



Sustainable Historic Environments
hoListic reconstruction through
Technological Enhancement &
community-based Resilience

D.8.1. Dissemination and Communication plan

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Authors:

EURONET

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Glossary

Acronym	Full name
ACE	Architect's Council of Europe
CA	Consortium Agreement
CCA	Climate Change Adaptation
CCA	Climate Change Adaptation Management
CEMR	Council European of Municipalities and Regions
CH	Cultural Heritage
CHM	Cultural Heritage Management
D&C	Dissemination and Communication
DCP	Dissemination and Communication Plan
DoW	Description of Work
DRR	Disaster Risk Reduction
DRM	Disaster Risk Management
DoA	Description of Action
EC	European Commission
ECCREDI	European Council for Construction Research, Development and Innovation
ECTP	European Construction Technology Platform (heritage and regeneration working group)
EEA	European Environmental Agency
ENCORD	European Network of Construction Companies for Research and Development
EUNIDA	European Network of Implementing Development Agencies
FEANI	European Federation of National Engineering Associations
FEMP	Spanish Federation of Municipalities and Provinces
ICCROM	International Centre for the Study of the Preservation and Restoration of Cultural Property
ICLEI	Local Governments for Sustainability
ICOMOS	International Council on Monuments and Sites
ICORP	International Scientific Committee of ICOMOS
NATCAT	Natural Catastrophes
SHELTER	Sustainable Historic Environments hoListic reconstruction through Technological Enhancement and community-based Resilience
U&S	Users and Stakeholders
UNDRR	United Nation office for Disaster Risk Reduction
UNESCO	United Nations Educational, Scientific and Cultural Organization
WHIN	World Heritage Information Network

1 Executive summary

This document is the D8.1 “Dissemination and Communication Plan (DCP)” for SHELTER, foreseen in the frame of Task 8.1.

The main objective of this document is to provide the guidelines for the promotion activities to be carried out by the SHELTER Consortium throughout the whole duration of the project.

To achieve such objective, the document provides the approach that will be used to maximize impact by identifying key promotion audiences, outlining the types of actions together with the role of SHELTER Consortium partners in the set of activities foreseen in this DCP (see also Section 3).

Thus, a promotion strategy has been designed and set in place targeting dissemination, exploitation and communication activities. The different activities and actions are described in detail in Section 4, while the table below is providing an overview of the overall strategy.

Target Audience	Activity		Objective	Outputs
Cultural Heritage Managers (CHM), Climate Change Adaptation managers (CCAM), Disaster Risk Managers (DRM), BUSINESS, COMMUNITIES	Dissemination	Actions for awareness	Set of activities aimed at promoting the project activities and results towards stakeholders and aimed at improving awareness of user on project/developed technologies. Here are included the more “traditional” dissemination activities foreseen by Task 8.1.	<ul style="list-style-type: none"> • Logo; • Website; • Project leaflets; • Press releases and publications; • International conferences and events; • Trainings • Newsletters; • Education.
		Actions for Users and Stakeholders (U&S) involvement	Engagement and involvement of relevant users and stakeholders in different phases of the project in relation to the different objectives and activities.	<ul style="list-style-type: none"> • Set up and regular update of contact database; • Workshops; • Clustering activities; • Final Conference.
CHM, CCA, DRM, BUSINESS	Exploitation		Activities aimed at the market uptake of the proposed solutions.	<ul style="list-style-type: none"> • Project exploitation; • Similar and new project monitoring and interface; • Interface with EU institutions and other relevant institutions

All target groups and beyond	Communication	Additional actions to communicate the project results not only to the main stakeholders, end users or scientific community but also the general public.	<ul style="list-style-type: none"> • Exploitation of the website for other promotion and activities; • Social media publications; • Other communication channels.
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Table 2.1-1 Overview of SHELTER audiences, activities and outputs

Moreover, the activities’ outputs foreseen can be segmented according to:

- Frequency of release (i.e. how often they are released); and
- Target audience (which target audiences are addressed).

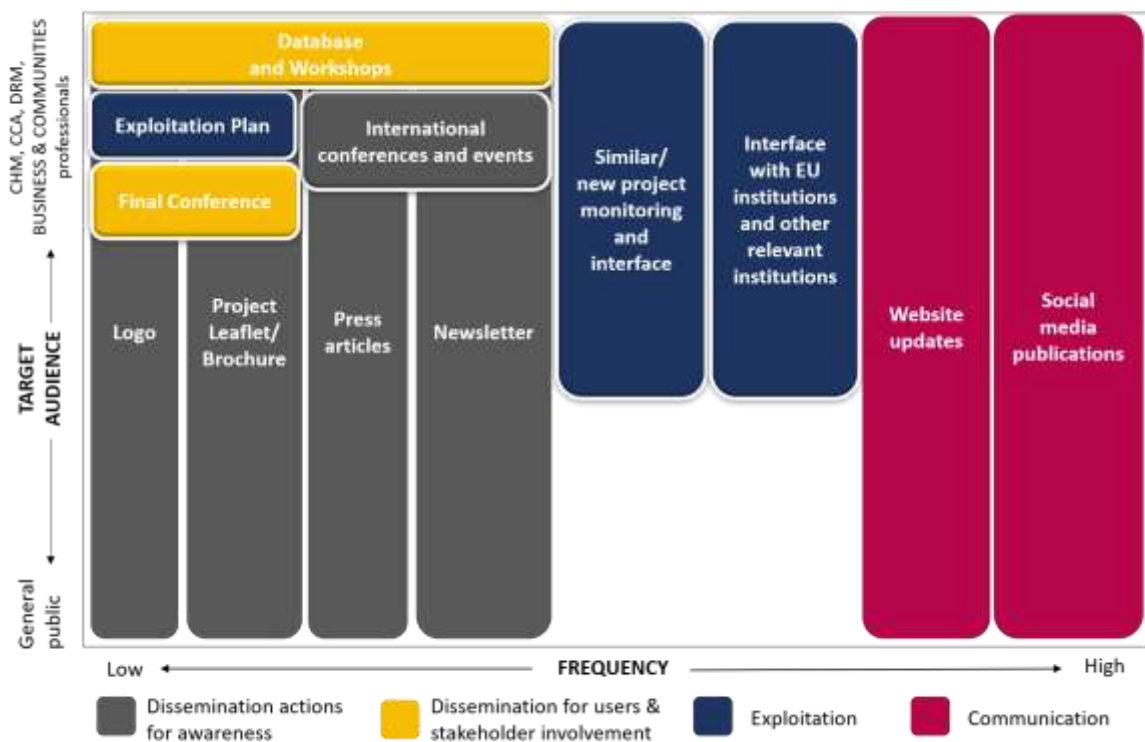


Figure 2.1-1 Overview of SHELTER Promotion activities by frequency and target audience

In this context, it must be highlighted that the dissemination activities represent the core part of the overall strategy, given the innovative solution proposed by SHELTER and its final products stemming from the R&D are currently not known for most U&S. Hence, the website, publication on relevant sector journals and the participation to international conferences and events are the key channels.

Also, the exploitation of results is also very relevant in view of the market awareness and further adoption of final solution. Moreover, specific communication actions are foreseen in order to reach a wider audience, when relevant and possible. Nevertheless, these actions play a secondary role in the overall SHELTER promotion scheme, considering the scope of the project, mostly related to professionals more than mass market target audience.

It is to be noted that for all these activities, gender-neutral and gender-sensitive language is utilised and a gender specific action plan related to communication and dissemination has been set in place. This allows to ensure that the gender dimension is integrated as a transversal issue in the SHELTER project activities.

Finally, as a result from all DCP activities, the project' achievements and outcomes activities are foreseen to go beyond the lifetime of the project reaching wide audiences and promoting the market uptake of the developed solutions. In order to measure the expected results of DCP (Section 5), these have been outlined and presented in terms of goals and key performance indicators (KPIs).

Item	Goal	#	KPIs
Logo	Diffusion to the widest audience	1	Logo ready
Website	Create a user-friendly website	1	8000 visits ¹
Project brochure	To reach a large audience	9	5000 people ²
Press releases and publications	Diffusion to widest audience	15	1000 readers ³
International conferences and events	Participation to key events	2	200 people
Final Conference	Organisation of a 2-day final conference	1	300 people
Newsletters	Engagement with target groups	9	200 people / newsletter
Contact Database	Key contact database	1	Updated quarterly
Workshops	GLOCAL User requirement workshop and Final workshop to showcase of project results and receive feedback from main stakeholders	2	100 people
Clustering activities	Promotion of networks and active cluster with other H2020 European ongoing related projects, European and National Technology Platforms	4	200 people
Training	2 trainings for professionals during the project, mostly linked with technical application works performed at the case studies	2	150 people
Education	PhDs arising from SHELTER scientific developments	3	3 PhDs
Project exploitation plan	Detailed Exploitation Plan	2	Identified economic and financial data for the project
Similar and new project monitoring and interface	Shared knowledge with other relevant EU projects	4	Contact/ liaise with project coordinators
Interface with EU and other relevant institution	Exploitation of the EU and international dimension of the project	4	Contact/ liaise with representatives from key institutions

¹ Item updated in view of Review' recommendation concerning future work, on KPIs.

² Item updated in view of Review' recommendation concerning future work, on KPIs.

³ Item updated in view of Review' recommendation concerning future work, on KPIs.

Website updates	Provision of the website with news related to the project development	20 ⁴	Updates at least at each milestone of the project
Centralised social media dissemination	Regular network building and broadcasting through professional and specialised social media such as Mendeley and ResearchGate	1	500 people
Social media publications	Spreading of the SHELTER project achievements to a wider audience	120	1500 Total followers on social networks ⁵ and at least 120 publications ⁶
Other communication channels	Spreading of SHELTER results on traditional mass media (via press releases and participation in radio, newspapers, magazines at local and regional level and TV)	50	2.5M people ⁷

Table 2.1-2 SHELTER Dissemination and Communication KPIs

⁴ Item updated in view of Review' recommendation concerning future work, on KPIs.

⁵ Item updated in view of Review' recommendation concerning future work, on KPIs. In this context, we aim to go beyond the KPI increasing as much as possible the number of followers on social media pages by the end of the project.

⁶ Item updated in view of Review' recommendation concerning future work, on KPIs. The number of publications on social media will be increased as much as possible by the end of the project.

⁷ C. 50,000 people impacted per media appearance is estimated for traditional mass media channels. This has been revised in view of view of Review' recommendation concerning future work, on KPIs.

2 Introduction

2.1 Aims and objectives

This document is the “Dissemination and Communication Plan (DCP)” conducted and organised by EURONET, leader of Task 8.1 “Dissemination and Communication” for the SHELTER project. The aim of such Task is to ensure that the project objectives, activities and outcomes will reach the relevant target groups (such as Scientific, Industrial and Large audience) in and beyond the demonstrator and test campaign. Therefore, a dissemination and communication plan for SHELTER was developed.

The main objectives of this report are to:

- Describe the approach adopted to define the main project promotion actions aimed at addressing the different Users and Stakeholders (U&S) clusters identified;
- Set up and present the DCP for using and disseminating the knowledge in the context of the SHELTER project, through various means; and
- Provide main conclusions, mainly in terms of expected results related to different promotion actions.

This DCP describes the plans made at the beginning of the project foreseen for the consortium as a whole for the dissemination of the project concepts and outcomes, according to the provisions of the Description of the Action (DoA)[1], and the work foreseen under WP8.

In addition, this document sometimes goes beyond the description of the action in line with the promotion opportunities already emerged during the project or with some potential actions that the team will evaluate if useful and will undertake accordingly. In this sense, the document specifies the methodology to be followed for the design, implementation, coordination and monitoring of all project activities aiming at achieving not only the dissemination but more in general the promotion objectives of the SHELTER project. Also, it has set some achievement indicators to evaluate the effectiveness and the success of these activities.

2.2 Relations to other activities in the project

Spreading awareness of the project’s achievements to relevant audiences via dissemination/ communication channels, reaching as many people/ organizations as possible and increasing project visibility, is the main aim of the Dissemination and Communication activity.

To achieve such objective all partners of the SHELTER consortium will be engaged to participate. Indeed, being a cross action, the dissemination and communication plan activities are interlinked with all the achievements of the project, at all of its stages of progress.

2.3 Report structure

The document is organised according to the following structure:

- Chapter 1 is devoted to the executive summary of the Dissemination and Communication Plan;
- Chapter 2 is the introduction with the description of the main aims and objectives of the document itself;
- Chapter 3 presents the approaches used to maximize the impact by means of identification of main users and stakeholders target groups, outlining the main identified actions and role of SHELTER partners;
- Chapter 4 is devoted to the SHELTER promotion strategy throughout dissemination, exploitation of results and communication including possible gender issues; and
- Chapter 5 reports the main conclusions and expected results outlining the key achievements indicators.

3 The approach used to maximise impact

This section is focused on the approach adopted to identify key promotion audiences, i.e. stakeholders and users clustered in different target groups.

In detail, this section will:

- Identify the main U&S target groups for the SHELTER project dissemination, exploitation and communication (see Section 3.1);
- Describe the meaning of dissemination, exploitation and communication and related type of actions (see Section 3.2);
- Define the role of SHELTER partners in relation to these actions (see Section 3.3); and;
- Present the SHELTER dissemination and awareness plan, enlarging its original scope with key insights on all main promotion actions (see Section 3.4).

3.1 Identification of main users and stakeholder target groups

For an effective realisation of each strategy, it is crucial to know who the subjects for the promotion are. For this reason, key audiences have been identified since the proposal stage of the project and these are the potential SHELTER U&S. Moreover, the identified U&S were clustered in different target groups in order to engage and involve the key actors of the SHELTER value chain, such as for example, during the user needs and requirement definition presented in D6.1 "Glocal User Requirements".

In general target groups could be entities and/or individuals that can potentially benefit from the project results. As far as SHELTER project is concerned, the identified users and stakeholder clusters are presented in Table 3.1-1, grouped by the different areas of interest i.e. Cultural Heritage Management (CHM), Climatic Change Adaptation (CCA), Disaster Risk Management (DRM), Businesses and Communities; and ranked according to their influence they have in relation to the project.

Target Audience		Description	Examples of relevant bodies for SHELTER
CHM	International Organisations	International entities devoted to the conservation and protection of cultural heritage places around the world.	<ul style="list-style-type: none"> • United Nations Educational, Scientific and Cultural Organization (UNESCO); • International Council on Monuments and Sites (ICOMOS); • International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM); • Nordic World Heritage Foundation; • European World Heritage Associations.

	National Organizations	National entities devoted to the conservation and protection of cultural heritage places at national level.	<ul style="list-style-type: none"> • ICOMOS National Committees and ICCROM partners (at national level)⁸; • National Trust (UK); • Hispania Nostra (ES); • Society for preservation of ancient Monuments (NO); • World heritage national focal points; • National Commissions for UNESCO; • UNESCO Chairs and Networks.
	Public Authorities and owners	National, Regional and Local entities devoted to the conservation and protection of cultural heritage places at national and local level.	<ul style="list-style-type: none"> • Ministries of culture; • Regional and local governments; • Private owners and CH manager and world heritage site managers.
CCA	International organizations	Global initiatives and association devoted to local climate and energy actions.	<ul style="list-style-type: none"> • Local Governments for Sustainability (ICLEI); • Climate Adapt; • European Environmental Agency (EEA); • Mayors Adapt.
	National organizations	National committees on Climate change.	<ul style="list-style-type: none"> • Committee on Climate Change (UK).
	Public authorities and owners	Local entities devoted to the land management and administration of the territory.	<ul style="list-style-type: none"> • Ministries of environment, • Regional and local governments, • Land planners, • Multilevel water management bodies
	Private organisations	Entities involved in cultural heritage social activities and social representation.	<ul style="list-style-type: none"> • NGOs; • Foundations; • Other organisation for social representation.
	Adaptation solutions providers	Companies providing adaptation solutions to private and public entities.	<ul style="list-style-type: none"> • C40; • Climate app; • International Water Management Institute (IWMI).
DRM	International organisation	International entities and/or committees devoted to the protection and management of cultural heritage sites.	<ul style="list-style-type: none"> • International Scientific Committee of ICOMOS(ICORP); • Blue Shield International.
	National organisations for DRM	National organisations aimed at DRM	<ul style="list-style-type: none"> • National Civil Protection Departments.
	Public authorities and first responders	Local entities devoted to DRM, particularly heritage units of civil protection departments and professional volunteers.	<ul style="list-style-type: none"> • Civil protection heritage units; • Professional volunteers.
	DRM solution providers	Companies providing DRM solutions to private and public entities.	<ul style="list-style-type: none"> • Private companies (e.g. Everbridge, CiscoCREATE, ...); • Research Foundations (e.g., CIMA Research Foundation, Climate Research Foundation, ...).

⁸ Specified, in response to Review recommendation concerning past work.

BUSINESS	Investors	Investors in new technological solutions (e.g. angel investors for data services start-ups).	<ul style="list-style-type: none"> • Private investors (e.g. individuals, venture capital companies, ...); • Institutional investors (e.g. banks, insurance companies, investment companies, ...).
	Insurance companies	Insurance entities that have an interest in seizing opportunities linked to adaptation strategies and related risk management activities.	<ul style="list-style-type: none"> • Insurance Europe (Insurance Europe is the European insurance and reinsurance federation); • Association of Austrian Insurance.
COMMUNITIES	Architecture, Engineering and Construction (AEC) associations	Organisations that have an interest in building and preserving the quality of the built environment, encouraging the adoption of holistic and sustainable approaches to the complex issues ensuring a valuable and balanced legacy for the future.	<ul style="list-style-type: none"> • Architect’s Council of Europe (ACE); • Archi-Europe; • European Network of Heads of Schools of Architecture; • European Federation of National Engineering Associations (FEANI).
	Municipalities and networks	Public entities and networks liaising with public institutions that have an active engagement with citizens and the overall communities.	<ul style="list-style-type: none"> • Eurocities; • Council of European Municipalities and Regions (CEMR); • Spanish Federation of Municipalities and Provinces (FEMP); • National Federations of Municipalities; • European Network of Implementing Development Agencies (EUNIDA); • European Association of Historic Towns and Regions.
	Platforms	European Technology Platforms (ETPs) which are industry-led stakeholder fora recognised by the European Commission as key actors in driving innovation, knowledge transfer and European competitiveness.	<ul style="list-style-type: none"> • European Construction Technology Platform (heritage and regeneration working group) • National platforms (e.g. Spanish construction technology platform (PTEC), German Construction Technology Platform (GCTP), Italian construction technology platform (PTIC), ...)
	Citizen and vulnerable groups	Citizens, in particular Historic Areas inhabitants.	<ul style="list-style-type: none"> • Neighbour associations; • Senior centres; • Disabled persons associations; • Immigration centres; • Childhood care centres.

Table 3.1-1 Stakeholders identified for the dissemination activities

Moreover, key messages will be tailored according to the type of stakeholder. Such key messages will be integrated in all communication materials and activities and reviewed with the project results during the implementation. The SHELTER key messages are the following:

Area of interest	Stakeholders	Key messages
CHM	International Organisations	<i>"SHELTER provides a conservation friendly and heritage led resilience enhancement while transforming historic areas in more sustainable and inclusive environments."</i>
	National Organizations	
	Public Authorities and owners	
CCA	International Organisations	<i>"SHELTER provides community – based costs – effective low carbon strategies and solutions to adapt historic areas to climate change."</i>
	National Organizations	
	Public Authorities and owners	
	NGOs, foundations, other organizations for social representations	
	Adaptation solution providers	
DRM	International Organizations	<i>"SHELTER provides effective solutions to improve the protection of Cultural Heritage in prevention, preparedness, response and recovery phases of disaster management."</i>
	National Organizations	
	Public authorities and first responders, in particular heritage units of civil protection departments and professional volunteers	
	DRM solution providers	
BUSINESS	Investors in new tech solutions	<i>"SHELTER solutions for adaptation, preparedness, response and reconstruction trigger new opportunities for the local economy."</i>
	Insurance companies	
	AEC Associations	
COMMUNITIES	Municipalities and Network	<i>"SHELTER will enhance standards of EU citizens by providing climate-related tools to safeguard citizens."</i>
	Platforms	
	Citizens and vulnerable groups	

Table 3.1-2 SHELTER key messages for identified stakeholders

In order to reach these stakeholders⁹, a coordinated approach has been set in place between the "Dissemination and communication" Task (i.e. T8.1) and the "International and Regional Cooperation: Clustering activities and network building" Task (i.e. T8.4). The final aim for this cooperative activity is to reach all relevant stakeholders and decision makers, including cultural heritage authorities, in order to make them aware about the project, its development and results.

To achieve such goal, various activities are being set in place, on one hand, to maximise the visibility of the project throughout dissemination events (e.g., throughout briefings, webinars, conferences); on the other hand, in leveraging UNESCO's role, as well as the roles of the other partners involved in the T8.4 task i.e. EURO, TEC and UNIBO) to build networks among key stakeholders and, at the same time, raising interest and engage with those stakeholders willing to get involved in implementing the SHELTER developed solutions in natural and cultural areas within their region of competence.

⁹ In response to Review Recommendation concerning the period covered by the report, on how the project would reach CH responsible authorities.

3.2 Dissemination, exploitation and communication type of actions

The European Commission sets a clear distinction among dissemination, exploitation and communication. These activities shape the core part of a comprehensive promotion system, but with three different scopes and objectives (see also [2]) i.e.:

- Dissemination** is the public disclosure of the results of the project in any medium. Disclosure may sound passive, like a shop opening up, but it is an activity, like a shopkeeper attracting customers. It is a process of promotion and awareness-raising right from the beginning of a project. It makes research results known to various stakeholder groups (like research peers, industry and other commercial actors...) in a targeted way, to enable them to use the results in their own work. *In line with the EC definition, dissemination is considered here the set of actions aimed at increasing awareness and involving key user and stakeholder groups in a targeted way. Moreover, dissemination actions are considered mainly "one-way" actions, i.e. activities with few or specific feedbacks coming from the audience.*
- Exploitation** is the use of the results during and after the project's implementation. It can be for commercial purposes but also for improving policies, and for tackling economic and societal problems. *In line with the EC definition, exploitation of results is considered here the set of actions aimed at reaching key actors in the market, such as for examples decision makers or European institutions, to foster the solution adoption (e.g. lobbying/networking activities). Actions presented in this document are not in contrast with, but complementary to those that will be reported in D8.2 "Exploitation Plan", together with the foreseen updated version (i.e. D8.3).*
- Communication** means taking strategic and targeted measures for promoting the action itself and its results to a multitude of audiences, including the media and the public, and possibly engaging in a two-way exchange. The aim is to reach out to society as a whole and in particular to some specific audiences while demonstrating how EU funding contributes to tackling societal challenges. *In line with the EC definition, communication is considered here the set of actions aimed at reaching the general public (and not only specific user groups) with traditional and new tools. Moreover, communication actions are considered mainly "two-way" actions, i.e. activities aimed at creating a flow of information, comments and exchange between Consortium and multitude of audiences and at encouraging discussion with general public (e.g. through social media).*

Dissemination, exploitation of results and communication activities will be undertaken both at consortium and at partner's level, as a part of an overall strategy composed by four types of actions in relation to their objective. The different types of actions are described in detail in section 4, while in the table below (Table 3.2-1) is provided a preliminary overview of the overall strategy.

Type of action	Objective	Description	Activities
Dissemination actions for awareness	Set of activities aimed at promoting the project activities and	The majority of these actions start immediately after preliminary results	<ul style="list-style-type: none"> Logo; Website;

	<p>results towards stakeholders and aimed at improving awareness of user on project/developed technologies.</p> <p>Here are included the more “traditional” dissemination activities foreseen by Task 8.1.</p>	<p>and after the conclusions of WP1, WP3, WP5 and WP7. It is strictly connected with the project outcomes (e.g. press outcomes on SHELTER technology).</p> <p>The dissemination actions aimed at improving U&S awareness should be considered the most relevant activities for SHELTER project, given it is important to make U&S aware of how SHELTER proposed technologies work and how the final product could benefit them.</p>	<ul style="list-style-type: none"> • Project leaflets/ brochures; • Press releases and publications; • International conferences and events; • Trainings • Newsletters; • Education.
Dissemination for user and stakeholder involvement	<p>Engagement and involvement of relevant users and stakeholders in different phases of the project in relation to the different objectives and activities.</p>	<p>This type of action starts early in the project and could last until the end of the project.</p> <p>It is strictly connected with specific WPs and/or Task objectives.</p>	<ul style="list-style-type: none"> • Set up and regular update of contact database; • Workshops; • Clustering activities; • Final Conference.
Exploitation	<p>Activities aimed at the market uptake of the proposed solution.</p>	<p>This type of action is linked to the last part of project activities aimed at commercial exploitation of the project results.</p>	<ul style="list-style-type: none"> • Project exploitation; • Similar and new project monitoring and interface; • Interface with EU institutions and other relevant institutions
Communication	<p>Additional actions to communicate the project results not only to the main stakeholders, end users or scientific community but also the general public.</p>	<p>Communication actions through traditional media, and online media i.e. website and social media channels (e.g. Twitter, Facebook) will be undertaken throughout the SHELTER project.</p>	<ul style="list-style-type: none"> • Exploitation of the website for other promotion and activities; • Social media publications • Other communication channels.

Table 3.2-1 Overview of dissemination, exploitation and communication types of actions

As presented in Figure 3.2-1, the activities listed above can be segmented according to:

- Frequency of release (i.e. how often they are released); and
- Target audience (which target audiences are addressed).

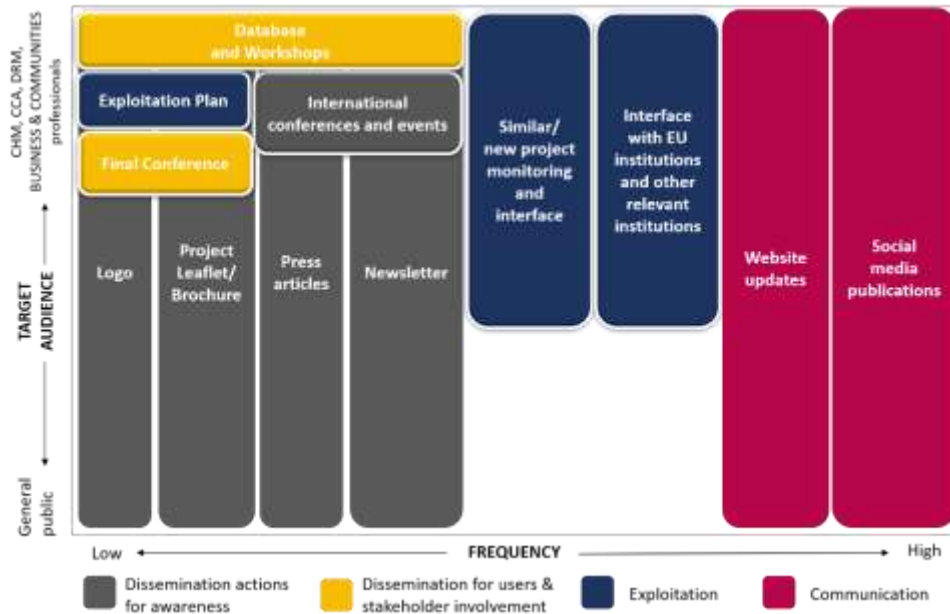


Figure 3.2-1 Outlook of SHELTER promotion activities

3.3 Role of SHELTER partners

The SHELTER team composition will allow different but complementary expertise and know-how, all relevant, to maximize the project impacts and results.

3.3.1 Key supporting partners

The role of key supporting partners in terms of impact maximisation are presented in Table 3.3-1.

Partner	Role of partner in terms of impact maximisation	Dissemination	Exploitation	Communication
Owner/ responsible for action's coordination				
EURO	Expert of dynamics of institutional communication and dissemination activities, in the frame of dissemination, communication and lobbying activities to the EC.	✓		✓
Partners involved for support and inputs				
ALPHA	Expert in the overall business strategy aspects in various domains, in particular providing expertise in market analyses, competitive environment assessments, business plans, costs benefits analyses as well as financing strategies.		✓	
TEC	Applied research centre possesses know-how and experience with the historic resilience and CH rehabilitation, urban conservation with a strong link with the overall scientific community related to the main project topics.	✓	✓	✓

UNIBO	UNIBO has experience with integration of risk management into urban planning, heritage conservation geotechnics and geomatics with direct relations with end-users and relevant stakeholders at local and national level and can interface with the academic circles.	✓		✓
UNESCO	UNESCO, an intergovernmental organization part of the UN system, is a recognized leader in the multidisciplinary field of resilience and heritage sites. UNESCO also acts as a conduit between decision makers, scientists, and local communities, and its networks enable it to have an impact both globally and locally.	✓	✓	✓
UPV	UPV has extensive experience in conservation of existing buildings and innovative solutions development for building rehabilitation. It can provide communication actions within the academic environment.	✓		✓
ULIEGE	ULIEGE, being a research laboratory has know-how and expertise in governance and landscape, local environment and CH' perceptive and social dimension. It has a strong connection with the overall scientific community related to the main project topics.	✓		✓
IHED	IHED has an extensive experience in capacity building and holistic water management. Its network of contacts and scientific community circles in topics related to the project can be leveraged for communication activities.	✓		✓
CRCM	CRCM is a research and know-how-transfer-platform. In cooperation with experts in science, education and research, knowledge and trends in all fields of risk- and crises-management are generated and distributed to companies, corporations and SMEs for their beneficiary usage. It can provide communication actions within their network of stakeholders and also academic circles.	✓		✓
LINKS	Research center with a strong link with the overall scientific community related to the main project topics.	✓		
UNIS	UNIS is the tech-transfer company of the University of Padova responsible for commercializing its technologies and inventions. As active participant to a varied range of events within the project's topic it can contribute to the communication actions.	✓		✓
SIST	SIST with its background and experience as research and technology development performer can provide communication actions within their network of stakeholders and academic circles.	✓	✓	✓
SAVA	SAVA will be managing detrimental effects of flooding in the Sava River Basin, one of the SHELTER case-studies. Due to its role and connection with stakeholders and potential end users it can support the communication activities.	✓	✓	✓

Table 3.3-1 Role of key supporting partners

Nevertheless, it must be stressed that, according to the Description of the Action (DoA) (see also [1]), all of SHELTER partners are called to contribute to the dissemination, communication and exploitation of SHELTER results, in the frame of WP8.

3.4 Dissemination and communication plan

This document is setting out the plan for using and promoting the knowledge in the context of SHELTER project, through various means, including for example SHELTER website and the social media accounts (e.g. Twitter, Facebook), the distribution of dissemination materials, the publications of articles in selected journals and the participation to conferences and other relevant events.

The table below provides a general plan of all the SHELTER dissemination and exploitation activities preliminarily foreseen and possible communication actions that could be undertaken.

Dissemination and promotion activity item	Year 1												Year 2												Year 3												Year 4															
	2019						2020						2021						2022						2023																											
	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5				
Logo	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48				
Website	█	█	█	█	█	D8.1																																														
Project Leaflet / Brochure							█											█																																		
International Conferences and events																																																				
Publications																																																				
Newsletters							█																																													
SHELTER Tools (Immersite and SDSS)																																																				
Open Labs Workshops							WS1				WS2								WS3																																	
Contact database	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█		
Clustering activities	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█		
SHELTER Immersite and SDSS																																																				
Final Conference																																																				
Roadmap and Exploitation																																																				D8.3
Cost Benefit Analysis and socio economic impact																																																			D8.5	
Similar and new projects monitoring and interface																																																				
Interface with European and other relevant institutions																																																				
Exploitation of the website																																																				
Traditional mass media																																																				
Social media publications																																																				
Milestones							MS1				MS2																																									

Figure 3.4-1 GANTT of SHELTER Dissemination and communication activities

3.4.1 Open access publications

It must be stressed that, in the frame of all the dissemination and communication plan and foreseen related actions, **Open Access (OA) is guaranteed to scientific publications** resulting from the publicly funded project, in accordance with Regulation (EU) No 1290/2013.

Indeed, as indicated in the Grant Agreement [1], the partners have committed themselves to provide OA to all scientific publications (free of charge online access for any user) using 'green' OA and 'gold' OA. Therefore, SHELTER will ensure open access to all peer-reviewed publications and seek it on other types of scientific publications, some of which may, in some cases, not be peer reviewed, including monographs, books, conference proceedings and grey literature, including at the very least the possibility to be read online, downloaded and printed, and proactively seeking the maximum additional rights to the public such as right to copy, distribute, search, link, crawl, and mine. In detail, in the frame of SHELTER Consortium, 9 Universities and RTO have allocated budget for the APC's costs for Gold Open Access, so as to promote extensive OA publishing planning and performance in the project (see also [1]). These partners will use their own OA institutional repositories when available for Green Open Access and in any case for self-archiving of OA publications, as mandated by the Grant Agreement; in case those were not available, European Commission's Zenodo (<http://zenodo.org/>) would be used.

In this context, as the partners of the SHELTER consortium have envisaged a set of publications upon their work, an assessment of publications and publications *intentions* has been performed¹⁰. To this end, **a plan for the project's publication has been drafted.**

The list of publications items is monitored and updated on a regular basis. This assures that the plans for publications respects the indicated timeline and allows to update the list of topics that are likeable to be published as a scientific paper. When these papers for publications are finalized and are finally public, these are made available through:

- SHELTER webpage, in the section devoted to "publications" (<https://shelter-project.com/documents/publications/>);
- Social media (Twitter and Facebook) with a devoted post/tweet;
- SHELTER Mendeley and ResearchGate profiles (see also section 4.3.2)

Additionally, it is worth to note that when opportunities for publications arise, these are flagged from time to time by the communication team to the SHELTER Consortium in order to maximize the opportunities for publications of relevant papers related to the work and/or specific aspects that are being developed within the SHELTER project.

¹⁰ In reply to Review Recommendation concerning the period covered by the report, on planning of project publications.

3.4.2 Public deliverables¹¹

Deliverables with a *public* scope (i.e. public deliverables) will include their respective executive summaries, in order to bring out the most pertinent items for key stakeholders and, more in general, for the interested reader. As these summaries represent an additional dissemination tool, such executive summaries will be prepared in order to be easy to read and “user-friendly”, providing a snapshot of the key findings to assure maximum adoption by the relevant users.

Once approved, the SHELTER public deliverables will be made available throughout the project’s website (see section 4.1.1.2) and social media channels (see section 4.3.2). When they are published, especially on the website, a brief description explaining in a few lines the content of the document is as well provided.

Nevertheless, it is worth to note that as a general rule, the executive summaries are implemented in all SHELTER deliverables. Their “readability” will be verified in the procedures for the projects’ quality assurance, especially during the peer review process before the delivery (See also [3]).

4 SHELTER promotion strategy

This section outlines the specific SHELTER dissemination, exploitation of results and communication approaches describing each of them according to the strategy and tools adopted. In detail, this section will:

- Present the dissemination strategy and details on activities/ tools (Section 4.1);
- Provide main inputs on exploitation strategy and activities/ tools (see Section 4.2); and
- Present the communication strategy and potential actions/ tools (see Section 4.3).

4.1 Dissemination

In the context of SHELTER project, the dissemination strategy has been designed as a forerunner component to communication activities regarding a future SHELTER commercial development.

This activity will run throughout the project lifetime and addresses the coordination of the dissemination actions and resulting deliverables, their planning, monitoring and reporting. The approach adopted (see also Section 3) is briefly summarised in the table below.

Dissemination strategy chart	
Type of action	Dissemination
Objectives	Strengthen the impact of the SHELTER project
Target groups	CHM, CCA, DRM, BUSINESS, COMMUNITIES

¹¹ In response to review results letter.

Description	<p>The content of dissemination will be primarily focused on the awareness of the public benefits SHELTER could provide to the Cultural Heritage and resilient cities concepts. In this context, the dissemination actions for awareness are the core part of this activity.</p> <p>For this reason, the SHELTER website, with the publication of press releases/news, the publications in social media services (ResearchGate, Mendeley, LinkedIn), the publication of nine newsletters during the project and the participation to relevant international conferences and events are considered the key activities in the overall promotion strategy.</p> <p>Furthermore, the dissemination will also touch issues related to the market introduction of the tools developed within the project.</p>	
Actions	<ul style="list-style-type: none"> • Dissemination actions for awareness; • Dissemination actions for users and stakeholder’s involvement; • Dissemination actions to R&D community. 	
Activities / Tools	Dissemination actions for awareness	<ul style="list-style-type: none"> • Logo; • Website; • Project leaflets/ brochures; • Press releases and publications; • International conferences and events; • Trainings; • Newsletters; • Education.
	Dissemination actions for users and stakeholders’ involvement	<ul style="list-style-type: none"> • Set up and regular update of contact database; • Workshops; • Clustering activities; • Final Conference.

Table 4.1-1 Dissemination strategy chart

4.1.1 Dissemination actions for awareness

4.1.1.1 SHELTER logo

The SHELTER logo has been designed by TECNALIA together with EURONET’s communication department before the project kick-off in order to provide an immediate and visual indication of the forming blocks of the project:

- The infinite symbol in the SHELTER acronym represents the connection and interplay of two processes: on one side, the community-based approach for evolutionary resilience, while on the other side, the data driven approach for technology enhancements;
- The colors have been chosen accurately to highlight specific features that are intrinsic of the project:
 - Yellow is known as the color for awareness, empowerment and acquired knowledge; and
 - Grey is known as the color for architecture, technology and reliability.



Figure 4.1-1 SHELTER Logo

4.1.1.2 Website

The SHELTER website, www.shelter-project.com, covers a pivotal role in the dissemination strategy. In fact, SHELTER team uses the website as a key channel to disseminate the overall project and all relevant results achieved. Moreover, the website highlights during the whole project all the events where SHELTER will be present, to maximise the project impact in terms of user and stakeholder interest and awareness.

It is structured in four main sections:

- The “Home” section that provides a brief description of SHELTER with its main objectives. It also provides a “main highlights” section with the main happenings of the project. Additionally, it presents a calendar of the various relevant events and a “subscribe” button to SHELTER’s newsletter;
- The “About” section, which presents information about SHELTER project objectives, the main concept together with the potential benefits and expected results;
- The “Partners” section describes the different project partner companies. For each partner a description page was created with the redirect link to the partner’s official webpage;
- The “Open Labs” section presents the location of the demo-site areas for SHELTER. For each Open Lab a dedicated page was created;
- The “News & Events” section presents the project’ news and the main upcoming events relevant for the topics of the SHELTER project;
- The “Documents” section presents a list of downloadable materials:
 - “Promotional Materials” includes the brochures, posters and rollups that have been delivered within the project duration;
 - “Press releases” presents a list of articles where SHELTER project results are featured in newspapers, magazines, journals,;
 - “Scientific publication” presents the scientific publications prepared by SHELTER consortium partners;
 - “Deliverables” presents the SHELTER deliverables (i.e., those that have a *public scope*);
 - “Synergies and networking” introduces to the synergies and networking activities set up by SHELTER throughout the project;

- “Newsletter” includes all the newsletters published within the timeframe of the project;
- “Private area login” button is included in this section to ease the access by SHELTER’ partners to the project shared area. Thanks to the re-direct link partners can insert their credentials and log in into Tecnalia’s SHAREPOINT, where the SHELTER working documents are shared.

As this section provides access to latest updates and public dissemination material (e.g. brochure, posters, newsletters, etc.) related to the development of the SHELTER project, will be regularly updated during the project. In such way, it serves as a promotional web-based tool for the project.

Moreover, a “Contact us” section is available to allow visitors to contact the SHELTER consortium in the case they require more information. Also, here are presented the main social media channels to allow the visitors to follow and/or keep up on the updates on SHELTER project.

Finally, a “Private Area login” is foreseen to ease the access to SHELTER’ partners to the SHELTER project common area. This section will contain a re-direct link to Tecnalia’s SHAREPOINT, where the SHELTER working documents are shared.



Figure 4.1-2 SHELTER Website

4.1.1.3 Project leaflets/ brochures

As foreseen in [1], several specific project’ brochures/leaflets will be prepared and translated to different languages.

This will allow to support the overall project’ dissemination activities by providing information about the SHELTER objectives, achievements and expected results, and will be updated accordingly throughout the whole duration of the project.

In detail, these will be made available to the SHELTER Consortium partners for the Open Labs, workshops, for participation at conferences and events, and they will also be available on the project’s website in the “Document” section.

4.1.1.4 Press releases and publications

In view of the dissemination activity, SHELTER will target the production of high impact contributions to be disseminated through a peer-reviewed publication.

A list of journals and e-publication magazines that are of particular relevance to the project topics is provided in Table 4.1-2. These represent possible venues where the SHELTER publications may be released.

Title	Website	Publisher	Impact Factor
IEEE Transactions on Emerging Topics in Computing (IEEE TETC) “Special Issue on Emerging Technologies for Disaster Management”	https://www.computer.org/web/tetc	IEEE	Not Yet Available
IEEE Transactions on Mobile Computing (IEEE TMC)	https://www.computer.org/web/tmc	IEEE	2.456
IEEE Transactions on Knowledge and Data Engineering (IEEE TKDE)	https://www.computer.org/web/tkde	IEEE	2.476
IEEE Transactions on Big Data (IEEE TBD)	https://www.computer.org/web/tbd	IEEE	Not Yet Available
Journal of Cultural Heritage	www.journals.elsevier.com/journal-of-cultural-heritage	Elsevier	1.955
Information Sciences (INS)	http://www.journals.elsevier.com/information-sciences	Elsevier	3.364
Knowledge-Based Systems (KBS)	http://www.journals.elsevier.com/knowledge-based-systems	Elsevier	3.325
Information Systems (IS)	http://www.journals.elsevier.com/information-systems/	Elsevier	1.832
Expert Systems with Applications (ESWA)	http://www.journals.elsevier.com/expert-systems-with-applications/	Elsevier	2.981
Big Data Research	http://www.journals.elsevier.com/big-data-research/	Elsevier	2.952
Mitigation and Adaptation Strategies for Global Change	https://link.springer.com/journal/11027	Springer	2.651
International Journal of Disaster Risk Science	https://link.springer.com/journal/13753	Springer	2.162
Natural Hazards	http://rd.springer.com/journal/11069	Springer	1.746
International Journal of Disaster Risk Reduction	http://www.journals.elsevier.com/international-journal-of-disaster-risk-reduction/	Elsevier	1.443
Digital Applications in Archaeology and Cultural Heritage	https://www.journals.elsevier.com/digital-applications-in-archaeology-and-cultural-heritage	Elsevier	1.394

Table 4.1-2 List of relevant journals

It must be stressed that any other top journal, special issue and magazine related with emergency management systems, cultural heritage resilience and conservation, natural hazard modelling, weather forecast, climate change, ICT solutions and networks, and big data architectures for GIS data may be a proper venue to disseminate SHELTER results.

4.1.1.5 International conferences and events

SHELTER project presentation during relevant international conferences and events is considered a key dissemination channel to improve awareness on the developed SHELTER solutions.

For this reason, dissemination activities will be conducted also through the participation to conferences, summits, exhibitions, seminars, workshops and other events related to the disaster management, cultural heritage sites resilience, climate change adaptation and embedded systems domains. These are important opportunities in which the project's outputs can be widespread to the proper audience.

A preliminary list of past and future conferences/ events relevant for SHELTER project is provided below (i.e. Table 4.1-3). The effective participation will be evaluated on a case by case basis.

Type	Name of event	Date & Frequency	Location	Description	Link
Conference	Geo-Information for Disaster Management (Gi4DM)	3-6th September 2019 • Annual	Prague, Czech Republic	Gi4DM is an annual conference devoted to the use and application of geo-information technology in disaster management. Provides a forum where disaster managers, stakeholders, researchers, data providers and system developers can discuss challenges, share experience and analyse future research toward better support of risk and disaster management activities.	Link
Conference	Interdisciplinary Information Management Talks (IDIMT)	4-6th September 2019 • Annual	Kutná Hora, Czech Republic	IDIMT-conferences have established themselves as a truly interdisciplinary and international forum for the exchange of concepts and visions in the area of complex and/or software intensive systems, management and engineering of information and knowledge, systemic thinking, business engineering, and related topics.	Link
Summit	Aid and International Development Forum (AIDF) Global Disaster Relief Summit	4-5th September 2019 • Annual	Washington DC, United States	AIDF is the world leading forum specializing in disaster relief, mobile for development, food security and water security. It strives to be a catalyst of cross-sector collaboration and innovation in humanitarian and development sectors by bringing together governments, UN agencies, intergovernmental agencies, national and international NGOs, development banks, investors and the private sector.	Link
Conference	WiMob - International Conference on wireless and mobile computing, networking and communication	21-23th October 2019 • Annual	Barcelona, Spain	WiMob is an international forum for the exchange of knowledge and experience among researchers, developers and practitioners of wireless and mobile technology. The WiMob conference provides unique opportunities for researchers and developers to interact, share new results, show live demonstrations, and discuss emerging directions in Wireless Communications, Mobile Networking and Ubiquitous Computing.	Link
Workshop	Workshop on Emergency Networks	23-25th October 2019	Barcelona, Spain	The workshop aims to gather researchers and experts working in the field of public safety, emergency	Link

	for Public Protection and Disaster Relief, (co-located with ACM WiMob)	<ul style="list-style-type: none"> Annual 		response, protection, disaster risk reduction of natural resources, resilience and recovery of critical infrastructures.	
Summit	European Cultural Heritage Summit	27-31st October 2019 <ul style="list-style-type: none"> Annual 	Paris, France	The conference is organised by EUROPA NOSTRA which represents a rapidly growing citizens' movement for the safeguarding of Europe's cultural and natural heritage. Europa Nostra is recognised as the most representative heritage organisation in Europe with members from over 40 countries.	Link
Conference	IEEE International Conference on Cloud Networking (IEEE CLOUD)	4-6th November 2019 <ul style="list-style-type: none"> Annual 	Coimbra, Portugal	IEEE Cloud prime international forum for both researchers and industry practitioners to exchange the latest fundamental advances in the state of the art and practice of cloud computing, identify emerging research topics, and define the future of cloud computing.	Link
Conference	ILUCIDARE Playground	20th November 2019 <ul style="list-style-type: none"> N/A 	Brussels, Belgium	The ILUCIDARE Playground creates a unique space for those unconventional encounters sparking discussion, networking, international exchanges and innovation. Empowering heritage professionals, researchers, innovators, policy makers, activists and volunteers in their innovative and collaboration practices, the event also ambitions to make a contribution to aligning international and EU actions for heritage and international cultural relations.	Link
Conference	IEEE Global Communications Conference (IEEE GLOBECOM)	9-13th December 2019 <ul style="list-style-type: none"> Annual 	Waikoloa Hawaii, USA	GLOBECOM is one of the IEEE conferences dedicated to driving innovation in nearly every aspect of communications.	Link
Conference	International Conference on Cultural Heritage and Tourism Management (ICCHTM)	9-10 January 2020 <ul style="list-style-type: none"> Annual 	Singapore, Singapore	ICCHTM aims to bring together leading academic scientists, researchers and research scholars to exchange and share their experiences and research results on all aspects of Cultural Heritage and Tourism Management. It also provides a premier interdisciplinary platform for researchers, practitioners and educators to present and discuss the most recent innovations, trends, and concerns as well as practical	Link

				challenges encountered, and solutions adopted in the fields of Cultural Heritage and Tourism Management	
Conference	International Conference on Natural Disasters and Emergency Management (ICNDEM)	13-14th January 2020 • Annual	Zurich, Switzerland	ICNDEM aims to bring together leading academic scientists, researchers and research scholars to exchange and share their experiences and research results on all aspects of Disaster and Emergency Management. It provides a premier interdisciplinary platform for researchers, practitioners and educators to present and discuss the most recent innovations, trends, and concerns as well as practical challenges encountered, and solutions adopted in the fields of Disaster and Emergency Management.	Link
Conference	IEEE International Conference on Big Data (IEEE Big Data)	19-22th February 2020 • Annual	Busan, Korea	The goal of the International Conference on Big Data and Smart Computing (BigComp), initiated by KIISE (Korean Institute of Information Scientists and Engineers), is to provide an international forum for exchanging ideas and information on current studies, challenges, research results, system developments, and practical experiences in these emerging fields.	Link
Conference	International Conference on Climate Change (ICCC)	27-28th 2020 February • Annual	Kuala Lumpur, Malaysia	ICCC 2020 is a platform for eminent researchers, scientists, industry experts and all interested scholars to discuss and share current policies, implementations, data streams about climate change.	Link
Conference	International Conference on Disaster Response and Management (ICDRM)	9-10 April 2020 • Annual	Athens, Greece	ICDRM aims to bring together leading academic scientists, researchers and research scholars to exchange and share their experiences and research results on all aspects of Disaster Response and Management. It also provides a premier interdisciplinary platform for researchers, practitioners and educators to present and discuss the most recent innovations, trends, and concerns as well as practical challenges encountered, and solutions adopted in the fields of Disaster Response and Management	Link
Conference	IEEE International Conference on Computer	27-30th April 2020 • Annual	Beijing, China	IEEE INFOCOM is a major conference venue for researchers to present and exchange significant and innovative contributions and ideas in the field of	Link

	Communications (IEEE INFOCOM)			networking and closely related areas. The conference covers both theoretical and systems research.	
Conference	International Conference Florence HERI-TECH	13-15th May 2020 <ul style="list-style-type: none"> • Every two years 	Florence, Italy	HERI-TECH is an international conference addressing the Future of Heritage Science and Technologies. It involves a large number of researches and scholars and puts the industry's current issues under spotlight, specifically on issues related to innovative techniques and technologies for Cultural Heritage. The Conference is part of the Florence International Biennial for Art and Restoration, creating a unique opportunity to bring together the academic word with industry.	Link
Conference	International Conference on Information Systems for Crisis Response and Management (ISCRAM)	24-27th May 2020 <ul style="list-style-type: none"> • Annual 	Blacksburg, Virginia, USA	ISCRAM it provides the opportunity for researchers and practitioners from across the world to meet and share their expertise in the design, development, and implementation of information systems that are focused on improving the management of crises and disaster situations.	Link
Conference	Annual Conference of the Global Flood Partnership (GFP)	11-13th June 2019 <ul style="list-style-type: none"> • Annual 	Guangzhou, China	The GFP is a multi-disciplinary group of scientists, operational agencies and flood risk managers focused on developing efficient and effective global flood tools that can address these challenges. Its aim is to establish a partnership for global flood forecasting, monitoring and impact assessment to strengthen preparedness and response and to reduce global disaster losses.	Link
Symposium	International Symposium on a World of Wireless, Mobile and Multimedia Networks (IEEE WoWMoM)	15-18th June 2020 <ul style="list-style-type: none"> • Annual 	Cork, Ireland	WoWMoM is an international conference for researchers and practitioners interested in all aspects of wireless, mobile, and multimedia pervasive communications.	Link
Workshop	Annual Natural Hazards Research and Applications Workshop (NHRAW)	12-15th July 2020 <ul style="list-style-type: none"> • Annual 	Broomfield, Colorado	The workshop brings together federal, state, and local mitigation and emergency management officials; representatives of non-profit, private sector, and humanitarian organizations; hazards and disaster researchers; and others dedicated to alleviating the impacts of disasters.	Link

Conference	IEEE International Conference on Data Mining (IEEE ICDM)	30-31st July 2020 • Annual	Istanbul, Turkey	ICDM aims to bring together leading academic scientists, researchers and research scholars to exchange and share their experiences and research results on all aspects of Data Mining. It also provides a premier interdisciplinary platform for researchers, practitioners and educators to present and discuss the most recent innovations, trends, and concerns as well as practical challenges encountered, and solutions adopted in the fields of Data Mining	Link
Conference	International Conference on Flood Management (ICFM)	17-19th August 2020 • Every 3 years	Iowa City, USA	ICFM is international conference platform to discuss a range of flood related issues and realise significant change in a multidisciplinary, multisectoral area.	Link
Conference	European Association of Archeologist (EAA) Conference	26-30st August 2020 • Annual	Budapest, Hungary	It is the annual conference of the EEA, the Association for all professional archaeologists of Europe and beyond. The aim of these meetings is to highlight of the EAA year, bringing together EEA members and colleagues to discuss important issues in research, heritage management and commercial practice, ethics and theory, and the newest results of fieldwork.	Link
Conference	European Conference on Flood Risk Management (FLOODrisk)	31st August – 4th September 2020 • Annual	Budapest, Hungary	FLOODrisk2020 is committed to attract, coach and listen to the next generation of scientists and practitioners who will future-proof our research methods and help to improve our flood risk management practice in order to better cope with deep uncertainty.	Link
Conference	European Conference on Applied Climatology (ECAC)	07-11th September 2020 • Annual	Bratislava, Slovakia	The Annual Meetings of the European Meteorological Society aim at fostering exchange and cross-fertilization of ideas in the meteorological, climatological and related communities, focusing particularly on strategic issues relevant to the future of meteorology in Europe.	Link
Conference	International Conference on Database and Expert Systems Applications (DEXA)	13-17th September 2020 • Annual	Bratislava, Slovakia	DEXA provides a forum for presenting research results in the area of database and intelligent systems and discussions on advanced applications and issues related to these areas. It will offer the opportunity to extensively discuss requirements, problems, and solutions in the field. The conference and associated workshops will inspire a fruitful dialogue between	Link

				developers in practice, users of database and expert systems, and scientists working in the field.	
Congress	ENCAT Congress on Cultural Management and Policy	28-30th October 2020 • Annual	Prague, Czech Republic	The ENCATC Congress aims to explore ground-breaking innovations in cultural management and policy education and encourage steps to ensure significant improvements in this industry. A key annual gathering for academics, trainers and researchers from the cultural management and policy educational fields with cross-disciplinary interests, the ENCATC Congress is the opportunity to network with professionals, policy makers and artists and thus to bridge the knowledge gap, to discuss about new methodologies in pedagogy as well as promote research esteem.	Link
Summit	World Cities Culture Forum (WCCF) summit	28-30th October 2020 • Annual	Milan, Italy	WCCF, provides a way for policy makers in 38 key cities to share research and intelligence, and explore the vital role of culture in their future prosperity, as many of the great contemporary policies from tackling climate change to promoting social equity are being let at city, rather than national level.	Link
Conference	International Disaster and Risk Conferences in Davos	November 2020 • Every two years	Davos, Switzerland	The IDRC is the world's leading conferences on integrative risk management. A unique community of business leaders, decision makers, practitioners, international organisations, NGO, and scientists committed to find solutions to the risks posed at societies and organisations today.	Link
Conference	Global Platform for Disaster Risk Reduction (GPDRR)	May 2021 • Every two years	Geneva, Switzerland	GPDRR is a biennial forum for information exchange, discussion of latest developments, knowledge and partnership-building across sectors, with the goal of improving implementation of disaster risk reduction through better communication and coordination amongst stakeholders.	Link
Events	Urban Innovative Actions (UIA)	N/A • Annual	Various Locations, Europe	UIA is an Initiative of the European Union that provides urban areas throughout Europe with resources to test new and unproven solutions to address urban challenges.	Link

Table 4.1-3 List of potential events relevant for SHELTER

In this context, it must be highlighted that any other top event related with cultural heritage resilience and conservation, natural hazard modelling, weather forecast, climate change, emergency management systems, ICT solutions and networks, and big data architectures for GIS data may be a proper venue to disseminate SHELTER results.

4.1.1.6 Trainings

In the frame of the project, two trainings for operational use and promotion of SHELTER tools and products will be organised in the implementation phase i.e. starting from M24 onwards.

Such trainings will be carried out especially for CHM and DRM professionals during the project, mostly linked with technical application works performed at the case studies (i.e. Open Labs) [1].

4.1.1.7 Newsletters

In order to report on the project's achievements and technical developments, every 6 months a newsletter will be produced starting right after the 1st cycle of SHELTER' Workshops foreseen in the Open Labs. The process should end by mid-December (M7).

The main aim of the newsletter is to inform about the project progress, events and relevant news. This will allow to establish the grounds for adoption of the SHELTER system and solutions in both the public and the private sectors, being a key platform for promoting the use and uptake of SHELTER.

Moreover, this marketing tool will be specifically addressed to potential end-users, governments and most importantly industry partners with potential interest in purchasing the SHELTER developed solutions. Moreover, citizens with particular interest for the topic can subscribe to this newsletter via the project's website.

4.1.1.8 Education

Among the dissemination channels foreseen in the frame of the project, n. 3 PhDs arising from SHELTER scientific developments, led by the Universities involved in the consortium (i.e., UNIBO, POLITO, UNILIEGE, UPV, UMAS, IHED), are expected to be set in place after the end of the project. In this context, non-confidential SHELTER results will be disseminated.

4.1.2 Dissemination for user and stakeholder involvement

4.1.2.1 Contact database

To assure end-users and stakeholder engagement and involvement within the SHELTER project various activities have been set in place starting from the very beginning.

A contact database to identify and address the relevant target groups has been set up in order to collect inputs of a first key actors list.

General information of these contacts (e.g., first and last name, e-mail contacts, organization/ company where they work, position covered in the organization/ company and related country) will be collected in this database.

The SHELTER database will be regularly updated throughout the project in order to ensure that all interested and new stakeholders and/ or final users are identified and addressed.

Given the foreseen applications of SHELTER, it is noteworthy that the aim of this activity of this twofold. On one hand, the database will collect notable contacts to have a powerful contacts list of organisations and professionals who has shown a real interest in the project outcomes. On the other hand, will collect key list of community contacts (i.e. volunteer associations, individual citizens) as their support will be essential in the creation and exploitation of the project results, thus maximizing the impact achieved by SHELTER.

4.1.2.2 Workshops

Several workshops are foreseen during the course of the project. These will be carried out in the frame of the SHELTER Open Labs.

Indeed, in this context, it must be highlighted that the SHELTER Open Labs, have been articulated around workshops. In such way they can provide an opportunity for end-users and stakeholder involvement, to collect useful information in the frame of the co-creation process of the SHELTER tools but also represent an adequate venue in which results will be presented, fine-tuned and validated. To this aim, as mentioned in [1], seven workshops are foreseen, one every six months.

Additionally, SHELTER will organise two workshops at the demo sites targeting local institutions and citizens, as well as private companies, industry experts, and other relevant stakeholders.

Although the workshops main purpose is scientific, they will be used as key communication elements. In detail, these workshops will be held in two different moments of the project.

- Early stage: an international workshop for GLOCAL user requirements will be organised. The workshop is foreseen to be organised at UNESCO Venice office and will be based upon a DRM cycle scenario, with the interactive involvement of selected: i) world heritage sites managers; ii) civil protection authorities and emergency managers; iii) practitioners/scholars of DRM in CH, and CCA experts. The exercise will complete the local user requirement, produce the set of requirements for SHELTER developments and their integration with internationally recognized resources and tools;
- Final stage workshop: this will be held during the Final Conference and will gather all target stakeholders of the project from different sites and European regions. This event will also introduce the main achievements of the project to other cultural sites managers and practitioners, emergency responders and experts, in the attempt to better understand the inherent potentialities and further engage all relevant stakeholders in the adoption of SHELTER's solutions.

4.1.2.3 Clustering activities

As foreseen in [1], clustering activities with identified relevant networks will be promoted at European and global levels, in order to take advantage of the existing initiatives joined by SHELTER consortium partners.

In such context, publishable project results (especially devoted to WP1 and WP7 achievements) will be promoted. The table below provides an overview of the identified relevant clusters at EU and at global level.

Area of influence	Name	Description
Europe	European Construction Technology Platform (ECTP) ¹²	ECTP brings together the collective vision for a leading edge European Built Environment on behalf of our Members. ECTP gathers 170 Member organisations from across the construction sector and other sectors from the whole supply chain of the Built Environment.
Europe	Mayor Adapt	Mayor adapt is an initiative on adaptation to climate change. Such initiative, aims to increase support for local activities, provide a platform for greater engagement and networking by cities, and raise public awareness about adaptation and the measures needed.
Europe	European Council for Construction Research, Development and Innovation (ECCREDI)	The aim of ECCREDI is to contribute to the competitiveness, quality, safety and environmental performance of the construction sector and to the overall sustainability of the built environment – all urban and transport infrastructures – by advocating for effective construction research, technological and process development and innovation. Currently it counts 14 members.
Europe	European Network of Construction Companies for Research and Development (ENCORD)	ENCORD is network of active members from the construction industry, represented by decision-makers and executives working on research, development and innovation (R,D&I). ENCORD has 20 members with head offices in 9 European countries and operations worldwide. All members are major European contractors and/or suppliers of construction material and are strongly devoted to R, D & I for increased competitiveness and growth.
Europe	EUROCONSTRUCT®	EUROCONSTRUCT is an independent construction market forecasting network with partner institutes in 19 European countries. Its aim is to provide decision-makers in the construction sector and related markets and in ministries, agencies and national and international associations with information, analyses and forecasts to enable them to plan business more effectively.
Europe	European Construction Industry Federation (FIEC)	FIEC aims to represent and promote the interests of the European construction industry towards the European Institutions while helping to increase

¹² SHELTER partners TECNALIA and NOBATEK are active members of such cluster.

		knowledge of the sector among policymakers and the general public. Currently it counts 31 members across 27 countries.
Europe	Architect Council of Europe (ACE)	The association aims to promote architecture in Europe, to advance the architectural quality in the built environment, to support sustainable development ensuring high standards. Moreover, ACE fosters cross-border cooperation and to facilitate European practice. Currently ACE counts 43 Member Organisations which are the national regulatory and professional representative bodies in the EU Member States, the accession countries, Switzerland and Norway.
Global	World Heritage Information Network (WHIN)	WHIN is the global network of world heritage information providers, and includes the UNESCO World Heritage Centre, the Advisory Bodies (ICOMOS, IUCN, and ICCROM), States Parties, and those managing World Heritage sites.

Table 4.1-4 Cluster networks relevant to SHELTER

Nevertheless, such clusters will be furtherly fostered also in the frame of the engagement activities with European and other relevant institutions, as described in section 4.2.3..

4.1.2.4 Final conference

As foreseen in [1], a 2-day final conference on EU-level at the end of the project (M48).

The aim of the final event will be to present SHELTER’ achieved results oriented to citizens but also to disseminate target audiences and raising awareness.

Such event will be organised together with UNESCO in the Venice premises.

4.2 Exploitation of results

The consortium expects to commercialise SHELTER project’s results in Europe and beyond once the tools demonstrate their advantages in terms of costs and efficiency, when compared to currently applied technologies for the issues SHELTER is expected to face.

In this direction, the exploitation plan will leverage on key results of the project to define a detailed action plan to enter the market (including identification of the right value proposition, the key activities to undertake, the KPIs to measure, etc.).

It is important to mention that the objective of defining the exploitation activities in this deliverable is to recap on what is planned for the market uptake of the proposed solutions. It is useful to have a clear overview on the overall promotion system, which certainly includes exploitation activities.

Exploitation strategy chart	
Type of action	Exploitation of results
Objectives	Commercialisation of SHELTER results in Europe and worldwide
Target groups	CHM, CCA, DRM, BUSINESS

Description	The content of exploitation will be first of all focused on the exploitation plans (v1 and v2), reporting on the results of the business assessment tasks carried out during the project in order to support the commercial exploitation of the project results in a pan-European scale. Two specific tasks, T8.2 "Cost-Benefit Analysis" and T8.3 "Roadmap and Exploitation" in WP8 are dedicated to these activities. The main activity foreseen is the project' Exploitation Plan; however, other activities are also foreseen, such as the interface with similar and new projects and with main European Institutions.
Actions	Exploitation
Activities	<ul style="list-style-type: none"> • Project exploitation; • Similar and new projects monitoring and interface; • Interface with European and other relevant institutions.

Table 4.2-1 Exploitation strategy chart

4.2.1 Project exploitation

To guarantee the transfer of project results beyond its life, an all-inclusive exploitation strategy is planned for the end of the project.

The initial strategy will be contained in "Exploitation Plan v1" (D8.2, delivered in M36), will be defined and carried out in a close relation with the dissemination activities.

The final exploitation report, "Exploitation Plan v2" (D8.3, to be delivered in M47¹³) will form the basis for further development of the project's outputs and will include measures to ensure that the benefits of the project will endure beyond its lifetime.

4.2.2 Similar and new projects monitoring and interface

SHELTER aims to leverage on the experience from similar and complementary EU-funded projects. Thus, through different venues the members of the consortium have established contacts with project coordinators in order to establish collaborations and share knowledge and experiences. In addition, a database of relevant EU projects for SHELTER is currently being created Table 4.2-2.

Name	Description	Foreseen Interaction
ARCH H2020	ARCH aims to develop a unified disaster risk management framework for assessing and improving the resilience of historic areas to climate change-related and other hazards. This will be achieved by developing tools and methodologies that will be combined into a collaborative disaster risk management platform for local authorities and practitioners, the urban population, and (inter)national expert communities.	SHELTER, ARCH and HYPERION share the same call and some of the objectives overlap. In order to leverage on the high concentration of talent (nearly 60 partners between all three projects), fluent communication will be established.
HYPERION H2020	HYPERION aims to leverage existing tools and services (e.g., climate/extreme events models, and their impacts, decay models of building materials, Copernicus services, etc.), novel technologies (terrestrial and satellite imaging for wide-area inspection, advanced machine learning, etc.) to deliver an integrated resilience assessment platform,	

¹³ In response to Review Recommendations concerning future work, on the possibility to anticipate the Issue 2 of the Exploitation Plan. This delivery can be moved up to M47 (1 month in advance from original scheduled delivery in M48), in order to have a margin for changes/ adjustments, and/or updates if needed.

	addressing multi-hazard risk understanding, better preparedness, faster, adapted and efficient response, and sustainable reconstruction of historic areas.	
STORM H2020	STORM proposes a set of novel predictive models and improved non-invasive and non-destructive methods of survey and diagnosis, for effective prediction of environmental changes and for revealing threats and conditions that could damage cultural heritage sites.	Communication will be established to seek for potential synergies.
HERACLES H2020	HERACLES aims to design, validate and promote responsive systems/solutions for effective resilience of CH against climate change effects, considering as a mandatory premise an holistic, multidisciplinary approach through the involvement of different expertise (end-users, industry/SMEs, scientists, conservators/restorators and social experts, decision, and policy makers).	
RESCCUE H2020	RESCCUE aims to deliver a framework enabling city resilience assessment, planning and management by integrating into software tools new knowledge related to the detailed water-centred modelling of strategic urban services performance into a comprehensive resilience platform. These tools will assess urban resilience from a multisectoral approach, for current and future climate change scenarios and including multiple hazards.	
I-REACT H2020	I-REACT developed the first European-wide platform to integrate emergency management data coming from multiple sources, including that provided by citizens through social media and crowdsourcing. This way, I-REACT is able to produce information faster and allow citizens, civil protection services and policymakers to effectively prevent and/or react against disasters.	SHELTER partners will perform a deliverable review with a focus on multi-hazard early warning systems, social media data engine and other relevant topics useful for the scope of SHELTER.
FLOODIS H2020	FLOODIS exploited European services (Copernicus EMS, EFAS) and European GNSS (EGNOS/EDAS) to providing a better flood information service that improves flood emergency response. FLOODIS features three kind of map products: (i) flood delineation maps that are automatically fetched from Copernicus EMS and dynamically visualized on a map; (ii) flood nowcast maps that are created from crowdsourced reports; (iii) and flood forecast maps that are based on a 2-D flood model (LISFLOOP-FP) taking into account EFAS sensor forecasts and the Corine Land Cover.	FLOODIS is the predecessor of I-REACT. Useful documents will be reviewed in the scope of SHELTER objectives.
BRIGAIID H2020	BRIGAIID's ambition is to provide structural, ongoing support for innovation clusters: offering solutions for climate adaptation by developing an innovative mix of methods and tools, to become a standard for climate adaptation innovations. In detail, BRIGAIID offers state-of-the-art, scientific knowledge and cutting-edge methods for advancing the socio-technical readiness of innovations. BRIGAIID also offers and networking opportunities and supports the development of successful business plans.	SHELTER will be proposed as candidate innovations for insertion in the BRIGAIID process. It is particularly important to highlight that BRIGAIID will create an online platform to connect innovators, end users, and investors. Through this platform, marketing materials will be presented, and pitch decks

		and demonstrations organized with potential clients. This is of particular interest to SHELTER and could potentially aid the market uptake strategy of the consortium.
PLACARD H2020	PLACARD is an online hub for dialogue, knowledge exchange and collaboration between the climate change adaptation (CCA) and disaster risk reduction (DRR) communities.	SHELTER partners will leverage this connectivity hub in order to increase the reach and engagement of possible CCA and DRR stakeholder communities. Leveraging such network could increase the exploitation potential of the project.
Risckit FP7	The main objective of the RISC-KIT project is to develop methods, tools and management approaches to reduce risk and increase resilience to low-frequency, high-impact hydro-meteorological events in the coastal zone. These products will enhance forecasting, prediction and early warning capabilities, improve the assessment of long-term coastal risk and optimise the mix of prevention, mitigation and preparedness measures.	Review of public deliverable on open source tools developed with a focus on risk assessment.
EU WATCH FP6	This project- Water and Global Change (WATCH)- will bring together the hydrological, water resources and climate communities, to analyse, quantify and predict the components of the current and future global water cycles and related water resources states, evaluate their uncertainties and clarify the overall vulnerability of global water resources related to the main societal and economic sectors.	SHELTER partners will perform a deliverable review with a focus on climate change and weather modelling.

Table 4.2-2 SHELTER similar project database (preliminary)

4.2.3 Interface with European and other relevant institutions

To maximise the dissemination results, SHELTER will interface with European and other relevant institutions through the work foreseen in Task 8.4. Such task will be guided by UNESCO and aims to enhance the link between SHELTER-derived solutions and methodology with a wider community of potential users, scaling up the project’s efforts from a regional to a global level in CHM, CCA and DRM industries.

In this context, some main international organizations and national high-level authorities together with the relevant bodies for ongoing initiatives directly linked to UNESCO will be reached. These have been identified and described in the table below (i.e. Table 4.2-3).

Name of Entity/Initiative	Description
International Platform for Reducing Earthquake Disaster (IPRED)	IPRED is a platform for collaborative research, training and education in the field of seismology and earthquake engineering. In this context, the International Institute of Seismology and Earthquake Engineering (IISEE) acts as this platform’s 'Centre of Excellence'.

<p>International Consortium on Landslides (ICL)</p>	<p>ICL is an International non-governmental and non-profit scientific organization. The ICL established the International Programme on Landslides (IPL) as a programme of ICL by 2006 Tokyo Action Plan. IPL includes IPL projects, the triannual World Landslide Forum (WLF) and the World Centres of Excellence on Landslide Risk Reduction (WCoE).</p>
<p>Partnership for Environment and Disaster Risk Reduction (PEDRR)</p>	<p>PEDRR is a global alliance of UN agencies, NGOs and specialist institutes. It seeks to promote and scale-up implementation of ecosystem-based disaster risk reduction and ensure it is mainstreamed in development planning at global, national and local levels; and provides technical and science-based expertise and applies best practices in ecosystems-based DRR approaches.</p>
<p>International Platform for Earthquake Early Warning Systems (IP-EEWS)</p>	<p>IP EEWS is an initiative launched by UNESCO to create a space that enhances collaboration and knowledge sharing within the scientific community and between scientists, decision- and policymakers in order to promote the development of early warning systems in earthquake-prone regions and countries. The platform aims to promote international scientific and technological cooperation and to commence a dialogue between knowledge developers and users in an overarching effort to strengthen communities' preparedness and resilience against earthquake disaster risk.</p>
<p>Reducing Earthquake Losses in the Extended Mediterranean Region (RELEMR) Programme</p>	<p>The RELEMR programme was launched by UNESCO and the US Geological Survey (USGS) with the purpose of assessing, evaluating and reducing expected earthquake losses in the targeted region. RELEMR aims to facilitate the process of earthquake loss reduction in its participant countries by helping to establish theoretical and practical procedures, and transfer of knowledge and skill from more experienced institutions.</p>
<p>Reducing Earthquake Losses in the South Asia Region (RELSAR) Programme</p>	<p>The RELSAR programme was launched by UNESCO and the U.S. Geological Survey (USGS). The programme aims to provide a platform for examining regional approaches to improve seismic data and earthquake risk mitigation, increasing the cooperation with scientific and engineering organizations in the South Asia region.</p>
<p>UNESCO Secretariat for Global Geoparks</p>	<p>UNESCO Global Geoparks are single, unified geographical areas where sites and landscapes of international geological significance are managed with a holistic concept of protection, education and sustainable development. Their bottom-up approach of combining conservation with sustainable development while involving local communities is becoming increasingly popular. In this context, the secretariat aims to supports Member States' efforts to establish UNESCO Global Geoparks all around the world, in close collaboration with the Global Geoparks Network.</p>
<p>UNESCO Network of Biosphere Reserves</p>	<p>UNESCO Biosphere Reserves are part of the "Man and the Biosphere" initiative, an is an Intergovernmental Scientific Programme that aims to establish a scientific basis for the improvement of relationships between people and their environments. MAB combines the natural and social sciences, economics and education to improve human livelihoods and the equitable sharing of benefits, and to safeguard natural and managed ecosystems, thus promoting innovative approaches to economic development that are socially and culturally appropriate, and environmentally sustainable.</p>

Table 4.2-3 List of entities and initiatives relevant for SHELTER

Additionally, in order to boost the clustering activities (see also section 4.1.2.3), UNESCO will use its direct link with its member states, in particular through the network of national commissions for UNESCO to develop a strategy to interact with national, regional and local stakeholders concerned with cultural heritage and/or disaster management planning to improve the interactions between these and other sectors in the integration of CH into existing DRM and CCA planning.

Moreover, other relevant networks deriving from other EU projects have been identified. It will be key to liaise with them as they represent good opportunities to maximize the impact of SHELTER project results. These networks have been listed in the table below.

Name	Description
REACH H2020	REACH aims to contribute to unlock the potential of people to engage in culture and CH in order to foster creativity and innovation and, thereby, to empower citizens to face the immense and rapid changes taking place in Europe and beyond. In this context, REACH has established a social platform as a sustainable space for meeting, discussion and collaboration by a wide-ranging network of development bodies, tourism, education, creative industries, CH professionals, academic experts, arts practitioners, professionals in archives and galleries, associations and interest groups representative of non-professionals and local societies, and policy-makers – all those with a stake in the field of culture and CH.
RURITAGE H2020	RURITAGE strives to enable rural regeneration through cultural and natural heritage by sustainably enhancing the unique local heritage for regional and community development.
ROCK H2020	ROCK develops an innovative, collaborative and circular systemic approach for regeneration and adaptive reuse of historic city centers. Implementing a repertoire of successful heritage-led regeneration initiatives, ROCK test the replicability of the spatial approach and of successful models addressing the specific needs of historic city centers.
PROMEDHE H2020	A cross border regional network of experts to cooperate and share experiences in the field of cultural heritage protection during disaster management.

Table 4.2-4 Additional networks that SHELTER should leverage

4.3 Communication

As explained in section 3.2, communication has the strategic value of providing the basis for and supporting citizen engagement, especially in the co-creation process of the SHELTER Model. Moreover, communication is also understood as a fundamental support to convince key target groups of the societal and economic benefits generated by SHELTER. Therefore, a communication strategy has been set in place.

Communication strategy chart	
Type of action	Communication
Objective	SHELTER Project promotion towards all stakeholders, end-users, scientific community but also society as a whole
Target groups	All target groups and beyond
Description	A mix of communication actions focused on main project results to reach the overall target audience and promote project in different contexts
Actions	Communication

Activities / Tools	<ul style="list-style-type: none"> • Exploitation of the website for promotion activities; • Social media publications; • Other communication channels.
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Table 4.3-1 Communication strategy chart

4.3.1 Exploitation of the website for other promotion activities

The SHELTER website could be leveraged as a tool not only for project dissemination, but also for project promotion, for example through the:

- Websites cross-linking to exchange site links and increase Google rank/positioning, providing a mutual advantage to both the SHELTER and the partners' websites.
- Publication on the SHELTER website of external press releases that are relevant to the project and/ or the work of the consortium members, with the possibility to comment them and open discussions related to them; and
- Website ads campaigns: a SHELTER banner could be shown on related websites.

4.3.2 Social media publications

In order to achieve general communication of the project, some key social media channels have been identified to ensure that activities and achievements of the projects are publicized and broadcasted in various formats.

A SHELTER account has been created in the following social media platforms:

Name of platform	Link	Type of Audience
Twitter	https://twitter.com/Shelter_EU	General public
Facebook	https://www.facebook.com/shelterprojectsocial/	General public
Mendeley	https://www.mendeley.com/profiles/shelter-project-h/	Researchers and professionals
ResearchGate	The set-up process of a RG SHELTER Project page devoted to the dissemination of the project's progress and results has been initiated.	Researchers and professionals

Table 4.3-2 SHELTER Social Media channels

In addition to this top list, an additional channel will be leveraged in order to maximise the reach of the communication activities of SHELTER, namely the "[Against Disasters](#)" twitter account.



Figure 4.3-1 Against Disaster Twitter Account

This channel was created in the frame of a previous project in the field of Emergency Management (i.e. I-REACT) and it currently has c. 5,000 active followers. This account is still active, and it is currently utilized for spreading news related to EU innovative projects targeting resilience to climate change and disaster risk management topics.

Moreover, in view of the utilisation of such social media channels, some suggestions on the main hashtags and/or key words to use have been shared to the SHELTER partners. In this context, it must be highlighted that a proper use of hashtags will help increase SHELTER social media presence as they make the content viewable by anyone who has an interest in the proposed hashtag as it goes beyond just followers of SHELTER. These are the following:

#shelter_eu #shelter_project #H2020 #culturalheritage #heritagepreservation #historicarea #climatechange #resilience #emergencyresponse #disasterriskresponse #sustainableconstruction #sustainablehistoricalenvironment #communitybasedresilience #communityengagement #Tecnalia #(Partner’sName).

Additionally, in conjunction with the above-mentioned SHELTER communication channels, it must be stressed that UNESCO will display SHELTER in the following media channels to amplify the effect of the action:

- UNESCO Culture Sector/ Emergency Preparedness and Response webpage;
- Latest News” section (<https://en.unesco.org/themes/culture-emergencies>);
- UNESCO website and “photo gallery” section (<http://www.unesco.org/new/en/venice/home/>);
- UNESCO You-Tube;
- Social media channels of UNESCO Earth (EES/EGR) (Twitter, Facebook, Instagram); and
- Biannual e-newsletter “Bridges” with the opportunity to disseminate the project achievements at both European and worldwide level.

Nevertheless, all Consortium partners are invited to share SHELTER' project development and results to their own communication office in order to maximise the reach of the communication activities.

On top of the above-mentioned channels, the use of LinkedIn is foreseen. Here, articles about SHELTER progress and achievements content will be shared directly as "posts" by the Consortium members to their own network of professionals and also to relevant LinkedIn Groups of professionals working in the CHM, CCA and DRM industry (e.g., Information Technologies and cultural heritage; Cultural Heritage Connections,...).

4.3.3 Other communication channels

The project will be communicated to the public also at large scale using other more traditional communication channels i.e. via press releases and participation in radio, newspapers, magazines at local and regional level and TV. The content will cover general information, latest news and SHELTER features.

EU and international media at project level will be leveraged. In this sense, local and national media at city/ region level will be used. In detail:

- At EU level: Regional and national mass media of the 28 EU members and Turkey will be reached;
- At international level: the main international mass media TV multi-purpose and specialised channels will be targeted.

4.4 Gender issues in project dissemination and communication activities¹⁴

Gender equality and gender dimension in research are priorities of the European Union Horizon 2020 Framework Programme.

In SHELTER we follow the approach of "gendered innovation", defined by the EC by integrating the sex and gender perspective in the knowledge generation and the development of the strategies and guidelines and by considering the differential impacts of the actions developed on different population groups including men and women.

When it comes to the dissemination and communication activities, in order to make sure that all processes are inclusive, a **specific action plan**, with main actions have been set in place in order to address possible gender issue(s)¹⁵. In carrying out the activities we specifically pay attention to:

- Gender-neutral / sensitive *wording*:
 - Gender-impartial language¹⁶ is implemented in the communication and dissemination activities. Our messages are structured in order to possibly avoid any bias towards a particular sex or social gender.

¹⁴ This section has been included in view of Review's recommendations concerning the period covered by the Report.

¹⁵ Gender issue(s) are defined as "any issue or concern determined by gender-based and/or sex-based differences between women and men".

¹⁶ Gender neutral/ impartial language is defined as "Language that is not gender-specific and which considers people in general, with no reference to women and men. Source: <https://eige.europa.eu/thesaurus/terms/1191>

- When reporting informative data, this is reported in a gender-sensitive¹⁷ way.
- Gender-neutral *images*:
 - As images can speak louder than words, we are attentive in selecting appealing images (especially for communication purposes). This means that the images use in our communication materials does not reinforce gender stereotypes and includes a wide mix of people in different environments.

Once both these criteria are met, the dissemination and communication processes are allowed to move forward.

Additionally, it is worth to note that any gender specific results such gender sensitive policies that provide visibility for the inclusion of gender perspective into research and projects results will be specifically disseminated and highlighted.

Moreover, as per DoA [1], the Responsible Research and Innovation, Ms. I Revilla (TEC), overviews all project activities under the Responsible Research and Innovation' key aspects - that are extremely relevant in SHELTER - (i.e., Ethics, Gender Equality, Governance, Open access, Public Engagement and Science Education).

The RRI's overview combined with the specific action plan in terms of communication and dissemination, allows to ensure that all the documents developed within the SHELTER project guaranteeing that the gender dimension is integrated as a transversal issue in the project activities (see also Gender equality action plan enclosed in [3]).

5 Conclusions and expected results

This document has illustrated the plan for the dissemination, exploitation and communication in the context of the SHELTER project, both covering activities already performed during the first months and those planned for the rest of the project. The majority of these activities have been already presented in [1], in particular in WP8 "Exploitation, Dissemination and Communication of SHELTER results".

As seen, dissemination is the core activity for SHELTER promotion. In detail, the dissemination actions for awareness lay the grounds of the overall strategy, given the innovative solution proposed by SHELTER and the final product stemming from the R&D are currently not known for most U&S. The website and the participation to international conferences and events are the key channels.

¹⁷ Gender sensitive language is defined as the "Realisation of gender equality in written and spoken language attained when women and men and those who do not conform to the binary gender system are made visible and addressed in language as persons of equal value, dignity, integrity and respect". Source: <https://eige.europa.eu/thesaurus/terms/1215>

Furthermore, the exploitation of results is also very relevant according to market awareness and further adoption of final solution.

Specific communication actions are foreseen in order to reach a wider audience, when relevant and possible. Nevertheless, these actions play a secondary role in the overall SHELTER promotion scheme, considering the scope of the project, mostly related to professionals more than mass market target audience.

It is to be noted that for all these activities, gender-neutral and gender-sensitive language is utilised and a specific action plan related to communication and dissemination has been set in place. This allows to ensure that the gender dimension is integrated as a transversal issue in the SHELTER project activities.

Finally, about the dissemination, exploitation and communication tools and materials suggested in the previous sections, the expected results are summarised in Table 4.4-1, in terms of goals and key performance indicators (KPIs)¹⁸.

Item	Goal	#	KPI
Logo	Diffusion to the widest audience	1	Logo ready
Website	Create a user-friendly website	1	8000 visits ¹⁹
Project brochure	To reach a large audience	9	5000 people ²⁰
Press releases and publications	Diffusion to widest audience	15	1000 readers ²¹
International conferences and events	Participation to key events	2	200 people
Final Conference	Organisation of a 2-day final conference	1	300 people
Newsletters	Engagement with target groups	9	200 people / newsletter
Contact Database	Key contact database	1	Updated quarterly
Workshops	A GLOCAL User requirement workshop and a Final workshop to showcase of project results and receive feedback from main stakeholders and users	2	100 people
Clustering activities	Promotion of networks and active cluster with other H2020 European ongoing related projects, European and National Technology Platforms	4	200 people
Training	2 trainings for professionals during the project, mostly linked with technical application works performed at the case studies	2	150 people
Education	Ph.D. arising from SHELTER scientific developments	3	3 PhDs
Project exploitation plan	Detailed Exploitation Plan	2	Identified economic and financial data for the project

¹⁸ KPIs were updated in view of received Review' recommendations concerning future work, on the topic.

¹⁹ Item updated in view of Review' recommendation concerning future work, on KPIs.

²⁰ Item updated in view of Review' recommendation concerning future work, on KPIs.

²¹ Item updated in view of Review' recommendation concerning future work, on KPIs.

Similar and new project monitoring and interface	Shared knowledge with other relevant EU projects	4	Contact/ liaise with project coordinators
Interface with EU and other relevant institution	Exploitation of the EU and international dimension of the project	4	Contact/ liaise with reps from key institutions
Website updates	Provision of the website with news related to the project development	20 ²²	Updates at least at each milestone of the project
Centralised social media dissemination	Regular network building and broadcasting through professional and specialised social media such as Mendeley and ResearchGate.	1	500 people
Social media publications	Spreading of the SHELTER project achievements to a wider audience	120	1500 Total followers on social networks ²³ and at least 120 publications ²⁴
Other communication channels	Spreading of SHELTER results on traditional mass media (via press releases and participation in radio, newspapers, magazines at local and regional level and TV)	50	2.5M people ²⁵

Table 4.4-1 SHELTER dissemination and communication tools and expected results

²² Item updated in view of Review' recommendation concerning future work, on KPIs.

²³ Item updated in view of Review' recommendation concerning future work, on KPIs.

²⁴ Item updated in view of Review' recommendation concerning future work, on KPIs. The number of publications on social media will be increased as much as possible by the end of the project.

²⁵ C. 50,000 people impacted per media appearance is estimated for traditional mass media channels. This has been revised in view of Review' recommendation concerning future work, on KPIs.

6 References

Applicable and reference documents:

[1] SHELTER Grant Agreement No. 821282 (27.03.2019)

[2] European Commission (2019), What is the difference between dissemination, exploitation and communication?, Funding and Tenders Portal. Available at: <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/support/faq;keywords=/933> (accessed on 11/11/2019)

[3] SHELTER D9.1 "Quality Assurance Plan", 2019.