RRI LEADERS
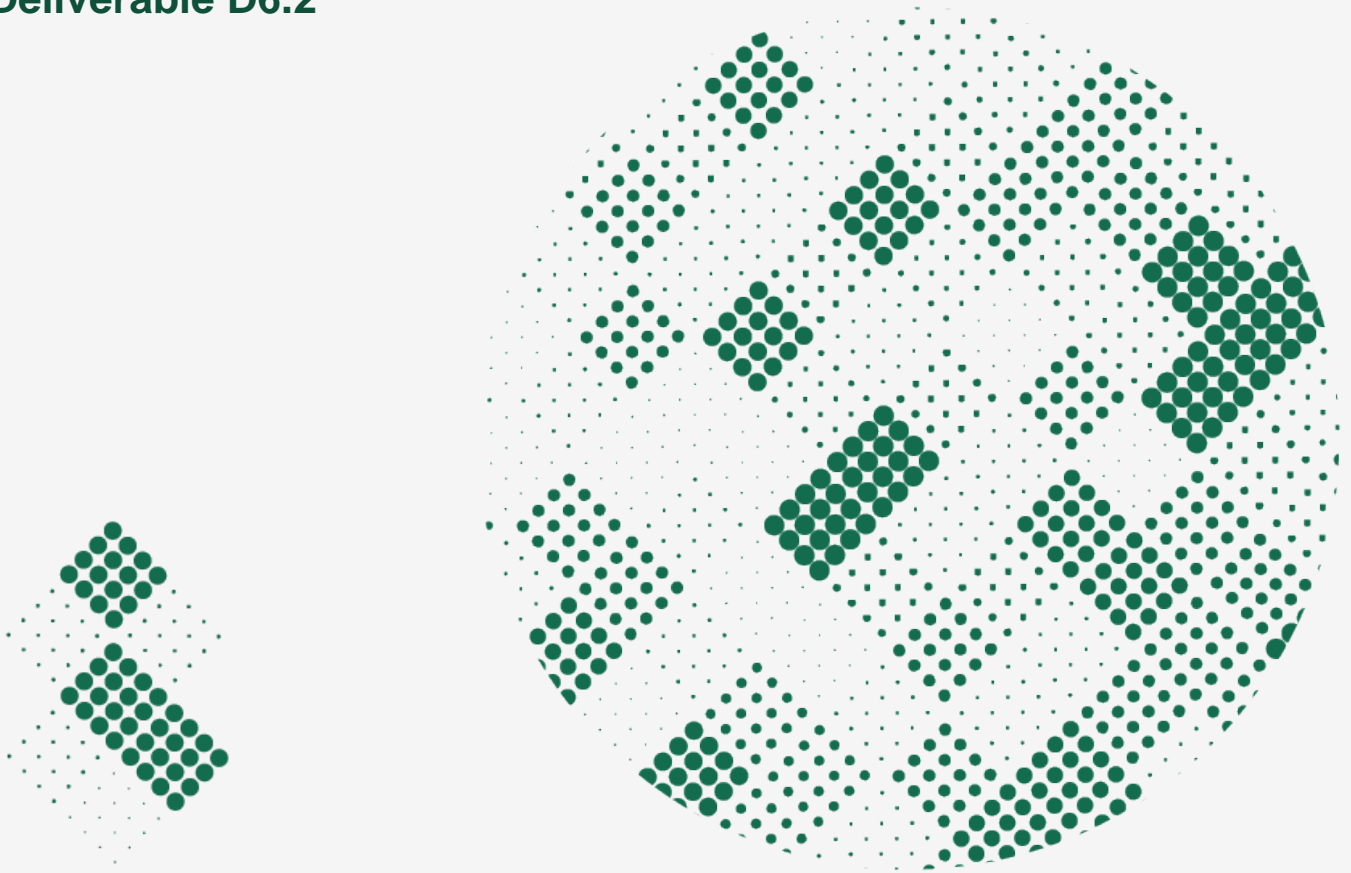
RESPONSIBLE RESEARCH AND INNOVATION IN TERRITORIES

Communication and Dissemination Plan and Results

Deliverable D6.2

www.rri-leaders.eu

Document revision history

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V3	28/06/2021	Belén López	Final version
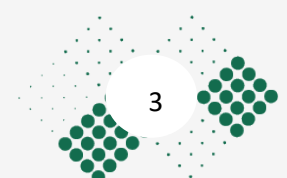
RRI-LEADERS Partners

NO	PARTNER'S NAME IN ENGLISH	PARTNER'S NAME IN NATIONAL LANGUAGE
P1	APPLIED RESEARCH AND COMMUNICATION FUND	ФОНДАЦИЯ „ПРИЛОЖНИ ИЗСЛЕДВАНИЯ И КОМУНИКАЦИИ" (FONDATSIA PRILOZHNI IZSLEDVANIA I KOMUNIKACII)
P2	UNIVERSITY OF WESTERN MACEDONIA	PANEPISTIMIO DYTIKIS MAKEDONIAS
P3	THE DANISH BOARD OF TECHNOLOGY	FONDEN TEKNOLOGIRADET
P4	THE CATALAN FOUNDATION FOR RESEARCH AND INNOVATION	FUNDACIO CATALANA PER A LA RECERCA I LA INNOVACIO
P5	ZURICH UNIVERSITY OF APPLIED SCIENCES	ZURCHER HOCHSCHULE FUR ANGEWANDTE WISSENSCHAFTEN
P6	REGIONAL ASSOCIATION OF LOCAL GOVERNMENT OF WESTERN MACEDONIA	PERIFEREIAKI ENOSI DIMON DYTIKIS MAKEDONIAS
P7	SOFIA DEVELOPMENT ASSOCIATION	АСОЦИАЦИЯ ЗА РАЗВИТИЕ НА СОФИЯ (ASSOTSIATSIA ZA RAZVITIE NA SOFIA)
P8	MUNICIPALITY OF THALWIL	GEMEINDE THALWIL
P9	ECONOMIC DEVELOPMENT AGENCY OF SABADELL CITY COUNCIL	PROMOCIO ECONOMICA DE SABADELL
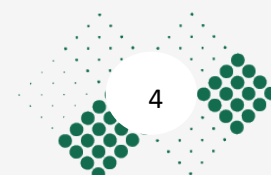
# Contents

Executive summary

The Horizon 2020-funded project RRI-LEADERS explores the application and sustainability of the RRI paradigm within territorial research and innovation eco-systems, with a special emphasis on instrumentalising leadership in the design of policies that are anticipatory, inclusive, reflexive and responsive. The term "territory" is understood as a confluence between geographical location, socio-economic and cultural bonds, and administrative authority.

This document presents the project's "Communication and Dissemination Plan and Results" (deliverable D6.2), including the formulation of its dissemination strategy and the action plan proposed for the whole project duration (months 1-36). Proper dissemination and communication are key to ensure the maximum impact of RRI-LEADERS. The main goal of the planned communication activities is to increase the visibility of RRI-LEADERS on selected target groups, from local to European levels, and to promote the implementation and use of the project results (exploitation).

All partners of the consortium will contribute to the dissemination of RRI-LEADERS results in accordance with their role and effort and using all available tools and channels.

This deliverable describes the RRI-LEADERS communication and dissemination strategy in terms of identification and description of the communication/dissemination key elements: (i) the objectives (why, mission and vision), (ii) the subject (what), (iii) the target audience (to whom), (iv) the timing (when), (v) the tools and channels (how), (vi) the responsibilities for dissemination (who will perform it), (vii) the rules for performing the dissemination activities, and (viii) the way to evaluate and assess the impact of the dissemination activities.

This document will be updated every six months, to reflect on newly identified stakeholders and target groups throughout the implementation, and to enable a review of dissemination achievements. Its final version will be delivered in December 2023 and will be complemented with a collection of all communication and dissemination activities and results, included as an Annex.
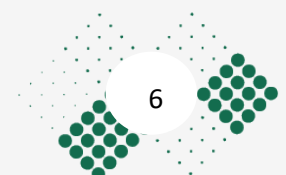
Introduction

RRI-LEADERS: Leveraging Leadership for Responsible Research and Innovation in Territories, involves four different territories: Sofia (Bulgaria), Thalwill (Switzerland), Western Macedonia (Greece) and Sabadell (Spain), representing a diverse range of opportunities and implications for responsible research and innovation (RRI), which will enable to carry out a thorough assessment of the RRI relevance to territorial governance and the involved territories to act as demonstrators for the potential of RRI on sub-national level. The accumulated knowledge will be used to chart a detailed outlook for the future potential of RRI as a guiding framework in territorial governance of R&I and will aim to provide an evolutionary perspective on RRI for the Horizon Europe programme.

WP2 RRI Audits in the involved territories and partners starts off the first stage of the co-creation approach in RRI-LEADERS. The partners will establish a clear baseline of existing practices and policy developments in the four territories that have already integrated or have the potential to integrate the RRI keys and the AIRR (anticipation, inclusiveness, reflection and responsiveness) dimensions. WP2 provides the grounds for mainstreaming the RRI-AIRR approach in relevant policy goals, implementation routines, and territorial (municipal/regional) strategies.

WP3 Delphi exploration of consensus about future orientations for RRI in the participating territories defines another stage of the RRI-LEADERS' co-creation process. WP3 will use the Delphi method to assess dissensus and barriers, and to develop consensus about possible and feasible future pathways for a better RRI-AIRR integration for each territory.

The RRI-LEADERS co-creation process is not strictly linear. *WP4 Development of RRI-AIRR transformative outlooks in the participating territories* is where for each participating territory a transformative outlook will be conceived, conceptualised, subjected to public scrutiny and validation through the involvement of non-organised and non-institutionalised citizens and community groups.

WP5 Policy learning and evaluation runs throughout the project. By integrating insights from WP2, WP3 and WP4, WP5 will promote a shared and future-oriented vision for RRI as a territorial leadership framework.

To communicate effectively with its target groups, and to support the diffusion and exploitation of RRI-LEADERS policy outcomes, a dedicated work package (WP6) streamlines all strategic *communication and dissemination activities*. WP6 develops the tools to ensure that RRI-LEADERS' results reach out to the broadest range of interested audiences both within the participating territories and to a broader policy audience across the countries involved and to the EU.

The present document, deliverable D6.2, lays out the strategy and actions to communicate and disseminate the project and its results by providing a guideline for the consortium to achieve the largest impact possible.

For achieving it, key messages, audiences and convenient tools and channels are selected, detailed and programmed. The project visual identity and layout for the communication materials is established for maintaining homogeneity and easy recognition, while dissemination identifies stakeholders at local and regional, as well as national and EU level, for making the project results available. RRI-LEADERS will not just involve stakeholders, but rather stakeholders will be the protagonists on it, being directly engaged during the development of the whole co-creation process.

The plan ensures that the consortium members contribute to maximise the outreach of the project and its results by participating in relevant workshops and conferences, as well as publishing in relevant publications.

Communication and dissemination plan

The implementation of the dissemination and communication plan will be led by WP6 leader, Fundació Catalana per a la Recerca i la Innovació (FCRI), together with the active support of all consortium members.

1. Objectives

The objective of the communication and dissemination activities is to promote RRI-LEADERS project and disclose its methods, knowledge and results to the largest possible target audience at local, regional, national, European and international level.

More specifically, RRI-LEADERS results will be disseminated for the purpose of:

- Providing the knowledge and tools to territorial actors to develop sustainable and future-proof responses to key policy challenges in an anticipatory and inclusive way.
- Making an inclusive, multi-stage, multi-actor, and interdisciplinary co-creation process an example of enhancement of territorial resilience, sustainability and decision-making capacities.
- Enabling multi-actor collaboration in the development of future-oriented and transformative agendas in policy areas.
- Advancing shared learning and diffusion of governance innovations.
- Typifying leadership as a proactive, shared and responsible taking of action towards setting ambitions for change and societal transformations, driving collaboration and agreement across societal actors, and striving for excellence and lasting impact in the pursuit of these ambitions.

1.1 Communication objectives

The general communication objectives are:

- To identify the target audiences and prioritise them according to the project objectives.
- To build awareness of the project among the above established audience
- To develop clear messages and adapt them to different contexts: press, releases, reports, newspaper articles, website page, etc.
- Share results as widely as possible.
- To encourage the implementation and use of the project results (exploitation).

1.2 Dissemination objectives

The following dissemination objectives will be pursued:

- To disseminate all the project findings, methodologies and results.
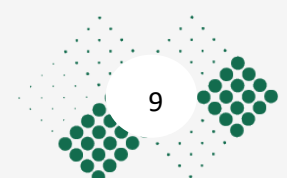
- To contribute to the use and exploitation of the project results for the benefit of the R&I system and society in general.
- To influence specific policies or policymakers around key aspects.

2. Target groups

The project identified audience is classified in the graphic below following the Quadruple Helix model[1] of innovation:
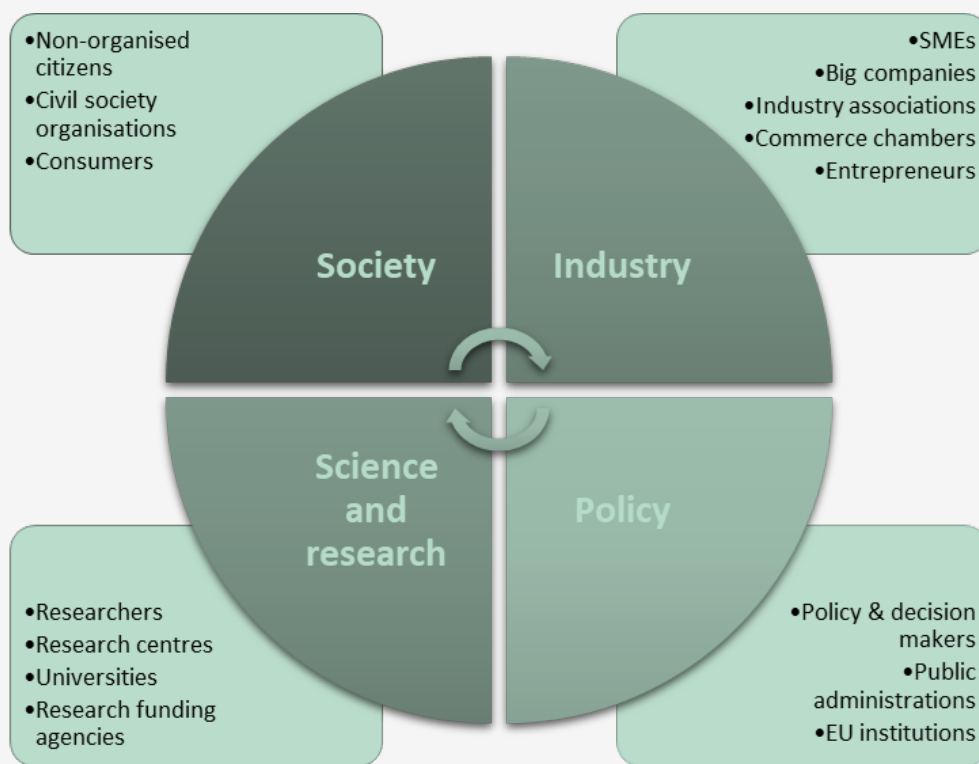
Figure 1: Project audience

Mobilising these audiences in all participating territories is crucial for maximising the impact of communication and dissemination. This will be achieved by engaging the stakeholders during conferences, workshops and other targeted events and by sharing the results and outcomes of the project, especially the Transformative Outlooks. In this way, these stakeholders can contribute valuable experiences and, also, make the project more visible.

A stakeholder mapping is an essential step complementing the communication activities of the project, for which reason individuals and collectives that are likely to influence or be influenced by the proposed actions

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[1] Open Innovation 2.0 | Shaping Europe's digital future (europa.eu)

and results must be identified. A first set of relevant stakeholders in each of the four territories, (i) Sabadell (Catalonia, Spain), (ii) Sofia (Bulgaria), (iii) Thalwil (Switzerland), (iv) Western Macedonia (Greece), was selected by the partners for tasks 2.1 and 2.2 in the period Jan – May 2021, and more will be incorporated and mobilised during the different activities along the three years' duration of the project.

In terms of categorisation, these stakeholders represent the territorial partner's policy foci, in concrete:

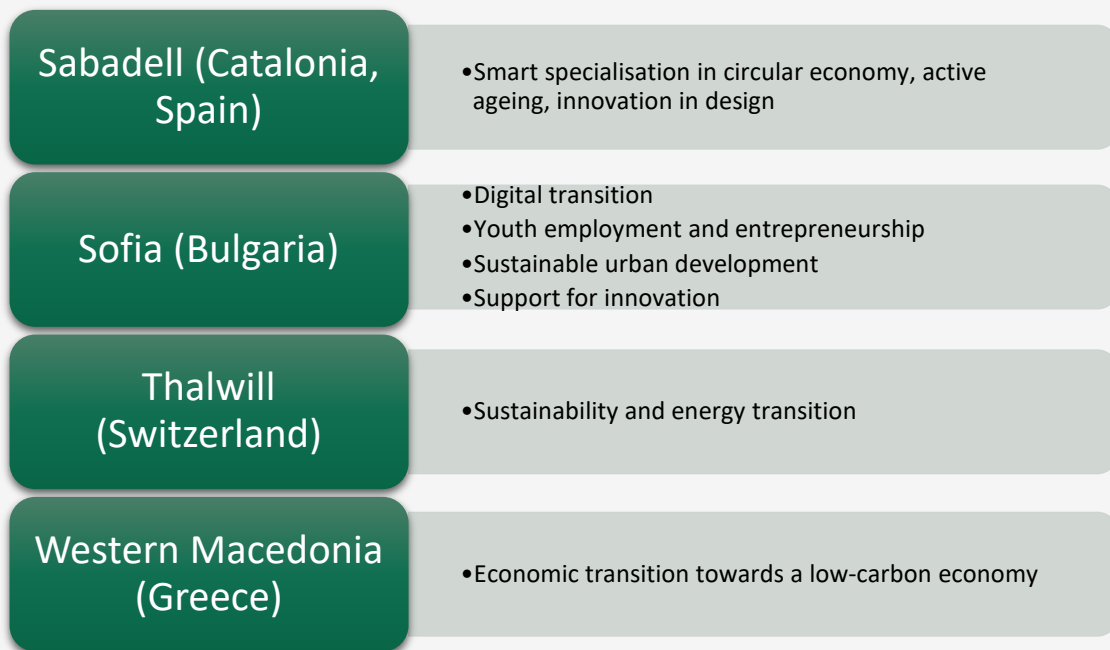| Sabadell (Catalonia, Spain) | • Smart specialisation in circular economy, active ageing, innovation in design |
Sofia (Bulgaria)	• Digital transition • Youth employment and entrepreneurship • Sustainable urban development • Support for innovation
Thalwill (Switzerland)	• Sustainability and energy transition
Western Macedonia (Greece)	• Economic transition towards a low-carbon economy

Figure 2: Stakeholder territorial and foci categorisation

3. Timing

Communication and dissemination activities will be implemented according to the progress of the project. Communication will start at the beginning and continue throughout the whole duration of RRI-LEADERS, whereas dissemination will start at the intermediate phase and increases towards the end of the project as the deliverables of public nature are issued.

Phases:

- **Initial phase**. From month 1 to month 6, since there are no results to disseminate, the main purpose will be to create general awareness about the project, its objectives and expected results. The dissemination strategy and future activities are agreed on by the partners. The first tasks is the design of a logo and visual identity, the opening of the website and social media channels and the creation of a leaflet.

- **Intermediate phase**: From month 7 to month 24 the project enters in its strategic phase with the disclosing of the first reports, findings and results to the target audiences, as well as actively building the network of the project in the participating territories and beyond through launching collaboration with similar projects and organisations working on the proliferation of the RRI policy framework. This is the time for first sending of articles to selected journals and participation in relevant conferences with different stakeholders with the objective of stimulating the interaction with them. The beginning of this phase is also the time for kick-starting the co-creation processes in the participating territories.
- **Final phase**: From month 25 to month 36 the project will be disclosing the last findings and results. In addition to continued publication of articles in selected journals and participation in relevant conferences, project partners will organise a final policy conference in Brussels and special sessions for presenting the Transformative Outlooks for their territories. Obtaining the endorsement of the Transformative Outlooks by the respective decision-making body in each of the territories will be the major impact of the project and will demonstrate the potentials and hurdles of leveraging RRI in a territorial context.

In the next graphic the timing of major communication and dissemination outputs are scheduled according to the established phases:
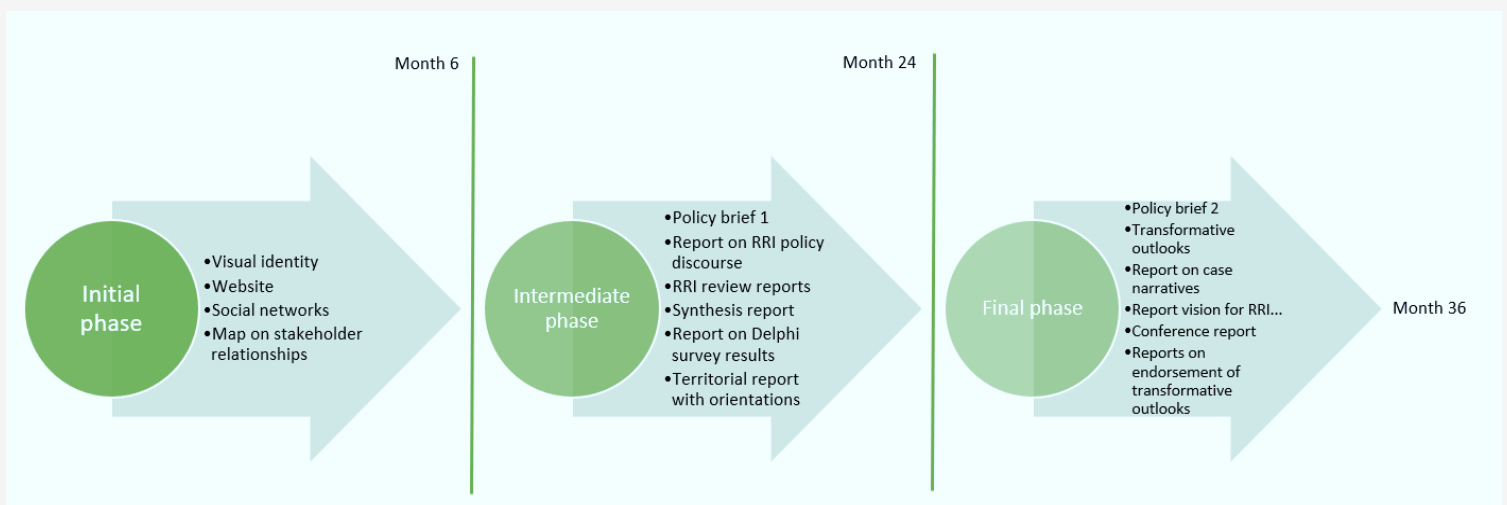
Figure 3: Timing of major communication and dissemination outputs

4. Tools and channels

The main tools and channels for communication and dissemination that will be used during the project are:

- **Visual identity**. The project logotype and Word and Power Point templates (see annex) have been designed in month 3 for all partners to ensure uniformity and external recognition of the project outputs. All of them include the compulsory EU emblem and the accompanying text of:

"This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101006439".

The logo and its variations are:
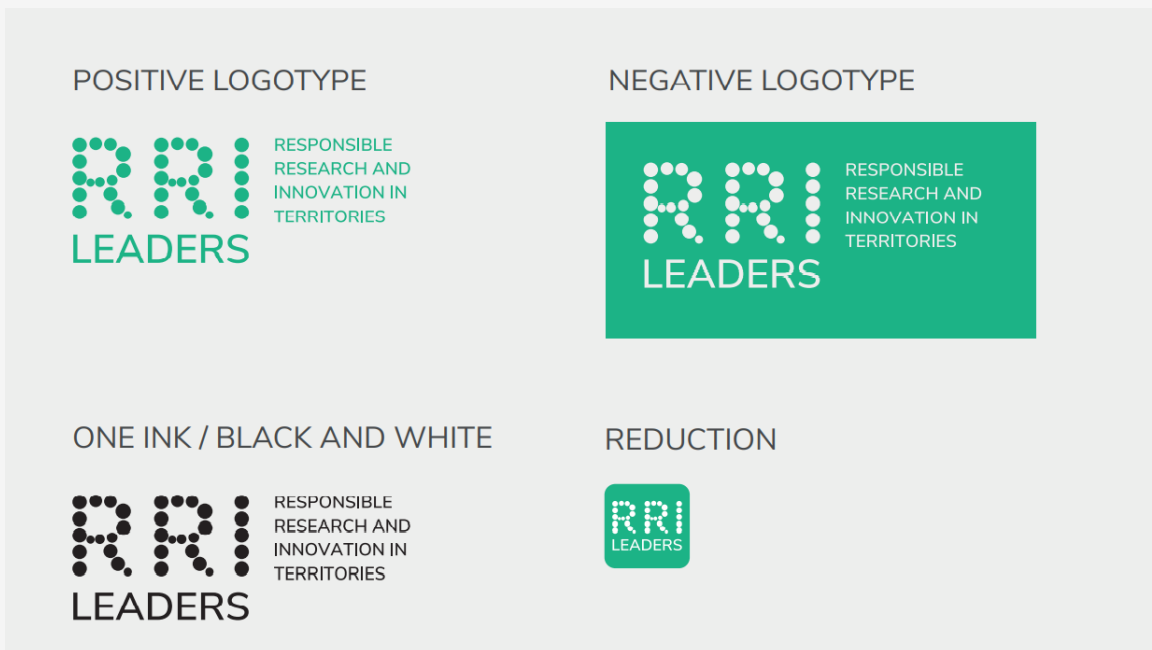
The colour pantone is #1EAD7D:

- **Website**. The project website has been developed in accordance with the visual identity and has the url: https://www.rri-leaders.eu/ . It complies with the EU directive of accessibility[2] so t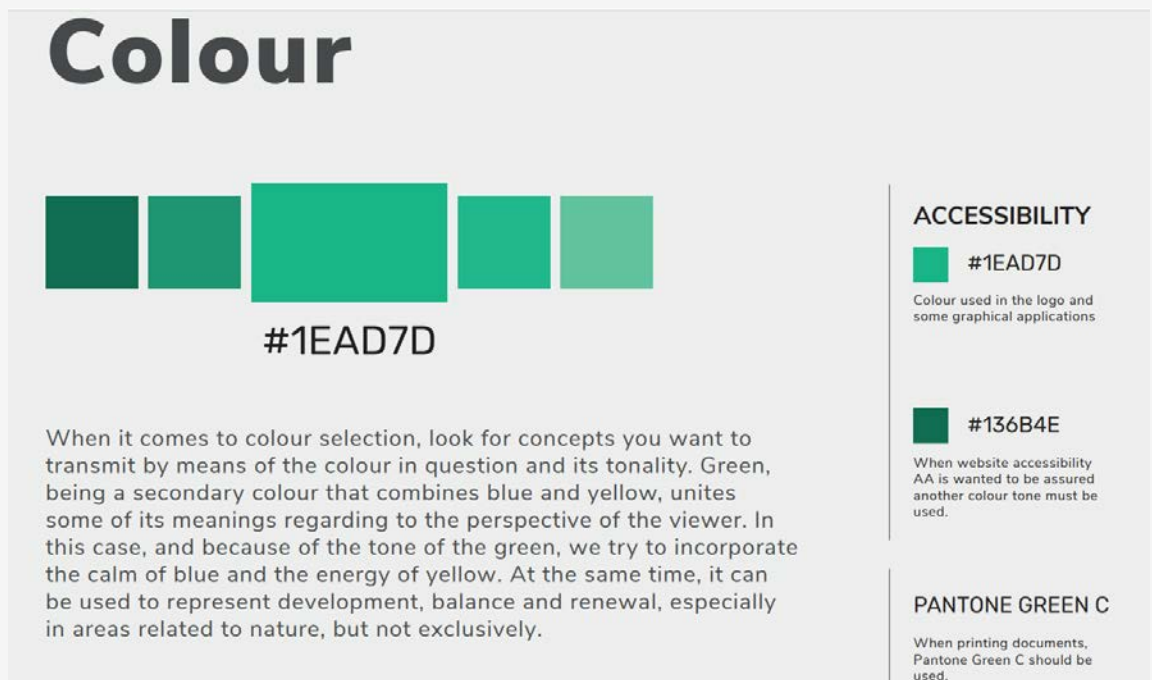hat everybody can access its contents. The website is the key tool to use in the promotion of RRI-LEADERS' ideas and results to the general public. All the project outputs of public nature will be displayed there.

  The website has the following structure:

  - Homepage briefly introducing the project, its concept, objectives and main outcomes.

  - Upper menu with four specific sections: The project, About RRI, Publications and The Consortium.

  - Lower menu with a contact e-mail, the social media of the project and the compulsory mention of the EU financing.

  The website includes the contacts with all the project partners for interested stakeholders and a general contact form in the page "The Consortium".

  Throughout the three years' duration of the project the website will be updated by the FCRI.

- **Social media**. Twitter, Facebook, LinkedIn and YouTube accounts were launched during the first months of the project and will be updated regularly throughout the project. They will be used for raising awareness about the project, its activities and disseminating its results. The hashtag is **#RRILeaders**

  - Twitter: https://twitter.com/leadersrri

  - Facebook: https://www.facebook.com/rrileaders/

  - LinkedIn: https://www.linkedin.com/company/72146636/admin/

  - YouTube: https://www.youtube.com/channel/UCXQ6RWfPPVEaG56rKUNbJiA

  They are connected to high-profile RRI projects: TeRRItoria, NewHoRRIzon, HEIRRI, MARINA, NUCLEUS, RRI-Practice, FoTRRIS, SeeRRI, TeRRIFICA and IAMRRI, adding RRI-LEADERS to the growing communities around RRI not just in Europe, but also globally:

  - Twitter: https://twitter.com/RRI_eu
  - Facebook: https://facebook.com/RRI.eu
  - LinkedIn: https://www.linkedin.com/groups/13630607/
  - YouTube: https://www.youtube.com/channel/UCw0fsDHg0-H1DL7mh73WJGg

  Both FCRI and ARC Fund will be in charge of monitoring the project social-media accounts. All partners will regularly post information about the project developments and RRI, aiming (at the level

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[2] https://ec.europa.eu/digital-single-market/en/web-accessibility

of the project) at one post per week at least amongst all the social media. A plan will be worked out for all partners on a semestrial basis. The first plan will be for the period Jul – Dec 2021.

In parallel, the partners will link their organisations accounts with those of the project, to ensure wider coverage with all social groups inside and outside formal networks in the participating territories. Local 'Influencers' will be identified in each territory and will be invited to provide messages to be delivered by the territorial partner to the wider networks of the corresponding territory.

- **Promotional materials**. A first leaflet about the project will be issued at the beginning of the project, in month 6. It will introduce RRI, the project objectives, methodology, approach, the consortium members and the main results. The leaflet will be designed in two formats: print and digital. A template in English will be provided for the territorial partners to translate and adapt it. The leaflet will be updated during the project to highlight the results and findings of the project and adapted to the different target audiences.

  A video will also be made to introduce the project, objectives and major outcomes. It will be released in December 2021.

- **Press releases.** Regular press releases (two per project year) will be issued coinciding with important project results. It will be decided by the consortium which concrete results and findings should be included. Each partner will translate and adapt the press releases into their national languages and will keep record of their impact in their national media. A template for it will be provided.

- **Policy briefs**. Two policy briefs will be written and published on the website so as to be addressing policy-makers at the EU level and will feature short example stories from each of the involved territories as supporting evidence for possible policy options on a territorial level. The timing for their release is indicated below ordered by date:

  o June 2022: Policy brief n. 1

  o December 2023: Policy brief n. 2

- **Reports**. All the project findings will be duly communicated and published on the website and social media in the shape of a report with a common design which must include the EU logotype and a disclaimer statement saying that the texts only reflect the author's view and that the European Commission is not responsible for any use that may be made of the information it contains. The timing is indicated in the table below, ordered by release date:

| Date of release	Name of report	Deliverable
June 2021	Map on stakeholder relationships and interdependencies and report on stakeholder need, interest, power and influence	D2.1
August 2021	Report on RRI policy discourse in the involved territories	D2.2
December 2021	RRI Review reports	D2.3
June 2022	Report on results of Delphi surveys per policy area	D3.2
August 2022	Synthesis report	D2.4
	Compendium of territorial reports with orientations for the development of the transformative outlooks	D3.3
September 2023	Transformative outlooks	D4.2, D4.3, D4.4, D4.5
October 2023	Report on case narratives	D5.2
	Report Vision for RRI as a Territorial Policy Leadership Framework	D5.3
December 2023	Policy Conference report	D5.4
	Summary reports on Endorsement of Transformative Outlooks	D6.6

Table 1: Project reports ordered by release date

- **Academic publications**. At least three academic articles, based on the reports from work packages 2, 3 and 4, will be submitted for publication in peer-reviewed e-journals during the project, such as Public Administration Quarterly, Journal of Responsible Innovation, TATuP-Journal for Technology Assessment in Theory and Practice.

- **Presentations at conferences**. The project partners are expected to participate in relevant conferences in Europe with presentations or organising working sessions within conferences. Building on existing projects and initiatives, RRI-LEADERS will exchange knowledge with international peers and actors in at least four such conferences: EURADA[3] events, events of other projects from the same and previous H2020 calls on RRI in territories (for instance the TeRRItoria project)[4], events of the Council of European Municipalities and Regions (CEMR), events of Enterprise Europe Network[5].

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[3] http://www.eurada.org/
[4] http://territoriaproject.eu/
[5] https://een.ec.europa.eu/
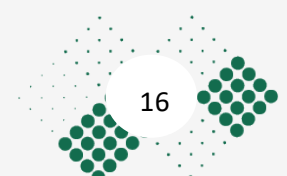
- **RRI-LEADERS' events**. All the partners will take advantage of the project events for raising awareness among the participants. The project Power Point template and the leaflet will be used for the purpose, as well as any other outputs. The dates and location are indicated in the table below:

Work Package	Name of event	Date	Location
WP2	Stakeholder focus groups	April 2021	Online
	Stakeholder participatory workshops	June & November 2021, October 2022, April 2023	Online, on-site
	Focus groups (Quadruple helix)	October 2021	Online
WP4	Citizen review panels	April – June 2023	on-site
WP5	Policy workshops	June – July 2023	on-site
	Policy conference	November 2023	on-site
WP6	Special sessions Transformative Outlooks	December 2023	on-site

Table 2: Project events ordered by work package

5. Monitoring

In order to assess the project's communication and dissemination means and events several Key Performance Indicators (KPIs) will be measured on a monthly, semestrial and yearly basis, as follows:

Means	KPIs	Source
Website	Pageviews	Google Analytics
	Visits, visitors (new vs recurrent)	
	Mean number of pages per visit	
	Most visited pages	
	Country of visits	
	Downloads	
Twitter	Followers	Twitter statistics
	Increase of followers	
	Retweets	
	Reach (Impressions)	
	Likes	
	Top month tweet (+ liked & shared)	
Facebook	Followers	Facebook statistics
	Likes	
	Impressions	
YouTube	Subscribers	YouTube statistics

	Views	
LinkedIn	Followers	LinkedIn statistics
	Pageviews	
Focus-groups, participatory workshops, meetings of citizen panles, conferences	Number of events organised by the project partners Number of attendees in events, organised by the project partners Number of attended events (conferences or workshops, posters, sessions held, panels, etc.) by the project partners with presentations on RRI-LEADERS project and its outputs	Partners' reports on organised and attended events
Leaflets	Number of printed and distributed copies	Partners' reports from events
Media coverage	Number of published news about the project	Partners' reports (Press book)

Table 3: Key Performance Indicators (KPIs) of the communication and dissemination means

The information will be collected also about the number of leaflets distributed during the activities and conferences where the partners participate, about how many people were present at those events, and about increases in website traffic before and after them.

At the end of the project, a press and media coverage report will be compiled for cataloguing national media appearances, as well as reports on the social media pages. Each partner must keep record of their own, for which task a template will be provided.

A specific tool for monitoring partners' communication and dissemination activity during the project will be established in a shared excel file on NextCloud, so that any time a partner releases or carries out a communication and dissemination action (for example, publication on their website, attendance to a third-party workshop or conference to promote RRI-LEADERS, etc.) a new entry on this excel must be added including some basic information about the action made (date, specific channel used, location, brief description, …). The FCRI will regularly check it and prepare a final compilation of results at the end of the project.

7. Knowledge management and Open Access

The RRI-LEADERS **deliverables of public nature** will be published on the website of the project and will be freely downloadable (open access), as well as on the partners' organisations websites. The partners will further disseminate the project outcomes in a targeted way through peer-reviewed papers, aiming at submitting for publishing at least 3 articles to peer-reviewed open-access online scientific journals, as specified on page 13, "Academic publications" bullet point.

Likewise, all the deliverables of public nature will be uploaded on the open-science journal Research Ideas and Outcomes (RIO Journal; https://riojournal.com/), thus prompting their findability, readership and mass citeability. Thanks to the integration of the journal with the general-purpose open-access repository Zenodo, all items in a collection are archived, and additionally indexed, disseminated and cited.

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