D8.1 – Dissemination and Communication Plan and Material- 1st Release

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Executive Summary

This deliverable details TENACITy's preparation, strategy, planning and initial work on Dissemination and Communication. A Dissemination and Communication Strategy has been developed, which will inform, optimise, and ensure the overall effectiveness of the project's Dissemination and Communication activities. A detailed Dissemination and Communication Plan has been produced as an actionable blueprint to guide the consortium's practical Dissemination and Communication work. Finally, this document sets out the project's process for the Monitoring and Performance Evaluation of Dissemination and Communication in the project, in order to ensure that everything goes according to plan.

The role of Dissemination and Communication activities in TENACITy is:

■ To inform and engage stakeholders and the public as appropriate about TENACITy's progress, in order to achieve the widest possible visibility of the project, promoting its activities and results

■ To contribute to maximizing the project's impact, and especially to ensure the achievement of the key performance indicators to which the project is committed

To achieve its objectives, TENACITy will be involved in the following dissemination activities: Exhibition stands in industry events/fairs, Scientific publications (in highly ranked international journals, and magazines and international peer-reviewed conferences, under open access principles), Thematic Workshops, Cluster with related European projects and other initiatives, Meetings with policymakers and regulators and Virtual Large-scale Exercise.

Moreover, TENACITy will use the following channels and materials for communication purposes: Project Website, Social Media, Brochures, Posters/ Banners, Project Presentation, Trial videos, Infographics, Final Publishable Report, Articles, Newsletters, Press releases, Talks in workshops, Market Uptake Launch-Event.

The identified audience of TENACITy's dissemination and communication activities, grouped into three major categories that invite a similar dissemination and communication approach, is: Public authorities (Law enforcement agencies/ PIUs, Member States/ ministries/government departments, Regulators and policy-makers), Scientific society/ Infrastructure & technology (Carriers/ Airline companies, Data providers/ Data Service providers, Technology/ service providers & investors, Standardisation bodies, Scientific R&D institutions), and Social society/citizens (Passengers/ Citizens, Media).

In order to assess the consortium's dissemination and communication performance and to take corrective actions when necessary, all dissemination and communication efforts will be continuously monitored and evaluated during the project's lifespan. The foundation for the

evaluation is provided by the definition of specific KPIs related to the dissemination and communication activities (e.g. minimum number of scientific publications, minimum number of thematic workshops to organise, number of clustering events With European projects and other Initiatives and so on). In the next releases of the deliverable a qualitative and quantitative evaluation using these indicators will be performed. Depending on the performance of TENACITy's dissemination and communication plan the KPIs may be updated and/or adjusted.

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List of Abbreviations

Term	Description
D	Deliverable
D&C	Dissemination and Communication
DCP	Dissemination and Communication Plan
DCS	Dissemination and Communication Strategy
DoA	Description of Action
EC	European Commission
EU	European Union
FAQ	Frequently Asked Questions
HE	Horizon Europe
ICT	Information and Communication Technology

Term	Description
KPI	Key Performance Indicator
M	Month
MoM	Minutes of Meeting
R&I	Research & Innovation
T	Task
WP	Work Package

1   Introduction

1.1   Description of Activities

The objectives of TENACITy are to:

■ Innovate modern and effective tools for exploitation of travel intelligence data by security authorities, developing an interoperable open architecture for the integration and analysis of multiple transactional, historical and behavioural data from a variety of sources

■ Provide training and sensitisation of LEAs' personnel

■ Pioneer a holistic approach to crime prevention, developing a Travel Intelligence Governance Framework

■ Ensure that the proposed digital technologies will support the identification of the modus operandi of criminal and terrorism organizations

■ Include policy makers in the governance process, examining how the new tools will provide new capabilities to shape the regulations

TENACITy will also create important exploitation possibilities for its participants, and in the travel security field more broadly, by creating effective technologies that can be expected to be adopted and operationalised.

To support the presented scope of the project through identifiable and specialised dissemination and communication standards the current Dissemination and Communication Plan and Material deliverable has been produced. The plan is intentionally detailed at an early stage of the project as the actions defined in it should start to be implemented as soon as possible after the official start of the project.

The TENACITy consortium with the contribution of all project partners is implementing efficient measures for effective dissemination, communication and maximum outreach with the establishment of a general dissemination and communication strategy steering and imposing the application of the devised dissemination and communication plan.

Through the strategic elements and courses of action outlined in this deliverable, TENACITy is attempting to target a wide range of audiences including industry stakeholders, policymakers, initiatives and other project as well as the European citizens. The main objectives include:

■ Ensuring that any useful information produced in the project is documented and made available to intended target audiences

■ Identifying and enabling approved exchanges within targeted stakeholder groups

■ Promoting the project outcomes to the scientific community, industry stakeholders, policy makers and European citizens

■ Formulating appropriate key messages on TENACITy activities for active knowledge transfer through communication channels and all related tasks

The presented dissemination and communication strategy and plan will be revised and updated on M12, M24 and M36 (end of the project) to ensure that it remains appropriate for use, in line with the four different releases of the deliverable.

The project's dissemination and communication activities will be continuously monitored to ensure that they are carried out in a manner that is consistent with the project's goals and objectives. This will facilitate the evaluation of the of the consortium's communication efforts and establish effective communication channels within TENACITY. The goal of this strategy is to provide the targeted audience with the necessary information about the project's achievements and contribution to the development of travel intelligence in Europe.

A basis for the evaluation of the dissemination and communication activities through Key Performance Indicators (KPI) has been determined and through these indicators a qualitative and quantitative performance evaluation will be carried out and presented in each version of the deliverable.

This deliverable is the result of Task 8.1, "Communication and dissemination plan" as part of Work Package 8, "Dissemination, Exploitation and Impact Outreach". The project's work on exploitation is the responsibility of Task 8.4, "Exploitation and sustainability plans" and will be presented in D8.5.

1.2   Structure of the Deliverable

This deliverable proceeds as follows:

In chapter 2, the TENACITy Dissemination and Communication Strategy is introduced, where overarching considerations are examined and the general approach of the project is set out. In more detail, the Dissemination and Communication Strategy of the TENACITy project documents the project's general and long-term approach to Dissemination and Communication, and presents its corresponding objectives and methodology, how the target audience has been identified and how appropriate messaging is constructed for that audience, including the use of effective

communication channels. It also addresses three specialised topics, the use of TENACITy's Living Labs to contribute to Dissemination and Communication, the project's plans to coordinate with other projects and European initiatives, and its approach where European Citizens overall are concerned.

In chapter 3, a concrete Preliminary Dissemination and Communication Plan is provided, where detailed materials, actions and timing for dissemination and communication are planned out and analysed. More specifically, the Dissemination and Communication Plan is practical and detailed, outlining specific Dissemination and Communication activities that will be carried out. It discusses TENACITy's audience, communication channels and planned activities in specific detail. It provides dissemination material that has already been produced, such as the project website. Finally, it identifies the best practices and guidelines that the consortium intends to follow in the TENACITy Dissemination and Communication work.

The deliverable concludes, in chapter 4, with a section on Monitoring and Performance Evaluation, describing what is intended to be achieved and how the project will monitor progress made towards the previously defined objectives, in terms of concrete Key Performance Indicators (KPIs).

1.3 Relationship With Other Deliverables and Tasks

Task T8.1 Communication and dissemination plan is a horizontal task extending over the full lifetime of the project and being supported with feedback by every other task in the project's workplan. All tasks, and therefore all partners, can perform activities and generate outcomes that are eligible to be exploited in the context of dissemination and communication activities.

Nevertheless, close collaboration is foreseen to be created with the following tasks:

- T2.5 Citizen perception of cross border security processes and requirements to engender engagement and trust

- T4.3 Living Lab organisation/ Hackathons for practitioners' familiarization with the power of data

- T6.3 Integration of travel intelligence tools into a toolbox

- T7.2 Operational testing and piloting of tools in real settings (it should be noted that Deliverable 7.2. is classified as EU RESTREINT, and therefore the actions in this task shall be treated with this in mind)

- T7.3 Encapsulation of scenarios and stakeholders in a virtual large-scale exercise

- ◼ T7.4 Evaluation of demonstrated concepts, end-users reactions and lessons learnt

- ◼ T7.5 Regulatory/ legal assessment based on lessons learnt for API/PNR operationalization

- ◼ T8.2 Citizen reactions and guidelines to LEAs on how to promote citizen engagement

- ◼ T8.5 Liaison with European initiatives /alignment with security research for border management

- ◼ T9.1 Set out the 'ethics requirements' that the project must comply with

2 Dissemination and Communication Strategy

The role of Dissemination and Communication activities in TENACITy is:

■ To inform and engage stakeholders and the public as appropriate about TENACITy's progress, in order to achieve the widest possible visibility of the project, promoting its activities and results

■ To contribute to maximizing the project's impact, and especially to ensure the achievement of the key performance indicators to which the project is committed

As a foundation for developing the TENACITy Dissemination and Communication Plan, several strategic elements have been established, each of which is detailed in one of the following sub-sections.

2.1 Clarification on the concepts of Dissemination and Communication

Throughout this work, the specific definitions of Dissemination and Communication will be paid attention to, as they are provided in the Horizon Europe Programme Guide[1] and Glossary[2]:

"Dissemination means the public disclosure of the results by appropriate means (other than resulting from protecting or exploiting the results), including by scientific publications in any medium."

"Communication means measures for promoting the action itself and its results to a multitude of audiences, including the media and the public, and possibly engaging in a two-way exchange."

Thus, Communication is about the project as well as its results, whereas Dissemination concerns only the results.

Communication addresses a multitude of audiences including media and the public, going beyond the project's direct stakeholders, whereas Dissemination concerns audiences with the potential to

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[1] https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/guidance/programme-guide_horizon_en.pdf
[2] https://horizoneuropencpportal.eu/sites/default/files/2022-04/HE%20Glossary%20Bridge2HE.pdf

make use of the project's results, e.g. scientific peers, industry with exploitation potential, policymakers etc.

Communication showcases and demonstrates the value of the project outputs, whereas Dissemination enables the use and uptake of its results.

2.2   Methodology

For the TENACITy Dissemination and Communication activities to be effective, they must be:

■   Based on sound strategic approach

■   Follow a concrete plan

■   Remain flexible, adapting to new conditions

The strategic approach is established in this section. The first version of the Dissemination and Communication Plan (DCP) is provided in the next section. The DCP, in order to adapt to unfolding new conditions, will remain a live document whose development will be ongoing throughout TENACITy. This will allow the project to keep track of and regularly assess the DCP's performance versus its objectives, and update it as necessary.

The DCP will also be adapted according to the evolving feedback of the TENACITy consortium. In particular, for the current phase of the project, it will be established what each partner is contributing, in terms of technology, expertise, materials, etc. Therefore, a questionnaire will be used, to be completed by all partners, in order to derive a shared understanding of the dissemination and communication needs, capabilities, resources, access to channels, and initiatives of the whole consortium. This information will allow the consortium to coordinate effectively and efficiently for the dissemination and communication tasks of the project. The topics addressed by the questionnaire include:

■   Communication channels/tools currently used by partners

■   Relevant target audiences within TENACITy

■   Communication and dissemination activities and experiences by partners on various channels, such as:

  O   Website

  O   Twitter

- ⊙ LinkedIn

- ⊙ Electronic newsletter

- ⊙ Press releases

- ⊙ Academic journals

In the following sections, issues affecting D&C activities related to the development of AI technology, Open Access policy compliance, COVID-19 potential risks and environmental aspects are discussed. These issues will be closely monitored and updated accordingly in the subsequent releases of the deliverable both under the strategic point of view (actions and processes to adopt/update) as well as under the reporting point of view (collect and document all affected activities).

2.2.1 Ethical and Legal use of Artificial Intelligence

TENACITy is committed to following ethical and legal obligations and best practices in all of its research that uses or develops Artificial Intelligence (AI) methods or tools. Furthermore, the project is committed to communicating its ethical and legal use of AI to its stakeholders and end-users, with the aim to earn and maintain the trust of European Citizens, even in the face of potential mistrust or other objections around AI. Indeed, TENACITy presents an opportunity to communicate educational and practical information about the potential value of AI tools in the context of using Travelling Intelligence to prevent Crime and Terrorism, and how this can be achieved while also safeguarding citizens' fundamental rights.

The project is mindful of several documents and legislative instruments emerging in this area including:

■ The European Commission's White Paper On Artificial Intelligence, "A European approach to excellence and trust". This document presents "policy options to enable a trustworthy and secure development of AI in Europe, in full respect of the values and rights of EU citizens"[3]

■ The European Commission's official Guidance on research involving AI, "Ethics By Design and Ethics of Use Approaches for Artificial Intelligence". This document "concerns all research activities involving the development or/and use of artificial intelligence (AI)-based systems or

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[3] https://ec.europa.eu/info/sites/default/files/commission-white-paper-artificial-intelligence-feb2020_en.pdf

techniques" and "offers guidance for adopting an ethically-focused approach while designing, developing, and deploying and/or using AI based solutions"[4]

- The High-Level Expert Group on Artificial Intelligence (AI HLEG) Ethics Guidelines for Trustworthy AI. This document provides ethical guidelines for the life cycle of AI systems[5]

- The European Commission's proposed Regulation Laying Down Harmonised Rules On Artificial Intelligence (Artificial Intelligence Act). This instrument aims to "harmonised rules for the placing on the market, the putting into service and the use of artificial intelligence systems ('AI systems') in the Union"[6]

- The European Commission's proposed Directive on adapting non-contractual civil liability rules to artificial intelligence (AI Liability Directive). This instrument aims to regulate the "disclosure of evidence on high-risk artificial intelligence (AI) systems to enable a claimant to substantiate a non-contractual fault-based civil law claim for damages"[7]

Although the above is not a complete survey of all the relevant documents, the main ethical requirements for AI research can be very briefly summarised as follows:

- "AI systems must not negatively affect human autonomy, freedom or dignity.

- AI systems must not violate the right to privacy and to personal data protection. They must use data which is necessary, non-biased, representative and accurate.

- AI systems must be developed with an inclusive fair, and non-discriminatory agenda.

- Steps must be taken to ensure that AI systems do not cause individual, social or environmental harm, rely on harmful technologies, influence others to act in ways which cause harm or lend themselves to function creeps.

- AI systems should be as transparent as possible to their stakeholders and to their end-users.

- Human oversight and accountability are required to ensure conformance to these principles and address non-compliance."

Both the project consortium's understanding of the complexities of using AI in the context of Travelling Intelligence to prevent Crime and Terrorism, as far as the ethical dimension is concerned, as well as the consortium's plans on how these issues need to be communicated to European

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[4] https://ec.europa.eu/info/sites/default/files/commission-white-paper-artificial-intelligence-feb2020_en.pdf
[5] https://ec.europa.eu/newsroom/dae/document.cfm?doc_id=60419
[6] https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A52021PC0206
[7] https://ec.europa.eu/info/sites/default/files/1_1_197605_prop_dir_ai_en.pdf

Citizens, are works in progress. Acknowledging the need to study these topics in depth, the project includes a large amount of work that has been dedicated to this purpose:

■ Task 2.5: Citizen perceptions of cross border security processes and requirements to engender engagement and trust

■ Task 8.2: Citizen reactions and guidelines to LEAs on how to promote citizen engagement

■ Task 8.3: Impact Assessment of the validated tools and the TENACITy offering – focus on the use of AI

■ Work package 9: Ethics requirements

WP9 provides overarching guidance to the entire project on all ethical issues. Task 2.5 studies the background of where Citizens are already, in terms of their perceptions and attitudes. T8.2 and T8.3 are the two tasks that will have direct input to the D&C work of the project. As T8.2 and T8.3 progress, their results will be studied and included in the DCP, with the plan being adjusted as necessary. T8.2 addresses citizen reactions to TENACITy as a whole, and will inform D&C activities, which may need to address these reactions. T8.3 focuses specifically on AI, and will also inform the project's D&C activities, which may need to emphasise AI-related topics, if European Citizens are concerned specifically with the correct use of AI.

2.2.2   Open Access Policy Compliance and Publication Guidelines

TENACITY will follow open science practices in line with the Horizon Europe principles. Specifically, it will offer open access to its scientific publications either submitting them to Open Research Europe or ensuring open access, selecting either self-archiving / 'green' open access, or open access publishing / 'gold' open access, to facilitate dissemination and reuse of the project's results.

To ensure the quality of venues selected in the context of open access publishing, TENACITy will only consider journals that have an impact factor.

Open Research Europe (accessible at https://open-research-europe.ec.europa.eu/) is stressed as an important resource for TENACITy. It is a free-of-charge Open Access publishing service. It has been implemented by the European Commission, for the purpose of functioning as a publication service for Horizon Europe (and previous) research, as part of the Open Research Europe initiative.

Open Research Europe provides a viable, safe and transparent alternative Open Science approach to traditional publishing, supporting every kind of research content, i.e., papers, data, negative results, protocols, case studies, etc. It offers editorial services with appropriate experts and also functions as a publishing platform with all the necessary infrastructure. The Scientific Advisory Board (SAB) assures the highest possible level of quality.

The following lists summarise the multitude of benefits it offers for D&C purposes for the TENACITy project, according to its official European Commission website[8].

"Benefits for Researchers:

■   Optional service with no author fees, no administrative burden and automatic compliance with open access requirements

■   Submissions published rapidly as preprints after a set of thorough prepublication checks

■   Transparent peer-review: authors suggest appropriate reviewers and engage in an open and public dialogue with their peers

Benefits for Research:

■   Rapid open access publication enables others to build upon new ideas right away, wherever and whoever they are

■   Removes obstacles to collaborative research through data sharing, transparency and attribution

■   Shifts the way research and researchers are evaluated by supporting research assessment based on the intrinsic value of the research rather than the venue of publication

Benefits for Society:

■   Maximises the value and impact of Horizon 2020, Horizon Europe and Euratom projects by enabling publication of all aspects of Commission funded research

■   Makes research results fully open access, freely available and fully text and data minable for researchers as well as citizens

■   Accelerates the progress of research meaning new insights, innovations and treatments become available to those who need them more rapidly"

The TENACITy partners must produce peer-reviewed scientific publications available as open access to meet the project's D&C KPIs. They should provide, in a standard format, all necessary bibliographic metadata, including:

■   The project name, acronym, and grant number

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[8] https://open-research-europe.ec.europa.eu/

- Acknowledgement of the European Commission and Horizon Europe for the project funding, stating "This project has received funding from the European Union's Horizon Europe research and innovation programme under grant agreement No 101074048"

- Publication date, venue and access information

- A persistent identifier

Any dissemination of results must indicate that it reflects only the author's view and that the Commission is not responsible for any use that may be made of the information it contains: "This [insert type of activity] reflects only the author's views and the Commission is not responsible for any use that may be made of the information contained therein".

2.2.3   COVID-19 Risks Mitigation

TENACITy is planning its operations using as its base-case the assumption that the COVID-19 pandemic is now contained to the point where it will no longer cause large-scale disruptions to international collaboration. Thus, the project plans activities such as its own Living Labs, as well as the participation in international conferences. It is important to stress in this context that all activities will be organised and engaged in with the utmost consideration to the health and safety of everybody involved, and any restrictive measures enforced by EU countries or other relevant authorities will be applied and/or followed as appropriate, if the COVID-19 situation deteriorates once more. In the worst-case scenario, in-person activities may need to be delayed or cancelled, as appropriate, and in the case of cancellation, they will be replaced by digital activities with the equivalent content and participant interactions.

2.2.4   Environmental Aspects

An additional consideration that must be addressed is the TENACITy project's commitment to minimising its environmental impact. All project participants are strongly encouraged to avoid unnecessary activities with an environmental footprint, such as travel and printing on paper of materials that could have been used in digital form. Naturally, high-value in-person interactions such as participation in high-impact conferences will still be pursued, but the project's dissemination targets have intentionally been set to aim for a higher number of journal publications than conference publications, to avoid travel with potentially lower impact. On the use of paper, TENACITy is committed to an 80%, or better, paper free (digital) communication and dissemination profile. The DCP, accordingly, emphasises social media and use of the project website, chooses an electronic platform for its newsletter, etc.

2.3   Objectives

In order to achieve effective and efficient dissemination and communication, it is necessary to develop an understanding of TENACITY's audience, to open and maintain multiple effective communication channels to reach it, and to adjust the messaging that is used, according to the defined performance objectives. The right message ("what do I want to say?") must reach the right people ("to whom do I want to communicate?") at the right time ("when do I want to communicate about this?") and through right channel ("how do I want to communicate?"). TENACITY's concrete dissemination and communication objectives are:

- **Maximisation of impact for LEAs and other user organisations**

  - LEAs and in particular Passenger Information Units (PIUs), customs, etc. organisations are the primary targets of TENACITy. As the project is an Innovation Action, it will deliver high Technology Readiness Level results; nevertheless, there may be various steps that will need to be taken by potential user organisations before they can deploy TENACITy's innovations in practice. Therefore, TENACITy will clearly communicate both the value of taking up its solutions, and any requirements for doing so, thereby maximising its potential impact on potential user organisations.

- **Market uptake to enable exploitation by project partners**

  - The solutions developed by the TENACITy technical partners are intended to result in new or improved commercial products of these partners. In order to maximise the exploitation potential, TENACITy will communicate its results throughout the relevant technology and security sectors, preparing collaborations, policy decisions and general interest related to its outputs.

- **Promotion of the project's innovation**

  - As a scientific and technological innovation project, TENACITy will also contribute to the overall state of the art in its field. In WP8, it will promote its innovations to all relevant stakeholders and end users, including researchers, in order to maximise the overall reach and, thus, impact of its results.

- **Network building and visibility**

  - Specific focus will be given to enabling knowledge transfer and creating synergies with related projects, research and innovation. This work will also improve the TENACITy partners' future opportunities for contributing to the field through collaboration with relevant organisations.

- ■ Sharing of scientific and technological knowledge

  - ○ Dissemination of project results will be as broad as possible within the confidentiality constraints of the project. Scientific and technical innovations will be made available to all appropriate recipients. Lessons learned from the project pilot demonstrations will be especially valuable to researchers and practitioners.

- ■ Input to policymakers and other decision makers

  - ○ Standardisation and policy decisions will play a key role in catalysing the impact of TENACITy, therefore the project will emphasize relevant standardisation bodies, policy makers, and regulators, as a key audience for its communication and dissemination activities.

- ■ Awareness raising and earning the trust of European citizens

  - ○ Citizens have a complicated relationship with the use of Travelling Intelligence in contexts relating to crime and terrorism. On the one hand, the correct application defends their safety and security, on the other, their trust and engagement still needs to be earned, addressing topics such as the risks incurred by travelling citizens as a result of being subjected to such processes.

Task 1.3: Quality Assurance, with subtask (c) Innovation Management, will also contribute to this work.

2.4 Audience

The identified audience of the TENACITy dissemination and communication activities, grouped into three major categories that invite a similar dissemination and communication approach, is:

- ■ Public authorities

  - ○ Law enforcement agencies/ PIUs

  - ○ Member States/ ministries/government departments

  - ○ Regulators and policy-makers

- ■ Scientific society/ Infrastructure & technology

  - ○ Carriers/ Airline companies

- O Data providers/ Data Service providers, i.e.travel operators, tourism organisations

- O Technology/ service providers, investors

- O Standardisation bodies

- O Scientific R&D institutions

■ Social society/citizens

- O Passengers/ Citizens

- O Media

This list will be cross-referenced with the communication channels identified in the next section, serving as a guide for effective and comprehensive dissemination and communication. It should be borne in mind that the provision of an initial breakdown of the audience for the project's dissemination and communication activities into categories sets up a context for further analysis of this audience and the identification of additional dissemination and communication targets in future iterations.

2.5   Special Dissemination and Communication Targets

This section, based on the information presented in the previous section, focuses and elaborates on three *special cases* of targets for dissemination and communication, and describes the special consideration that the project gives them. These are:

■ The participants and stakeholders in the TENACITy Living Labs

■ The related security projects and European initiatives currently underway

■ The broad category of the European citizens

Each of the following sub-sections focuses on one of these groups, detailing how TENACITy's communication and dissemination strategy will achieve the broad and effective communication and dissemination of the project's outcomes to its target audiences, emphasising good timing and messaging, and ensuring that the project can identify and engage with organisations and individuals with the ability to contribute to the development, evaluation, uptake and exploitation of the TENACITy outcomes. Moreover, due to the nature of the project, appropriate methodologies will be applied to engage the European citizens and explore their perceptions on the use of travel intelligence.

Within the TENACITy project there are several tasks that especially address these target audiences and entities. The TENACITy DCS & DCP will set the general framework for the communication and dissemination activities with these audiences, but the details are defined in tasks T2.5, T4.3, T8.2 and T8.5 and the associated deliverables.

2.5.1   Living Lab Activities

The TENACITy Living Lab (as a virtual lab for the continuous interaction of stakeholders on data, practices, technology demonstrations) is of great use for dissemination and communication to TENACITy's end-users and stakeholders. It enables and motivates their involvement with its technological and other innovations, during a substantial part of the development of the project. The Living Lab contributes an Open Innovation Ecosystem, enabling knowledge transfer and experience sharing. It is therefore a key tool for the exploitation goals of the project, bringing together users and practitioners at the centre of innovation.

The Living Lab provides continuous training activity, generating an ongoing process of interaction and collaboration with stakeholders. Rather than performing dissemination and communication in a way that that only presents the TENACITy stakeholders with the project's achievements after their completion, the Living Lab will involve them in hackathons, workshops, and study visits, exposing them to the full range of TENACITy's work, from requirements definition to final evaluation, exploring with them how passenger data should be used, helping them understand the practicalities of operationalising the tools being developed, and sharing lessons learned, best practices, and technical knowhow.

This potential of the Living Lab to create awareness and engagement will be leveraged with high priority for the purposes of dissemination and exploitation. The high-engagement and technically sophisticated environment of the Living Lab can also create challenges for effective communication. Therefore, in order to maximise the benefits of this approach, the following plans are in place to deal, proactively, with the potential roadblocks:

■   The variety of technical knowhow that different stakeholders will possess, especially the possible lack of relevant background in the more advanced TENACITy technologies

■   Language barriers

■   Concerns about privacy and other legal and ethical constraints

■   The need for stakeholders to give their explicit consent and/or participate actively could create a dependency of the project on their participation

Taking these challenges into account, the project's approach is as follows:

■ The project will develop contingency plans for different levels of engagement being exhibited in practice by different stakeholders.

■ The project will engage in proactive communication to build acceptance of the project's objectives and approach, early in the process, especially communicating the potential benefits to the participants, and addressing the different types of challenges (technical, ethical, legal, etc.) that they may be concerned about, early and openly

■ The project will establish and maintain multiple types of communication channels, using them in a customised way depending on the needs for reaching each individual type of stakeholders

■ Whenever possible, formal dissemination will be reinforced with informal contacts and face-to-face discussions/presentations, in order to create empathy, fight bureaucracy, proactively clarify questions and establish direct contact points (phone, email)

2.5.2   Coordination With Similar Projects and Liaison with European Initiatives

TENACITy integrates several multi-disciplinary technologies to result in an overall efficient framework and assists the security authorities in fighting serious cross-border crimes. However, the rapid increase of migration in Europe, along with the envisioned future Schengen Management Systems and the policies involved, often result in changes in the current regulations and procedures. This leads to increasing demand in requirements for applied research and harmonization of EU security authorities in terms of current activities and future research needs.

TENACITy aims to effectively address the current and future trends in the modus operandi of criminal and terrorist organisations. At the same time, it attempts to adequately contribute to European policies and their growing role in relevant research and implementations. Therefore, it is of utmost importance to disseminate the project results to relevant EU research initiatives while actively pursuing synergies and clustering with other research projects.

Details of the planned activities together with a list of similar projects with collaboration potential are presented in section 3.2.2.1.

2.5.3   European Citizens

TENACITy includes a comprehensive programme of citizen research. *Citizens in three different European cities will take part in discussion groups in the first and last years of the project.*

The objectives of these discussions are to: determine current perceptions of cross border security processes and requirements, including their efficacy in safeguarding citizen wellbeing, barriers and concerns around giving the required information as well as level of trust in the authorities' responsible for same (Task 2.5).

Later in the project, any LEA-citizen interface, interaction or information protocol facilitated by the implementation of TENACITY will be tested with citizens to determine attitudes towards the new processes and drivers and barriers to engagement (Task 8.2). The findings from these two extensive studies will ensure that TENACITY is citizen- as well as LEA-led and the data will be used to develop recommendations for a solution that respects citizen needs and promotes trust and engagement in the new systems and processes.

For the benefits of TENACITY to be fully enjoyed, it is critical that citizen engagement and compliance is encouraged. The research findings will be used to develop guidelines for LEAs on how to communicate with citizens to promote trust and engagement. This will include key messages that directly address and resolve citizen concerns – for instance, around data privacy and personal safety. Such messages will be instrumental to reducing citizen barriers to engagement. Other recommendations will include guidance on how to showcase the benefits of the new processes and how these may be instrumental in safeguarding their wellbeing and that of their loved ones. Finally, potential issues around a lack of trust in LEAs and other cross-border authorities will be highlighted with recommendations on how these may be addressed in citizen communication planning.

2.6   Communication channels

TENACITy will assess and, when advantageous, use any available communication channels, including traditional venues, such as academic publishing, and modern ones, such as social media.

As also with the previous section, this list serves both as a guideline for dissemination and communication activities, and as an initial breakdown / analysis which will assist the identification of additional channels in future iterations.

- Website

- Social media

- Press releases

- Newsletter

- Workshops

- Policy briefs

- Scientific publications

- International fora & events

2.7   Audience and channel matching

In order to match communication channels to respective audience categories, the project considers the "three W's" as follows:

- Who (audience)

- What (message)

- Why (goals)

Answering these three points leads to the "how", the choice of communication channel. Below is a correlation matrix of the choice of most promising channels that TENACITy will use depending on the audience addressed.

Table 1. Correlation Matrix between TENACITy communication channels and Target Audiences

	Website	Social Media	News-letter	Workshops	Press Releases	Scientific Publications	Industry Innovation Events/ Fairs	Policy Briefs
Law Enforcement Agencies/ Pius	✅	✅	✅	✅			✅	
Carriers/ Airline Companies	✅	✅	✅	✅			✅	
Data providers/ Data Service providers	✅	✅	✅	✅		✅	✅	
Technology/Service Providers, Investors	✅	✅	✅	✅		✅	✅	
Member States/ Ministries/Government Departments				✅				✅

	Website	Social Media	News-letter	Workshops	Press Releases	Scientific Publications	Industry Innovation Events/ Fairs	Policy Briefs
Regulators and Policymakers		✅		✅	✅	✅	✅	✅
Passengers/ Citizens	✅	✅			✅			
Standardisation Bodies						✅		✅
Media	✅	✅	✅		✅			
Scientific R&D institutions		✅		✅		✅	✅	

2.8 Messaging

The messages that TENACITy intends to convey to its target audiences are comprised of complex technical, or Research & Innovation, concepts. In order to ensure that the important information is successfully communicated, the project will structure its dissemination and communication content systematically by ensuring that the following "key message content" is present, thus focusing the relevant materials on specific core messages which are important for the project's target audience to assimilate and remember.

TENACITy messaging will be:

■ Evidence-based

   ○ The information the project conveys needs to be believable and trustworthy, therefore it will be based on concrete evidence that supports it

■ To the point and easy to understand

   ○ The message must be tailored to the technical knowhow and needs of its audience. It will contain specific information that is valuable to its audience, and no irrelevant or distracting content. The message will satisfy be judged as appropriate by asking the following questions: "what does the audience know?", "what does the audience care about?", "in this context, what new ideas are we providing?"

■ Accurate representation of the project

- The message will be focused on the work conducted by TENACITy. It will be tailored, purposeful, meaningful, and specific. It will convey results and conclusions of the project's work, and stay specific to it.

■ Results-oriented

- The communications of the project will be generated with concrete objectives in mind. Before creating a message, the key is to ask "what do we want to happen as a result of this message?", and before communicating the message, it is key to verify that it is indeed streamlined to fit its purpose.

■ Appropriate to the "big picture"

- The project's messages will be assessed to ensure we are not neglecting the major, overall goals of the project, its needs and requirements. In further iterations, messages will be reviewed and revised, keeping them relevant.

3   Preliminary Dissemination and Communication Plan

The current section presents the preliminary DCP covering how the described DCS will be executed throughout the project's duration. The current DCP is characterised as preliminary, as it is developed at a very early stage of the project (M2) and there are still activities to perform and topics to consider before concluding on its final version. The current deliverable has 3 additional releases (M12, M24, M36) and by the end of the first year of the project, with the production of the 2nd release of the deliverable, an updated and more robust DCP will be presented.

This preliminary DCP includes the following aspects:

■ **What to disseminate/communicate and when**

Sections 3.1 through 3.4 describes the executed and planned D&C activities, including the channel(s) utilised, the estimated schedule and the responsible entities. The current (preliminary) DCP will be furtherly elaborated and updated in the 2nd release of the deliverable (due in M12) and will act as the basis for evaluation of all D&C activities performed during the project's lifetime.

■ **To whom to disseminate/communicate**

Section 3.5 elaborates on the most significant stakeholder groups and target audiences presented in sections 2.4 and 2.5.

■ **How to disseminate/communicate**

Section 3.6 presents an overview of the intended D&C channels to be used.

In this section, the preliminary DCP of activities is presented.

3.1   Dissemination Activities

In Table 2 a preliminary plan of the intended dissemination activities planned within is shown. This plan will be the guideline and basis for evaluation for all dissemination and communication activities during the project lifetime.

Table 2. Preliminary Dissemination Plan Details

Activity	Schedule	Responsibility
Exhibition stands in industry events/fairs	**M1-M18:** Participate in at least 2 external industry events **M19-M36:** Participate in at least 3 external industry events	Coordination: HSE, ED Contribution: All Partners
Scientific publications (in highly ranked international journals, and magazines and international peer-reviewed conferences, under open access principles)	**M1-M18:** 2 publications in international journals and magazines (possibly in the pre-publication pipeline, due to the short time available until M18), 2 publications in international conferences **M19-M36:** 13 publications in international journals and magazines, 6 publications in international conferences (in addition to the above)	Coordination: ED, ICCS Publications by: ED, IANUS, KEMEA, BRNO, UCSC-TC, SPH, ICCS, HSE, NMT, USFD Contribution: All Partners
Thematic Workshops	**M1-M18:** Organise at least 1 workshop to engage specific audiences and promote specific aspects of the project (preferably within the scope of larger international events to promote wider discussion with stakeholders) **M19-M36:** Organise at least 3 workshop to engage specific audiences and promote specific aspects of the project (preferably within the scope of larger international events to promote wider discussion with stakeholders)	Coordination: HSE, ED, IANUS Contribution: All Partners
Cluster with related European projects and other initiatives	**M1-M18:** Participate in at least 8 clustering events with related projects or initiatives **M19-M36:** Participate in at least 12 clustering events with related projects or initiatives	Coordination: ED Contribution: All Partners
Meetings with policymakers and regulators	**M1-M18:** Participate in at least 3 meetings with policymakers or regulators	Coordination: ED Contribution: All Partners

Activity	Schedule	Responsibility
	M19-M36: Participate in at least 3 meetings with policymakers or regulators	
Virtual Large-scale Exercise	**M30-M36** Organise and implement a large-scale demonstration event of the integrated TENACITy Framework based specifically on stakeholders' engagement	Coordination: ED Contribution: All Partners

3.2 Dissemination Activities Details

This section elaborates on the core dissemination activities envisioned during the execution of TENACITy's DCP focusing on the first year of the project.

3.2.1 Scientific Publications

When project results and achievements are made, consortium members will be urged to publish findings in highly ranked international journals and magazines and international peer-reviewed conferences. The TENACITY consortium will abide by the publication guidelines outlined in the GA to enable open access to its scientific publications (as discussed in section 2.2.2) either by submitting them to the Open Research Europe or ensuring open access from an established document repository with scientific content (e.g. Zenodo - https://zenodo.org/). A preliminary time plan for the scientific publications in journals and conferences has been presented in Table 2. The compliance with the Open Access policy guidelines is discussed in section .

The project's results (by WP) more suitable and promising to generate the various scientific publications envisioned in the project's DCP (minimum 15 journal and 8 conference publication) are the following:

■ WP2: State of play analysis and models of terrorism activities and serious crimes

■ WP3: Open architecture and TENACITy travel intelligence governance framework

■ WP4: Training methodology, curricula, and platform

- **WP5:** Pattern identification tool, Risk Management tool, OSINT/ Web crawling tool, Blockchain-enabled tool for encrypted/trusted communication, AI-based Criminal Organisation persona tool

- **WP6:** Data quality assessment data pseudonymisation techniques

- **WP8:** Guidelines to LEAs on how to promote citizen engagement and impact assessment for tools and use of AI

In the following the most relevant scientific journals and conferences to be preferably addressed by publications in the context of TENACITy are listed:

3.2.1.1 AI Related Scientific Journals

- Foundations and Trends in Machine Learning

- Journal of Artificial Intelligence Research

- IEEE Transactions on Pattern Analysis and Machine Learning

- IEEE Transactions on Neural Networks and Learning Systems

- International Journal of Information Management

- IEEE Transactions on Fuzzy Systems

- IEEE Computational Intelligence Magazine

- Synthesis Lectures on Artificial Intelligence and Machine Learning

- Journal of the ACM

- Neural Networks

- ACM Transactions on Intelligent Systems and Technology

- IEEE Transactions on Cognitive Communications and Networking

3.2.1.2 Security Related Scientific Journals

- Journal of Global Security Studies

- International Journal of Information Security

- EURASIP Journal on Information Security

- European Journal of Criminology

- European Journal on Criminal Policy and Research

- International Journal for Crime, Justice and Social Democracy

3.2.1.3   AI Related International Scientific Conferences

- AIAM - International Conference on Artificial Intelligence and Advanced Manufacturing

- International Conference on Machine Learning

- International Conference on Learning Representations

- AAAI Conference on Artificial Intelligence

- International Joint Conference on Artificial Intelligence (IJCAI)

- International Conference on Artificial Intelligence and Statistics

3.2.1.4   Security International Scientific Conferences

- Information Security Conference

- Infosecurity Europe Conference

- European Crime Prevention Conference

- ISS World MEA

- IEEE International Conferences on Intelligence and Security Informatics (ISI)

3.2.2   Cluster With Related European Projects and Other Initiatives

In respect to the coordination with similar projects and liaison with European initiatives, the following relevant dissemination actions are envisioned and planned within the TENACITy framework of actions.

3.2.2.1 Clustering With Other Research Projects in the Field

Clustering with relevant EU security projects and Intra-project dissemination is an essential and important tool for improving collaboration between researchers within Europe. The TENACITy project will establish connections with currently running EU research projects that focus not only on the area of travel intelligence but also on other EU research or scientific programs. It will create relationships and investigate potential common interests, along with similar and/or different approaches that could act complementary for developing new procedures in utilizing travel intelligence.

These connections will facilitate the exchange of views and information with other EU researchers, focusing on common approaches or activities of interest and to jointly raising awareness concerning the related aspects. This interaction can help reduce replications of research in multiple projects while leveraging activities and joint forces in respect to effective knowledge dissemination and especially assisting exploitation of the project result by policy makers. The clustering activities with other related EU projects will enable the consortium partners to discuss and present the project-related matters, fostering cooperation with other researchers in the field, providing expert feedback, and enabling stakeholders' interaction. A catalogue of research projects similar to TENACITy that could provide collaboration opportunities are listed in Table 3.

Table 3. Research Projects Similar to TENACITy

Acronym	Title	Relevance to TENACITy	Start Date	End Date	Website
MEDEA	Mediterranean practitioners' network capacity building for effective response to emerging security challenges	Thematic Communities of Practitioners (TCP3: Fight against cross border organised crime and terrorism)	6/1/2018	5/31/2023	https://www.medea-project.eu/
TRACE	Tracking illicit money flows	Use of web forensics to tackle terrorism	7/1/2021	6/30/2024	https://trace-illicit-money-flows.eu/
I-LEAD	Innovation - Law Enforcement Agencies Dialogue	Practitioner groups regarding i) Cross Border Crime and ii) Crime & Intelligence	9/1/2017	2/28/2023	http://i-lead.eu/
FLEXI-cross	Flexible and Improved Border-Crossing Experience for Passengers and Authorities	Advanced anti-trafficking and anti-smuggling technologies through a comprehensive data governance framework	9/1/2022	8/31/2025	https://flexicross-project.eu/

Acronym	Title	Relevance to TENACITy	Start Date	End Date	Website
MELCHIOR	MECHANICAL IMPEDANCE and MULTIPHYSICS CONCEALED AND HIDDEN OBJECTS INTERROGATION	technology for fast detection of drugs, explosives, weapons and illicit goods concealed on individuals.	1/9/2022	8/31/2025	https://cordis.europa.eu/project/id/101073899
CYCLOPES	Fighting Cybercrime - Law Enforcement Practitioners' Network	creating networks among LEAs as well as connecting LEAs to industry and academia	1/5/2021	30/04/2026	https://www.cyclopes-project.eu/about-us
SECANT	SECurity And privacy protectioN in Internet of Things Devices	The SECANT platform will enhance the capabilities of organisations' stakeholders, implementing (a) collaborative threat intelligence collection, analysis and sharing; (b) innovative risk analysis specifically designed for interconnected nodes of an industrial ecosystem; (c) cutting-edge trust and accountability mechanisms for data protection and (d) security awareness training for more informed security choices	1/9/2021	31/8/2024	https://secant-project.eu/
STARLIGHT	Sustainable Autonomy for LEAs using AI against High Priority Threats	spreading the use of AI within the context of LEAs' activities	1/10/2021	30/09/2025	https://starlight-h2020.eu/updates
Anti-FinTer	Versatile artificial intelligence investigative technologies for revealing online cross-border financing activities of terrorism	improve law enforcement capabilities, increase capacity and develop expertise in the area of terrorist financing associated with activities in the Dark Web, crypto-assets, new payment systems and darknet marketplaces	1/1/2022	31/12/2023	https://anti-finter.eu/

Since these projects are ongoing or running their final stage, the TENACITy project will exploit their outcomes and current research to foster collaboration and leverage its own research results,

exchanging methods and information. TENACITy will reach the projects mentioned above by establishing contacts through their coordinator, sending focused emails, and promoting the TENACITy website and social media. Joint Press releases and newsletters and co-organization of workshops will also be pursued.

3.2.2.2   Participation in Clustering Events organized by EC, Research Initiatives, or Security Organizations:

External clustering events are an ideal space to disseminate the activities of the TENACITy project. During these events, cooperation between related EU projects can be fostered, leading to synergies and joint collaboration. Besides bringing together coordinators and partners from similar projects, these events can also offer the following:

- To promote research carried out in the projects, forge new links and networks, and identify the appropriate partners for possible future project applications

- To meet and exchange information with the representatives of the related project but also with the Clustering Event's Organizers

- To inform them about the tools that are being developed in the TENACITy project and policy issues that have been identified

- To engage the involved attendees in a dialogue about the utilization of travel intelligence in terms of needed technology and legal framework improvements identified by TENACITy

- To encourage them to raise awareness concerning the TENACITy and consider the adoption of the project system, methods, and technologies within the new research frameworks

- To get feedback on needs, requirements, or possible offers by the involved attendees, along with contacting other participants representing other sectors (i.e., industrial / technology partners, other end users, etc.)

To this respect, the TENACITy project intends to actively participate in the relevant clustering events with research projects organized by the following:

- The Directorate-General of Migration and Home affairs (DG HOME)

- The Joint Research Center Initiative (DG-JRC) of the European Commission

Among others, the above Initiatives aim to manage EU external borders in a more efficient and modern way by using new and innovative technologies, exploring next-generation travel intelligence tools, using new, more effective technologies to speed up border crossing, enhance travellers' experience, and better use of LEAs' resources.

3.2.3   Exhibition Stands in Industry Events/Fairs

The TENACITy consortium intends to participate in key national and international events and conferences relevant to the project's scope and domain and participation by the project and consortium partners will be highlighted through each entity's communication channels. The objectives of such activities include the presentation of the project in these fora and platforms with intention to raise awareness, disseminate project outcomes and liaise with other relevant organisations and stakeholders. Ideally, the connections and interactions with the entities reached at these industry events will continue engaging in a reciprocal update on the respective activities through the project's lifetime.

An indicative list of industry events suitable for disseminating TENACITy activities and results is presented below:

- Security Research Event (https://home-affairs.ec.europa.eu/policies/internal-security/innovation-and-security-research/security-research-event_en)

- eu-LISA Annual Conference (https://www.eulisaconference.eu/)

- Berlin Security Conference (https://www.euro-defence.eu/)

- International Conference on Border Security and Protection (https://waset.org/border-security-and-protection-conference)

- Global Aviation Security Symposium Events (https://www.icao.int/Meetings/AVSEC2022/Pages/default.aspx)

- World Border Security Congress (https://world-border-congress.com)

- FRONTEX Border Control Conferences and Events ((https://frontex.europa.eu/future-of-border-control/research-and-innovation/announcements)

- Border Security (https://www.smgconferences.com/defence/uk/border-security)

- The Official UK Government Global Security Event (https://www.securityandpolicing.co.uk/)

- European Police Congress (https://www.european-police.eu/)

3.2.4 Meetings with Policymakers and Regulators

The consortium aims in performing dissemination efforts in close collaboration with various stakeholders and especially policymakers and regulators. A core objective is to involve policymakers through bilateral cooperation workflows into the shaping of TENACITy's Travel Intelligence Governance Framework to ensure that their impact on the development of travel intelligence is acknowledged. In addition, TENACITy has the ambition to improve travel intelligence regulations by exposing policymakers and regulators with TENACITy results constituting currently unidentified outlooks into European legislation for improved crime prevention, investigation, and impact mitigation.

Indicative policymakers and regulators to potentially seek collaboration with include:

■   European Research Executive Agency (REA)

■   European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice (eu-LISA)

■   European Agency For Law Enforcement Cooperation (EUROPOL)

■   European Union Agency for Law Enforcement Training (CEPOL).

3.2.5 Thematic Workshops

Thematic Workshops activities are significant activities aiming to engage specific audiences and promote specific aspects of the project. To organise and perform them, requires on behalf of the project to have made significant progress and obtain some tangible outcomes to showcase. In such case, an entire national or international event can be built around the findings and results of the project and the experience partners can share on the domain. This practically imposes the execution of even the first event of this kind between M12 and M18.

It should be noted that there are 2 different options/opportunities to consider. The first option entails the organisation of the workshops within the scope of larger international events to promote wider awareness and interaction with industry stakeholders, initiatives and policymakers. The other option is to incorporate workshops into living lab activities and the various specialised events like exercises, hackathons study visits etc. In this context, workshop would not only present the technologies developed but also disseminate the power of data in travel intelligence and reinforce practitioners' knowledge and understanding of the related technologies.

3.2.6   Virtual Large-scale Exercise

Due to its nature and intention to demonstrate the integrated TENACITy Framework, the Virtual Large-scale Exercise is a dissemination activity that will be organised and developed at the last semester of the project, therefore details about it will be documented in the third release of this deliverable (M24).

3.3   Communication Activities

In Table 4 the preliminary plan of the intended communication channels and related activities is described.

Table 4. Preliminary Communication Plan Details

Channel/Activity	Schedule	Responsibility
Project Website	**M1-M2:** Design, development and deployment of the first version of the project's website	HSE
	M3-M6: Review and update website structure/static content. Establish newsletter subscription and visitor tracking mechanisms. Include appropriate public ethical compliance, privacy and data protection policies disclaimers	Coordination: HSE Contribution: All Partners
	M3-M36: Regular update of the website content	
Social Media	**M1-M2:** Establish the project's presence on LinkedIn and Twitter	HSE
	M3-M6: Explore potential suitability of additional social media to extent online presence	Coordination: HSE Contribution: All Partners

Channel/Activity	Schedule	Responsibility
	M3-M36: Post project updates and news to online communities (optionally engage in discussions and exchanges)	
Brochure	**M1-M32:** Produce and distribute project brochures in both electronic and printed formats (at events, workshops, meetings etc) providing overview of the project its challenges and expected impacts	Coordination: HSE Contribution: All Partners (Optionally, partners will adapt selected brochures to national context for each different country/language in the project)
Poster/ Banner	**M1-M32:** Design project banners providing overview of the project its challenges and expected impacts for use/exhibition at events, workshops and meetings as well as at partners' premises	Coordination: HSE Contribution: All Partners (Optionally, partners will adapt selected poster/banner to national context for each different country/language in the project)
Project Presentation	**M1-M3:** Produce project presentation including basic information about the project (activities, objectives, partnerships, events)	Coordination: HSE Contribution: All Partners (Optionally, partners will adapt the presentation to national context for each different country/language in the project)
	M4-M32: Update and/or create additional versions of the project presentation to meet project's communication needs	
Trial videos	**M1-M32:** Produce and distribute via all available communication channels a set of videos presenting the TENACITy platform scope, demonstration use cases as well as the tested and evaluated technologies	Coordination: HSE Contribution: All Partners
Infographics	**M1-M32:** Design a series of infographics to depict the project details and results in a clear and simple manner	Coordination: HSE Contribution: All Partners

Channel/Activity	Schedule	Responsibility
Final Publishable Report	**M31-M36:** Produce report with the tangible results of the project, lessons learnt, and impacts achieved	Coordination: ED Contribution: All Partners
Articles	**M1-M18:** Compose, at least, 2 articles or conduct interviews for publication in electronic or printed media focused on TENACITy related AI topics, technology advancements, security practitioners' methods and demonstration results	Coordination: HSE Contribution: All Partners
	M19-M36: Compose, at least, 3 articles or conduct interviews for publication in electronic or printed media focused on TENACITy related AI topics, technology advancements, security practitioners' methods and demonstration results	
Newsletters	**M1-M6:** Produce and circulate the 1st TENACITy newsletter issue	Editor: HSE Contributors: All Partners (All partners will provide potential contacts to send it. Anyone interested can subscribe through website)
	M7-M12: Produce and circulate the 2nd TENACITy newsletter issue	
	M13-M18: Produce and circulate the 3rd TENACITy newsletter issue	
	M19-M24: Produce and circulate the 4th TENACITy newsletter issue	
	M25-M30: Produce and circulate the 5th TENACITy newsletter issue	
	M31-M36: Produce and circulate the 6th TENACITy newsletter issue	
Press releases	**M1-M18:** At least 1 International (European) press releases about the project	Editors: HSE, ED Design/Templating: HSE Contributors: All Partners

Channel/Activity	Schedule	Responsibility
	M19-M36: At least 1 International (European) press releases about the project	(Moreover, partners may adapt the press releases to national context and transmit to local media for each different country in the project)
Talks in workshops	**M1-M36:** Communicate the project activities and results in workshops and international events when invited	Coordination: ED
Market Uptake Launch-Event	**M31-M36:** Organise and hold at least one Market Uptake Launch-Event of selected project's result(s)	Coordination: ED Contributors: All Partners

3.4 Communication Channels Details

This section elaborates on the core communication channels to be exploited during the execution of TENACITy's DCP focusing on the first year of the project.

3.4.1 Website

The project's website will be developed in 2 phases. During the first phase, from M1 to M2, the initial website design will be developed, and the basic content will be included in the first version of the website to be lunched at the end of M2. The structure of the website's first version is depicted in Figure 1.
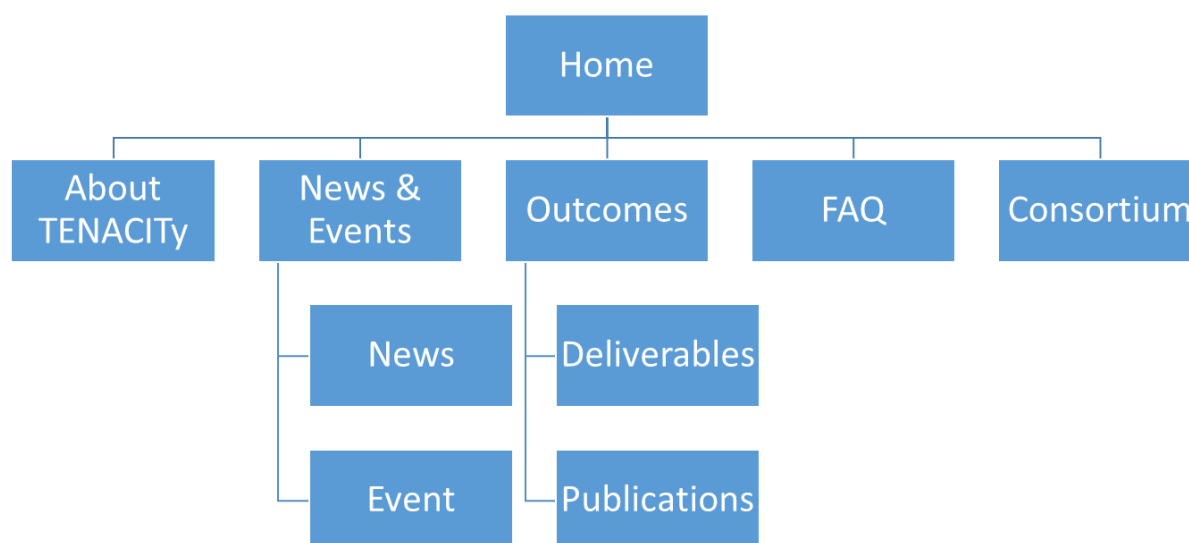
Figure 1. Sitemap of the First Version of TENACITy's Website

The website's homepage is presented in Figure 2. The website is the main tool for dissemination and communication of the project activities continuously and publicly. It includes a FAQ section, where all important information about the project is provided in form of answers to specific questions. This feature provides to all project participants, individuals or organisations, the option to directly redirect inquiries about the project to this information repository independently of their project-internal authorisation level and/or knowledge of the project's specificalities.

The second phase of the project's website development will be executed from M3 to M6. During the second phase the following activities will be performed:

■ Review and update of the website structure/static content with the collaboration and involvement of all partners

■ Establish newsletter subscription

■ Establish visitor tracking mechanisms

■ Include appropriate public ethical compliance, privacy and data protection policies disclaimers

■ Establish a blog/articles section to accommodate articles focusing on specific project topics and aspects curated by various consortium partners

The website is registered and can be accessed under the following domain name:

tenacity-project.eu

The project website is expected to be live on the internet for at least three years after the end of the TENACITy project. It will constitute the project's main communication channel for online dissemination and communication while the additional channels presented in the next sections below will serve as amplifiers to the project's messages.
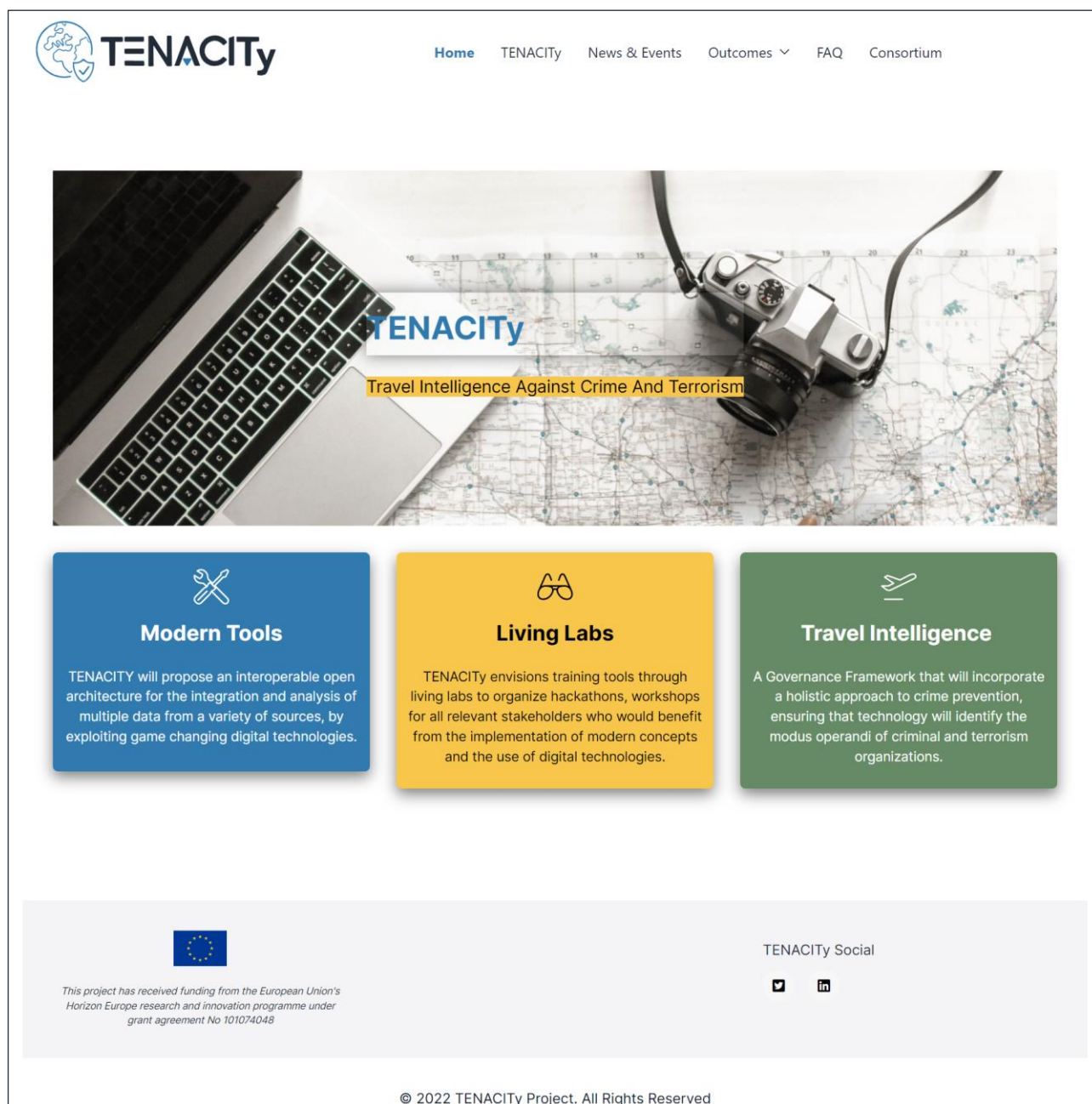

Figure 2. The Homepage of TENACITy Website (First Version – Oct 2022)

3.4.2 Social Media

The TENACITy social media presence is established to the most business-oriented social media channels, namely LinkedIn and Twitter. The intention is to have an open approach and share with the public through these channels, the project's achievements in order to inform, communicate and raise awareness around TENACITy activities.

In the first two months of the project (M2) the following social media channels have been launched:

LinkedIn   https://www.linkedin.com/company/tenacity-horizoneu

Twitter   https://twitter.com/TenacityProject
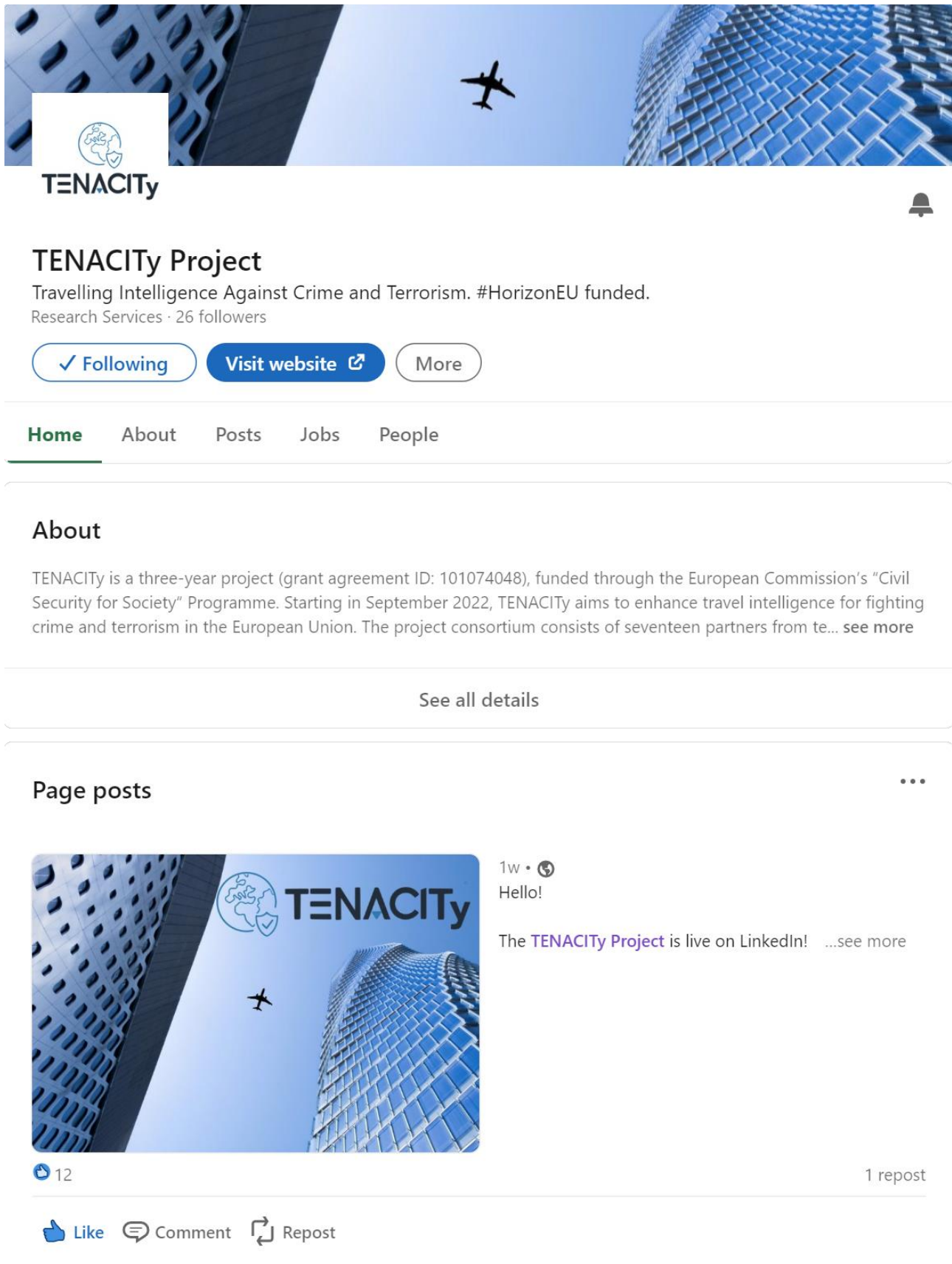
3.4.2.1 LinkedIn

With the TENACITY LinkedIn-page, the most professional and business-oriented target audiences will be covered and involved. The specific platform is ideal for disseminating, particularly at the later stages of the project, achievements and results of exploitational nature and enhance the objectives of the project's exploitation plan.

The project's LinkedIn homepage is depicted in Figure 3.

3.4.2.2 Twitter

In addition to LinkedIn, a TENACITY Twitter account was also created. With Twitter, the motivation is the reach of all types of audiences but also at the same time focus in networking and exchange of points of view with industrial and European related initiatives, experts and professionals, public and business organisations and entities.

The project's Twitter homepage is depicted in Figure 4.

Figure 3. TENACITy LinkedIn Page (October 2022)

Figure 4. TENACITy Twitter Page (October 2022)

3.4.3 Press Releases

As already indicated in Table 4, HSE and ED are responsible for the coordination of communication via press channels and will prepare templates and the general press releases, which will be used by the other partners for issuing of press releases on a national level. Figure 5 shows the workflow and the responsibilities for this process.
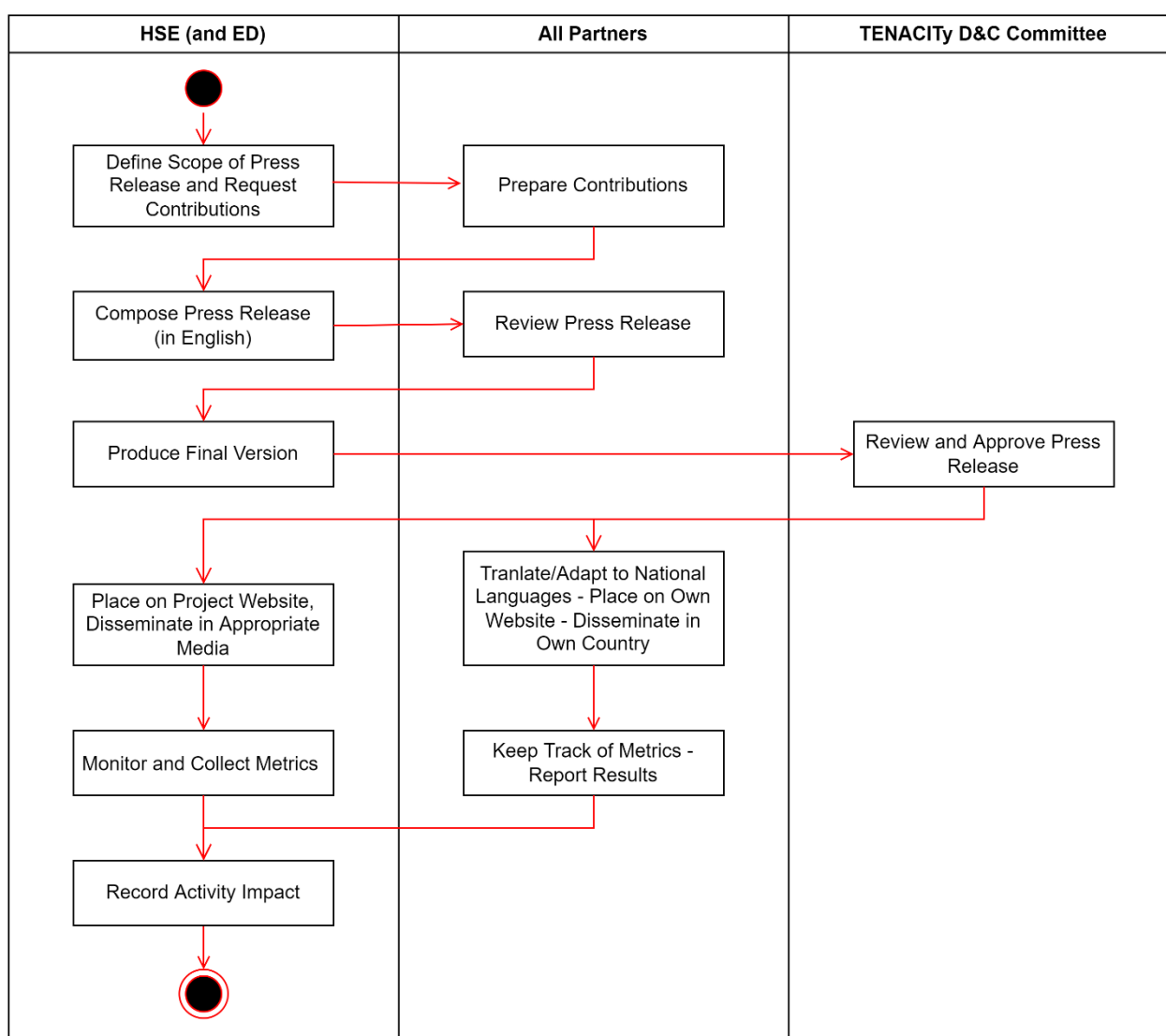

Figure 5. Workflow for Producing Press Releases

3.4.4 Newsletters

In TENACITy, as indicated in Table 4, a project newsletter will be generated twice a year to engage and update subscribers of important news and advances the project is making. The development of the newsletter will be based on workflow used for the creation of the press releases detailed in the

previous section. The TENACITy newsletter will be sent to all recipients who opted-in via the dedicated form in the TENACITy website.

The intention is to utilise a dedicated commercial platform like MailChimp (https://mailchimp.com/) that can cover all the related requirements and at the same time makes very easy and automatic (without additional steps and/or monitoring on behalf of the consortium) the process of subscribing and unsubscribing to the newsletter.

By creating interactive newsletters that are linked to posts and articles in the project's website and social media, the stakeholders' awareness of the project activities is risen, and the project's communication channels are enhancing their interactions and therefore their visibility.

3.4.5   Articles

TENACITy aims to share findings and achievements through articles and/or interviews in third party media, like websites, newspapers, magazines and external newsletters. This communication may comprise original content created for this use, or it may involve re-purposed materials from other TENACITy communication channel. It will focus on specific project topics and aspects of interest at the time period of publication (TENACITy related AI topics, technology advancements, security practitioners' methods and/o demonstration results). Contributions for the production of these articles are expected from all partners involved to the main theme of the article and the overall process will be based on the workflow used for the creation of the press releases detailed in the section 3.4.3. Publication in third party media promotes TENACITy and makes its standpoints accessible to a broader audience while promoting the consortium in the public sphere and the special audiences these media address.

3.4.6   Additional Communication Instruments

In addition to the communication channels analysed the previous sections, the following ones are envisioned to be part of the TENACITy DCP as specified in Table 4:

■   Discussions in Workshops

■   Market Uptake Launch-Event

■   Final Publishable Report

Regarding discussions in non-TENACITy organised workshops, the objective is to communicate the project activities and results in workshops and international events when invited. These after-invitation discussions will depend on the project's awareness built in the sector by the overall DCP

activities performed and their impact. All related events will be documented in the future releases of the deliverable.

The Market Uptake Launch-Event and the Final Publishable Report are communication instruments that, according to the current DCP, will be organised and developed at the last semester of the project, therefore details about them will be documented in the third release of this deliverable (M24).

3.5   Audiences

Section 2.4 overviews the most important target audiences and stakeholder groups. Audience and channel matching is presented in section 2.7. The following table focuses on these target audiences and stakeholder groups and provides additional detail about them. Their importance and the nature of their relevance are described. The list may, of course, be updated or expanded in future iterations of this deliverable.

Table 5. Main Target Groups for Dissemination and Communication

Law Enforcement Agencies/ PIUs	They Comprise the core dissemination and exploitation target group. This target group is expected to account for the most significant impact of TENACITy, improving their decision-making ability in areas that affect the safety of European citizens, also thereby creating the market pull for the commercialization of the TENACITy results by its technology partners.
Carriers/ Airline Companies	They are significant additional dissemination and exploitation target groups, as end users of the TENACITy innovation. As additional sources of travel intelligence and with improved connectivity, including end-to-end and platform-to-platform data sharing and trusted data governance thanks to TENACITy, they can better support law enforcement agencies/ PIUs, while also improving their own insights on the experience of passengers (carriers / airlines) and on the data lifecycle they participate in (data / data service providers).
Data Providers/ Data Service Providers, i.e. Travel Operators, Tourism Organisations	

Technology/ Service Providers, Investors	They are considered as a critical target group for the exploitation of the project results. Their continued interest and investment in order to deploy the TENACITy results will greatly boost the exploitation opportunities. TENACITy offers them increased business opportunities focused on developing safety and security services, including basic services and tools for data-driven AI-based and blockchain-based cross-value chain services.
Member States/ Ministries/Government Departments **Regulators And Policy-Makers**	They are a key target group for TENACITy dissemination and exploitation, to encourage approval and take-up of TENACITy technological outputs, as the recipients of the policy and regulation recommendations TENACITy will produce, especially where identifying possible weaknesses and gaps in legislation, policy and operational cooperation, and, overall, for the adoption of the TENACITy Travel Intelligence Governance Framework.
Passengers/ Citizens	They need to be provided with evidence that their personal/ travel data are being handled in a secure way, in order to gain their trust and confidence, thereby promoting behaviours which contribute to their own safety and security. An important focus will be on communicating about the use of novel technologies that respect fundamental rights, both in terms of the right to privacy, as well as with regard to potential consequences (right to non-discrimination, etc.).
Standardisation Bodies	TENACITy will promote adaptation of existing standards to deliver cross-actor interoperability and achieve compatibility with existing legacy data platforms within the security sector, in particular exploiting consortium partners' prominent position in leading-edge standardisation committees to promote standards evolution/adaptation. The TENACITy open Architecture for digital tool interoperability will be of particular importance to bring to the attention of standardisation bodies.
Media	They have an important impact on global safety and security, as they significantly impact citizens' attitudes towards these issues. TENACITy will communicate its value

	proposition clearly and objectively, contributing to the broad availability of positive information and counteracting the existing disinformation which challenges the field.
Scientific R&D Institutions	This target group corresponds to research and academic organisations, scientific journals, Committees, Internet Fora, and other working groups in research fields related to the TENACITy work

3.6   Best Practices and Guidelines

The following is a preliminary set of best practices and guidelines for all partners to adhere to throughout the project's D&C activities:

■ Acknowledge EU funding as specified by the European Commission[9] and in the project's grant agreement.

■ Use the developed TENACITy file templates for all project-related documentation of activities (as described in D1.1 Management, quality, risk and innovation handbook).

■ All partners should use the TENACITy mailing lists for general communication and specifically to inform other partners of the availability of new dissemination material and results.

■ All partners should support the implementation of TENACITy's DCP as defined in this deliverable and its next releases.

■ All D&C activities should be approved by the TENACITy's D&C Committee so planning and execution of specific activities should take into consideration the time and effort required by the D&C Committee to process related requests.

■ All partners should document and update D&C activities to the online file shared for tracking D&C activities as soon as the activity has been concluded. In addition, a reminder will be scheduled to be sent at the end of each month to all partners to fill in the list with their D&C activities.

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[9] Communicating about your EU-funded project, European Commission. Accessed October 21, 2022, URL: https://rea.ec.europa.eu/communicating-about-your-eu-funded-project_en .

■ Each partner to create at least one entry in each individual communication channels (website, social media etc.) mentioning the participation in TENACITy, including the TENACITy logo and website domain name or link to it.

■ All partners should participate in the consortium's communication efforts, by sending to the D&C leader any news that are pertinent to the project's scope and can be potentially transmitted through the project's communication channels. This includes news about partner's involvement in events and conferences, publications, news about other similar or relevant projects, or news stories that are relatable to the work performed in TENACITy.

■ Posts referencing the project on Twitter, should include the @TENACITyProject mention and the hashtag #TENACITyProject.

■ Posts referencing the project on LinkedIn, should include the @TENACITyProject mention and the hashtag #TENACITyProject.

■ TENACITy-related communications to external entities should include the TENACITy's project website domain name and approved contact information.

This set of practices and guidelines is not static but may be updated if necessary. All the appropriate steps will be taken to ensure that these directives are relevant and respected during the project's lifetime.

3.7   Project Identity Material

This section presents the current status of development of the project's identity material. These project's identity elements will ensure a coherent and easily recognisable presence to all target audiences and stakeholders.

3.7.1   Colour Scheme

To develop a visual identity the first action entails the adoption of the colours, namely the colour scheme, to adopt in all key visual elements of communication. Once established, the actual identity material can be developed utilising the adopted colour scheme. For TENACITy's project identity the adopted colour scheme is depicted in Figure 6.

222D3A

1F7AB4

FBC626

5E8C61

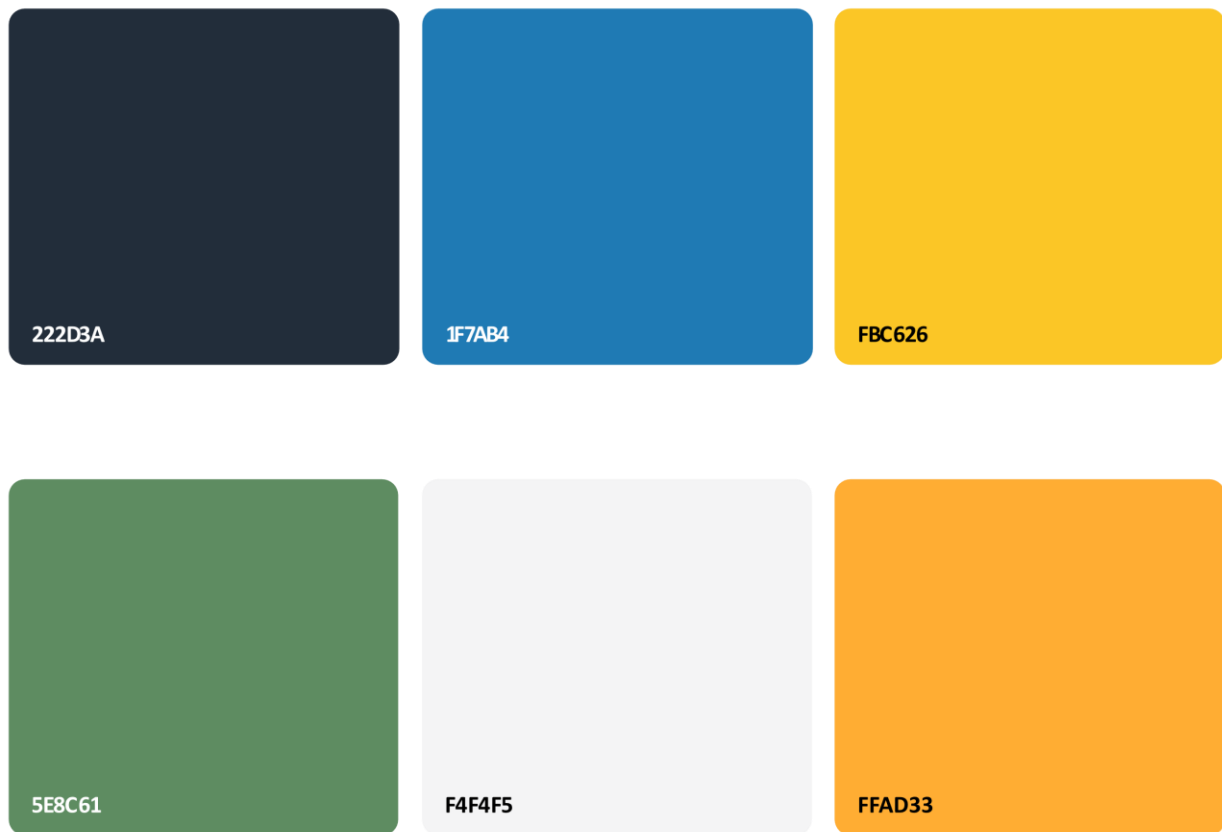F4F4F5

FFAD33

Figure 6. The TENACITy Identity Colour Scheme

3.7.2   Project Logo

The consortium agreed to the logo through a process providing 4 different alternative ideas/creations and putting these alternatives for voting within the consortium in an online poll. The logo that has received more than 50% of the votes in the poll and selected to be TENACITy's logo is depicted in Figure 7.

Figure 7. The TENACITy Logo

The logo design includes the project's acronym, is quite simple and subtle indicating, at the same time, key elements of the project's scope. Moreover, the graphic element at the left of the acronym can be used as an icon in specific environments/uses.

Figure 8. The TENACITy Icon

3.7.3   File Templates

The consortium has, both internally and externally, specific communication requirements through electronic documents that can be printed if necessitated. Currently, the following templates have

been identified as required to incorporate the project's visual identity for supporting internal and external communications:

■   Deliverable Template (in Microsoft Word format)

■   Presentation Template (in Microsoft PowerPoint format)

■   Meeting Agenda Template (in Microsoft Word format)

■   Minutes of Meeting Template (in Microsoft Word format)

These templates integrate the project's logo, the colour scheme for the various elements in them and the EU flag alongside the funding disclaimer with the grant id. The objective is to succeed in establishing a consistent project identity as well as awareness and recognition among external stakeholders, EU bodies and the general public. Selected samples are depicted in Figure 9 and Figure 10.

Figure 9. Sample Pages of the TENACITy Deliverable Template
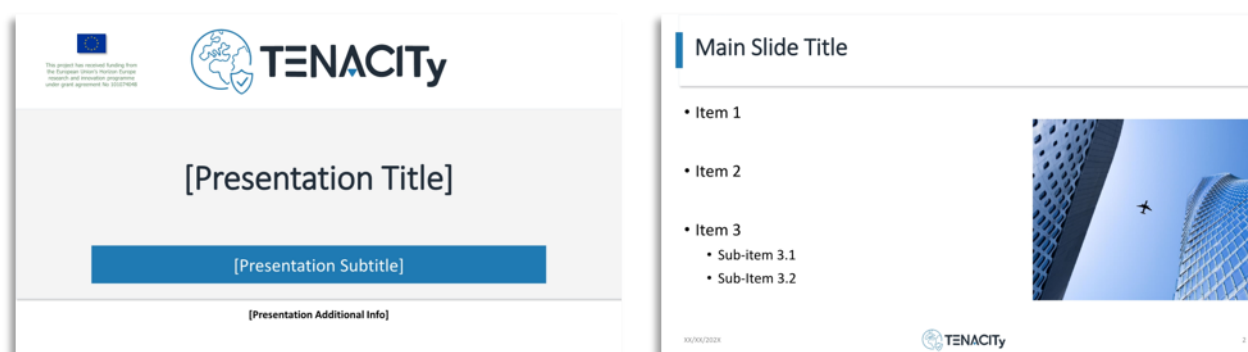

Figure 10. Sample Slides of the TENACITy Presentation Template

3.7.4　Project Presentation

The project's scope, aim and objectives, as well as an overview of what TENACITY plans to develop, demonstrate and evaluate will be included in the core TENACITy project presentation. According to the devised DCP detailed in Table 4, the project presentation should be available to all partners at the end of M3. It constitutes the basic tools for presenting and communicating the project scope in a uniform and coherent manner by any particular partner and any general-purpose situation.

As the project's activities progress, the core project presentation will be updated when necessary. This is foreseen at least towards the end of the project, where the results attained should be incorporated into a format that can be used by the partners to narrate the project's success stories and outcomes.

Additionally, the TENACITy project presentation may be adapted and/or translated by partners to meet their individual demands for different situations and contexts (e.g. national vs European events, meetings etc).

3.7.5　Additional Material

Besides the aforementioned D&C material in the previous sections, additional material will be created as foreseen in the DoA:

- Brochure(s)

- Poster(s)/ Banner(s)

- Trial videos

- Infographics

This material will be created at specific points in the project's lifetime either when certain project milestones have been reached or when partners or the whole consortium participate in particular events (workshops, industry events, presentations of publications etc.).

4 Monitoring and Performance Evaluation

In order to assess the consortium's D&C performance and to take corrective actions when necessary, all D&C efforts will be continuously monitored and evaluated during the project's lifespan. The foundation for the evaluation is provided by the definition of KPIs related to the D&C activities.

There will be 4 versions of the deliverable and probably 3 different versions of the DCP (M2, M12 and M24 if required) thus a qualitative and quantitative evaluation using these indicators will be performed at the next 3 releases of the deliverable. Depending on the performance of TENACITy's DCP the KPI may be updated and/or adjusted in the next versions.

4.1 Objectives

Table 6 presents the quantified targets of TENACITy main dissemination activities as outlined in the DoA. The current schedule for achieving these targets is presented in the current (preliminary) DCP and specifically in Table 2.

Table 6. KPI target values of the dissemination activities within the project lifespan

Dissemination Activity	KPIs Target
Exhibition Stands in The Industry Innovation Events/Fairs	> 5
Publication In Highly Ranked International Journals and Magazines	> 15
Contributions In International Peer-Reviewed Conferences	> 8
Organisation Of Thematic Workshops	>= 4
Cluster With European Projects and Other Initiatives	> 20
Targeted Meetings with Policy Makers	> 6
Virtual Large-Scale Exercise for Stakeholders' Engagement and Demonstration of the TENACITy Framework	= 1

Table 7 presents the quantified targets of TENACITy main communication channels and related activities as outlined in the DoA. The current schedule for achieving these targets is presented in the current (preliminary) DCP and specifically in Table 4.

Table 7. KPI target values of the communication channels and related activities within the project lifespan

Communication Channel/Activity	KPIs Target
Project website	1 (Frequently updated)
Social media	> 50
Brochures	8
Posters/Banners	> 4
Institutional Presentation	1
Trial videos	>= 4
Infographics	6
Final Publishable Report	1
Articles	>= 5
Newsletters	> 4, periodical
Press releases	>= 2
Talks in workshops	On invite
Market Uptake Launch-Event	>= 1

The KPIs for the main communication channels (website, social media) are quite generic at this stage. For the next version of the deliverable and consequently the DCP, the related KPIs will be redesigned and adjusted based also on the performance observed of these communication channels in the time between M2 and M12.

4.2   Monitoring

All D&C actions and efforts accomplished within the project's context are recorded in a dedicated online form, where partners can document their D&C activities as soon as they are concluded. This form serves not only for activity tracking and reporting but also enables the real-time performance evaluation of the DCP.

Partner	Type of Activity	Date [YYYY.MM.DD]	Description (location, title of event, the main content of the message, etc.)	Country	Language	Evidence Kept/URL (if applicable)	Audience Type	Esti
HSE	Article/Post on Own Web Site	2022.09.22	Website post on HSE participating in TENACITy	GR	English	https://hse.gr/hse-participates-in-the-tenacity-project/	General Public	
HSE	Article/Post on Own Social Media	2022.10.21	LinkedIn post on HSE participating in TENACITy	GR	English	https://www.linkedin.com/posts/hsegr_kick-off-meeting-activi	General Public	

Figure 11. Form for recording/monitoring/evaluation TENACITy's dissemination and communication activities

For each activity the following information is recorded:

■ Partner (Acronym),

■ Type of Activity

■ Date of activity (in the form: [YYYY.MM.DD])

■ Description of Activity (location, title of event, the main content of the message, etc.)

■ Country/Region

■ Language

■ Evidence Kept/URL (if applicable)

■ Audience Type

■ Estimated Persons Reached (after 1 month – if available)

■ Additional information

4.3   Current Status

The current deliverable is due on M2, a very early time to have established sufficient awareness through the project's communication channels and performed concrete D&C activities. This fact makes any attempt to evaluate the performance of the DCP plan at this stage, pointless. Both the project's website and social media, have only a few days of existence and the provided content has been limited. It will require some weeks as project's activities are intensified and consortium partners and their people interact with the project's communication channels before some online traction can be recorded. Under this point of view, a comprehensive status analysis will be presented in the 2nd release of the deliverable at M12.

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