LINKS

Strengthening links between technologies and society
for European disaster resilience

D9.1 LINKS Dissemination, Exploitation and Communication Strategy

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EXECUTIVE SUMMARY

About the project

LINKS "Strengthening links between technologies and society for European disaster resilience" is a comprehensive study on disaster governance in Europe. In recent years, social media and crowdsourcing (SMCS) have been integrated into crisis management for improved information gathering and collaboration across European communities. The effectiveness of SMCS on European disaster resilience, however, remains unclear, due to the use of SMCS in disasters in different ways and under diverse conditions. From this point of departure, the overall objective of LINKS is to strengthen links between technologies and society for improved European disaster resilience, by producing sustainable advanced learning on the use of SMCS in disasters. This is done across three complementary knowledge domains:

- Disaster Risk Perception and Vulnerability (DRVP)
- Disaster Management Processes (DMP)
- Disaster Community Technologies (DCT)

Bringing together 15 partners and 2 associated partners across Europe (Belgium, Denmark, Germany, Italy, Luxembourg, the Netherlands) and beyond (Bosnia & Herzegovina, Japan), the project will develop a framework to understand, measure and govern SMCS for disasters. The LINKS Framework consists of scientific methods, practical tools, and guidelines addressing researchers, practitioners, and policy makers. It will be developed and evaluated through five practitioner-driven European cases, representing different disaster scenarios (earthquake, flooding, industrial disaster, terrorism, drought), cutting across disaster management phases and diverse socioeconomic and cultural settings in four countries (Denmark, Germany, Italy, the Netherlands). Furthermore, LINKS sets out to create the LINKS Community, which brings together a wide variety of stakeholders, including first-responders, public authorities, civil society organisations, business communities, citizens, and researchers across Europe, dedicated to improving European disaster resilience through the use of SMCS.

About this deliverable

The overall objective of LINKS is to strengthen links between technologies and society for improved European disaster resilience, by producing sustainable advanced learning on the use of social media and crowdsourcing (SMCS) in disasters. In particular, this deliverable establishes the overall Dissemination, Exploitation, and Communication (DEC) Strategy for the project, by laying out objectives, target groups, modes of implementation, and expected impacts.

Going beyond a general description of the main channels, materials, and events used in the project, this deliverable seeks to establish a strategic route towards optimal visibility for and efficient interaction within the project. Furthermore, it includes useful tools in order to monitor and evaluate the project's impact.

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LIST OF ACRONYMS

Abbreviation / Acronym	Description
DCT	Disaster Community Technologies
DEC	Dissemination, Exploitation, and Communication
DMP	Disaster Management Processes
DRPV	Disaster Risk Perception and Vulnerability
EC	European Commission

EU	European Union
FB	Facebook
GA	Grant Agreement
KPI	Key Performance Indicators
LAC	LINKS Advisory Committee
LCC	LINKS Community Center
LCW	LINKS Community Workshop
LCU	Link Campus University
LIn	LinkedIn
TG(s)	Target Group(s)
TW	Twitter
WP(s)	Work Package(s)

1. INTRODUCTION

The overall objective of LINKS is to strengthen links between technologies and society for improved European disaster resilience, by producing sustainable advanced learning on the use of social media and crowdsourcing (SMCS) in disasters. In parallel, while research on these topics is being conducted, the project itself will make use of technologies and social media. Its success and sustainability will largely depend on active and efficient engagement within the Consortium, as well as with external stakeholders and target groups. In this context, this deliverable seeks to establish an effective Dissemination, Exploitation, and Communication (DEC) Strategy for the project, in order to optimally connect all stakeholders via various channels, materials, and events. Led by Consortium partner Link Campus University (LCU) in Rome, this strategic document will guide all Consortium partners within the project towards optimal visibility of project activities, and efficient dissemination and exploitation of research results. By setting objectives, targets, and Key Performance Indicators (KPIs), this deliverable moreover contributes to the project's sustainability. As will become evident in this document, DEC activities are strongly interlinked with all Work Packages (WPs) within the project, not only in terms of knowledge-production (WP2, 3, 4, and 5), but also in terms of establishing the LINKS Community (WP6, 7, and 8). As such, DEC activities continuously take place in each phase of the project, starting from Month (M)1. More specifically:

- M1-4, M19-21 and M36 will be dedicated to the planning of DEC activities;
- M1-M42 will be dedicated to the implementation of the DEC Strategy;
- M17-19, M35-37 and M40-42 will be dedicated to the evaluation of the DEC Strategy.

This DEC Strategy is a living document, and will be updated in M21 and M39. It will result in a final report delivered in M42.

This deliverable consists of 7 sections, which include Objectives (Section 2), as well as Target Groups and Key Messages (Section 3). Section 4 includes the DEC Strategy, structured along Channels (Section 4.1), Materials (Section 4.2), and Events (Section 4.3). Section 5 anticipates Monitoring and Evaluation activities, notably through Targets and KPIs and potential Risks & Mitigation Actions, whereas Section 6 includes specific instructions to Consortium partners for DEC activities. The document finalises with a Conclusion in Section 7.

2. DEC OBJECTIVES AND ROADMAP

2.1 DEC Definitions

First of all, within the DEC Strategy, a distinction between Dissemination, Exploitation and Communication should be distinguished (EC Research & Innovation Participant Portal Glossary/Reference Terms):

- **Communication** activities aim to promote all the project's activities, as well as its results – a process which continuously takes place starting from the early onset of the project. Communication activities address society as a whole, by means of one-way exchange (website, press release, leaflet, etc.) or two-way exchange (Community Workshops, for example). In general, communication activities inform society about the benefits of the project;
- **Dissemination** activities revolve around the distribution of project results, and take place only after project results are available (or published). Dissemination activities generally address potential users (e.g. researchers, practitioners, or policy makers working in similar fields), and can include scientific papers, academic conferences, specialised conferences, etc.;
- **Exploitation** refers to the actual use of results (e.g. in research activities, or developing a product or service) by partners within or outside the Consortium. It is obligatory up to 4 years after the end of the project, for example for societal or commercial purposes, or policy-making - and therefore, may not directly be connected with the project.

As may become evident in this Strategy document, although these terms appear clearly distinguishable, in reality, the activities related to them may overlap.

2.2 DEC Objectives: How DEC Activities Contribute to LINKS

In a broad sense, the Dissemination, Exploitation, and Communication Strategy seeks to inform about the LINKS project and its results, as well as to make available, encourage, and use the actual results. The Dissemination, Exploitation, and Communication specific objectives are developed in order to contribute to LINKS' overall strategic objectives – as specified in Table 1. In general, the DEC objectives make a distinction between knowledge dissemination activities, and activities aiming to engage the LINKS community.

Table 1. LINKS DEC Objectives

LINKS STRATEGIC OBJECTIVES	DEC OBJECTIVES
Achieving a consolidated understanding of SMCS in disasters	To create awareness and spur interest about the project's activities, results, and findings To strengthen knowledge-production at the public, scientific, and policy level To enhance knowledge-sharing and interaction between key target groups, notably practitioners, researchers, and policy-makers
Governing the diversity of SMCS in disasters	To ensure access for end-users, notably practitioners, to the LINKS resources and tools developed within the project To disseminate project results with key target audiences To provide recommendations and best practices to practitioners, policy and decision makers, local communities, research networks, and the general public To provide policy and strategy guidelines to improve the use of SMCS in disasters
Bring multidisciplinary SMCS stakeholders together	To establish links between different actors working in the field of disaster resilience To create a community among key stakeholder groups within Europe and beyond To widely involve stakeholders in the project's activities, as well as organise them together To consolidate and enhance synergies among local, national and EU stakeholders

The manner in which the above objectives will be reached for different target groups, will be set out in the next chapter. How DEC objectives are reached through various DEC activities is identified in Table 2 (dedicated to DEC channels), Table 3 (dedicated to DEC materials) and Table 4 (dedicated to DEC events)

Table 2. DEC Channels and Objectives

DEC OBJECTIVES	DEC CHANNELS							
	Website	LCC	Social Media	Scientific Channels	Partners online Channels	Network Partners online Channels	Similar Projects	EU online Channels
To create awareness and spur interest about the project's activities, results, and findings	•		•		•	•	•	•
To strengthen knowledge-production at the public, scientific, and policy level	•		•	•	•	•	•	•
To enhance knowledge-sharing and interaction between key target groups, notably practitioners, researchers, and policy-makers		•	•	•	•			
To disseminate project results with key target audiences	•		•	•	•			
To widely involve stakeholders in the project's activities, as well as organise them together	•	•		•	•			

To ensure access for end-users, notably practitioners, to the LINKS resources and tools developed within the project	•	•		•	•			
To provide recommendations and best practices to practitioners, policy and decision makers, local communities, research networks, and the general public	•	•		•				
To provide policy and strategy guidelines to improve the use of SMCS in disasters	•	•		•				
To establish links between different actors working in the field of disaster resilience		•	•	•				
To create a community among key stakeholder groups within Europe and beyond		•	•	•				
To consolidate and enhance synergies among local, national and EU stakeholders		•	•	•				

Table 3. DEC Materials and Objectives

DEC OBJECTIVES	DEC MATERIALS				
	Communication Materials	Video	Leaflets	Press Releases	Newsletters
To create awareness and spur interest about the project's activities, results, and findings	•	•	•	•	•
To strengthen knowledge-production at the public, scientific, and policy level	•	•	•	•	•
To disseminate project results with key target audiences	•		•	•	•

Table 4. DEC Events and Objectives

DEC OBJECTIVES	DEC EVENTS								
	LCWs	LACs	Scientific Conf.	Final Conf.	General Conf.	Inter. Work-shops	Related Projects Events	(Netw.) partners Events	EU Events
To create awareness and spur interest about the project's activities, results, and findings			•	•	•	•	•	•	•

To strengthen knowledge-production at the public, scientific, and policy level			•	•	•	•	•	•	•
To enhance knowledge-sharing and interaction between key target groups, notably practitioners, researchers, and policy-makers	•	•	•	•	•	•	•	•	•
To disseminate project results with key target audiences			•	•	•	•	•	•	•
To widely involve stakeholders in the project's activities, as well as organise them together	•		•	•	•	•	•	•	•
To ensure access for end-users, notably practitioners, to the LINKS resources and tools developed within the project	•		•	•	•	•	•	•	•
To provide recommendations and best practices to practitioners, policy and decision makers, local communities, research networks, and the general public			•	•	•	•	•	•	•
To provide policy and strategy guidelines to improve the use of SMCS in disasters			•	•	•	•	•	•	•
To establish links between different actors working in the field of disaster resilience	•		•	•	•	•	•	•	•

To create a community among key stakeholder groups within Europe and beyond	•		•	•	•	•	•	•	•
To consolidate and enhance synergies among local, national and EU stakeholders	•		•	•	•	•	•	•	•

2.3 Roadmap: What Next?

In the next 6 months, the project will focus on the following DEC milestones and activities:

- M5: all internal communication materials are ready and available; social media channels are operative; instructions/guides for LINKS partners (i.e.: Visual Identity Manual, DEC Activity Report; use of partner channels; use of related projects and network Consortium channels; event participation guide) are shared;
- from M5: identifying potential participation opportunities in scientific conferences, general conferences and interactive workshops relevant to LINKS;
- M6: the LINKS website is implemented and operative; strategy for the use of EC channels defined; LINKS partners channels, partner channels, and – when possible – other related project channels are used for the project aims; first press release produced; first LCW carried out;
- M7: first newsletter produced.

A preliminary overview of the entire project (42 months) can be found in section 4.4.

3. TARGET GROUPS & KEY MESSAGES

The ecosystem that encloses the LINKS project involves a wide variety of stakeholders, interested for various reasons in the use of digital technologies during emergency and crisis scenarios. As such, it is fundamental to distinguish the different TGs of the project, as well as the key messages LINKS will spread.

3.1 Target Groups: Who to Reach?

In relation to LINKS' DEC objectives, five main TGs (Target Groups)[1] can be distinguished:

- **TG1 - Practitioners** include organisations that have had specialised training allowing them to provide assistance during emergency situations (first responders, NGOs, civil protection units, etc.).
- **TG2 - Policy and decision makers** are legislative and executive bodies that operate at different territorial levels (local, regional, national and European) in which many subjects are active (such as mayors, councillors, ministers, parliamentarians and members of the European Parliament).
- **TG3 - Local communities** include those groups linked by social and organisational relationships deriving from common interests and customs, such as: businesses, schools and civil society organisations.
- **TG4 - Research networks** include universities, research centres and individual researchers, interested in the management of emergency situations.
- **TG5 - Citizens and media**. Within emergency situations, it is crucial for citizens to receive updated and fast information on steps to take. At the same time, citizens produce data on social media that may be useful for managing emergency situations. The media inform citizens and promote acceptance of disaster resilience.

Based on the results of similar EU projects (beAWARE, 2019) and on the basis of a discussion with all the LINKS partners, Table 5[2] specifies how different TGs will contribute to the project – and vice versa: how they will benefit from information gained within LINKS. Moreover, it specifies the level of interest and influence that LINKS will have on the different TGs. Ultimately, this information will inform the key messages and appropriate channels to be used.

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[1] Some TGs overlap with stakeholder groups defined in LINKS' D8.1 and D1.5. However, given that within the DEC Objectives, the aim is to reach the largest audience possible, the TGs in this document are less specific.
[2] Table 5 is created using the HERoS (H2020: 101003606) Stakeholder Engagement Methodology (D5.1: HERoS Stakeholder engagement and dissemination plan).

Table 5. Description of Target Group Engagement

TARGET GROUP	LEVEL OF PRIORITY (LOW: +, MEDIUM: ++, HIGH: +++)	EXPECTED CONTRIBUTION/SUPPORT TO LINKS	LINKS ADVANTAGE(S) FOR STAKEHOLDERS	HOW TO TARGET THIS TG
TG1	Interest: +++ Influence: +++	Exchange of ideas, knowledge and skills in the topic of disaster management cycle and prevention and management of emergency situations	Plan their activities, taking advantage of a framework that enhances the data produced by users, risk communication processes, and improving their rescue activities in emergency and crisis situations; Use the results of the project to try to influence national and European policies in order to stimulate the creation of new public services that can facilitate the processes of crisis management and emergency response.	Involve them within the LINKS Community Center (LCC); Attend the most important events in the industry; Implementation of workshops and presentations of the pilot results.
TG2	Interest: ++ Influence: ++	Support the identification of the key elements and objectives of the project; Inspire policy decisions that strengthen European resilience.	Identify the opportunities offered by SMCS to improve understanding of risk situations; Understand how public participation of citizens and collective actions can help	Involve them in workshops and presentations of pilot results, especially in the places where case studies are carried out.

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			in situations related to emergencies or disasters; Improve their emergency management activities in real time.	
TG3	Interest: +++ Influence: ++	Integrate the tools and guidelines proposed by LINKS into their training activities (especially as regards schools); Test and validate the tools proposed by LINKS.	Obtain greater awareness of the opportunities created by SMCS for the implementation of solutions dedicated to risk prevention and communication with emergency authorities; Obtain greater transparency on the management of emergency situations.	Create and participate in events in the places where the case studies will be carried out.
TG4	Interest: +++ Influence: ++	Recognise a scientific value of LINKS; Integrate the methodologies developed by LINKS, exchange similar research findings and identify key regulatory gaps to address to Institutions; Stimulate the creation of partnerships between academic institutions, specialists, researchers and experts on project topics.	Open access to scientific publications that enrich the scientific debate on these issues and highlight the methodologies, experiences and results of the project; Participate in events and workshops to improve understanding of the project and its impact, contributing to the discussion on issues related to the prevention and management of emergency situations.	Publication of scientific articles on academic social channels and participation in events such as conferences to establish a connection with research networks that are already working on European and national projects concerning the topics covered by the LINKS project.

| TG5 | Interest: ++ Influence: + | Citizens produce data on social media that make it possible to obtain useful information for the management of emergency situations; They receive and respond to risks in different ways based on data they receive from emergency authorities; They contribute to the increase of knowledge about LINKS and its benefits, promoting the acceptance of the issues of resilience to disasters. | Updated and fast information on the activities to be carried out; Understanding how to be useful in real time in situations of risk and crisis thanks to new technologies; In the case of media, content ready for publication. | Press communications at national and local level, especially in the places where the case studies take place, in order to show the practical application of the project to citizens. |

A preliminary list of stakeholders for the LINKS project included in the 5 TGs is mapped in Annex II.

3.2 LINKS' Key Messages: What to Convey?

Within the project, and notably based on the development of the knowledge bases (WP2, 3, and 4), LINKS Framework (WP5) and community engagement (WP6, 7), LINKS will develop a set of key messages to be conveyed to different target groups. These key messages are crucial in dissemination, communication and exploitation efforts, as they constitute the core of what the project seeks to bring forward. At the time of writing this DEC Strategy (M5; to be updated each 18 months), the key messages are still being developed. During later stages of the project, once the results have matured, LCU together with EOS (Work Package Leader for D8.1: LINKS Community Strategy) will identify for each WP (in collaboration with respective Work Package Leaders) a set of key messages ("lessons learnt"), tailored to the needs of each target group. In general, communication within LINKS – whether they are key messages or not – will aim to be clear, concise, and relevant. Depending on the target group, they can be adjusted according to their need. Although these needs will be nuanced as the project develops (notably in Deliverable 8.1: LINKS Community Strategy), respective target groups would benefit from:

TG1 – Practitioners: Action-based, technical communication;

TG2 - Policy and decision makers: Targeted messages with the potential to influence policies and practices from a bottom-up perspective;

TG3 - Local communities: Accessible and clear communication, which highlights the more concrete aspects of the project results;

TG4 - Research networks: Scientific communication with a specific focus on research results;

TG5 - Citizens and media: Accessible and clear communication introducing the project's findings and results to the larger public.

4. DEC STRATEGY: HOW TO PROCEED?

In order to meet the objectives set out in the previous section, the LINKS DEC Strategy will tactically use and combine a variety of channels (Section 4.1), materials (Section 4.2), and events (Section 4.3) to promote LINKS activities and outputs. The aim of this strategy is not only to clarify their usage, but also to identify a coherent cross-channel DEC plan that will ensure the highest impact – during and after the project's lifetime.

4.1 DEC Channels

Before providing an in-depth analysis of the main DEC channels used for LINKS, Table 6 provides an overview of their main objectives and activities, and how they interact.

Table 6. Overview of LINKS DEC Channels

CHANNEL	MAIN GOALS	ACTIVITIES	CONNECTIONS WITH OTHER DEC CHANNELS
Website	Creating awareness and interest about LINKS themes, objectives and progress Announcing project findings Providing access to the LINKS resources and tools	Publication of news and project outputs; Publication of the project description and information regarding the methodology, objectives, etc. Information on case studies and events	Social media will link to the website Social media posts are summarised on website ("Social Wall" area)
LCC	Providing information and knowledge about the LINKS areas Enabling direct interaction among key target groups regarding experiences and shared knowledge	Publication of the characteristics of the project to make them accessible to the community and the general public Interaction with the stakeholder community	LINKS website is directly connected to LCC All the DEC channels, materials and events address to LCC
Social Media Channels	Creating awareness and interest about the LINKS topics Increase visibility of news published in website and events	Sharing of news regarding project results and events Sharing of external posts on news concerning LINKS issues Creating surveys Engaging community through comments and feedback	Sharing of news published on the website; creation a first level of community for LCC; Visibility to scientific publication. Creating a first level of community for LCC Giving

	organised by the partners Creating connection with other communities and stakeholders	Interacting with other pages and groups	visibility to scientific publication
Scientific Channels	Building on existing science Providing analysis about the LINKS methodologies and results	Writing papers, books, contribution in books, working papers, thesis and PhD thesis	Scientific contributions will be shared on websites, social media channels (in particular on scientific social media) and other partner channels
Partners Channels	Creating awareness and interest about the LINKS themes, objectives and progress Increasing visibility of news published in website and events organised by the partners Creating connection with other communities and stakeholders	Sharing of news published by the website and official LINKS social media; encouragement of comments and feedback.	Sharing posts from official social media channels Linking to the LINKS website
Related Projects Channels	Consolidating and enhancing synergies among local, national and EU stakeholders Disseminating project results with key target audiences	Publishing of LINKS description, sharing of posts published on social media channels, asking partners to share LINKS posts, inviting partners to collaborate in LCC, producing scientific publications in conferences organised by partners	Partners of related projects will be able to participate in LCC Sharing of social media posts by the partners of related projects
Networks Partners Channels	Creating a community among key stakeholder groups around Europe Engaging with key users and experts to gather input on specific aspects of the project	Using networks websites and social media channels of network Consortium in order to give visibility to the LINKS project activities Taking part in the organised events	Sharing of news, events, posts, etc. published by the LINKS website and by social media on network Consortium partners

EC Communication Channels	Creating awareness and interest about the LINKS themes, objectives and progress Providing information and knowledge about the LINKS areas.	Sharing of posts published by the website and official social media channels Taking part in the organised events	LINKS will share posts published on EC social media and news published on the website

4.1.1 LINKS Website

The formal LINKS website (http://www.links-project.eu/) is the primary portal for LINKS, and contains all results and outputs produced within the project, organised in a systematic and user-friendly manner with a high level of detail. This will not only maximise the project's impact, but moreover, ensure its long-term sustainability, exceeding the lifetime of the project. The website will be fully operational as of M6 (November 2020). It will consist of fixed contents, such as:

- LINKS project description, objectives, member countries, case studies, and methodologies;
- Presentation of Consortium partners, Consortium bodies (e.g. the LINKS Advisory Committee), related projects, and contacts.

The website will also consist of other sections, to be updated during the project, for example:

- LINKS outputs (public deliverables and other publications);
- Networks LINKS will join;
- News and events related to the LINKS activities.

The website will publish news regarding the most important moments of the project, such as the development of the framework, the analysis of case studies, the carrying out of events within the project, etc.

Although the website will be maintained by LCU, partners will be requested by LCU to provide input on a monthly basis, in order to ensure the website is up to date. Specific content (e.g. partners description, project objectives and approaches, etc.) will be created by LCU and validated by the other LINKS partners.

Importantly, the website plays a critical role in linking all platforms used within LINKS, notably: social media channels, LINKS partner channels, similar EU projects, EU communication channels, YouTube, etc. At the same time, in order to generate more (unique) visitors to the website, the LINKS website will be included in every social media post. Moreover, in order to keep a clear oversight of all social media referring to LINKS, the website will display a "social wall" - a real-time dedicated area summarising the latest messages from each social media platform. If social media can be a channel

for the engagement of stakeholders, the website will instead be the channel where they can increase their knowledge on the more scientific and technical aspects of the project, also through the publication of documents concerning the results of the project (deliverables, realised solutions, scientific publications, presentations, etc.).

In total, we aim to post 2-3 new updates per month on the LINKS website (e.g. publication of deliverables, new events, news on the results achieved by the project, etc.). The website will also contain a Contact Information section and an email address (linksproject@unilink.it), to be used for example, by colleagues wishing to publish on LINKS channels.

4.1.2 LINKS Community Center

The LINKS Community Center (LCC) is a web-platform that makes research results on social media and crowdsourcing and disaster resilience accessible for various stakeholders and communities. Although it is closely connected to the LINKS website, the LCC not only displays scientific results from LINKS - obtained in the Knowledge Bases (WP2, 3, and 4) and the LINKS Framework (WP5) - but also from other relevant (EU) projects, communication channels, materials, and events.

Moreover, the LCC has an interactive character. Unlike the website, the main objective of LCC will be to optimise the interaction between the members of the LINKS Community, as well as within broader EU and international networks. It is a way to disseminate the LINKS Framework to establish a continuous dialogue, and obtain feedback from a broader stakeholder community without on-site presence at the case sites. The development of the LCC is based on the needs of practitioners, researchers and citizens, as well as on experiences with similar outputs in other projects. Within WP7, Consortium partner SIC will develop, design, and maintain the LCC - the launch of which is scheduled for M24.

4.1.3 Social Media Channels

The LINKS social media strategy will take place via Facebook (FB), Twitter (TW), LinkedIn (LIn), YouTube, ResearchGate and Academia. Each social media has specific functionalities, reaches different target groups, enables different actions and therefore, has a dedicated social media plan. Table 7 summarises the overall social media strategy. For each social media platform, the strategy describes targets, goals, actions and, lastly, provides a tentative publication strategy.

Table 7. LINKS Social Media Strategy: Goals, Actions and Social Media Plan

SOCIAL MEDIA	TARGET	GOALS	ACTIONS	SOCIAL MEDIA PLAN
Facebook	TG1 TG5	Providing information about LINKS goals, progress and results; educating about basics in disaster resilience; creating an interactive dialogue Giving information about LINKS goals, progress and results; educating about basics in disaster resilience	Sharing posts and visuals; creating surveys; messaging; sharing events; sharing external posts in the page; sharing of information related to LINKS topics (projects, results of EU projects, events, initiatives, seminars, publications, etc.); inviting and mentioning stakeholders and partners; encouraging comments and feedback; sharing posts in other pages/groups; interacting in other pages/groups.	2-3 posts per week; 1 day per week for external interaction
Twitter	TG1 TG2 TG3 TG4	Providing specific and technical information on objectives, progress and results of LINKS; get in direct contact with stakeholders; engaging stakeholders for in-person events; encouraging interactions, inputs and feedback Giving information about measures and tools adopted in LINKS, scenarios and policies; engaging stakeholders for in-person events; encouraging interactions, sharing needs and feedback Giving information about LINKS goals, progress and results; educating about basics in disaster resilience; creating an interactive dialogue Sharing scientific outputs and activities of the project; creating an interactive dialogue on the LINKS topics	Sharing posts and visuals; using valuable hashtags and trends; live tweeting; retweeting; answering to comments; following and mentioning stakeholders and partners; direct messaging; creating discussions among different communities; sharing of information related to LINKS topics (projects, results of EU projects, events, initiatives, seminars, publications, etc.).	2-3 posts per week; 1 day per week for external interaction; live tweeting during events; weekly identification of trending topics

	TG5	Giving information about LINKS goals, progress and results; educating about basics in disaster resilience		
LinkedIn	TG1	providing specific and technical information on objectives, progress and results of LINKS; get in direct contact with stakeholders; engaging stakeholders for in-person events; encouraging interactions, inputs and feedback	Sharing posts and visuals; inviting and mentioning stakeholders and partners; direct messaging; creating discussions with stakeholders; sharing of information related to LINKS topics (projects, results of EU projects, events, initiatives, seminars, publications, etc.).	2 posts per week; weekly interaction with other communities
	TG2	Giving information about measures and tools adopted in LINKS, scenarios and policies; engaging stakeholders for in-person events; encouraging interactions, sharing needs and feedback		
YouTube	TG3	Providing a repository for videos, interviews and other multimedia contents produced by the project; educating about basics in disaster resilience; Creating an interactive dialogue among viewers	Sharing LINKS videos; sharing videos produced by other subjects; live streaming; inviting people; creating discussions among	1 main video at M18; 2 possible added videos produced by partners
	TG5			
Research Gate	TG4	Disseminating scientific outputs (papers, conferences and main results of the project) among practitioners and scholars; providing access to news about Calls for Papers, conferences and other events in relation to crisis communication and emergency management; create interactions among scholars	Encouraging LINKS partners to create personal profiles; sharing papers and events (conferences) on a dedicated project area; creating discussions; inviting researchers to read the project; collaborating with other researchers; sharing related works.	1 post per month; 30 papers LINKS-related published

![LINKS logo]

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Academia	TG4	Disseminating scientific outputs (papers, conferences and main results of the project) among practitioners and scholars; providing access to news about Calls for Papers, conferences and other events in relation to crisis communication and emergency management; creating interactions among scholars	Encouraging LINKS partners to create personal profiles; sharing papers and events (conferences); creating discussions; inviting researchers	1 post per month; 30 papers LINKS-related published

The creation, programming, and editing of content on social media channels is entrusted to LCU. Input from the partners and validation of the content is fundamental, especially for technical or content-specific posts - and depending on partners' field of expertise. The following social media channels have been created:

Facebook

The LINKS Facebook Page (https://www.facebook.com/LINKSEUProject) has been created in M3 (August 2020). It targets the general public, aims to increase the visibility of the entire project, and seeks to spur (informal) discussions. Via Facebook, the LINKS project will publish news about published deliverables, relevant public events, partners' activities using multimedia content, pictures, and videos (including stories).

Twitter

The LINKS Twitter account (@LINKS_EUProject) was launched in M3 (August 2020). As one of the main professional networks, Twitter is expected to constitute the most relevant social media platform for communication and dissemination purposes. It not only raises awareness for the project, but, moreover, seeks to engage relevant experts in critical on-topic discussions. Moreover, it aims to attract followers interested in the project's results, therefore contributing to the project's exploitation objectives. The Twitter account will be intensively used during events, conferences, and meetings in order to provide live updates. In order to reach a wider audience and ensure the highest visibility, it is crucial that partners contribute to producing original content, and join in existing conversations.

LinkedIn

Another important professional channel is LinkedIn. The LINKS LinkedIn page (https://www.linkedin.com/company/links-eu-project), created in M3, aims to promote the project's activities in professional networks, involving policy-makers, practitioners and industry representatives. It will be used to raise awareness about the project's main achievements, activities and results, as well as to target experts and professionals in disaster management, and collect their feedback on targeted questions.

ResearchGate

ResearchGate is a scientific social network site, used by scholars from all over the world to share publications, projects and research updates on the platform. Within ResearchGate, LINKS will have a dedicated "Project" Area, visible to the whole ResearchGate community. In this area, LINKS researchers will publish their scientific updates in order to engage other scholars in the debate, thus increasing the visibility of the project. It will be created in M5.

Academia.edu

Academia.edu is another scientific social network site. Within Academua.edu, LINKS will not have a dedicated page, since this channel does not offer this function. Therefore, LINKS' Academia presence will rely on individual LINKS researchers publishing scientific updates on their personal profiles, and interacting with other researchers.

YouTube

The YouTube channel will be launched in M18. The channel will host the official video produced by the project (LCU). The YouTube channel furthermore aims to create a multimedia repository for other multimedia content produced by the partners.

Following a cross-channel approach, LINKS' general social media channels (Facebook, Twitter, LinkedIn, YouTube) and scientific social media channels (Academia.edu, ResearchGate) are strongly interconnected. This entails that the same content will be dispersed via different channels, and that channels link back to each other. Most important cross-channel activities include:

- Pages descriptions will always link to all LINKS channels: the LINKS website, the Facebook page, Twitter, LinkedIn, YouTube, ResearchGate – and when launched - the LCC;
- All channels must contain in their page description, as well as in individual posts, the following sentence: "This project has received funding from the European Union's Horizon 2020 Research & Innovation Programme under Grant Agreement No. 883490";
- LINKS partner channels, as well as LINKS' individual team members, will like, follow, and interact all LINKS channels, and actively interact with social media posts
- LINKS partners channels, and related projects channels, will share contents published by LINKS social media channels;
- Videos, newsletters, press releases and leaflets will link to the LINKS social media channels;
- LINKS partner channels, as well as individual team members, will upload scientific publications to Academia.edu and ResearchGate.

Social media posts will be organised using different labels, in order to provide readers with a quick and clear overview of the content. Although the categories may change throughout the project, they can include the ones listed in Table 8.

Table 8. Typology of Social Media Posts

POSTS TYPOLOGY	DESCRIPTION
Methods	LINKS research and methodologies
Definitions	explanations of keywords of the project
Partners	descriptions of the LINKS partners
Related projects	information about similar EU projects
Case scenarios	information about of the five LINKS case scenarios
News	news about topics that could be interesting for the LINKS social media audience
Networks	information about other networks involving LINKS members
Results	results also with reference to the deliverables
Meetings	information about meetings involving LINKS partners

Importantly, social media posts will be published using a variety of content typologies: posts, videos, images, LINKS website links, external links, questions, documents, etc.

Hashtags, Tags & LINKS

Hashtags and tags are important to use within the project, as they create more visibility for messages to be conveyed. Moreover, they provide a useful tool to accumulate the number of posts - in which are to be reported to the EU during periodic reporting. Section 6 (in particular Table 15) specifies tags to the EU, tags to LINKS' channels, funding specifications, or disclaimers – which are to be included in the general page descriptions, or in individual posts (disseminated via the formal LINKS channels, by Consortium partners' channels, or by individual team members) (European Commission, 2020). It also includes a list of additional hashtags that could be relevant to the project. Hashtags will be mainly used on Twitter. According to the topic of the post LCU will select the most relevant hashtag to be used. On other social media (Facebook, LinkedIn, etc.) LCU will provide indications if hashtags are requested; otherwise no hashtag should be used.

Social Media Strategy: Modes of Realisation & Timeline

At M5 of the project, LCU will organise meeting with the LINKS partners in order to share the overall social media strategy and to define the contribution requested from them. This meeting will be a good opportunity to raise awareness among Consortium partners for the importance of DEC activities within the project. Specific deadlines, modes of interaction with the WP9 leader and

expected actions to carry out in specific phases of the project will be shared, in order to ensure that the implementation of the social media plan is effectively realised. Moreover, although LCU will conduct a monthly check of the defined targets, other important dates in the social media strategy (corresponding to D9.4, D9.5 and D9.6) are the following:

- M19: report about the social media strategy and decision about necessary interventions;
- M21: social media strategy update (based on the M19 report);
- M37: report about the social media strategy and decision about necessary interventions;
- M39: social media strategy update (based on the M37 report);
- M42: final report about social media.

Stakeholders and Consortium partners will be asked to actively participate on the social media activities. Their involvement is essential to increase the visibility of the project. LCU will draft every 6 months an overview of the editorial plan (with suggested social media posts for the upcoming period) they aim to publish. The plan will organise the majority of the posts following the submission of deliverables, as well as important dates relevant to the project (for example International Day of Disaster Risk Reduction; Earth Day, etc.). Partners are requested to provide feedback, input and suggestions (preferably through an appointed "DEC Referent", explained in Section 6).

4.1.4 Scientific Channels

Furthermore, LINKS will use scientific channels to exchange knowledge, as well as research results, acquired within the project with researchers in related fields. This, not only to stimulate knowledge-production for disaster resilience, but also to use and exploit LINKS' results in other studies and projects. The scientific channels will mainly focus on TG4: research networks. An important objective is to involve researchers from different disciplines, creating a strong multidisciplinary community of researchers. For this reason, the target is represented by researchers from a variety of fields (e.g.: sociology, political science, technology, law, architecture and design, environmental science).

Different scientific channels will be used with this purpose[3]:

- **Papers and paper reviews published in scientific journals**, to generate new knowledge based on project results;
- **Papers and paper review published in conference proceedings**, which allow to publish specific findings (as opposed to completed results);
- **Books and contributions in books**, which can be realised *ad hoc* on different aspects of the project, by also involving researchers outside the LINKS Consortium;

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[3] Scientific conferences can also be considered valuable platforms to disseminate LINKS results - and will be specified in Section 4.3.

![LINKS logo] Strengthening links between technologies and society for European disaster resilience

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- **Working papers**, with the aim of spurring informal discussions among researchers;
- **Thesis and PhD thesis**, so as to involve young researchers.

In order to create more visibility for the published scientific contributions, papers and event specifications will be published on the LINKS website (in the section "Outputs") and shared on all social media channels. Particular focus is on the two academic social media channels (ResearchGate and Academia.edu) through which LINKS researchers will share their contributions. Appropriate visibility will also be given through the newsletter, and when possible, through the channels from LINKS' Consortium partners.

In order to optimise scientific engagement, the project relies on partner's active search for publication opportunities, for example within scientific journals or conferences. In addition, LCU will regularly share such opportunities. Relevant journals include: Crisis Communication, Disasters, Disaster Prevention and Management, European Journal For Security Research, International Journal of Disaster Risk Reduction, International Journal of Disaster Risk Science, International Journal of Emergency Management, International Journal of Strategic Communication, Journal of International Crisis and Risk Communication Research, Natural Hazards, Policing: An International Journal, Public Relation Review, Societies, and Studies in Communication and Media.

Finally, the opportunity for guest editing a special journal issue (and thus, submitting a Call for Papers within a specific journal), managed by an appointed Scientific Task Force within the project, will be evaluated and could start as early as M24. A special issue would allow LINKS researchers to collaborate with international scholars working in related fields, while at the same time give visibility to the project work.

4.1.5 Partners' Channels

Within the overall LINKS DEC Strategy, the formal channels from Consortium partners ("Partner Channels") can play an important role. LCU has drafted a list of partner channels, notably their institution's website, and accounts on Facebook, Twitter - and when relevant, Instagram and YouTube. It can be found in Annex I, as well as on LINKS' collaborative work space Microsoft Teams/SharePoint (WP9 > 5. Instructions and Guides for partners > Channels and Events). Moreover, within this folder, Consortium partners can find a document with individual team members' accounts on ResearchGate and Academia.edu, as well.

Consortium Partners are requested to not only like and follow the formal LINKS channels, but also all partner channels within the Consortium, so as to remain well up-to-date about each other's activities. By increasing such interaction, the Consortium seeks to generate the highest impact possible for LINKS. The specific targets to reach, with an indicative roadmap and modes of engagement, can be found in Section 5. It is important that all Consortium partners use these

channels in order to reach their specific TGs (e.g.: research network for the university, citizens and local communities for the public institutions, etc.), making sure that all the 5 TGs of LINKS are involved through these channels.

4.1.6 Partners' Networks

In addition to Consortium partners' formal channels, it is essential to acknowledge that each partner has engaged in already existing networks in related fields, before the commencement of the project. Rather than merely seeking to establish new networks, LINKS aims to build on existing networks, and by doing so, expand the project's outreach capacity and visibility. The following networks have been identified: Copenhagen Center for Disaster Research - COPE (of which UCPH and UCC are part) and Community of Users - CoU (of which EOS is part). Additional networks will be identified in the next months of the project, in collaboration with Consortium partner EOS (responsible for, amongst others, the LINKS stakeholder analysis mapping). Once a coherent overview of related networks has been established, the following strategy - to be elaborated as the project evolves - will be applied:

- Individual partners involved in a respective network will be responsible for identifying the opportunities for **sharing information** about LINKS - and vice versa, for sharing information from their networks with the LINKS Consortium. They will identify modes for interaction, and report relevant updates, events, posts, etc. LCU will offer short guidelines on good practices.
- Public events and workshops by respective networks provide a good opportunity for **interaction and network building**, and to present LINKS findings, outputs, or (preliminary) results. Consortium partners will actively seek to engage in such events. At the same time, Consortium partners will include relevant network members in LINKS activities. LCU will offer short guidelines on good practices.

4.1.7 Related Projects

Projects on similar topics provide a good opportunity for collaboration and synergies with peer experts. Ongoing EU (H2020) projects ("sister projects") include BuildERS4, ENGAGE5 and RESILOC6 (see Table 9). Other similar projects (within non H2020 grants) will be identified throughout the project. A preliminary list can be found in Annex 1 - Part B of the Grant Agreement (Table 2).

In particular, LINKS will aim to enhance collaboration through the following opportunities:

- Publication of project description and/or logos on the formal project websites and/or social media channels;

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4 BuildERS project: https://buildersproject.eu/

5 ENGAGE project: https://cordis.europa.eu/project/id/882850

6 RESILOC project: https://www.resilocproject.eu/

![LINKS logo]

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- Sharing and retweeting posts published via social media channels of similar projects (starting from M6);
- Requesting similar projects to share and retweet the LINKS posts (starting from M6);
- Collaborating in blogs (starting from M6);
- Inviting partners of similar projects to collaborate in the LINKS Community Workshops (from M6);
- Taking part in in academic and general conferences organised by partners of similar projects (from M6);
- Submission of scientific contributions to Calls for Papers organised by the partners of similar projects (from M12);
- Inviting partners of related projects to collaborate in the LCC (M24).

The goal of the collaboration with the similar projects is to even better target LINKS' 5 TGs (See Section 3). LCU will initiate interaction with similar projects, in terms of DEC activities, and share with them suggestions and a roadmap for collaborative DEC activities, starting from M5.

Table 9 includes a preliminary overview of similar EU sister projects, and specific modes of collaboration.

Table 9. LINKS' Sister Projects: Modes of Collaboration

RELATED PROJECT	MISSION	SYNERGIES WITH LINKS	PLANNED COLLABORATION
BuildERS	Understanding how the most vulnerable people exposed to risks and threats behave in crisis situations; Accountability and activation of first responders, policy makers, administrators and citizens; Inform on how new technologies and the media improve disaster resilience; Maximise the usability and reliability of social media in case of disasters and recovery processes	The main synergies with this project will concern the domain of knowledge concerning the social dimension (DRPV), allowing an improvement in the analysis of the five practitioner-driven European cases.	Exchange of knowledge and best practices; Comparison with the activities carried out regarding ethics, methodological developments and the case studies. Cross-project interaction through dedicated space for sister projects in the Crisis Management Innovation Network Europe (CMINE).

ENGAGE	Improve risk awareness, communication, social media contribution, citizen involvement, authorities and first responders in disaster management. Improve the resilience of the communities, linking bottom up approaches of individuals and local practices with authorities and other stakeholders. Citizen engagement.	The project started a few months ago and has not yet produced deliverables. However, LINKS envisions synergies in approaches to local community workshops and other participatory research methods.	This project started in the same period as LINKS, it will be interesting to gradually compare the results achieved and the analyses concerning the case studies. Cross-project interaction through dedicated space for sister projects in the CMINE.
RESILOC	Increase the understanding of resilience in societies and local communities by assessing studies, methods and software instruments; Innovate on the strategies for improving resilience; Innovate on tools and solutions for improving on resilience in communities; Communicate, demonstrate and assess the validity of approaches, solutions and tools in field trials;	The overall focus on resilience and risk preparedness, along with the assessment of studies, methods and software instruments aligns with the production of the knowledge bases in links (DRPV, DMP, DCT). Likely synergies include methodological approaches and results. Potential interface between the RESILOC Cloud-based platform and the LINKS LCC.	Exchange of knowledge and best practices; Compare the approach adopted for involving citizens in the process of improving resilience; Observation of the methodologies applied. Cross-project interaction through dedicated space for sister projects in the CMINE.

![LINKS logo](Strengthening links between technologies and society for European disaster resilience)

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4.1.8 EU Communication Channels

EC communication channels provide good platforms to disseminate the project's results, success stories, and milestones. In fact, the European Commission could help disseminate news on project results, public events or press demonstrations. For this, the EC Project Officer should be informed. Although all LINKS' 5 TGs can be reached by EU channels, they are particularly interesting for TG2 (Policy and Decision makers). Moreover, EU channels can create visibility of LINKS to a more extended European community. The following (freely accessible) EU tools will be used:

- EC website channels dedicated to promoting and increasing the visibility of H2020 projects, such as:
  - Horizon Magazine (https://horizon-magazine.eu/)
  - Project Stories (https://ec.europa.eu/programmes/horizon2020/en/newsroom/551/)
  - Research*eu (https://cordis.europa.eu/research-eu/en)
  - Horizon Results Platform (https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/horizon-results-platform)
  - CORDIS / EU Open Data Portal (https://data.europa.eu/euodp/it/data/dataset/cordisH2020projects)
- EC social media (Facebook, Twitter, LinkedIn). The posts shared by EU on LINKS topics will be re-shared by LINKS social media channels;
- EC events, for example EU Research & Innovation days, or relevant events advertised on CORDIS News or CORDIS Wire.

Given that posts to be shared by the EC should be submitted in due time (several weeks before publication), LCU will identify key moments in the project, and seek to identify a clear strategy for the use of EU communication channels. In any case, for communication activities expected to have a major media impact, it is obligatory to inform the EC (through the Consortium Coordinator and REA Project Officer) - as is the case for any (positive or negative) press coverage.

4.2 DEC Materials

This section includes an overview of the main DEC materials (to be) developed by LCU. The official language used within the Consortium is English. Within DEC Materials, a distinction is made between Internal Communication (only for LINKS Consortium partners) and External Communication (publicly accessible, also for members outside the Consortium). LINKS operates from the view that a strong internal communication strategy ensures coherence and consistency in all LINKS materials developed by the Consortium. In turn, this contributes to a strengthened external communication strategy which puts forward messages from a unified Consortium. For both internal, as well as external communication strategies, it is important to adhere to the EU's privacy, legal, and data

security concerns. Table 10 includes a short overview of various DEC materials, and specifies their main goals, activities, and a timeline. Additional tools (e.g. reports, participation in other blogs, etc.) will be evaluated during the project).

Table 10. LINKS DEC Materials

MATERIAL	MAIN GOALS	ACTIVITIES	DATE
Logo	Communicating the visual identity of LINKS	Creation	M3
Templates	Having standard materials for LINKS DEC activities	Creation	M5
Videos	Creating awareness; providing public information on key concepts	Realisation and spreading through many channels (website, social media, partners channels, etc.)	M18
Leaflets	Providing an overall description of the project and of its results	Realisation and spreading during events and online	M12, 36
Press releases	Informing about key moments of the project, sending the information to relevant media agency	Realisation; spreading to media agency; monitoring their impact in terms of news created	M6, 12, 18, 24, 30, 36, 42
Newsletters	Updating stakeholders on the LINKS activities, inviting them to join in the community	Realisation, starting from the identification of relevant information; sending to stakeholders	M7, 12, 18, 24, 30, 36, 42

4.2.1 Internal Communication

The identity of LINKS is expressed through the LINKS logo and LINKS colours, shown in Figure 1, which are included in all communication channels and materials. It is important, however, to note that when the LINKS logo is used, similar significance must be given to the EU logo. Furthermore, the following sentence "This project has received funding from the EU H2020 programme under Grant Agreement No. 883490" must always be included when using both logos – in line with article 38.1.2 of the Grant Agreement.

Figure 1. LINKS logo

The logo is inspired by the name of the project: "LINKS" (wordmark) and thus, contains a graphical element representing a network, with linked elements. Within the logo, the open circles symbolise disasters, whereas and the filled circles represent the three main communities (and thus: target groups) in this field: practitioners, researchers, citizens. The logo is well balanced due to the combination between a complex and elaborated graphical element on the one hand, and a simpler (but recognisable) font on the other.

With the logo as starting point, a Visual Identity Manual has been created. Its aim is to offer the LINKS partners some guidelines on how to use (and also: how not to use) the logo, its basic elements, and the correct colour palette. These instructions will help partners to produce communication materials which correctly represent the LINKS identity. The Visual Identity Manual is shared with the partners through Microsoft Teams/SharePoint.

Moreover, a list of templates for internal communication is under realisation, and includes:

- **Deliverable template**, used by the Consortium partners for coherency in documents submitted to the EU;
- **Minutes template**, used as document discussion points during the LINKS Consortium meetings, and to summarise main action points;
- **PPT template**, used by the Consortium partners in presentations in internal, as well as external meetings. The template includes generic slides and useful visual materials – and is accompanied by basic instructions to better facilitate the partners' work;
- **Reporting template**, to optimise coherent and exhaustive bi-yearly internal reporting, which in turn form the basis of periodic reporting to the EC;
- **Deliverable review template**, which functions as a Quality Assurance measure, used by both internal and external reviewers of deliverables, systematically organising the review process for optimal quality for submitted deliverables;

- **Non-Disclosure Agreement template**, to be signed by collaborators outside the Consortium, when taking part in Consortium meetings.

These templates are realised in line with the LINKS visual identity, and define specific formatting styles (for text, tables, charts, pictures, other visual and graphic elements, etc.).

LCU is responsible for the realisation of these materials. All templates are made available online on the Microsoft Teams/SharePoint channel.

4.2.2 External Communication

External communication includes public materials, used to communicate with stakeholders outside the Consortium.

Videos are useful tools to create awareness and provide public information about the project, and are relatively easily shared. In M18, we will create one LINKS video. Although the specific content is yet to be developed (within the research) and agreed upon by the partners, it is likely to contain an overview about the key concepts of the project, its (preliminary) findings, its objectives and methods, tools and impacts it intends to create. The specific tasks connected to this activity include:

- Planning and organization of video production (incl. obtaining feedback and input by Consortium partners);
- Realisation of the script;
- Setting of the stage;
- Filming the scene (if required for specific parts of the video);
- Post production;
- Publication on YouTube;

To make the video more appealing, the video will also include some materials from the project itself (e.g.: images, interviews, meetings, etc.). The video will be developed in line with the LINKS visual identity, by using a mix of different elements (i.e.: pictures, images summarising specific elements of the project, audio, evocative words, etc.) and will make use of high-definition tools and software.

The LINKS partners will be actively involved in structuring the video and in validating the contents to share. Although the video is publicly accessible and thus, reaches each target group, it will be especially useful for TG3 (in particular schools and civic-society organizations) and TG5 (citizens).

In addition to the video presenting the overall project, LINKS Consortium partners are encouraged to produce additional videos within the project. In case they decide to do so, they will be supported by LCU to create coherence among different multimedia materials.

Leaflets will be used to describe the main characteristics of the project (i.e.: aims, outputs and results, methods, contacts, partners involved). Two different leaflets will be developed during the project:

- The first, delivered at month 12, will provide an overall description of the project. Its realization will start in M11;
- The second, delivered at month 36, will show the main results of the project. Its realization will start in M35.

Leaflets will be used in order to present the project both for the main target groups, as well as the larger public (e.g.: academic and non-academic conferences, workshops, online communication, etc.). Although leaflets will be used on the LINKS online channels, the printed versions will be disseminated as much as possible during events, as they are a tangible tool for further information and follow-up. They especially address professional TGs (TG1 - Practitioners; TG2 – Policy and Decision Makers; TG4 – Research Networks), but they can also be used for general TGs (TG3 – Local Communities and TG5 – Citizens and Media).

LCU will be responsible for their development, using high-quality software for illustrations and vector graphics to establish appealing materials. More specific guidelines (e.g. regarding length, translation, and printing) will be provided in a later stage of the project.

Press releases will inform the general public about key moments of the project (e.g. achievement of a milestone, production of a key deliverable, conducting an event), and will address TG5 (Citizens and media). In particular, they will be sent to news agencies, television networks, professional magazines and newspapers. In order to ensure that press releases are taken into account by the media, and inform newly drafted articles, journalists will be contacted directly.

The main press releases, created by LCU in English, will be produced at the end of the following months:

- M6: to inform the public about the start of the project, with its description, partnerships and overall objectives;
- M12: to present the first results of the project (based on the Knowledge Bases and methodologies developed in WP2, 3, and 4);
- M18: to convey to the public the LINKS Framework (and its tools);
- M24: to raise awareness and visibility for the LCC;
- M30 and 36: to communicate the state of the art, with a specific focus on the events engaging the LINKS community;
- M42: to announce the end of the project and evaluate the case scenarios.

Additional press releases will be produced, notably in response to relevant news (for example, in case disasters studied in the project occur in reality) or on the basis of specific activities carried out

by the partners. LCU will assist LINKS partners to create them, by making available appropriate indications in the Microsoft Teams/SharePoint environment.

Each press release will contain: logo of the project, date and location, title and subtitle, 2-3 lines of LINKS project description, a short text (30 lines maximum) which describes the main elements to communicate, and contact information (included LINKS website and social media channels). Input from partners to drafting the press releases is fundamental.

For each country within the Consortium, a list of relevant media is being organised. Once the main press releases have been created, LCU will send them to the identified media. LINKS partners will play an important role during this phase, since they will send press releases to their personal contacts media (e.g.: relevant media at national and local level). In order to maximise the impact of press releases, partners can consider translating the press release in their local languages. Press releases will be shared via LINKS (social media) channels and when possible, on the LINKS partners channels to increase its visibility.

Newsletters will be produced biannually, starting from M7. Specific thematic newsletter could be sent in concomitance with important initiatives, events or project activities.

Newsletters seek to update the stakeholders interested in the project on the LINKS activities in progress – and to invite them to join the project community. The newsletter will consist of various sections, which include: project outputs, community, LINKS partners meetings, etc. Although LCU remains responsible for drafting the newsletter, partners will be contacted for specific input. Content will be selected to be informative, interesting, accessible and to encourage relations – and will include images, infographics, diagrams and charts. Newsletter will be sent to a mailing list of recipients, collected through the online form on the project website, as well as to the stakeholders identified in the stakeholders' map. For this reason, TG1 (Practitioners), 2 (Policy and Decision Makers), 3 (Local Communities), 4 (Research Networks) and 5 (Citizens and Media) are all targets of newsletters. Moreover, in line with the cross-channel DEC Strategy, the newsletter will contain links to the LINKS website, such as the part of news and project outputs (thus generating traffic to the website), links to specific sections of the LCC, links to description of the partners and all the main contacts of the projects (including social media channels).

The bi-annual newsletter and the mailing list will be designed, edited, managed and sent through the online tool MailChimp. A preliminary draft version of the newsletter will be sent to a restricted team within the Consortium to test working links, call to action and content quality.

4.3 DEC Events

Although in the wake of the COVID19 crisis, events in person remain an uncertain factor within the project, they nonetheless constitute an integral part of LINKS, notably for its DEC activities. Partners

will be encouraged to identify and attend (online) events as much as possible, in line with the dissemination, communication, and networking activities (see Chapter 2). To this purpose, LCU will support them by providing an overview of potentially relevant events at the national and European level. The overview will be shared via Microsoft Teams/SharePoint, so that it remains up to date, as both LCU and Consortium partners will be able to add to them.

Six main types of events can be distinguished within the project:

LCW and **LAC** are workshops and advisory meetings which involve relevant stakeholders. Specific details about them are provided in D8.1 LINKS Community Strategy, D8.2 LINKS Community Workshops, and D8.3 LINKS Advisory Committee – led by Consortium partner EOS.

Scientific conferences are third party events organised by scientific boards on different topics. The list of conferences will be shared by LCU with the LINKS partners starting from M6 and updated monthly on the basis of the results obtained during the project. LINKS scientific partners will be invited to take part in them. An exhaustive database for the identification of the most appropriate scientific conferences and workshops for the LINKS project is WikiCFP[7]. Possible keywords considered to search the most appropriate conferences are: security, communication, digital humanities, data science, environment, Human-Computer Interaction, collaboration, complexity, cultural studies, social networks, social media, social computing, etc. Possible fields of the conferences are: sociology, political science, technology, architecture and design, environmental science.

The **LINKS final conference** will take place in M42. LCU will organise it, supported by all the LINKS partners. It intends to share the obtained results with a scientific and wider audience. A specific Call for Papers could be organised, in order to engage the scientific community.

General conferences are third party events with various characteristics in terms of interactivity with listeners, amplitude of the achieved target, type of participation, level of internationality, specific focus on LINKS project, tools to be used, etc. organised by various subjects. The list of conferences will be shared starting from M6 and updated monthly on the basis of the results obtained during the project. In this category are included the events activated by the partners channels, network Consortium initiatives, etc. LINKS partners will be invited to identify them and to take part in them. A minimum of 40 participations in general conferences is expected. Possible topics of interest for LINKS are security and safety, disasters and crises, technology, law, environment, social media, etc.

Interactive workshops are organised by LINKS partners and addressed to a general audience. A variety of tools and methods will be applied, such as: interviews, focus groups, surveys, co-creative sessions, mind maps, brainstorming sessions, etc. They are locally organised by the partners and they depend on specific objectives that partners want to reach associated with their activities within

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[7] WikiCFP website: http://www.wikicfp.com/cfp/

![LINKS logo] Strengthening links between technologies and society for European disaster resilience

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the project. A format for these typologies of events will be defined in M6. A minimum of 10 interactive workshops is expected.

Related projects events consist of the activities carried out by the EU projects similar to LINKS. A specific analysis on how these projects can interact with LINKS has been carried out by the partner SIC, from which emerge that the main related projects are: BuildERS, ENGAGE and RESILOC (further related projects will emerge during the LINKS project activities). The objective of collaboration in related project events activities, based on what is required in the project activities, by involving the most appropriate LINKS partners. A minimum of 10 participations in related projects events is expected.

Finally, as already mentioned in the previous paragraph, also **EC events** will play an important role in LINKS.

Importantly, the different events are strongly related to each other:

- LCW and LAC can "inform" the organization and objectives of the other interactive workshops;
- The results of the LCW, LAC and interactive workshops can be disseminated during scientific conferences;
- LCW, LAC and other interactive workshops can be played in conjunction with other related project activities and network Consortium partner activities;
- Related project activities and networks Consortium partners will make available stakeholders for the LINKS workshops.

In Table 11, a short summary of the events for LINKS is presented. In some cases, the activity concerns the organization of the event; in other cases, the participation in third party events is required. LINKS partners will be invited, supported by LCU, to identify the most appropriate events and to report it.

Table 11. LINKS DEC Events

DATE[8]	RELEVANT WP	PLANNED COLLABORATION / SYNERGIES	ACTIVITY	RELEVANT INITIATIVES
LCWs				
M6 (20)	WP2, 3, 4	sharing experiences and knowledge with internal and external experts and professionals; better	Organization (by WP8 leader)	N.A.

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[8] All dates are indicated in the LINKs Description of Action, and may change based on project needs/results.

M9	WP5, 6	understanding the problem domain from different perspectives and inform the project research and results		
M12	WP2, 3, 4			
M18	WP5, 6			
M24	WP6			
M28	WP2, 3, 4			
Total Number: 20				
LACs				
M12 M24 M36 Total Number:3	WP2, 3, 4, 5, 6	integrating advisors' perspective from different relevant organizations	Organization (by WP8 leader)	N.A.
Scientific Conferences				
M13-14	WP2, 3, 4, 5, 6, 7, 8	sharing LINKS results (knowledge base, methodologies, tools, engaging activities, case scenarios, etc.) with scientific community; strengthening the scientific network in the light of future initiatives and projects	Participation in third party scientific conferences	ECREA 2021, ESA 2021, HCII 2021, ICA 2021, ICRCC, ISCRAM 2021, NEEDS2021
M19-20	WP5, 6			
M25-26	WP6, 7			
M31-32	WP 2, 3, 4, 5, 6, 7, 8			
M37-38	WP 2, 3, 4, 5, 6, 7, 8			
M42	WP 2, 3, 4, 5, 6, 7, 8			
Total Number: 15				
Final Conference				
M42 Total Number: 1	WP 2, 3, 4, 5, 6, 7, 8	sharing LINKS results with a general and scientific public	Organization (by WP9 leader)	N.A.
General Conferences				
from M6 to M42 Total Number: 40	WP 2, 3, 4, 5, 6, 7, 8	sharing LINKS results with a general public; interacting with the relevant stakeholders in the light of future initiatives and projects	Participation in third party general conferences	EENA 2021, Forum PA 2021, Global Platform for Disaster Risk Reduction, NordMedia, Security Research - Community of users, Social Media Week, SREcon21

Interactive Workshops				
from M6 to M42 Total Number: 10	WP 2, 3, 4	presenting the LINKS project; identifying stakeholders' needs and behaviors; co-creating concepts solutions	Organization (by WP9 leader) of workshops with civil societies organizations, businesses, schools	N.A.
Related projects events				
from M6 to M42 Total Number: 10	WP 2, 3, 4, 5, 6, 7, 8	interacting with partners during the events they organise to share acquired knowledge and receive/give feedback and input	Participation in related projects events	BuildERS, ENGAGE and RESILOC projects
EC events				
M12, 24, 36	WP 2, 3, 4, 5, 6, 7, 8	showing LINKS results to stakeholders and EC; creating partnerships	Participation in EC events	EU Research & Innovation Days (e.g. synergy meeting between 4 sister H2020 security research projects)

All the events will be advertised through the LINKS website and the social media channels. Furthermore, these channels will be used to share the results of these workshops, so as to generate more traffic to the LINKS channels. In addition, events might be published on the LINKS partners channels, within networks of the Consortium partners, and/or on platforms of related projects partners. The LINKS communication materials (see Section 4.2) are used to promote the LINKS events (e.g. press releases and newsletters), the overall project (i.e.: leaflets), and as materials to share with other event participants (e.g.: PPT presentation).

4.4 Overview of DEC Activities: a 42-Month Roadmap

Table 12 contains an overview of the DEC activities to carry out during the 42 months of the project. It should be noted, however, that the dates (for example on LCW's, participation in conferences, workshops) are indicative; they will be adjusted as the project evolves. Its next updates will present more precise indications.

Table 12. GANTT Chart: LINKS DEC Activities

		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
LINKS website	Realisation					■	■																																				
	Use in DEC						■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
LCC	Realisation						■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Use in DEC						■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Social Media	Realisation			■	■	■																																					
	Use in DEC				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Peer review journal papers							■						■		■			■							■			■						■				■		■			■
Partners Channels	Instructions / Strategy					■	■																																				
	Use in DEC					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Networks Channels	Instructions / Strategy					■	■																																				
	Use of online channels						■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Events participation						■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Related projects channels	Strategy					■	■																																				
	Use of online channels						■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Events participation						■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
EC Channels	Use of EC websites						■						■												■												■						
	Events participation												■												■												■						
Internal Communication Materials		■	■	■	■	■																																					
Video	Realisation																	■	■																								
	Sharing																		■																								
Leaflets	Realisation											■	■																							■	■						
	Use												■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Press Releases							■						■						■						■						■						■				■		
Newsletters								■					■						■						■						■						■				■		
LCWs							■			■															■			■									■						
LACs													■												■												■						

		Timeline
Scientific Conferences	Planning	
	Participation	
Final Conference	Organization	
	Execution	
General Conferences	Planning	
	Participation	
Interactive workshops	Organization	
	Execution	

Strengthening links between technologies and society for European disaster resilience

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No. 883490

5. MONITORING & EVALUATION: LINKS' IMPACT

In order to ensure a consistent flow of dissemination and communication, the previous sections have set out a DEC Strategy (in terms of channels, materials, and events), tied to target groups, messages, and DEC objectives. However, in order to monitor and evaluate the project's impact and success, it is necessary to set targets, based on measurable indicators. For LINKS, we will use Key Performance Indicators (KPIs), classified by level of performance ("poor", "good", and "excellent"). It is important to acknowledge that these indicators are by no means set; they can be adjusted or added to throughout the entire project, if necessary.

5.1 Targets & Key Performance Indicators

Structured along the DEC channels, materials, and events (as specified in Section 4), Table 13 identifies the main KPIs, targets, and means of monitoring. In line with the Grant Agreement (see Table 6 of the Impact section in the Description of Activities of the Grant Agreement), the current targets are set for M12. They will be updated on an annual basis.

Table 13. KPIs, Targets and Means of Monitoring

DEC CHANNELS AND EVENTS	KPIs	TARGETS (M12)			MEANS OF MONITORING (FREQUENCY OF MONITORING)
		Poor	**Good**	**Excellent**	
LINKS Website	(Unique) visitors per month Page views per month Downloads per month Posts published per month	< 40 < 2 < 2 < 2	40-70 2-3 2-3 2-3	> 70 > 3 > 3 > 3	Google Analytics (monthly)
LCC (M12)	Members	N.A.	N.A.	N.A.	LCC dashboard (monthly)
Social Media Strategy	Facebook followers FB posts per week FB likes and share per post Twitter followers Twitter posts per week Twitter engagement[9] per post LinkedIn followers LinkedIn posts per week LinkedIn reactions per post	< 150 < 2 < 10 < 150 < 2 < 15 < 50 < 1 < 5	150-200 2-3 10-15 150-300 2-3 15-25 150-200 1-2 5-10	> 200 > 3 > 15 > 300 > 3 > 25 > 70 > 2 > 10	FB, Twitter, LinkedIn Analytics (monthly)
Peer-Reviewed Journal Papers	Papers Total citations	< 1 N.A.	1 N.A.	> 1 N.A.	Google Scholar Analytics (monthly)

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[9] It refers to the sum of likes, comments, reteets.

LINKS Partner Channels[10]	Posts published on each website FB posts shared Twitter posts shared LinkedIn posts shared Dissemination in external events	< 1 < 6 < 10 < 3 < 2	1-2 6-10 10-15 3-5 2-3	> 2 > 10 > 15 > 5 > 3	Partners websites; Facebook, Twitter, LinkedIn Analytics (monthly)
Networks Consortium Partners	Networks involved Posts published in each website Network FB, Twitter, LinkedIn posts Dissemination in external networks	< 2 < 1 < 1 < 2	2-3 1-2 1-2 2-3	> 3 > 2 > 2 > 3	Networks websites; Facebook, Twitter, LinkedIn accounts (monthly)
Related Projects	Related projects connected Posts published in the project website Related projects participation events	< 3 < 1 < 2	3-10 1-2 2-3	> 10 > 2 > 3	Related projects websites (monthly)
EC Channels	LINKS posts on EC web channels EC events participation	< 2 < 1	2 1	> 2 > 1	EC channels websites; events proceedings (monthly)
Video (M18)	Video produced Total views on YouTube	N.A	N.A.	N.A.	YouTube Analytics (monthly)
Leaflets (M36)	Number of leaflets produced Distributed online Distributed copies (in-print)	< 1 < 30 < 20	1 30-100 20-50	> 1 > 100 > 50	Google Analytics; copies left (monthly)

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[10] For each partner

Press Releases (bi-annually)	Number of press releases produced Total articles and TV news	< 2 < 10	2-3 10-20	> 3 > 20	DEC report (monthly)
Newsletters (bi-annually)	Number of newsletters produced Subscribers	< 1 < 30	1-2 30-100	> 2 > 100	Statistic dashboard (monthly)
LCWs	Workshops organised per year Participants per LCW	< 3 < 5	3 5-15	> 3 > 15	Event timeline and list of participants (at the end of the event)
Scientific Conferences	Participation of LINKS Consortium members in Scientific Conferences Organisation of Scientific Conferences	< 2	2-3	> 3	Proceedings
LINKS Final Conference (M42)	Participants involved	N.A.	N.A.	N.A.	Event timeline and list of participants (at the end of the event)
General Conferences	Conferences participation	< 10	10-20	> 20	Proceedings
Interactive Workshops	Workshops organised Participants per workshop	< 2 < 10	2-3 10-15	> 3 > 15	Event timeline and list of participants (at the end of the event)
Liaison activities (from events, LCC, etc.)	New projects/initiatives activated New networks involved	< 1 < 1	1-2 1-3	> 2 > 3	DEC Report (monthly)

In order to monitor, evaluate, and – when necessary – adjust the DEC activities within the Consortium, the bi-annual internal reporting (to be filled out by Consortium partners) will include a DEC section.

5.2 Risk Analysis & Mitigation

The overall DEC Strategy intends to make the different DEC channels, materials and events more and more interconnected during the project, as described in the respective sections. However, despite this, potential risks cannot be excluded. Although by no means exhaustive, Table 14 identifies some possible risks, as well as mitigation measures.

Table 14. Risks and Mitigation Measures

RISKS IN DEC ACTIVITIES	MITIGATION MEASURES
Delay in creating a DEC channel	Intensifying the DEC activities in the other channels
Failure to achieve the targets defined for the website and social media	Involving partners to increase the use of their channels to give visibility to the LINKS channels
COVID-19 related issues prevent from creating live events	Defining a specific strategy to carry out online the activities originally planned in person
Low collaboration from LINKS partners, networks Consortium partners, related projects	LCU is defining structured guidelines, proposals and possible impacts addressed to the single subject, in order to address the identified targets; increasing the engagement of the other two typologies of subjects
Low level of collaboration from media	Creating more precise press releases; strengthening the collaboration with specific media
Low level of participation in workshops	Increasing the events related communications; using blended environments; increasing the number of organised events

Moreover, it should be acknowledged that security research can entail sensitive topics. Although it is not expected that the project will generate major controversial results and outcomes which may cause societal rejection (and thus: bad publicity), potential risks, ethical issues, and mitigation actions will be identified by LCU and the Ethics Advisory Board (as specified in D1.5: Ethics and Societal Impact Strategy). Bad publicity should always be reported to LCU and the Project Coordinator – the latter of which will escalate to the EC Project Officer.

LCU will appoint a Crisis Communications Manager, who will be the first point of contact in case of bad publicity. Furthermore, LCU will create a process with actions to take when Consortium partners are contacted by journalists. The process, will be developed with input from the Executive Board – and will entail a general statement as well as some arguments for defence that LINKS partners can refer to when encountering critical voices.

When encountering criticism on the LINKS website and/or social media channels, LCU will mitigate these criticalities by analysing the most critical aspects through analytics tools, trying to improve especially on those aspects that have obtained a lower impact on users of the various channels.

![LINKS logo]

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for European disaster resilience

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6. DEC ACTIVITIES WITHIN THE CONSORTIUM: INSTRUCTIONS FOR PARTNERS

This section presents the activities expected by the Consortium partners on their communication channels in order to make the DEC Strategy even more effective and improve the LINKS visibility. The main goal is the increase the number of people interacting with the official channels of the project. It is important to underline that each partner has contractual obligations for Communication (GA, art. 38), Dissemination (GA, art. 29), and Exploitation (GA, art. 28) to promote the LINKS project, as well as its results. Although DEC activities will be organised, guided, and followed up on by LCU, partners remain responsible.

First of all, partners should identify within their organisation a DEC Referent, responsible for Dissemination, Exploitation, and Communication activities, as well as social media questions and requests. The DEC Referent is the point of contact between LCU and the respective Consortium partner, and will ensure the LINKS DEC Strategy is properly implemented, that LINKS visual guidelines are adhered to, and monitor DEC activities.

- LCU will draft a list of DEC Referents share it in Microsoft Teams/SharePoint;
- LCU will provide instructions for the DEC Referents, notably on the usage of the visual identity and LINKS channels, materials, and events.

Every six months, LCU will draft an editorial plan with suggested posts for the upcoming period - to which Consortium partners are invited to provide feedback. Furthermore, partners are encouraged to make suggestions to LCU for posts to publish - for example related to relevant upcoming events. In case partners wish to publish content on the formal LINKS channels, they can submit a request to LCU via linksproject@unilink.it. LCU remains the right to postpone or anticipate posting certain content, in order to better accommodate the requests of all the partners. The request should detail the aim of the communication activity and the intended target audience.

Furthermore, it is important that all partners identify relevant stakeholders who might be interested in the project, its activities, and its results - whether through the formal LINKS channels, the LINKS social media channels, or the newsletter. Rather than merely establishing new networks, LINKS seeks to build on and expand existing networks, and fortify existing links.

Moreover, it is important to emphasise that Consortium partners must ensure open access (free of charge, online access for any user) to all peer-reviewed scientific publications related to LINKS results (GA, art. 29.2).

Lastly, in the case of communication activities expected to have a major media impact, the Project Coordinator and LCU should be contacted as soon as possible. This also applies in case of (positive or negative) press coverage related to the project.

Table 15 presents good practices for online presence for all Consortium partners (institutions and individuals).

Table 15. DEC Consortium Instructions

GOOD ONLINE PRACTICES – FOR INSTITUTIONS AND INDIVIDUAL LINKS MEMBERS

1. Like and follow all the formal LINKS Channels:
      a.   LINKS Facebook page: https://www.facebook.com/LINKSEUProject
      b.   LINKS Twitter page: https://twitter.com/LINKS_EUProject
      c.   LINKS LinkedIn page: https://www.linkedin.com/company/links-eu-project

- Don't forget to do this on your institution's formal channels - but also on the channels of individual team members.
- Make sure to turn on all notifications on each channel, so you don't miss any important message.

2. Invite relevant peers, colleagues, and partners to do the same, to increase visibility for the project.
Would anyone in your circles be interested in, or benefit from updates on the project? The more, the merrier!

3. Include the LINKS description on your own institution's website

- Don't forget to mention the mandatory sentence: "This project has received funding from the EU H2020 programme under Grant Agreement No. 883490"
- Don't forget to include the EU disclaimer: "Responsibility of this publication lies entirely with the author(s). The European Commission (EC) is not responsible for any use that may be made of the information contained therein".
- Always include the EU emblem, and give it appropriate prominence (also when used with other emblems).
Follow the LINKS Visual Strategy (available in Microsoft Teams/SharePoint: WP9 > 5. Instruction and Guides for partners > Visual Identity).

4. Subscribe to the LINKS newsletter

- Encourage your network to do so as well.

5. Like and follow all the formal channels of LINKS Consortium partners
→ A comprehensive list can be found in Annex I.

6. Actively engage on social media: like, share, retweet, repost, respond, and tag all posts on the formal LINKS channels as much as possible. More interaction will positively influence algorithms, and make sure that LINKS' content is always properly displayed. There are specific instructions on which elements (hashtag or tag) to include on different platforms (Facebook, Twitter, etc.) - specified in Table 17.

- Don't forget we have targets to reach for online presence and interaction: interaction is essential (see Table 13).
- If you have an important upcoming publication, event, or other interesting information, it can be posted on the formal LINKS channels. Make sure to submit your request to LCU via linksproject@unilink.it. The LINKS Consortium can also (occasionally) publish via the European

Commission channels, so if you have an idea, don't hesitate to share it with the Consortium Coordinator and LCU.

7. Create original content: post, publish, and expand

- Don't forget to mention the mandatory sentence: "This project has received funding from the EU H2020 programme under Grant Agreement No. 883490"
- Don't forget to include the EU disclaimer: "Responsibility of this publication lies entirely with the author(s). The European Commission (EC) is not responsible for any use that may be made of the information contained therein."
- Always include the EU emblem, and give it appropriate prominence (also when used with other emblems).

Don't forget:

- Always inform the Project Coordinator and LCU of communication activities expected to have a major media impact.
- Always inform the Project Coordinator and LCU in case of (positive or negative) press coverage.

6.1 Partners' Websites

Institutional websites from Consortium partners are essential communication and dissemination channels, and provide useful platforms to raise awareness on the LINKS thematics, increase the visibility of the project, and to improve interaction with stakeholders.

LCU will adopt a double role in this aspect, based on consistent interaction. On the one hand, LCU will identify the main DEC topics and activities to be displayed on Consortium partners' websites (indications will be provided to the partners' DEC Referent). On the other hand, each partner, through its DEC Referent, will inform LCU about on the DEC activities carried out on during bi-annual reporting, to facilitate coordination and provide any suggestions.

The number of posts on Consortium partners' institutional website functions as a KPI. In line with the targets (see Section 5.1), Consortium partners are expected to post 2-3 times on their institutional website about LINKS before the end of M12. This can include:

- Information about the utility of the project and its impacts in daily life;
- Information about methods applied in the project;
- News and events related to the LINKS activities and outputs.

Partners should keep track of the number of visitors, and report these to LCU. LCU, in turn, keeps track of the visits and decides whether other strategies should be employed to reach the target numbers.

6.2 Social Media Channels

The project will be actively disseminated by different social media channels, also through the channels of the different partners, who can make an important contribution to the online communication strategy. The DEC referent, mentioned, welcomed to suggest contribution to the editorial plan to be published on the official LINKS social media channels. Guidelines about how to present a contribution are listed in section 4 of this document. The following channels could be used by the partners: Facebook, Twitter, LinkedIn, ResearchGate, Academia.edu, Instagram and YouTube. The main objective is increasing the reach of the posts published in the official channel; at the same time partners should also publish original contents. In the latter activity, partners will always have to tag the official LINKS account and EC accounts, using the LINKS official hashtags and tags. Their correct use is essential; **posts that do not mention the right hashtags or tags, cannot be taken into consideration for the periodic reporting**. Table 17 specifies for each platform which elements to include.

To improve their social media sharing activity, it is important that partners look at the posts published by official LINKS accounts on a regular (preferably daily) basis. LCU will monitor partners activities on a monthly basis through KPIs described in Table 13.

The main activities partners will carry out on their social media will be:

- Sharing posts from official LINKS channels;
- Sharing news and research relating to the topics of the LINKS project;
- Creating original posts based on their activities in the project.

Table 16 summarises the main activities to be carried out by each individual LINKS partner.

Table 16. Social Media Targets

PARTNERS SOCIAL MEDIA	TARGET (M12)	TARGET (M42)
Facebook	6 posts	20 posts
Twitter	10 tweets	30 tweets
LinkedIn	3 posts	10 posts
ResearchGate	N.A.	15 publications (total among all academic partners)
Academia	N.A.	15 publications (total among all academic partners)
Instagram (optional)	2 pictures	6 pictures/videos on the Feed
YouTube (optional)	N.A.	at least 1 video

Table 17 includes fundamental instructions regarding the use of social media.

Table 17. Social Media Instructions

SOCIAL MEDIA INSTRUCTIONS

Institutional channels from Consortium partners should include
• Following EU requirements each partners' website should refer to the LINKS project. LCU will provide a standard text.
• Websites should always include the following sentence: "This project has received funding from the EU H2020 programme under Grant Agreement No. 883490").
 	
In the Page Description of each LINKS Channel, LINKS will include:
• Links to the formal LINKS channels:
   o **LINKS website:** http://www.links-project.eu/
   o **LINKS Facebook page:** https://www.facebook.com/LINKSEUProject
   o **LINKS Twitter page:** https://twitter.com/LINKS_EUProject
   o **LINKS LinkedIn page:** https://www.linkedin.com/company/links-eu-project
• The sentence: "This project has received funding from the European Union's Horizon 2020 Research & Innovation Programme under Grant Agreement No. 883490"
• A Disclaimer: "Responsibility of this publication lies entirely with the author(s). The European Commission (EC) is not responsible for any use that may be made of the information contained therein."
 	
In Facebook posts, LINKS will include:
• A tag for the Horizon 2020 Facebook Page (@2020horizon)
• Consortium partners' channels or individual LINKS team members posting on Facebook should always tag the LINKS Facebook Page (@ https://www.facebook.com/LINKSEUProject) as well
• A link to the LINKS website: http://www.links-project.eu/

- The sentence: "This project has received funding from the European Union's Horizon 2020 Research & Innovation Programme under Grant Agreement No. 883490"

In LinkedIn posts, LINKS will include:
- A tag to the EU: @EU_H2020
- A link to the LINKS website: http://www.links-project.eu/
- The sentence: "This project has received funding from the European Union's Horizon 2020 Research & Innovation Programme under Grant Agreement No. 883490"

In Twitter posts, LINKS will include:
- The formal LINKS hashtag: #LINKSH2020
- The official Horizon 2020 hashtag: #H2020
- A tag to the EU: @EU_H2020
- Consortium partners' channels or individual LINKS members posting on Twitter should always tag the LINKS Twitter account (@LINKS_EUProject) as well

SUGGESTED HASHTAG (when relevant)		
#bestpractices #citizenscience #collaborativecommunities #communityplatform #communityresilience #crowdsourcing #Crisiscommunication #DCT #disastergovernance	#disastermanagement #disasterresilience #disastertechnologies #diversityassessment #diversityawareness #diversitybydesign #DMP #DRPV #emergencymanagement #EUfunded	#Europeandisasterresilience #firstresponders #peer learning #riskperception #SCMS #securityunion #socialmedia #sustainableadvancedlearning #topicoftheweek #vulnerabilityassessment

6.3 Other Activities

Scientific channels: As defined in section 4, Consortium partners are expected to write scientific contributions, in line with an open-access policy (GA, art. 29.2). With the support of LCU, they should actively look out for Calls for Papers and contributions, notably related to their activities within the project. Within the entire Consortium the goal is to produce at least 15 scientific contributions by month 42. LCU will provide a bi-yearly overview of relevant possibilities, for which they will collect input from partners.

Interactions with other networks: Partners are encouraged to identify and carry out activities that aim to connect the LINKS project with other networks they are engaged with, for example in related projects. This will increase the visibility and interest of the project, as well as the possibility of sharing knowledge and results acquired in LINKS. Furthermore, such activities will facilitate to exploit new connections with communities working on the same themes as LINKS. To reach the targets provided in Table 13, the partners will have to stimulate the promotion of LINKS results on their communication channels, and during the events in their networks, related projects and other channels of the EC. LCU will provide LINKS partners with a guide on how to reach the defined objectives.

Making of videos: Within LINKS, one video will be produced. However, partners are encouraged to produce videos (e.g. on LINKS activities; or interviews with stakeholders) themselves as well, so as to increase the visibility of the project. These videos, to distinguish themselves from the formal LINKS video produced by LCU, will be able to focus on aspects and activities of individual Consortium partners. The videos can be made by M42.

Press releases: LCU will produce the press releases with the aim of reaching a general audience, in order to make introduce the objectives of the project and to communicate its progress. However, the partners will have to support this activity with translation into local languages, and sharing the press release to the national and local media (at least 1 time before M12 and 3 times before M42). As an optional activity, partners can produce additional press releases independently – in which case the Project Coordinator and LCU must be informed. This is especially encouraged in the key moments of the project (e.g. achievement of a milestone, production of a key deliverable, event, etc.) or for specific activities carried out by Consortium partners. LCU will provide indications in this regard with an appropriate contents template (at disposal in the Microsoft Teams/SharePoint environment).

Newsletters: Partners are encouraged to share information about LINKS within the newsletter. This will allow to create awareness on the project topics and update the target groups on the project results, inviting them to be part of the project community. The content must be informative and accessible, favoring images and graphics to be more attractive. Partners are encouraged not only to

give input to the newsletter, but also to use their own newsletter channels to disseminate the project activities. LCU will provide instructions for this, by indicating some newsworthy key moments about LINKS (e.g. achievement of a milestone) and about communication strategies to use.

Events: The partners, depending on their expertise, will have to present the project and its results during different types of events (scientific conferences, interactive workshops and other events), in order to share experiences and knowledge with external experts and professionals. In this way it will be possible to strengthen the scientific network, extend the partners' networks and interact with the most relevant stakeholders. To achieve these objectives, the partners should participate in events (included related projects) in order to share experiences and knowledge of the project, to raise awareness, or to increase the connections with target groups and stakeholders. LCU will support the selection of events, suggesting them in the different moments of the project. The goal is that partners participate in at least 6 events within M42.

6.4 Tracking Activities

In order to achieve these goals, LCU will conduct a regular review of partner activities. In order to track the activities carried out by the partners, they must inform LCU using the appropriate DEC Activity Report, shared within the Microsoft Teams/SharePoint environment, as well as the bi-annual internal reporting template. In this report, the partners will be able to define the type of activity carried out (dissemination, exploitation, or communication), describe the main characteristics, the reached target groups, as well as other information regarding the impact of activities.

7. CONCLUSION

This deliverable presents the (preliminary) Dissemination, Exploitation, and Communication Strategy for LINKS. However, as already stated, this document will be updated in two moments during the project, in M21 and M39, corresponding to the deliverables D9.2 and D9.3.

In the next months of the project, the effective implementation of the Dissemination, Exploitation, and Communication Strategy will be expanded. The tasks to carry out in relation to each channel are described in the appropriate sections of this deliverable. Importantly, the DEC activities rely on the interaction of all the LINKS partners, who will actively contribute to the production of contents.

An important step in WP9 will be the (periodic) reporting of the conducted DEC activities (in D9.4, D9.5 and D9.6). This will provide important insights for the reformulation and adaptation of the DEC Strategy, based on the project results.

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PARTNERS	LINKS PARTNERS CHANNELS (website, FB, Twitter, LinkedIn, Instagram, YouTube)
Vrije Universiteit Amsterdam	https://www.vu.nl; https://www.facebook.com/vuamsterdam; https://twitter.com/VUamsterdam; https://www.linkedin.com/school/vrije-universiteit-amsterdam/; https://www.instagram.com/vuamsterdam/; https://www.youtube.com/user/vrijeuniversiteit
Københavns Universitet	https://www.ku.dk; https://www.facebook.com/universite; https://twitter.com/koebenhavns_uni; https://www.linkedin.com/school/university-of-copenhagen; https://www.instagram.com/university_of_copenhagen/; https://www.youtube.com/user/vrijeuniversiteit
Università degli Studi di Firenze	http://www.unifi.it; https://www.facebook.com/UNIFIOFFICIAL; https://twitter.com/UNI_FIRENZE; https://www.linkedin.com/school/university-of-florence/; https://www.youtube.com/user/UNIFIRENZE
safety innovation center e.V.	https://www.safetyinnovation.center;https://www.facebook.com/safetypaderborn https://twitter.com/safetypaderborn; https://www.instagram.com/safetypaderborn/; https://www.linkedin.com/company/safetypaderborn
Københavns Professionshøjs kole	https://www.kp.dk; https://www.facebook.com/kbhprof/; https://twitter.com/kbhprof; https://www.linkedin.com/school/kbhprof/; https://www.instagram.com/kbhprof/; https://www.youtube.com/channel/UCMurZqd9mAqZBaPNl529AKg
Frederiksberg Kommune	https://www.frederiksberg.dk; https://www.facebook.com/FrederiksbergKommune; https://twitter.com/fkommune; https://www.linkedin.com/company/frederiksberg-kommune/
Hovedstadens Beredskab	https://hbr.dk; https://www.facebook.com/hberedskab; https://twitter.com/HBeredskab; https://www.linkedin.com/company/hovedstadens-beredskab/; https://www.youtube.com/hovedstadensberedskab
Save the Children Italia ONLUS	https://www.savethechildren.it; https://www.facebook.com/savethechildrenitalia; https://twitter.com/SaveChildrenIT; https://www.linkedin.com/company/save-the-children-italy; https://www.instagram.com/savethechildrenitalia/. https://www.youtube.com/user/savethechildrenIT
Disaster Preparedness and Prevention Initiative for South Eastern Europe	http://www.dppi.info/

Federation of the European Union Fire Officer Associations a.s.b.l.	https://www.f-e-u.org; https://www.facebook.com/feuorg/; https://twitter.com/feuorg
Deutsche Hochschule Der Polizei	https://www.dhpol.de; https://www.facebook.com/dhpol.de; https://twitter.com/feuorg
Sitech Services of Chemelot	https://www.sitech.nl; https://www.facebook.com/sitechnl/; https://twitter.com/Sitech; https://www.linkedin.com/company/sitech-services-bv/
European Organisation for Security	http://www.eos-eu.com; https://twitter.com/EOS_EU; https://www.linkedin.com/company/eos-european-organization-for-security-/
Link Campus University	https://www.unilink.it; https://www.facebook.com/linkcampusuniversity/; https://twitter.com/linkcampus; https://www.linkedin.com/school/linkcampusuniversity/; https://www.instagram.com/linkcampusuniversity/; https://www.youtube.com/user/LinkCampusUniversity
Provincia di Terni – Servizio Protezione Civile	http://cms.provincia.terni.it/on-line/Home.html; https://www.facebook.com/pages/Provincia%20di%20Terni/161401940693283/
Veiligheidsregio Zuid-Limburg	http://www.vrzl.nl; https://www.facebook.com/VeiligheidsregioZuidLimburg/; https://twitter.com/VRZuidLimburg; https://www.linkedin.com/company/veiligheidsregio-zuid-limburg/; https://www.youtube.com/channel/UCOObVRwOunVt62_atpaCURQ

TG1: Practitioners	
Name	**Contacts**
Italian Civil Protection Department	e - F - T - L
ICPD - Head of Department	e
ICPD - Operational Director's Office	e
ICPD - Volunteering and National Service Resources	e
ICPD - Promotion and Integration of the National Service	e
ICPD - Technical-scientific activities for risk prediction and prevention	e
Civil Protection Department of the Abruzzo Region (Italy)	e - F
Civil Protection Department of the Lazio Region (Italy)	F
Civil Protection Department of the Marche Region (Italy)	e
Civil Protection Department of the Umbria Region (Italy)	e - e - F
Civil Protection Department of the Emilia Romagna Region (Italy)	e
Italian Red Cross	e - F - T - L
Italian Fire Corps	F - T - L
Danish Emergency Management Area (DEMA): Danish Civil Protection Department	e - T - L
	e
DEMA's six national fire and rescue centres	e
DEMA Area Staff College and Emergency Services College	e
DEMA International Division	e
DEMA Center for Prevention	e - e
DEMA Crisis Management Division	e
DEMA Center for Education	e
DEMA Nuclear Division	e
DEMA Chemical Division	F - T - L
International Federation of Red Cross and Red Crescent Societies	e - T
German Civil Protection Agency	e - e
German Federal Office of Civil Protection and Disaster Assistance	F - T
German Federal Police	F - T
German Federal Criminal Police Office	e
THW Juden: German youth organization of the technical rescue organization	e - T - F - L
German Red Cross	e - F - T - L
German Fire Corps	F - L
Dutch Inspectorate for Justice and Security	e - T - L
Dutch Forensic Institute	e - T - L
Dutch Cybersecurity Institute	e - F - T - L
Veiligheidsregio Zuid-Limburg	e - e - F
Federation of the European Union Fire Officer Associations	e - F - T - L
Danske Beredskaber	e
Alte Professionalità Vigili del Fuoco	e - F - T - L
Vereinigung zur Förderung des Deutschen Brandschutzes e.V.	e - F
Nederlandse Vereniging voor Brandweerzorg en Rampenbestrijding	F - T

Emergency Response Coordination Centre	e - F - T - L
CEPOL	F - T - L
EUROPOL	e - F - T - L
European Emergency Number Association	e
Disaster Preparedness and Prevention Initiative for South Eastern Europe (DPPI SEE)	e
ENLETS (European Network of Law Enforcement Technology Services)	e - T - L
MEDEA (Mediterranean Security Practitioners)	

TG2: Policy and decision makers	
Name	**Contacts**
Abruzzo Region	e - F - T
Abruzzo Region - Post earthquake reconstruction offices	e - e - F - T
Lazio Region	F - T - L
Marche Region	e - F - T
Marche Region - Post earthquake reconstruction office	e
Umbria Region	e
Umbria Region - Emergency Office	e
Emilia Romagna Region	e - F - T - L
Sittard-Geleen: Municipality in The Netherlands	e - F - T
Limburg: Province in The Netherlands	e - F - T
City of Antwerp	e - F - T - L
City of Rotterdam	F - T
Hovedstaden Region	e - F - L
Frederiksberg Kommune	F - L
European Defence Agency	e - T - L
EUROPOL	F - T - L
EUISS	e - F - T - L
EU External Actions	F - T
Italian Ministry of Interior	T
Italian Ministry of Foreign Affairs	e - F - T
Italian Ministry of Defense	F - T
Ministerie van Binnenlandse Zaken en Koninkrijksrelaties	e
Ministerie van Buitenlandse Zaken	F - T
Bundesministerium des Innern, für Bau und Heimat	T
Bundesministerium der Verteidigung	e
Auswärtiges Amt	e - F - T

TG3: Local communities	
Name	**Contacts**
The Hague Security Network	e - F - L
Sitech Netherlands	e
Rhine-Ruhr, Industrial Capital of Western Germany	F - T - L

Schools in Terni	e
AST Industry	e
Terniinox Industry	e
Eskigel	e
Churches	e
Hospitals in Terni	e
[European Cyber Security Organization](#)	e - T
[Aeronautics, Space, Defence and Security Industries](#)	e - T - L
[CEEMET](#)	e - F - T
[UNIFE](#)	e - T - L
[SAFECLUSTER](#)	e - T - L

TG4: Research networks	
Name	**Contacts**
[Università di Perugia](#)	e - e
[Università Politecnica delle Marche](#)	e
[UniMore-CRIS](#)	e
[Interuniversity Research Center for Road Safety Studies](#)	e
[Security Research Community of Users](#)	e
[German Committee for Disaster Reduction](#)	e
[UCL Department of Security and Crime Science](#)	F - T
[Networks and Security Group - Lund University](#)	
[Center for Security Studies - Loughborough University](#)	e - F - T - L
[European Society of Criminology](#)	e -
[International Communication Association](#)	e - F- T
[Netherlands Organisation for Scientific Research (NWO)](#)	e
[Netherlands Organisation for Applied Scientific Research (TNO)](#)	e - F - T - L
[Security Research Lab](#)	
[German Institute for International and Security Affairs, SWP](#)	e - F - T
[Institute for Security and Safety](#)	e - F - L
[CISPA](#)	e
[ISDC – International Security and Development Center](#)	e - F - T - L
[CENTER FOR INFORMATION SECURITY AND TRUST](#)	e - e
[ESA - European Sociology Association](#)	e - T
[ECREA](#)	F
[Exeter centre for International Law](#)	e - e - T
[European Council on Foreign relations](#)	F - T - L
[ISPRA](#)	F - T
[Institute for Physical Safety](#)	
[Police Academy](#)	
[Defence Academy (NLDA)](#)	
[National Institute for Public Health and the Environment RIVM](#)	
[ISCRAM](#)	
[JRC Ispra](#)	

TG5: Citizens and Media	
Name	**Contacts**
RAI Umbria	F - T
Corriere dell'Umbria	e - F - T
La Nazione Umbria	e - F
Messaggero Umbria	e - F
Umbria Journal	e - F - T
TerniLife	
TerniToday	
LeMuseNews	
Quotidiano dell'Umbria	e - F- T
Agenda Digitale.eu	F - T - L
RTBF	F - T - L
La Libre	F - T - L
Le Soir	F - T - L
L'Echo	e - F - T
Le Vif	F - T
L1 and L1 radio	e - F - T - L
NOS	F - T
De Limburger	e - F - T
Trouw	F - T
Algemeen Dagblad	e - F - T
NRC	e - F - T - L
Telegraaf	e - F - T
DR P4	F
TV Lorry	F - T - L
The Local	e - F - T - L
Die Zeit	e - F - T - L
Spiegel	F - T - L
Disasters Deconstructed podcast	e - F - T
Citizens Platform	F - T