Project acronym: TetRRIS

Project title: Territorial Responsible Research and Innovation and Smart Specialization

Communication and Dissemination Strategy

TetRRIS | WP7

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Abbreviations table

CA	Consortium Agreement
CDS	Communication and Dissemination Strategy
CSA	Coordination and Support Actions
DoA	Description of Action
DG REGIO	Directorate General For Regional and Urban Policy
DG GROW	Directorate General for Internal Market
DG RTD	Directorate General for Research and Innovation
EASME	Executive Agency for SMEs
EC	European Commission
EEA	European Environment Agency
EIGE	European Institute for Gender Equality
EIT	European Institute of Innovation and Technology
ETF	European Training Foundation
GA	Grant Agreement
GPDR	General Data Protection Regulation
H2020	Horizon 2020
JRC	Joint Research Centre
KPI	Key Performance Indicators
LP	Lead Partner
M1	Month 1
PDER	Plan for Dissemination and Exploitation of project Results
R&D	Research and development
RIS3	Regional Innovation Strategies for Smart Specialisation
RRI	Responsible Research and Innovation
RTO	Research Technology Organisations
SEO	Search Engine Optimisation
S&T	Science and Technology
S3	Smart Specialisation Strategy
S4	Sustainable Smart Specialisation Strategies
TRIS	Territorial Research and Innovation Systems
WP	Work Package

Contents

1.- Executive summary

This document is the deliverable 7.1 and presents the overall Communication and dissemination strategy to be applied for the H2020 project TetRRIS - Territorial Responsible Research and Innovation and Smart Specialization.

TetRRIS project began on 1 September 2020 and will continue for 3 years ending on 31 August 2023. TetRRIS supports four territories in their quest to integrate RRI into their own regional research and innovation systems and development approaches. In order to achieve this objective, four project partners (represented as pilot territories) will be supported by scientific mapping and analysis that identifies drivers and barriers to change. The questions of how to implement RRI, make this implementation sustainable and share with policymakers will be central to TetRRIS project.

This document contains general information about the TetRRIS. An overview of whole project communication and dissemination activities is clearly provided by this document. As far as communication is concerned, this overview comprises of a presentation of messages, target groups segmentation, tools and their measurement, and coordination. As far as dissemination is concerned, there are clear sections dealing with TetRRIS results dissemination and the coordination of these activities (e.g., event, workshop etc.).

During the 3 years of the project TetRRIS, this document will used and updated accordingly with the needs (contractual and others). This document will be followed throughout the project's implementation period, aiming to raise public awareness in connection to the work being performed and disseminating innovative findings, outcomes and results that will be generated during the project's duration. In will be supported by the forthcoming PDER.

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2.- About the Project

2.1.- Introduction, Scope & Structure

This CDS is the basis for the overall communication management of the project with the contribution of all project partners. It is the main pillar of the dissemination and communication work package (WP7). This document contains useful and usable guideline instructions to partners on issues concerning communication activities. This document provides overall insight and a detailed overview on communication activities and offers guidance for the efficient and timely implementation of the project.

As Communication and Dissemination activities are defined as a mandatory requirement of H2020 projects set out by the European Commission, this CDS plans and guides communication that aims to provide "targeted information to multiple audiences, in a strategic and effective manner engaging [if possible] in a two-way exchange". Tethered to communication activities and remaining distinct, dissemination meaning "sharing research results with potential users – peers in the research field, industry, other commercial players and policymakers".[1]

For Section 2 About, this CDS highlights the projects' objectives, a summary of the activities that the project will undertake to communicate and disseminate, and the expected impact of the project.

Following section '2.0 - About', in section '3.0 Communication Overview- ' this CDS will delineate in detail: a communication overview; messages, target group segmentation; and tools. In section '4.0 Communication Management', workflows and guidelines for measuring and monitoring the project communication and dissemination will be enumerated. In section '5.0 Communication Coordination', the project's approach towards the management and guiding of WP7 will be clearly explained. Finally, in section '6.0 Dissemination', the project's plans and work as it relates to the second key responsibility of the WP7 is elaborated. Additionally, Annex 1 will detail guidelines and principles for dissemination and Annex 2 will detail the visual identity of the project.

2.2.- Principal Objectives

TetRRIS is a project under CSA in H2020. The project responds to the H2020 call SWAFS-2019-1 and answers the topic: "Supporting the development of territorial Responsible Research and Innovation". With this project, the consortium aims to play an important role in mapping current territorial R&I ecosystems, placing these ecosystems in wide contexts (society to geography), and developing actions which set agendas and make change at government policymaking and decision-making level.

TetRRIS has three main objectives:

1. To support four European pilot territories in their integration of RRI practices into their territorial research and innovation systems and development approaches,
2. To promote mutual learning and interaction between territories
3. To develop tools, good practices and policy recommendation available for other European territories in their integration of RRI to regional/territorial development.

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[1] European Commission, H2020 online manual.

2.3.- Specific objectives

The project covers four European territories which experience common challenges. These regions and territories, however, also face their own individual challenges, so this requires a different way of approaching them to cover a common need. The project covers four economically and socially different territories as pilots to extend learning opportunities across different regions in Europe, creating a practical handbook of practices and recommendations for those regions not covered but which have similar characteristics. The project will also see the adoption of RRI related practices and targets as a systemic challenge, which emphasizes the need of an inclusive approach for shared understanding and joint action of various actors and stakeholders.

TetRRIS will map and analyse territorial drivers and barriers for change; will co-innovate with its stakeholders the desirable approach for the increasing implementation of RRI; organise and support the organisation of the four pilots and the opportunities for cross-regional peer learning; initiate and support the dialogue between different levels of governance to make RRI related practices sustainable; and finally collect the finding into a workbook that other regions can use, putting forward policy recommendations based on the pilots.

2.4.- Project Results & Impact.

TetRRIS strives to achieve high impact within both its RRI and S3 dimensions, which are the two beacon organising concepts of the project.

For science/ the RRI dimension, the project's impact will be built around guidelines and/or handbook about RRI integration to regional development. While for territorial policymaking (S3 dimension), the project's impact will be channelled through policy briefs about the challenges facing the implementation of territorial RRI and their mitigation , as far as impact is concerned.

By the conclusion of the project, TetRRIS will have contributed to advancing discourses regarding both dimensions of territorial RRI.

3.- Communication Overview

3.1.- Messages

Communication and dissemination activities in TetRRIS will pave the way for an effective exploitation of the project's results, undertaken at a project level by individual partners. Communication activities will have two-way direction, guaranteeing not only that the project and its outcomes reach our segmented and targeted communication 'publics', but also that the project receives relevant input from relevant stakeholders (policy makers, industry, research community and other EC projects). Thus, proper targeting and tailored messaging will ensure the achievement of the objectives and goals enumerated in this plan and carried by the WP7 of TetRRIS.

3.1.1.- Scope

Communication message as defined in this section of the CDS are underpinned by TetRRIS project's core concepts:

1. Encourage the uptake of RRI thought and practice through value driven transformation.
2. Give answers to regional actors' questions involved in the project's pilot region experiments.
3. Build capacities of local actors and insights while embedding RRI into territorial agendas.
4. Enable Scale-up and replication of pilot projects with a view to opening research and innovation to other actors of regions and territories.
5. Design innovative approaches which can promote regional actor-led governance of science and its evaluation.
6. Translate scientific knowledge gained through the project and its processes into recommendations for policy and regional governance.

3.1.2.- General key messages

Arising from the aforementioned concepts, a collection of 'permanent key messages' [2] can be defined. These form the basis for a deeper approach related to targeted messaging for target audiences through activities outlined in the project implementation plan. These messages can be used to inspire and guide initial communication activities.

Key Message 1
"TetRRIS project allows you to connect your regional governance community with Responsible Research and Innovation thinkers and practitioners. Discover RRI thought and its value driven transformation as it relates to specific domains of territorial and economic development (e.g. Industry 4.0, Mobility, Renewable Energy and Marine Technology)."

Key Message 2
"Are you or your stakeholders wondering what the added value of Responsible Research and Innovation is for your region and its territorial development? TetRRIS can assist you

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[2] As the project develops and this document is advanced and revised, this sub-section about Key Messages will be expanded to include additional structured examples of key messages. It is also envisaged that key message will be elaborated regarding the impact and research results of the project.

in your search for knowledge and help you understand the pressing need for greater social and environmental awareness about new projects in your territory."

Key Message 3
"Don't miss the chance to be involved with TetRRIS project where you can build your organizations' capacities in economic and territorial development and learn more about Responsible Research and Innovation and how it can benefit your region/territory."

Key Message 4
"Are you interested in RRI and territorial development? Then do not hesitate to reach out to TetRRIS project even if you are not directly involved in RRI or regional governance. TetRRIS project seeks to involve a wide group of regional actors and wants to see our models and findings spread throughout other European regions and territories inspiring all."

Key Message 5
"Promote and interact with TetRRIS if you wish to strengthen your knowledge of RRI and regional governance. Definitely cooperate with us if you are interested in seeing a widening of policy inputs in regional governance and science its evaluation."

Key Message 6
"TetRRIS project results can inspire and motivate policy changes much further from its territorially located pilot regions. The knowledge of the project can help shape and influence policy. TetRRIS' policy recommendations and advice will shape regional governance."

3.1.3.- Specific Messages for pilot regions

Each set of key messages detailed bellow serve to tailor TetRRIS communication towards the activities and needs of the pilot regions. In this section, specific messages have been constructed and tailored to each pilot region's target audiences. The following messages serve to highlight and structure the ways in which key messages can transform and translate into territorially embedded targeted messages. At present, these key messages are only available in the English language. As the project develops, and when deemed necessary, project partners in each territory will translate and adapt the English language source text into their territories' language(s).

Specific Key Message Tampere (1) (general)
"Curious about the future of manufacturing in your region? Do you know of Industry 4.0? Do you work in international firms in Tampere? We, at TetRRIS project would like to hear from you. TetRRIS, with Tampere Regional Council and VTT, are researching how your region and its firms can build into their development new ways of working with diversity (gender).

Specific Key Message Tampere (2) (specific)
Thinking about how to better prepare your business/firm for the future? With abundant technological change (artificial intelligence and robotics), do you ever think of the consequences (ethical and social) for your business practices and employees? TetRRIS project is researching how to best consider concepts of gender equality and sustainability into future industrial changes.

Specific Key Message Karlsruhe (1) (general)

"Care about public-private transport? Interested in how you as a citizen can be more involved in the future of sustainability efforts in the mobility sector? TetRRIS project with Franhoffer and TRK are working towards further integrating and crystallizing Responsible Research and Innovation in existing. Let's work together!"

Specific Key Message Karlsruhe (2) (specific)

"Do you wish to know more about what your region is doing to include various perspectives in personal mobility and transport projects? As part of the TetRRIS project, Fraunhofer and TRK are searching for the perspectives of universities, local authorities and organizations, businesses and science parks (RTOs) to better understand the needs of all, especially those with social, gender and environmental concerns."

Specific Key Message Karlsruhe (3) (specific)

"Join Fraunhofer and TRK as part of the H2020 project TetRRIS. Karlsruhe is working towards making its regional/territorial mobility and transport projects increasingly responsive and inclusive as part of a wider strategy of regional development. Making regional and territorial mobility and transport projects increasingly responsive to gender, societal and environmental concerns will allow regional development to be more in tune with protecting and mitigating environmental degradation as well as engaging in a legitimizing and democratizing processes."

Specific Key Message Cantabria (1) (general)

Looking to be involved at the forefront of Cantabria's development sectors like renewable marine energy? Interested to see marine technology and marine energy can be a motor for environmentally sustainable and societally sensitive economic/regional development? TetRRIS, a European H2020 project, with the regional government's economic development Agency, SODERCAN, is now researching how to involve otherwise left-out actors into the momentous changes approaching the region.

Specific Key Message Cantabria (2) (specific)

Be part of TetRRIS project by working with SODERCAN and TECNALIA. Cantabria is now engaged in bringing to fruition solutions to real issues such as the gender gap in technology and entrepreneurship. Through TetRRIS research and work, Cantabria will accelerate and adapt its plans to make the low carbon economy a reality in the region in line with societal expectations.

3.2.- Target Groups

For TetRRIS, the central thread to all communication activities is to reach out to the largest pool of policy makers with responsibilities on research and innovation strategies, regional authorities and institutional players (both public and private), with a particular focus on policy makers and researchers on regional economic development. TetRRIS thus includes workshops, meetings with regional partners, participation in conferences, organisation of conferences. Workshops and conferences aim at providing attractive and useful means for engagement across our targeted stakeholders groups.

TetRRIS activities will be influenced by key policy processes outside of the project changes and developments in RIS3 policy.

Table 1 below provides a visual representation of our mapping of target audiences and their definition.

Communication towards target groups will enjoy priority attention in the project. Effective actioning in this respect will ensure that the project and its well-crafted communication activities will also contribute to promoting the economic and societal benefits of RRI to the wider public.

Table 1: Target Groups

Target Groups	Definition & Example	Communication Opportunities
Policy Makers	Policymakers are present at all levels of governance and are the persons directly working on research and innovation policy. e.g. European Commission JRC policy officer responsible for the S3 platform.	Newsletter, congresses, scientific journals, final conference in Brussels,
Territorial Stakeholders	Territorial Stakeholders are persons who are affected by R&I policy at a community level (as far as it relates to the regions involved). Territorial stakeholders comprise of citizens and communities that are not normally nor currently taking part in innovation policy.	Newsletter, scientific journals, events, conference, website, social media.
Regions, RDAs, cities	Regions, RDAs and cities are the principal actors involved in R&I policy implementation. They are the object to which RRI practice will be integrated (e.g. through policy).	Final conference, social media, publications
Researchers	Academic researchers are persons directly or indirectly involved with scientific research activities outwith TetRRIS.	RRI Inventory and Best Practices

3.3.- Target Group Segmentation

For communication to be effective and efficient, the above-mentioned target groups require a high degree of segmentation to allow for sufficient detailed granularity in communication activities. Appropriate segmentation of the project audience is necessary as the interest of every group is different. Targeted Group segmentation will therefore cover all four defined target audiences and will further delineate these 'groups' into sub-target groups. All four general segments (policymakers, territorial stakeholders, regions, researchers) will be therefore separated into sub-segments). These sub-segments can in turn be further defined for the sake of achieving an optimal level of granularity. Additionally, each segment has is associated with a level of dissemination in order to help order and add a hierarchy to communication and dissemination.

The identified audience target segments (e.g., Policy Makers) will be detailed in order to offer clear guidelines on how to tailor the project's communication efforts.
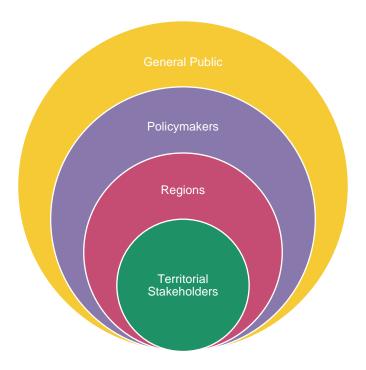
Figure 1: Target Groups

Territorial Stakeholders – (example: Autonomous Community of Cantabria) (pilot 3)	
Description	Territorial Stakeholders are actors within the pre-defined territory of the project's pilot regions (in this case, Cantabria). These actors are affected by and affect the impact of the pilot experiment.
Communication Approach	Openly inform and raise awareness of territorial stakeholders to understand and interact with TetRRIS project as it is in their territory. Describe the pilot project's impact for the territory. Enhance participation of non-R&D stakeholders in suitable project events and activities.
Dissemination Level	Primary level
Target Audience Profiles	• Clusters (MARCA & The Sea of Innovation) • Citizen & citizen associations • Collectivities (outside R&D)

Regions – RDAs (example: Autonomous Community of Cantabria)	
Description	RDA stakeholders are actors and persons operating at the regional level in the regional government agency for territorial and economic development. These actors are of central importance for their proximity to RIS3 strategizing and eventual implementation in their territories.
Communication Approach	As RDAs are members of the consortium, the communication approach is both internal and external. For those working within the project as SODERCAN officials,
Dissemination Level	Primary level
Target Audience Profiles	Internal • European Projects External • Dept. of Innovation, Industry, Transport and Commerce • Dept. of Public Works • Dept. of Rural Development • Dept. of Economy

Policy Makers – EU & its agencies	
Description	Policy Makers working and engaged in EU policy making as it relates to pilot regions policy domains (e.g., mobility/transport), and/or regional development and internal market policies (European Commission DG REGIO/DG GROW). Additionally, policymakers within the domain of Science/Research and Innovation (DG RTD).
Communication Approach	Report about the general outcomes of the project.
Dissemination Level	Primary Level
Target Audience Profiles	- EC - DG GROW - EC - DG REGIO - EC – DG RTD - EASME - EEA - EIGE - ETF - EIT

Policy Makers – Regional/Local (example: Autonomous Community of Cantabria)	
Description	Policy makers and those engaged in regional/territorial government/authorities. At the regional/local level, the actors are those that are influential and directly or indirectly involved with regional development policy (strategy and implementation). Beyond, generalist profiles, this bracket also includes specialists as far as it relates to the pilot experiment policy domains (energy and maritime).
Communication Approach	Provide segment specific communication that prepares regional actors to develop strong linkages with actors in R&D for supporting and guaranteeing successful transformation. Report about the outcomes of the project and its sustainability for the region to embrace RRI and its integration with S3.
Dissemination Level	Primary
Target Audience Profiles	- SODERCAN (internal) - TECNALIA (internal) - Government de Cantabria (external)

Policy Makers – National (example: Autonomous Community of Cantabria)	
Description	National Policymakers are those working at the central government level of EU Member States. At the national level, the actors are those working directly on regional policy, gender policy, maritime and energy policies.
Communication Approach	Raising awareness of structural changes made to the R&I system and regional strategies.

Dissemination Level	Secondary Level
Target Audience Profiles	• Government of Spain • Ministry of Science & Innovation • Ministry of Environment • Ministry of Equality • Ministry for Environmental Transition (Energy)

General Public	
Description	The general public includes all lay person non scientific, political or policy professionals and interested parties.
Communication Approach	Increase public awareness of the project's objectives, activities and eventual impacts. Widen awareness on the challenges and opportunities present in territorial RRI and S3/S4.
Dissemination Level	Secondary Level
Target Audience Profiles	- Students - Citizens

3.4.- Communication tools

3.4.1- Introduction

The variety of segmented target groups requires the use of multiple intersecting tools/channels in TetRRIS project with a view to effectively informing, communicating, and engaging stakeholders/audiences/target groups.

In order to fully and effectively reach all target groups delineated within the preceding section, TetRRIS will use a mix of channels and tools which can be periodically reviewed for their efficacity and impact.

Due to restrictions related to the sanitary situation of COVID-19, online tools take even greater precedence. Additionally, the mix will consist of one single direction communication for all target groups and bi-directional communication for specific target groups.

Communication is essential to ensure and enable a high level of impact is achieved as far as the project's activities and results are concerned. Communication towards target groups will enjoy priority attention for TetRRIS. Effective action in this respect will ensure that the project reaches out to the largest pool of policy makers with responsibilities on research and innovation strategies, regional authorities, and institutional players (both public and private). Well-crafted messages as part of communication activities will contribute to promoting the economic and societal benefits of RRI to the wider public.

While the preparation of the communication will start from M1 in September 2020, the effective social media and other communication for TetRRIS will start from M6 in February 2021 (first newsletter) and will continue until M36 (and beyond to the extent the project reaches self-sustainability).

3.4.2- Tools

The communication tools that are at the disposal of the project are detailed below with their associated KPIs being detailed in section 4 of this CDS.

3.4.2.- Website

The project website, to be available at www.TetRRIS.eu, is one of the main communications and dissemination tools of TetRRIS. This website can address a wide range of stakeholders who can easily access the relevant information specific to their needs and interests. As far as the content is concerned, the website contains most of the important information about the project and will be frequently updated.

The landing page of the project website is under development with a user-friendly design, so that the visitor can immediately get an overview of the project scope, using images, and short written contents. All content and published material will be written in English and most of this content will be prepared with little technical language aiming to ensure that the message can reach a wide range of audiences.

Additionally, special attention will be paid to the implementation of good practices related with Search Engine Optimisation (SEO), allowing the project to reach a wider range of stakeholders. For the first version of the website (currently under construction), there will be one landing page followed by several pages:

- **About**: here, the visitor will be presented with the general objectives and summarized information of TetRRIS

- **Partners** : here, project partners or TetRRIS are identified with respective logos on display and redirections to partners' official websites.
- **Pilot Regions:** in this page, the details and plans with regard to the project's territorial experiments will be detailed.
- **News & Events :** here, the visitor will be informed about all news related to TetRRIS. This page will be very frequently updated.
- **Newsletter:** on this page, all newsletters published by the project will be available.
- **Impact:** central to showing the project's progress and added value, this page will focus on detailing the specific activities and measures taken within the project which are impactful.
- **RRI World:** here, the project's connections and synergies with likeminded and sister H2020 et al. projects detailing with territorial RRI will be shared and recorded.
- **Contact** : a message box will be made availle here to allow website traffic to contact the consortium through the communication lead (EURADA/WP7 leader).

3.4.2.2- Partners' websites

In line with the highly territorial nature of the project, partners will use their own website to promote the general awareness about TetRRIS, namely in the areas in which they are engaged. It is recommended that pages specifically detailing work undertaken in the frame of TetRRIS uses a design that is similar to visual design of the project (colours used and images).

Through individual partner website, partners will make use of its own network of stakeholders to communicate and disseminate the project, its activities, and the achieved results.

3.4.2.3- Social Media Networks

The project's presence on social media, particularly Twitter and LinkedIn, will maximise the communication and dissemination impact of the project and use these online channels to reach a wider spectrum of RRI stakeholders. The target group will be policy makers and stakeholders.

The content that is published on the social media channels reflects the following:

- Updates on project status;

- Updates on the publication of project deliverables and publications;

- Project news;

Advertisement of upcoming meetings and events, including those organised by the project consortium, those in which one or more partners are participating, and those related to the topic of the project without direct project participation;

Sharing useful content from other RRI projects and practitioners, such as articles, academic papers, and tools for implementing RRI, to create an amplifier effect and contribute to increasing the broader visibility of the RRI community.

A project communication team with a designated communication expert from each partner organisation has been established. EURADA coordinates the team and acts as a community manager of the social media channels of the project. The EURADA communication expert requests content and updates from each member to ensure there is a regular and timely distribution of content to post via social networks.

Furthermore, EURADA is responsible for providing social media posts to the consortium in order to facilitate the project's regular updates on the partners' social media accounts, thus reaching a wider audience.

The following account has been created:

Twitter: @TetRRIS_project

This TetRRIS' twitter page was launched in July 2020.

LinkedIn page: https://www.linkedin.com/company/territoria-project/

Facebook page: (20+) Project TetRRIS | Facebook

The option exists to purchase "boosts" for social media posts (in other words, to pay for them to be advertised to users with pre-selected characteristics and interests), subject to exploration of and agreement on the idea within the project. This could give extra visibility and reach to posts concerning relevant milestone achievements or calls to action (e.g. during the project's final event, local stakeholder events, or other relevant events/milestones).

3.4.2.4.-Newsletters

TetRRIS will publish and disseminate the results it has achieved through its newsletter. For each newsletter, generally a template and structure will be followed, except in the case of need for deviation.

The project newsletter is one of the main communications tools for the regular dissemination of information to reach key stakeholders. The newsletter covers ongoing project activities and outputs from recent activities (workshop summaries, final reports, WP results, etc.). It will also focus on special topics defined by the partners that are relevant to RRI stakeholders.

Each issue of the newsletter will be initially emailed out to a mailing list of those who have signed up for it. It is then made available on the project website and social media to allow those who did not sign up to the mailing list in time to access it.

The target audience is the RRI community, the research and innovation community, policymakers and decision-makers involved in the field of RRI and S3/regional development, and other relevant stakeholders interested in the project's outcomes.

There will be 6 editions of the TetRRIS newsletter at 6-monthly intervals, twice per year. EURADA coordinates the production and the electronic dissemination of the newsletter and seeks content from each partner to ensure accuracy of information and highlight the deliverables or activities that are being created at the time of the publication. The dissemination via email is carried out using the email and mailing list software Flexmail.

As far as the structuring of the newsletter is concerned, there will be a short description of each article provided, containing a link to the full article which is always hosted on the project's website. In this way each article is always available by simply visiting the relevant section of the website ("News" or "Blog"). The newsletter itself is also made available on a dedicated section of the website called "Newsletter", which allows visitors to select a particular newsletter edition and view in their browser the content of the email which was sent out. Registration to the newsletter is accessible through the project website. The aim is to have over 200 registered subscribers mainly collected via the website.

The newsletter will be compliant with the European General Data Protection Regulation (GDPR). The WP8 leader has set up an online form that can be filled in voluntarily by those who wish to receive the newsletter, in which they consent to having their data handled in accordance with the GDPR .

The dissemination and communication manager will create a clear distribution list for project communication and dissemination, as far as the newsletter is concerned. Each partner will be requested to contact their network and invite them to subscribe in order to receive project news and grow the project distribution list to reach all target groups. Regular calls will also be made, through social media, articles, and online events the project takes part in, encouraging subscription.

As far as the newsletter's work flow is concerned within the project, the WP leader will manage and imports the distribution list on its Flexmail account. EURADA will maintain all collected information only for the duration of the project. At the end of the project, EURADA will delete all the amassed data from its Flexmail account and will also delete the newsletters already sent so no data will remain in the system to comply with data regulation.

3.4.2.5- Press Conferences & Press Releases

Press releases will be issued by all partners during the project coinciding with important milestones like local or European events, launch of call for proposals or publication releases. Regarding press conferences, at least one press conference per partner will be organized with regional/national relevance within the duration of the project.

3.4.2.6- Workshops (exchanges) in each territory

In order to engage territorial with actors of the project, the consortium will organize in situ (online or in person) stakeholder engagement activities in the four pilot territories. Scientific partners will also be heavily involved in this activity enabling close contact with the research undertaken and explored. These workshops will act at first as a small group in which territorial stakeholders (inter alia) will join and participate in the project to address the challenges of the project. As time elapses, workshops will broaden in scope and stakeholders engaged. From the second year of the project. Additionally, these workshops can be a demonstration of territorial RRI research being applied in a development context (offering examples of advantages related to RRI inclusion in development agendas).

3.4.2.7.- Events, congresses, and conferences

Beyond in-person and/online meetings/workshops, the project and its partners will engage with and participate in events, congresses or conferences that relate to science and technology studies, RRI and S3/regional development.

3.4.2.8. - Final conference in Brussels

A final Dissemination Event will be organised at the end of the project. It will be a high-level international event focused on summarize the project outcomes in front of a wide international audience: EU officers, regional-national institutions, enterprises, research institutions, students and citizens in general, encouraging dialogue and networking. The event programme will include thematic workshops featuring operational teams and coordinated by experts.

3.4.2.9.- Communication channels of the partners

The project's communication and dissemination activities and engagement with its targeted publics is not limited to the project's website and own specific channels. The communication channels and opportunities for dissemination within project partners'

organisations should be sought. Primarily, policy makers and stakeholders will be the first target groups to which messages and outreach will be addressed. Efforts to replicate important and milestone messages should be made in partners' communication channels.

3.4.2.- Additional Communication & Dissemination tools

3.4.1.1.- Plan for dissemination and exploitation of results (PDER)

TetRRIS dissemination activities in WP7 are closely aligned with engagement activities in pilot projects (WP4), with the common objective of **developing and validating territorial RRI** methodologies in territories to address societal grand challenges and evaluate the benefits of this approach undertaken by TetRRIS project.

The PDER will ensure that all activities are performed to maximise TetRRIS project's impact to all territorial stakeholders and communities, with personalised key messages and objectives. This plan will be developed for the TetRRIS consortium to facilitate the use of the methodologies and results generated by the project, so as to enable their sustainable use and to ensure the sustainability of results beyond the lifecycle of the project. Actions, schedules and responsible persons will be defined, and the resources needed (WP7) in the short and mid-term will be specified in this plan.

The forthcoming PDER will provide examples of concrete dissemination activities.

3.4.1.2.- Publication of scientific papers

Scientific publications and conferences are important dissemination channels for sharing TetRRIS' results to academic and policymaking stakeholders, creating knowledge impact and enabling other researchers to use the results in their own work.

The first submissions to conferences and papers will take place when substantial scientific results emerge from the project. The conferences to which TetRRIS partners are planning to submit publications are high impact, international conferences in the areas of European public policy, Science and Technology Studies and Social Sciences (generally). Since we cannot be certain about the exact conference/paper that will be attended/produced, a tentative list of **high impact journals** related to the topic of the project features below:

- Research Policy, Journal of European Public Policy, Journal of Responsible Innovation, Science & Public Policy, Technology in Society, Social Studies of Science, Economy and Society.

3.4.1.3.- Presentations at relevant events

Presentations at relevant events (congresses, meetings, workshops, forums, etc.). Key events will be identified for the presentation of the TetRRIS project and the policy briefs, methodologies, ethics issues and results, including oral and poster presentations or any other format foreseen as appropriate. The identification of events for the presentation of the project and its outputs will be guided by all the project partners.

In addition to events outside the consortium, and in line with the networking and other communication activities of the project, the creation and development of opportunities for expert discussion of territorial RRI will be sought. Through the WP leader's extensive network and experience of event management, conference/seminar or workshop activities will be elaborated to maximize the project's communication and dissemination impacts.

Close working relationships and activity will be built with sister projects (e.g. TeRRItoria) with a view to establishing ad-hoc and strategic communication and dissemination events in the model of (e.g. Responsible Regions, TeRRItoria project).

3.4.1.4.- Networking sources and other activities

As part of the activities developed especially within WP3 and WP4, TetRRIS will also promote networking and relationships with other institutions and networks working in regional innovation policies and regional development in order to foster collaboration and knowledge. TetRRIS partner network will be leveraged for wide and diverse dissemination of the TetRRIS materials and efforts.

TetRRIS has invited key actors in its Advisory Board and External Stakeholders Groups. They will actively contribute to the dissemination of TetRRIS activities and results using their large networks. EURADA drives the networks of TetRRIS to an international level through its 82 members from 22 different countries. EURADA has also sign agreements with national associations as FORO ADR, CNER; SEKES, SARRA and it also has made contact with sister associations outside Europe like IEDC in USA, EDAC in Canada or FADELRA in Argentina.

3.4.1.5 External Stakeholder Group

As part of the activities developed within WP4, TetRRIS will also promote networking activities with other regions outside of the usual project workplan. To this extent, a specific task for this purpose will be delivered for extending the reach of the project. That is why an external stakeholder group will be formed at the beginning of the TetRRIS Policy Lab for offering to other regions interested in the mix of RRI and S3.

External stakeholders will also take part in the international workshops that will be delivered in the three territories that are present in TetRRIS project. The stakeholders will be kept up to date with the activities and undertakings of the policy labs and workshops planned in the territories of the project consortium. The inclusion of external stakeholders will add an alternative perspective that can enrich debate and discussion of the consortium and territorial stakeholders. These members will be informed about the activities of the project and assessed by the project team about how to deploy similar initiatives for establishing open, transparent, and democratic process in their smart specialization strategies.

4. – Communication Measurement

4.1 Monitoring

The main objective here is to ensure a high-quality communication strategy execution. It is important that this evaluation is carried out on a continuous basis to guarantee:

- An effective impact assessment and update or redefinition of communication activities.
- Quality of the communication activities carried out.

The execution of this plan will be measured through the following indicators:

- Analytics related to TetRRIS' website and social media activities: a careful monitoring of TetRRIS website hits will be done together with an analysis of the impact of events (e.g. publication of a new article). The consortium uses web tools for analysing visitor traffic and giving a complete picture of number of visitors, visited pages, and geographical coverage, including the audience's needs and interest.
- Number of articles and publications.
- Number of attendants in the project events.

4.2 Indicators for monitoring communication and dissemination activities

To facilitate an accurate monitoring and assessment of the communication and dissemination activities, and to understand the impact of the actions carried out, it is necessary for all partners to register the activities that they implement. In this sense a section to report every communication activity or publication (articles, publications on blog, etc.) will be available in the private area of the project. Each consortium member will be required to fill this out at regular intervals.

The indicators that will be reported are as follows:

- Number of visits to TetRRIS.eu.
- Accumulated number of followers on social networks: Twitter, LinkedIn and Facebook
- Accumulated number of subscribers to the project mailing list to receive the newsletter.
- Accumulated number of press releases distributed.
- Accumulated number of articles published on external media.
- Accumulated number of participants in conferences and workshops
- Accumulated number of relevant events on which project partners participate.

Therefore:

- All partners will respect the communication guidelines set out in this document.
- All partners will register their communication activities in the communication reporting document.
- All partners should save evidence of the activities carried out.

By performing regular monitoring of the activities, it is possible to assess if the implementation of the CDS is appropriate and it will enable the consortium to see which activities had the biggest impact on the stakeholders (both in quantitative and qualitative

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terms). The conclusions from this reporting will take into consideration for the annual updates of the Communication Plan.

4.3 KPIs

To measure communication and dissemination progress and impact, quantifiable KPIs are enumerated below. The values in the following table state clearly the number of interactions with individual stakeholders/users/visitors that the project seeks for each of listed activity.

Table 2 : TetRRIS project Communication/Dissemination KPIs

Activity	Year 1	Year 2	Year 3	Total
Number of newsletter subscribers				Around 300
Press conferences for general public	2	2	2	1 per semester, 6 in total
Number of published scientific papers	1	1	1	3 per project lifecyle
Territorial workshops in each pilot region				More than 120 stakeholders across 4 pilots
Number of participations at scientific conferences	>2	>2	>2	>6 events, conferences, congresses where TetRRIS will be communicated
Final Conference in Brussels			>200 participants	>200 participants
Number of visitors to TeRRIs website	15,000 Views	15,000 views	15,000 views	45,000 views
Average number of followers on Social Media platforms				>500 followers per network

4.3.1 Elaborated KPIs

In line with the project's contingency planning related to the current sanitary situation that impacts upon the way in which project partners carry out their activities, communication and dissemination activities also require additional planning and consideration to align the present and future 'on-the-ground' reality with expectations and contractual

obligations. As far as the prospective changes are concerned, the following should be taken into consideration regarding prospective and adjusted KPIs is provided below:

- Newsletter subscribers often take a long time to cultivate. It is common for subscribers to unsubscribe after some time. The newest number reflects a more realistic engagement from target groups and the general public.
- As far as press conferences are concerned, those are now largely superseded by online engagement due to physical sanitary restrictions. This number should ,in succeeding versions of this CDS, be transformed to reflect the changes experienced by the project.
- Due to the ever-evolving situation related to sanitary restrictions, at least in Year 1 of TetRRIS stakeholder engagement numbers can be expected to be lower than predicted/sought.
- Based on sister project experiences, website visitors numbers realistically will reach no more than 30,000 over 3 years.
- For Social Media presence and engagement, we aim to gather followers across all networks reaching beyond 500 unique accounts. Following internal discussion, LinkedIn and Twitter will take precedence over Facebook.

Table 3 : TetRRIS project adjusted KPIs

Activity	Year 1	Year 2	Year 3	Total
Number of newsletter subscribers				Around 200
Press conferences for general public	2	2	2	1 per semester, 6 in total
Number of published scientific papers	1	1	1	3 per project lifecyle
Territorial workshops in each pilot region				More than 120 stakeholders across 4 pilots
Number of participations at scientific conferences	>2	>2	>2	>6 events, conferences, congresses where TetRRIS will be communicated
Final Conference in Brussels			>200 participants	>200 participants
Number of visitors to TeRRIs website	7,500 Views	11,250 views	11,250 views	30,000 views
Average number of followers on Social Media platforms				>500 followers collated across all networks (Twitter, LinkedIn, Facebook)

5.- Communication coordination and consortium responsibilities

This section seeks to guide the communication and dissemination of TetRRIS to internal stakeholders. In order to effectively plan, share and coordinate efforts in a project with partners, TetRRIS established a set of 'coordination and responsibilities guidelines' in terms of internal communication, partner responsibility and obligations.

5.1. Coordination

Well-organized internal communication is crucial for the achievement of the objectives of WP6 as well as those of the whole project. It is also critical to make the processes as efficient as possible.

To ensure proper capture of central results and their impact, a Communication and Dissemination manager was assigned within the project partner EURADA to coordinate these activities. Lead by the project coordinator, the platform Microsoft Teams is the designated shared workspace and official internal platform for the project.

All partners have identified and signalled at least 1 communication representative, who holds the responsibility for the activities at a project partner level and for reporting.

From the communication and dissemination manager side, an email address was created for aggregating communication tasks within WP6's lead project partner (EURADA): TetRRIS@eurada.org.

Table 5: Communication Coordination for Project Partners

Partner	Role in communication and dissemination activities
VTT	As project coordinator, VTT will: - Support the communication and dissemination manager by identifying and providing key project results. - Ensure that there is a continuous active contribution from all project partners to communication and dissemination activities. - Coordinate the project's communications with the EC project officer - Manage external stakeholder communication supporting EURADA.
EURADA	As project partner responsible for the Communication Work Package, EURADA will: - Communicate the project and its results at a project level and involve stakeholders ensuring activities are sustainable and impactful. - Manage the project's website and social media platforms. - Produce content for managed website and social media platforms. - Inform project partners with relevant information that supports partners' efforts in communication and dissemination activities. - Produce newsletters, manage press office duties etc.
Pilot Territories	As territorially embedded partners, this bracket of the consortium will: - support the communication and dissemination manager in content creation related to territorial pilot activities. - identify relevant conferences and events - ensure proper implementation of TetRRIS pilots.

	- update the dissemination manager and team about activities.

Scientific Partners	As scientific partners supporting and leading pilot regions, this group of project partners will:
	   - Ensure the planning and implementation of pilot region
	   -

5.2. Workflow

The following workflow relates to the communication and dissemination channels of TetRRIS: project website; social media; press releases; project newsletter; presentations; corporate publicity material (leaflets; roll-ups; posters and etc.).

WP6's is lead by EURADA with the coordination support of VTT. Although Communication and Dissemination activities are channelled through specific team members, all partners are responsible for creating content to be published in a synchronised and strategic manner.

Communication and dissemination activities will be monitored and coordinated by EURADA. All TetRRIS project related social media content production and publication should reach the coordinator and WP6 leader. The 'where' and 'when' of the project communication and dissemination is very important.

5.3. Consortium and Project Partners' Responsibilities

As stated in the Grant Agreement (GA), all partners must engage in actively communicating and disseminating the project and its results by reaching their respective relevant stakeholders.

The following sections list the most important aspects pertaining to responsibilities. Partners can consult the GA and the CA for further details.

5.3.1.- Open Access (Scientific Publications)

Partners must enable 'green' open access (free online access for any user) to all per-reviewed scientific publications relating to its results, in accordance with H2020 regulations.

5.3.2.- Acknowledgement of funding

Unless the European Commission requests or agrees otherwise, or unless it is impossible to comply for acceptable reasons, the acknowledgment of EU funding is essential and obligatory in all communication and dissemination material within the project.

The EU emblem (European flag) must be displayed together with the text referring the programme and the number of the grant agreement. When displayed together with another logo, the EU emblem must have an appropriate position.

5.3.3.- Disclaimers

Any dissemination of results (except scientific papers) must indicate that those only reflect the author's view, thus excluding the European Commission responsibility of the information it contains:

"The content reflects only the author's view. The Commission is not responsible for any use that may be made of the information that it contains."

A legal notice is added to project material when deemed relevant:

"This [document, presentation etc.] is intended to inform about TetRRIS project only. TetRRIS Consortium makes no warranties, express, implied, or statutory as to the information provided in this material. Neither the European Commission nor TetRRIS Consortium are liable for any use that may be made of the information that it contains. All rights reserved. Copyright: TetRRIS Project."

5.3.4.- Deliverables

All deliverables designated as 'public' will be available to be downloaded on TetRRIS website. Dissemination of results from deliverables classified as either confidential or restricted need to be approved by the Consortium or the involved partners before any release can take place.

6.- Dissemination

6.1 Main project results

By the term dissemination, the TetRRIS consortium means all the measures taken to facilitate the uptake of the project's outcomes. There will be valuable outcomes of the project that are relevant for regional economic practitioners as tools, good practices, and policy recommendations that other regions can use to similarly begin reconfiguring their territorial research and innovation systems.

The main result of the TetRRIS project is the Handbook of Policy Recommendations for embedding RRI into the research and innovation development cycle. Additionally, the project is going to produce a set of worthwhile deliverables that will be used as a reference for regional economic practitioners:

- WP2 Mapping Report for each Pilot Territory
- WP3 Concrete action plans for pilot interventions
- WP4 Conclusions of the policy abs
- WP5 Conclusions of the policy labs
- WP6: Key lessons from TetRRIS for integrating RRI into regional innovation systems and development

6.2 A joint exploitation effort

The dissemination of the project's results is an important element for the success of TetRRIS. The overarching dissemination objective of the project is the public availability of the policy recommendation and the use of the four territorial experiments as examples that could guide other regional practitioners.

The project team additionally aims to achieve these other goals:

- consulting each partner's regional stakeholders and other regional economic development practitioners before every project meeting, and
- contributing with other projects towards building an RRI community.

The project partners have undertaken a major effort in the respective work packages aiming to communicate and integrate their experiences and results achieved in the project to other regional development practitioners. The first important part for the dissemination of the project's results has already been completed during the preparation of this proposal. Through the identification of four territories, which will serve as validation points throughout the project. Each partner developed its own strategy to involve local stakeholder in the preparation and realisation of the experiments. They will be illustrated in the partner-specific actions for dissemination.

The general project dissemination strategy also encompasses the following activities:

- *Intellectual property protection*. As stated in the proposal phase, all the learning achieved through the project will be informed by the principles of Open Access. The project's main outcome will be a handbook of policy recommendations for embedding RRI into the research and innovation development cycle. This will be made available via publications, workshops and the final conference. The contents will be protected by the registration of author's rights and the partners of the consortium will take the necessary steps of protecting the IP generated.

- *Events organised in the pilot regions:* The project consortium will showcase the experience of the transformative experiments to interested stakeholders during the open project meetings. TetRRIS findings will be disseminated and transferred to potentially interested stakeholders.
- *Management towards exploitation*: The project team will engage in a continuous analysis of cooperation and mentoring opportunities, adjusting the project when necessary in order to ensure the best possible outcome.
- *Identification of synergies:* The project consortium will investigate economic benefits of the impact of the research results of the project. TetRRIS will seek to use further funding opportunities (including Structural Funds) in order to maintain, enlarge, and multiply the outputs of TetRRIS as well as to expand the involved stakeholders. Project partners will consider the second generation of the S3 as enabling condition for 2021-2027. There will be continuous evaluation of the advancement of the outcomes and results of the TetRRIS project against the requirements/needs of the five transformative experiments throughout the project. The partners will apply adjustments of the project when necessary.

6.3   Joint Dissemination Plan

The dissemination process is based on the tailored information of TetRRIS' results to address potential users' needs. Project deliverables are used as the main exploitation transfer unit. Each potential user will receive a tailored message to raise interest in that specific result using the deliverable as background to understand the complete information. From the beginning, potential users are offered the possibility of contacting the partner who developed the project result in question to ensure the quality of the knowledge transferred.

The dissemination of results will start during the second year of the lifetime of TetRRIS project, when the first results will be delivered. It will assure that there is enough time and resources to guarantee that valuable outcomes of the project are disseminated to other organisations. TetRRIS partners agreed to follow up an exploitation following a four-step process:

- The dissemination process starts with the analysis of transferable results within each deliverable, validated with the partner from whom it originated in order to put together an offer (step 1),
- identify any potential user's needs (step 2),
- send customised information (step 3),
- and match a potential user with the TetRRIS partner that generated the result (step 4).

The guiding principle is to address potential user needs; using needs pull instead of pushing offers. The outcomes of TetRRIS are going to provide solutions to cover user' needs; we go beyond the provision of information to give a direct tailored dissemination of TetRRIS results to ensure future exploitation. Generic communication activities are planned in other section of this document and involve other activities (e.g. project website, social networks, blog, newsletters). The dissemination activities will send customised information adapted to the needs of the potential user so that they can exploit the result of the TetRRIS project.

Annex I.- Dissemination Activity Guidelines

In order to maximize the impact of communication/dissemination, the following guiding principles should be followed:

- Activities need to be carried-out in a timely manner

- Information used must be accurate

- Activities should be coordinated closely with the Commission

- Messages should interest the target audience(s)

- Activities should be appropriate in terms of resources spent, timing and expected

Dissemination of results emerge throughout the project in a targeted manner through effective dissemination channels/platforms according to the information needs of the envisaged target group and channels:

- Scientific publications/posters

- Open Access/Data repositories

- Workshops

- Training materials

- Meetings

- Conferences

- Events

The constant monitoring, evaluation and potentially adjustment of the dissemination plan should be structured according to the following guiding questions:

- Do the actual results still meet the initially anticipated needs of a specific target group?

- Are there 'new or emerging' stakeholders that need to be taken into account?

- Have you chosen the appropriate measures for the right audience?

- What have been concrete follow-up actions/results of certain dissemination measures?

- Have novel or unexpected results emerged? How can these be effectively disseminated?

Annex 2: Visual Identity

The visual identity is the graphical outlook and branding of the project. It helps differentiating TetRRIS from other similar projects at first glance and sets its style and graphics to be used all throughout its lifetime. It falls into the Task 6.1. Establishment of a Communication and Dissemination Strategy (CDS) and visual identity.

To find the designer in charge of the project's visual identity, an open call was made at the beginning of the project. The LP received five proposals and finally the designer Morgana Bartolomei was chosen for her style and expertise was in line of the TetRRIS project.

Project image and logo

Figure 1: TetRRIS logo

The logo was chosen from a total of five options and through a poll where all project partners participated. The logo proposal was presented in the form of a PDF, which explained every possible option.

The logo of TetRRIS represents that scattered pieces can form something with meaning.
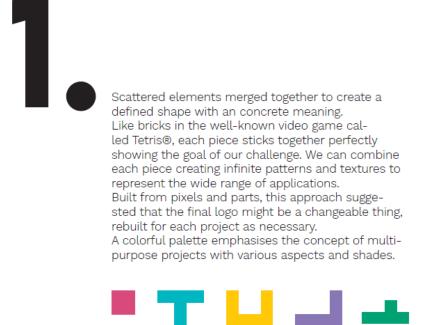

1.
Scattered elements merged together to create a defined shape with an concrete meaning.
Like bricks in the well-known video game called Tetris®, each piece sticks together perfectly showing the goal of our challenge. We can combine each piece creating infinite patterns and textures to represent the wide range of applications.
Built from pixels and parts, this approach suggested that the final logo might be a changeable thing, rebuilt for each project as necessary.
A colorful palette emphasises the concept of multi-purpose projects with various aspects and shades.

Figure 2: Explanation of the logo of TetRRIS

The designer provided us with the inspiration and moodboard to produce the logo:

Figure 3: Inspiration and moodboard for TetRRIS
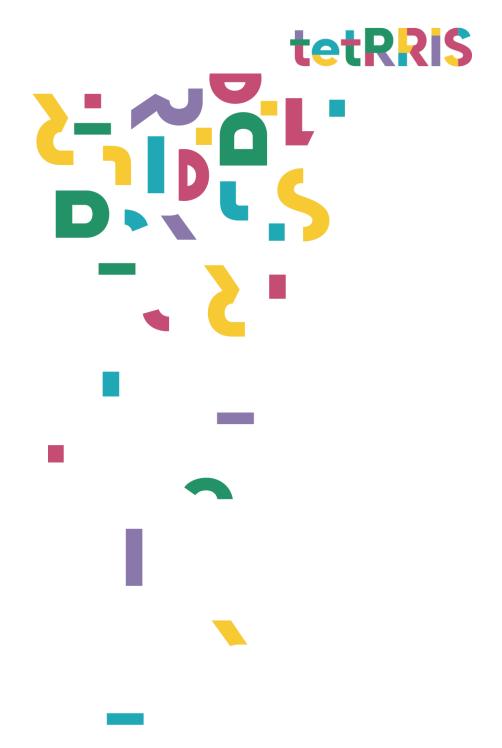
The image representing TetRRIS shows pieces falling down:

Figure 4: TetRRIS' pieces

Font

The font to be used in PPT presentations and documents is Roboto.

Colours

TetRRIS' colours are the following:

#f6ca35	#c54d73	#8978ab	#27a8b5	#1f9167	#f7965c	152557

Graphical outlook documents

To communicate, disseminate and exploit project activities and results, TetRRIS will make use of different tools. These require the correct use of the visual identity.

Roll-ups

The use of roll-ups in events to promote the event and present it. Due to the Covid19 pandemic, it was decided to produce a design usable for roll-ups and also as a virtual background for virtual events.

Brochures

To be developed both in e-format and printable. Information about the project and news will be depicted in the brochures, which will follow and respect the visual identity of the project.

Templates

Templates for both slides presentations and regular documents will be developed. This way, the project partners will be able to share cohesively the project. Also, a template letter will be provided.

Newsletter

The newsletter will also be in line with the visual identity, and two versions will be developed, the online one and the one to be sent to subscribers.

Website

The website is one of the main tools of the project, and it will of course be developed following all the colour scheme, fonts and images.