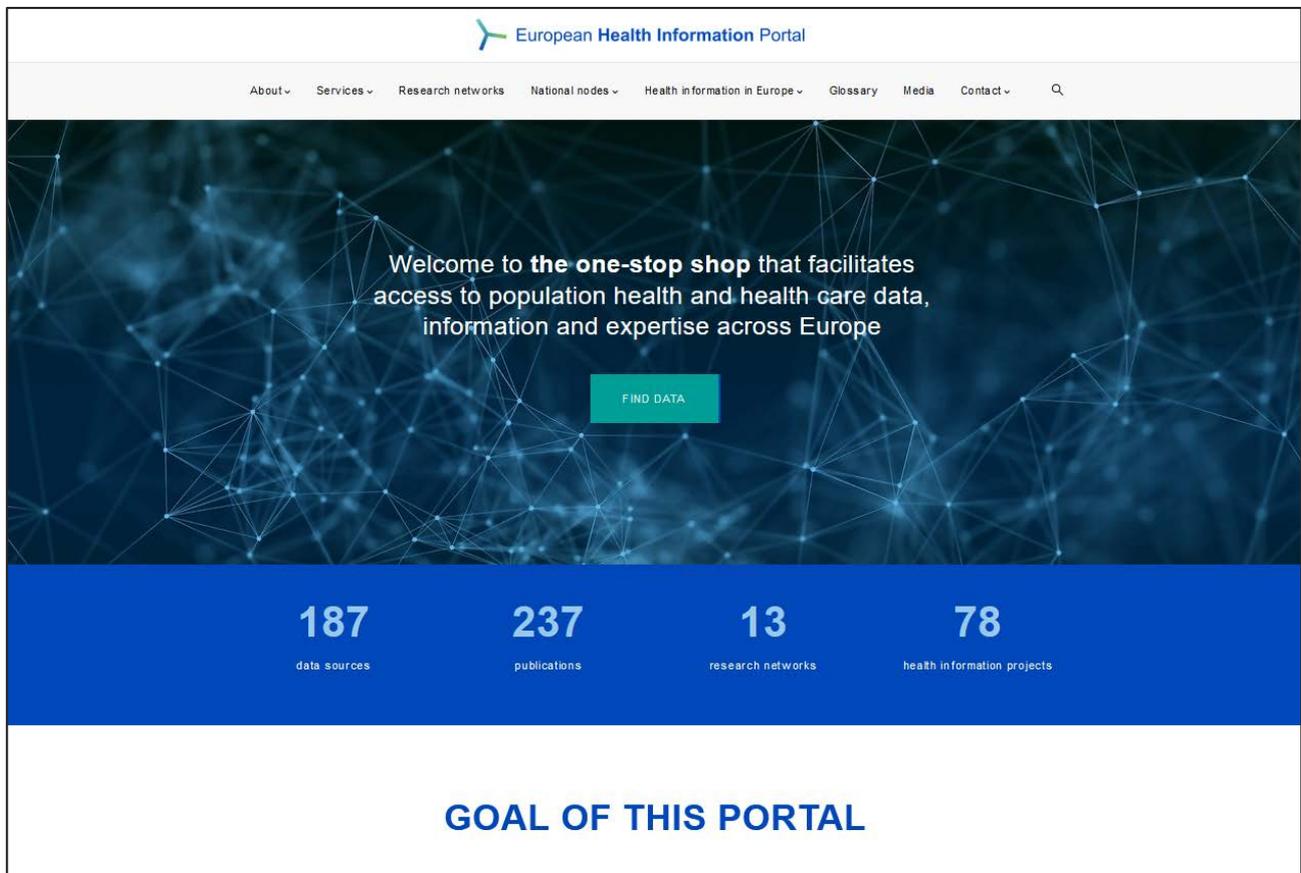


Figure 9: The Health Information Portal website (screenshot)

SharePoint

A collaborative online platform for PHIRI to share documents with all partners has been set up with a dedicated structure and the possibility to manage authorization of partners. The Sharepoint platform is limited to the partners for internal purposes. It provides: all the templates for any kind of documents (presentations, meeting minutes, agendas, reports); last news and announcements, a calendar with the upcoming important events and meetings; a repository of interesting scientific papers on topics related to PHIRI's work; any kind of important work document for every Work Package. The Sharepoint platform includes a section dedicated to dissemination material and templates that can be used by the partners.

6.2 Newsletter

The PHIRI e-newsletter is distributed to the consortium partners and to all the subscribers. The newsletter currently has 322 subscribers. The newsletter serves as a tool to communicate key updates and developments of the PHIRI project: recent and upcoming events, outcomes, progress and achievements from the different Work Packages, interesting papers, news from other related projects. The content for the different work packages and their outcomes is provided by the partners (Work Package leaders). Since the beginning of the project, two newsletters have been sent. The [first one](#) in February 2021 and the [second one](#) in June 2021. It is foreseen to send a newsletter every three months approximately. The newsletter is one of the best channels to communicate to interested people and to keep them up to date with the project activities and outcomes. This is the reason why our communication and dissemination plan has to include a strategy for getting more subscribers, with the following actions:

- Capture sign-ups via the website. The form already exists and is displayed on all pages as a row (same as home page), as a user may land on any webpage.
- Capture sign-ups via social media: by encouraging users to sign up on the newsletter and receive the information first; by using an image or graphic with the logo to accompany the text and make it more memorable. Announce on social that the next newsletter will be sent out and how our followers should join now, so they won't miss out on the last news.
- Utilize Partner newsletters (when exist), which are more mature and have more subscribers to promote the project.
- Link to your newsletter signup page in PHIRI email signatures (and have co-workers do the same).
- Add newsletter signup call to action after blog posts.
- Capture sign-ups from PHIRI events (webinars, workshops...).

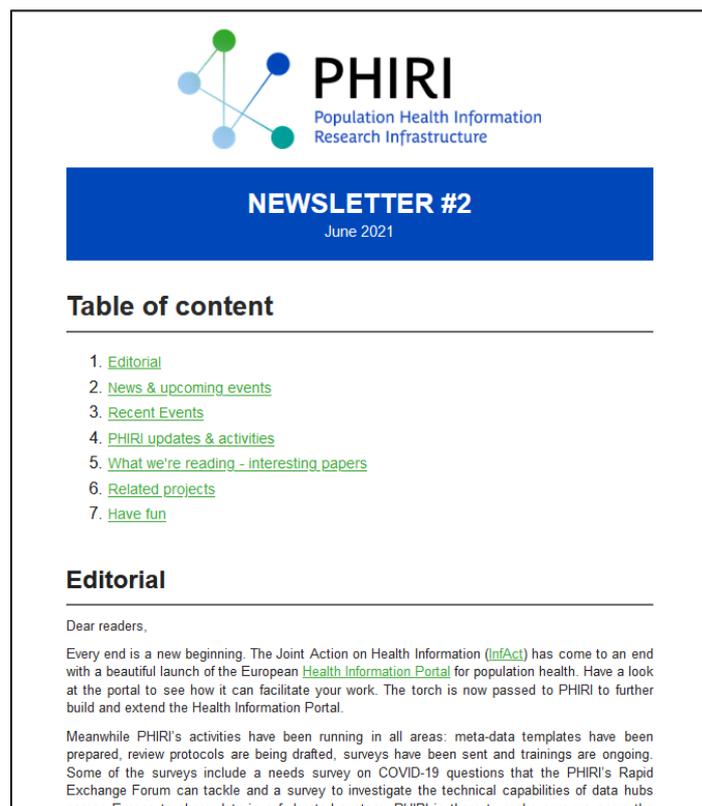


Figure 10: PHIRI newsletter (screenshot)

6.3 Social Media

Social media is nowadays, an essential communication channel in all fields and sectors. It is therefore essential for PHIRI to better disseminate our activities, engage with our audience, key stakeholders and influencers, expand the outreach of the project, and drive traffic to the PHIRI website and to the Health Information Portal. The coordination team has selected two main social media channels: Twitter and LinkedIn, as they are the most frequently used by the project's audiences. Additionally, the Sciensano EU Health Information System Unit and Partners' Youtube channels are used to host videos developed during the project.

Twitter

A Twitter account ([@PHIRI4EU](#)) has been set up since the very beginning of the project, as PHIRI's main instrument for communication on social media. Its main role is to boost the dissemination of the project's outcomes and activities, engage and create synergies with stakeholders and influencers and communicate in real time with all target audiences and beyond.

PHIRI's presence on Twitter relies on daily (or at least bi-weekly) posts (Tweets and Retweets). The content shared does not only cover the information from the project, but also the information relevant to our target audience on topics related to PHIRI. This includes relevant content that relate to PHIRI's interests but are not an outcome of the project e.g., piece of news, papers, events, reports on topics like: infodemic management, research infrastructure, public health, COVID-19, etc. The idea is to bring to the PHIRI's audience existing content that is relevant for them. It also helps build up the project's community as they can see we could be a good information provider on specific topics. This can be done by tweeting or retweeting information from other relevant accounts: partners, associated stakeholders, influent accounts on topics PHIRI is working on. It also encourages mutual following and engagement. In this regard, it is key to tag/mention the relevant accounts in our tweets. For example, if a picture is published, it is essential to tag the people/projects/institutions appearing in it. This will make them share our tweet(s) and reach a broader audience.

Twitter also works with hashtags. When possible, it is advisable to use relevant hashtags in our tweets. The main project-related hashtags, which will be monitored and used in the project's posts, are: #H2020 #PublicHealth #HealthData #HealthInformation #PopulationHealth #DigitalHealth #EHDS #EuropeanHealthDataSpace #ResearchInfrastructure #OpenScience... More hashtags could be used, depending on the trends and their relevance.

Partners have to be encouraged to follow PHIRI's account, tweet or retweet posts using PHIRI's Twitter handle. PHIRI's account also tweets and retweets content from the consortium partners.

PHIRI's Twitter account currently has 303 followers. It follows 377 other accounts and it has published 319 tweets since its creation.



Figure 11: PHIRI's Twitter account profile screenshot

LinkedIn

The PHIRI project currently does not have a LinkedIn account. However, this platform is seen as relevant for PHIRI communication and dissemination activities. It has thus been decided to create a page for the project on LinkedIn in the upcoming month. The platform, which is the largest professional networking site and powerful business and employment-oriented service, can indeed be used to connect PHIRI to people who are there for professional reasons but who are not on Twitter. It is also a good channel to better target people with a specific professional background linked to PHIRI's activities.

PHIRI's LinkedIn page will be used to connect with the consortium partners, key stakeholders and target audiences. It will share project's news, outcomes, events and redirect to the website and the Health Information Portal. Besides posting PHIRI-related news and content, a good practice could be to post or share job offers from PHIRI, partners and related fields, that tends to attract important traffic.

Another interesting function of LinkedIn are the groups, that can be used for networking and discussion on PHIRI-related topics e.g., research, COVID-19, health, data...

6.4 Consortium Partners

The Consortium partners are one of the most important target groups for PHIRI's (internal) communication and dissemination activities. However, they are also a crucial channel for PHIRI's external communication purposes. Their involvement is key to foster awareness, transfer results and excel impact, especially in their own countries and communities. It is a necessity to encourage partners to leverage their outreach capacity within their countries, networks and beyond. It is thus foreseen to continuously encourage and request the consortium partners to:

- Provide outputs from their Work Package and any other interesting content for the PHIRI's newsletter
- Disseminate the PHIRI's newsletter and subscription call to action to their networks.
- Share/retweet PHIRI's posts on social media
- Contribute to the website with relevant content/news/events from their Work Package
- Promote PHIRI's events on their channels
- Insure PHIRI's presence on their institutions' websites

6.5 National Nodes

The [National Node](#) is an organizational entity, often linked to a national institution or governmental unit that functions as a national liaison and brings together relevant national stakeholders in the country in a systematic way. The relevant stakeholders may include, for example, the national statistical office, the national public health institutes, representatives from ministries of health, research and/or science, and others. In addition, the National Nodes may function as a discussion and advisory forum in matters of health data and information both for national or international matters. The concept of National Node has been set up by the predecessor of PHIRI, the [InfAct Joint Action](#), and are foreseen to play a key role in the Population Health Information Research Infrastructure. The National Nodes would feed this Research infrastructure and its online Health Information Portal with relevant sources, data, experts, tools and guidelines. Vice versa, they would feed relevant international information to the country. The national node is thus for PHIRI one of the best way to reach the relevant stakeholders or target audience entity nationally and, as such, an important communication and dissemination channel.

6.6 Events

Various Events:

Events are an additional tool and channel for communication and dissemination purposes. It also helps to increase the reach and to raise awareness of the project. It includes events organised by PHIRI as well as events to which PHIRI is invited to participate. It usually brings a broad, interested and focused audience. It is always a good opportunity to present the project, communicate on a specific outcome and gain visibility and engage the wider public, academia and other research communities. Those events include but they are not limited to webinars, workshops, trainings, conferences, meetings... The following list of (online) events organised by PHIRI or with PHIRI's participation in 2021 provides good examples:

- 14 January 2021: Scientific Stakeholder meeting
- February, April and May: Rapid Exchange Forum Special Edition
- Spring 2021: [PHIRI course 'Public Health Foresight Studies](#)
- 17 May 2021: [European Public Health Week](#)

- 31 May 2021: [Health Information Portal Launch Event](#)
- 3 June 2021: [European initiatives in health information and public health](#)
- 9 & 16 June 2021: [PHIRI's workshop on Infodemic management](#)
- 30 June 2021: [Fact-checking COVID-19: joint unCoVer & PHIRI workshop](#)
- 30 September 2021: [European Health Forum Gastein](#)
- 10, 11, 12 November 2021: [European Public Health Conference](#)

The PHIRI General Assembly:

All partners meet four times during the lifetime of the project for the General Assembly to review progress and plan activities for the upcoming year. All 41 partners are represented, including collaborative stakeholders and international organisations. The first General Assembly took place on the 19th of November 2020. The General Assembly is not only the main decision making body for the project, it is also an essential dissemination channel. It gathers the whole consortium partners, but also all the stakeholders reached during the previous year, as well as the general public. All the last achievements from each Work Package and the next steps of the project are presented. It is one of PHIRI's most important events.

6.7 Stakeholder engagement:

Stakeholders' mapping exercise, stakeholder meetings, Country visits and Rapid Exchange Forum

For the communication with stakeholders outside the project, and to ensure that all potential partners have been reached during the duration of the project, the consortium has explored and compared methods for extending interaction and involvement to external partners and other groups.

Stakeholders' mapping exercise

At the start of the project, an extensive stakeholders' mapping exercise was performed to identify potential projects, initiatives (inter)national organizations and institutes, researchers and research network and experts that would be relevant and interested in the PHIRI's activities. The mapping was performed through the use of key words such as "population health", "public health", "innovation", "research infrastructure", "researcher", "project" "initiatives" and a combination of them as well on the stakeholder list created in the founding projects of PHIRI i.e. InfAct and BRIDGE Health. At the same time, the list is kept up to date and it is enlarged during each meeting when participants express their interest in being involved in PHIRI. Overall, the mapping exercise contains contacts from:

- academics organisations, national public health institutes across Europe, and their Ministries of Health and Research to raise awareness of the need for PHIRI and advocate to increase its support among MS;
- researchers, research networks and data-providers (within MS's and research networks) working in health information across EU countries and to have a broad reach on research communities that could liaise with the PHIRI for a greater impact on population health.
- the leads of other EU-Research Infrastructures, initiatives and projects to explore potential collaboration and synergies for research on the population determinants of COVID-19 at national and EU level;
- patient and citizens groups, non-governmental organisations, and citizens at large.

More specifically, WP3 and WP8 will act as a liaison with external partners by using various tools such as the Stakeholder meetings, COVID-19 Health Information System assessments (country visits), or the Rapid Exchange Forum. Those activities did not originally have a communication purpose but they represent an opportunity to reach out to part of our target audiences, promote and increase the awareness of PHIRI.

Stakeholder meetings:

Through Stakeholder Meetings PHIRI brings together and involve the relevant COVID-19 national and international stakeholders including, but not limited to European research networks in the domain of population health, relevant national population data owners/curators, national population health coordination entities and European and international data collectors and registries relevant for COVID-19 and future epidemics. The aim of these meetings is to bring together the different international COVID-19 projects, initiatives and organisations, to provide an overview of the activities carried out by these stakeholders and to delineate their relation to the activities of PHIRI. The economic sustainability of PHIRI will also be discussed with the stakeholders. The inclusive stakeholder meeting presents PHIRI's activities that are relevant for researchers, research networks, and research infrastructures across Europe; hosts pitches from stakeholders who are working in similar fields to identify synergies and areas of collaboration; and connects European researchers and projects leaders with relevant PHIRI partners and vice versa. Various stakeholder meeting take place on a regular basis.

In addition, virtual **country visits** are carried out in WP3 reaching researchers processing COVID-19 data and ensuring engagement and communication at national level. Country visits are another opportunity to receive feedback, share experiences and discuss joint problems and issues.

Rapid Exchange Forum:

In these bi-weekly 1 hour online meetings, moderated by WP8, partners can approach each other for questions and shared views in a trusted environment on an ad-hoc basis. The Rapid Exchange Forum offers a structured and highly needed platform for regular quick exchange of data, indicators, good practices and experiences in the COVID-19 crisis response for fellow countries, policy advisors, commission services and researchers in the joint efforts to manage the COVID-19 pandemic. This forum constitutes a central contact point for partners, ensuring the communication of evidence-based policy support and exchange of best practices related to the COVID-19 management.

Rapid Exchange Forum – Special Edition

Every 3 months, a Rapid Exchange Forum - Special Edition is organized. Experts of international organizations present relevant findings and recent international activities related to COVID-19. Attendees are project partners, national experts (advisors to ministers and heads of agency), representatives of expert networks (e.g. Healthy Cloud), EU services (ECDC, JRC) and different health stakeholders (e.g. ELIXIR).

6.8 Publications

Papers and scientific publication will be used to disseminate the results of the project. [One-Pagers](#) have also been created for each Work Package and activities of the project, in order to give an overview and explain in layman words the work carried out in the project.

6.9 Press and medias

Press is an important medium to use for PHIRI communication. For this purpose, the following actions are foreseen:

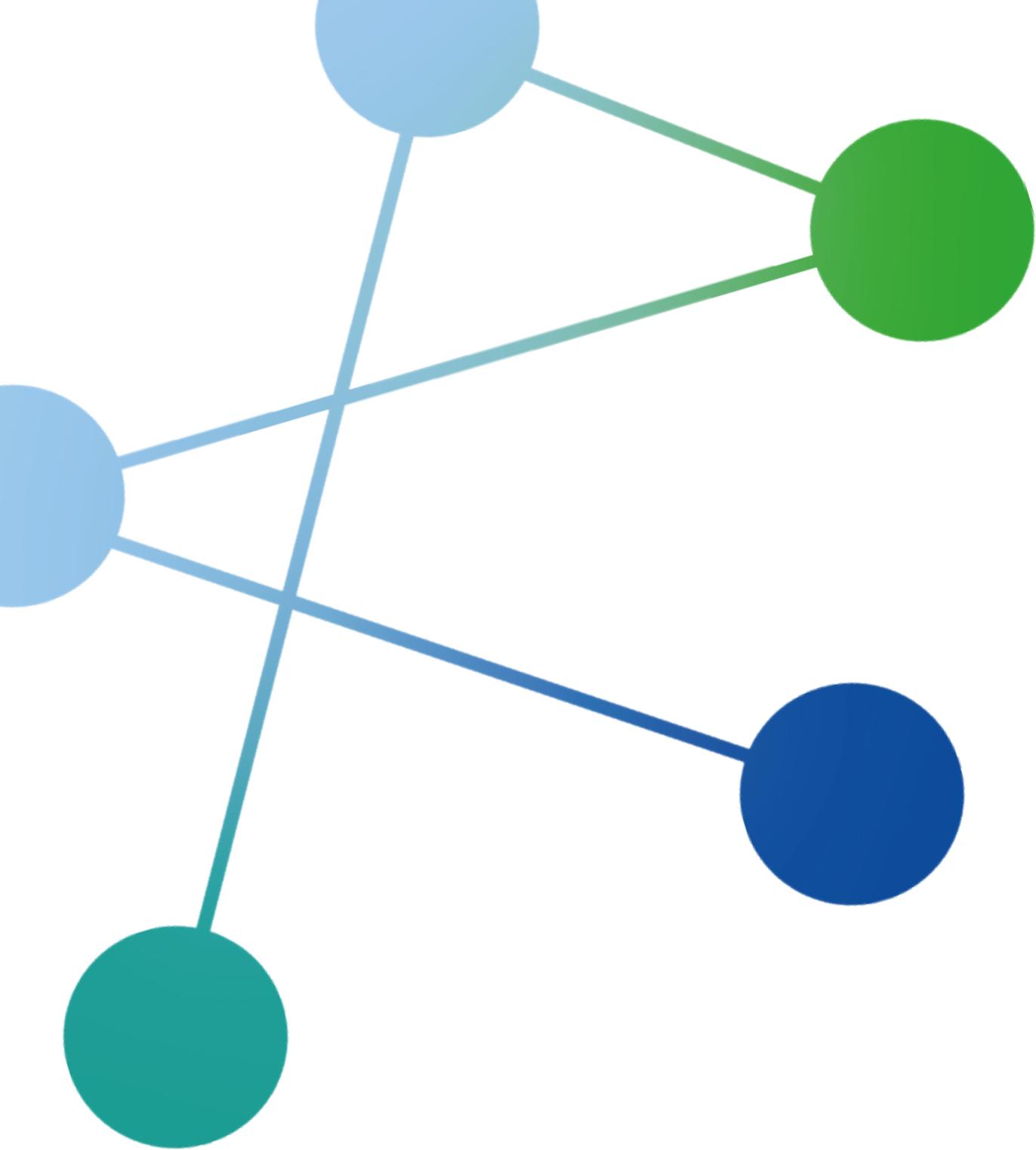
- Prepare and publish press releases. From 1 to 3 per year, depending on the importance of the outcome or information to share. Inexpensive press distribution systems, like EIN Press can be used for this purpose.
- Contact journalists and European and technical media channels. A list of potential medias have been prepared.
- Reach out to journalists who write about research and science by sending them a one-paragraph story about the project, and offer:
 - To write an article for them to publish
 - Conduct an interview with one of our/PHIRI's Partners (high profile professors or other interesting people who have a compelling story to say; adding a short bio and why they should talk with them)
 - Conduct our own interviews with researchers, scientists, or public health stakeholders and use this material for extensive promotion. Use Zoom, Teams, or any other platform, record and add interviews on YouTube.
- Partners can assist in raising awareness about PHIRI by translating press releases and distributing them to national and local media.

7. Key Performance Indicators

PHIRI's communication and dissemination activities and tasks will be carefully monitored. A list of Key Performance Indicators (KPIs) has been elaborated in order to guarantee a good impact of those activities and of the present strategy.

Activity	KPI	Draft Target	Documentation
Social Media Posting	Total Audience Activity	> 700 followers on Twitter > 500 followers on LinkedIn > Twitter: 1 post/daily > LinkedIn: 3 posts/weekly	Twitter Analytics provides information about the account's performance, which will be analysed periodically in order to improve future actions
Social Media Engagement	Impressions Engagement	> 8-10K/monthly engagement > 2-4% Post engagement rate	Social Media Analytics
Content (articles, news, videos) Posting	Website Page Views	1.2K/monthly	Google Analytics has been implemented for PHIRI's website.
Press Releases (PR) Articles	Writeups	3 PRs/year Reach: 90 outlets/each 6 articles/posts per year	PR Dissemination Report
YouTube Videos	3 videos/year	100 views/yearly	YouTube Analytics
Events organisation/participation	Number of events PHIRI organised or participated.	10/year	PHIRI's agenda and events promotion

The above-mentioned KPIs will be monitored and revised regularly, as they might change or evolve based on the project's progress.



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