



**Solution to Enhance Interfaith
Protection of Places of Worship
from Terrorist Danger**

Deliverable 5.1

Dissemination and Communication Plan



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Executive Summary

The aim of this document is to provide a detailed plan for SHIELD project dissemination and communication activities (DCP). The key objectives can be summarized as follows:

- To present a tailor-made communication and dissemination strategy of SHIELD project, including: (i) dissemination of the multimedia content developed by SHIELD; (ii) online and offline dissemination to raise awareness about SHIELD in general: the project idea, activities, methodology and results; (iii) activities for capacity building, network expansion and synergies creation with the similar projects and initiatives;
- Establish a logical set of Key Performance Indicators and define target group fragments;
- Keep the effective follow up of the dissemination activities to be carried out during the whole project duration;
- Provide guidelines and communication procedures to consortium members.

Thus, the first two sections will be dedicated to the identification of dissemination channels (off-line and online) aimed at reaching the target groups through the dissemination activities. This section will be under continuous development. The final version of this section will be based on the available research results by the project partners on specific target groups' needs identification.

For the effective and efficient implementation of this section, the project partners' specific roles and capacities in dissemination activities will be discussed and agreed.

The last two sections, will guarantee operative monitoring of the activities and guarantee the successful implementation of the later and their high impact.

This plan will be updated periodically following the project progress. For this purpose, two online meetings (M12 and M16) will be organized with SHIELD partners to define the needed updates and estimate the effectiveness and progress of the defined activities. The final report on dissemination and communication activities will be available on M23.

1. SHIELD DCP – OVERALL STRATEGY

1.1 OBJECTIVES OF THE DCP

Dissemination and Communication in SHIELD is coordinated by SPIN (WP5), with substantial strategic input from EOS and Z&P and supported by all partners involved in the project. The priority is simple: to ensure the excellence of the project outputs by identifying the target groups (policy targets and potential end-users), relevant and necessary communication channels and communication contents. However, the second priority, especially in the external communication, is to mitigate the risk that has already been highlighted during the Kick Off meeting: we cannot give to the general public, even indirectly, the message that the SHIELD project is about protection of places of worship because they could be targets for terrorism threat. Spreading fear around the religious places would backfire the project's aim. With dissemination we intended to develop a synergic process of resilience and safety to protect believers and, at the same time, safeguard the artistic and historical heritage places of worship. So, the project topics and outputs are very sensitive and the DCP will be updated continuously and carefully, also to mitigate such risks. Following the project progress and the final evaluation report will be provided by M24. The following steps will be taken:

- The creation of a corporate identity, project logo and graphical layout guidelines;
- The Identification of target audiences and the identification of communication levels (European, national, regional, municipal);
- The employment of the tools needed to implement successful communication;
- Actions and participation in relevant events by European research;
- The planning of the timing of the communication and dissemination actions - The definition of each partner's responsibilities

1.2 CORPORATE IDENTITY, PROJECT LOGO AND GRAPHICAL LAYOUT GUIDELINES

The SHIELD dissemination and communication material must reflect the graphic standards established in the GA and EC. By employing whenever possible the same elements in all materials, the project website can ensure a coherent public image on the web, good SEO on search engines and will be easily found by the public.

Materials include: the logo, project website, templates for pretentions and deliverables reporting, a website, social media accounts, posters, project brochure, regular electronic newsletter, event roll-up banners for external-event participation. The materials must be designed employing the same graphical specifications, including the project logo, thus creating an important recognition and identification factor. This is a fundamental element of dissemination and communication in any sphere of activity.

To mitigate the risk emphasized in point 2.1, the language in the dissemination and communication material will avoid using explicit terms that may cause alarm and fear among those who frequent places of worship. A softer language will be used in the project's outputs addressed to the general public. So, f.i. 'violent extremism' or 'violent attacks' will replace the term 'terrorism'. More in general the philosophy behind the graphic and the text of the public communication material will focus on resilience and safety around the places of worship, rather than on risk and security.

1.2.1 PROJECT LOGO

Six different logos were designed and were presented for voting to the project partners before the SHIELD first KOM held on the 25th to 26th of February, 2022 (meeting was held on online platform considering the restrictions caused by COVID -19). The feedback from the partners was collected and integrated for the second-round voting held on 25th of February, 2022. Decision then was taken as to which one better represented the aims and objectives of the action. The design illustrated below (Fig. 1) was adopted as the project logo.



Figure 1 – SHIELD logo

1.2.2 PROJECT WEBSITE

The project website is one of the main sources of information about the project available to most stakeholders. The SHIELD website will host the domain www.shieldproject.eu.

The project website will be published in English and will be the main entry point for third parties to access information about the project. However, the most important task here is to create synergies, links and constant mutual promotion with existing websites of project partners and similar projects and those organizations invited to participate in Steering Process. Since it will be one of the main project communication tools, it will be launched online at the end of M3. The web-site will be updated regularly and will include:

- A Public section to present the project mission, deliverables, consortium members, work plan and progress of activities;
- A Reserved Forum to network and collect feedback from stakeholders;
- Links to other European projects;
- A Dedicated section in which all the information and raising awareness material produced within the project will be collected;
- Links to SHIELD's ad hoc social media accounts;
- A Dedicated section for registration to the project newsletters



The SHIELD website will be designed to be informative but minimal with a soft and clear language to ensure safe communication with diverse categories of stakeholders and external audience.

The website will contain just some public documents and research reports produced as part of the SHIELD project, after an opportunity and balance check to avoid risk in point 2.1, as well as other dissemination and communication items aimed at stakeholders, regarding conference presentations. All project partners will be expected to contribute regularly to the content of the website and will also be expected at all times to support the dissemination of said content.

1.2.3 SOCIAL MEDIA STRATEGY

Already existing social media pages of all partners will be used to share news related to SHIELD and to attract a wider audience.

Contents will be disseminated through media buying and free contents publication on several communication channels, both online (e.g. social media and websites) and offline (e.g. radio, TV).

The sequence, places and times of diffusion will be strategically decided and negotiated. The activities mainly will be led by SPIN. With this regard first of all in order to enable the content spreading on the media each member country will secure the adequate market research to find out the optimal, efficient and effective solution; channels for the spreading information on SHIELD project under the supervision of the task leader SPIN the partners will start to negotiate with the highlighted TV and Radio channels and social media, Twitter, blogs, etc. By taking into consideration the budget requirements and national media requirements the advertising will be carried out.

SHIELD will use LinkedIn and Twitter as the main social media accounts to spread information which will be established to guarantee a minimum number established in the below table 5.1. The publications on social media accounts will be scheduled periodically with 1-week anticipation by all partners through the Communication Content Planning and Scheduling database (Table 1) created by SPIN. Any post will follow an opportunity and balance check to avoid risk in point 2.1

Date of insertion (scheduled by partners, 1 week before publication)	Date of publication (agreed with SPIN)	Link (word document with the text, images, etc.)	Title (relevant title for the post)	Description (short description max 2 lines)	Hashtags	Tags	REVIEWED (SPIN)	PUBLISHED (SPIN)	Cancelled (SPIN)

Table 1: SHIELD Communication Content Planning and Scheduling database

1.2.4 PROJECT NEWSLETTERS

Issued to all stakeholder contacts who will be collected onto a Stakeholder Contact Database (Table 2) controlled by SPIN and TECOMS and fed by all project partners, the SHIELD Electronic Newsletter(s) will act as an important support to other dissemination and communication mechanisms. The newsletter constitutes a direct form of communication, the messages of which can be adjusted, according to the target group for which each newsletter is destined. The project partners will bear the responsibility of sharing the newsletter with their contacts. Given the sensitive aspect of the project the Newsletter won't be available on the project website.

- Specific target group friendly information concerning SHIELD activities and results;
- General information concerning SHIELD, its research topic and research achievements;
- Direct link to SHIELD website;
- Contact details to project participants;
- Advertising of project events and conferences as well as other SHIELD related events

SPIN will create an Electronic Newsletter template which will respect the standards and be controlled by the procedures established in the SHIELD CA and GA.

STK Category	STK name	Engadget Responsable	Contacts (email)	Engadget phase	Status
Christianity organization					
Judaism organizations					
Islam organizations					
Other faith organizations					
Religious Leader					
Security Practitioner					
Experts in risk detection					
Technological Partners					
Manager of places of worship and / or religious school					
Associations of students and teachers					
Research Center					
Civil society organizations dealing with (or exposed to) people susceptible to radicalization					
Administrators of religious buildings and critical points					
EU public and private actor					
Law Enforcement Agencies					
Municipalities					
EU policymakers					
General public					

Table 2: Stakeholder Contact Database

1.2.5 PUBLICATIONS

In order to disseminate the project results and to involve the scientific community, each partner will publish articles in relevant papers, journals, and conference proceedings.

The authorship must follow the normal authorship guidelines, where each author must provide:

- Substantial contributions to the conception or design of the work; or the acquisition, analysis, or interpretation of data for the work; AND
- Drafting the work or revising it critically for important intellectual content; AND
- Final approval of the version to be published; AND
- Agreement to be accountable for all aspects of the work in ensuring that questions related to the accuracy or integrity of any part of the work are appropriately investigated and resolved.

2. COMMUNICATION STRATEGY

2.1 INTERNAL COMMUNICATION TOOLS AND CHANNELS

Internal communication with partners will be conducted via email, teleconferences (weekly meetings are established for different WP leaders and monthly progress meetings for the consortium in general) and periodic face-to-face meetings.

The project related documentation (including administrative data, project partners related specific info, project implementation timetable tracked by the project manager, reports on project deliverables and research results) is available on SHIELD collaboration drive giving all partners access at all times. Particular attention is paid to research analyses, data collection and the management of the results. The data will be managed with particular accuracy to secure the application rights.

The project website has both internal and external audiences in mind. The aim is to put a differentiation between the publicly available content and the private content.

For publication on social media accounts the dissemination and communication responsible SPIN has established internal communication procedures for effective and efficient management of the process. This will cover:

- Establishment of shared document named “SUBMISSION OF CONTENTS FOR REVIEW AND PUBLICATION” (Table 1). The document will serve for pre-review of the possible contents for submission on social media accounts, review and validation of the texts and eventual scheduling;
- The partners will have access to the document, every time before adding new content for publication each partner will be responsible to communicate to SPIN and discuss the scheduling;
- Each partner will be responsible for the content translation (if needed) in different languages presented within the project consortium;

- The contents will be reviewed by the Ethics and Data Protection Officer before publication, in order to identify and resolve any critical issues.

2.2 EXTERNAL COMMUNICATION TOOLS AND CHANNELS

For specific target groups and for general Public in order to communicate the project's results the dissemination team will design and make available to partners a series of communication means, namely:

- A project website
- A project flyer
- A project presentation
- A project newsletter
- The Campaign advertising posters
- Publication of scientifically relevant papers and articles in journals of stakeholders or scientific journals and conference proceedings
- Participation in national and international events
- Project events

SPIN already started to identify the appropriate events and occasions where the topics of SHIELD project can be of interest and where its results can be disseminated. We also started to complete a list with relevant stakeholders within SPIN and other project partners networks. The list will be monitored and will be expanded throughout the project. It will help the consortium to maintain the contact easily with stakeholders and apply the provided communication means for each appropriate occasion.

The SHIELD communication and dissemination strategy also aims to identify and establish contacts with other relevant projects and studies, to increase awareness of the consortium's work and research results.

The envisaged activities will be periodically reviewed as well as the feedback received from the stakeholders and contacts in different stages of the project implementation will be taken into consideration to assess the effectiveness and impact of dissemination activities and in the case of the need to improve them.

2.3 TARGET GROUP AND STAKEHOLDERS

The target group and stakeholder group identification in the SHIELD project will start from approximately 5th month of its implementation and will be a continuous activity. The first identifications of stakeholders and definition of target groups for dissemination and communication activities will be based on the outcomes of the early activity of the project, which is "State of the art review" by Z&P. This task will come out as a result of the review of the past events of violence such as terrorist attacks, violent extremism and religious intolerance to Christian, Jewish and Islamic places of worship happened in Europe in the XXI^o century. The task will identify structural differences between buildings, the most frequent modalities of action from terrorists (e.g. raid of armed men, bioterrorism, contamination with poisonous substances, suicide bombings, etc.), the vulnerabilities exploited by them and the reaction of each religious community to such attacks, with the aim to identify differences

as well as best practices and gaps in security procedures. In order to reach that goal, along with the literature review, the consortium will perform a survey to representatives of LEAs, security practitioners and religious communities. These surveys will be also implemented in the related tasks and notably T2.2, T2.3 and T2.4.

Each identified category will then be addressed through appropriate dissemination and communication strategies, specifying key messages, channels and activities to be carried out in order to reach the above stakeholders.

For this purpose, SPIN will put in place a STAKEHOLDER DATABASE shared document and will give access to all partners for its continuous population (Table 2). Given the privacy issues and sensibly aspects of the project topic the database will not be available for public and will be managed and controlled by TECOMS and SPIN system. All partners individually will be responsible for continuously update the shared document with new contacts and SPIN will define the most comfortable period and most effective communication and dissemination targeted approach for their engagement in the project. Such as project data collection phase, simulation, networking, synergies creation and future collaboration.

Targeted stakeholders to be involved in these activities will include Christianity, Judaism and Muslim organizations, religious leaders, security practitioners, experts in risk detection, technological partners, managers of places of worship and religious schools, associations of students and teachers, research centers, civil society organizations dealing with (or exposed to) people susceptible to radicalization, administrators of religious buildings and critical points, EU public and private actors, Law Enforcement Agencies, municipalities, EU policymakers and the general public.

2.4 THE SHIELD MESSAGE

SHIELD aims to enhance cooperation between public and private actors, as well as to raise awareness of terrorism danger and develop new - or update existing - methodologies and solutions to ease the protection of places of worship and mitigate the effects of attacks. To this purpose, SHIELD's consortium includes security practitioners, LEAs, experts in risk detection, technological partners and representatives of three major religions (Christianity, Judaism, Islam) from 11 EU countries. This cooperation will consist not only in the detection of critical points in places of worship, but also in the identification of other rituals (e.g. Sunday mass, Shabbat, Jumu'a) that are more subject to the risk of terrorist attack. In addition, SHIELD will identify the most vulnerable institutes (e.g. religious schools), as well as the types of attack (e.g. raid of armed men, bioterrorism, etc.) that would be more likely to be perpetrated.

SHIELD will foresee joint activities - training sessions, design and distribution of information material, workshops - to consolidate the collaboration between public and private authorities, as well as to promote interfaith dialogue by involving religious leaders, to favor the dissemination of good practices and protocols among relevant stakeholders, and to encourage prevention activities by means of reporting of suspicious behavior to competent authorities. In the long term, SHIELD aims to improve the effectiveness of public security technologies and to identify more efficient solutions to protect places of worship, while providing religious communities with adequate means to prevent and promptly counteract potential terrorist attacks.

2.5 STEERING PROCESS

Communication with the European Commission and other experts in the sectors addressed by SHIELD will not be limited to official reports to the Project Officer (PO) but will be extended to the establishment of a Steering Committee composed of experts and representatives of the Christianity, Judaism, Islam communities.

The project Steering Committee will be established for two main reasons: to give a contribution in defining the project scope and covering possible gaps and to foster project dissemination.

The team will be composed of experts from networks such as European Forum for Urban Security (EFUS) and Radicalization Awareness Network (RAN) who can provide an external review and advice. The partners are therefore asked to identify some possible experts judged suitable to perform the role.

The Steering Process will also play an important role in the dissemination, but this time through official presentations of the SHIELD project at conferences, workshops and any other related meetings.

3. SHIELD DISSEMINATION ACTIVITIES

3.1 PROJECT WORKSHOPS

Workshops are an essential means for knowledge dissemination. Consortium partners will use workshops to discuss, present and deliberate project related matters and findings.

The project will in fact foresee the organization of two workshops in presence or virtually, with the aim to promote synergies with other EC-funded projects (M12), define strategies for the long-term cooperation of the SHIELD cluster and guarantee the dissemination of the project's results and material to the widest network of stakeholders (M22). In this respect, SHIELD aims in fact to involve at least 1 representative from another major religion (e.g. Hinduism, Buddhism, etc.), 2 representatives on behalf of DG HOME, 2 experts of risk detection in public spaces, 3 representatives of religious schools (one for each considered religion), 3 policymakers, 5 security practitioners and 15 members of the general public - including representatives of civil society organizations. The first workshop will be carried out if possible jointly with another EC-funded project concerning the protection of public spaces, whereas the second will take place along with the final conference, and will consist in the presentation of the outcomes of the project.

The project partners will also participate in the Local and pan-European workshops on a rolling basis during the overall project duration. Project partners will be in charge of presenting SHIELD during these workshops at the national or European level. The workshops will provide knowledge on the project outcomes; lessons learned and seek to generate new ideas and approaches for research. For this purpose, SPIN put in place a shared document (Table 3) to plan the participation in the possible events. The document will be updated periodically by all partners.

As a part of above-mentioned workshops the consortium will organize at least 1 offline event - with another EC-funded project dealing with the protection of public spaces, in order to increase the synergies among EC-funded activities and research organizations/security practitioners from different EU countries.

3.3 SECURITY AWARENESS CAMPAIGNS

The leaflet represents the project's 'business card' and introduces its main ideas. It will be available in Pdf format on the projects' website. The leaflet will be designed in coordination with all PPs and will be translated, printed, and subsequently distributed among the target group at conferences, seminar and workshops.

Leaflets and factsheets will be distributed to at least 15 churches, 15 synagogues, 15 mosques and 15 religious' buildings. In addition, SHIELD will organize a training session involving at least one leader for each represented religion, 5 security practitioners and one technological partner per session.

4. EXPECTED RESULTS AND IMPACT EVALUATION

4.1 IMPACT EVALUATION AND INDICATORS

The impact of dissemination and communication efforts will be continuously monitored and evaluated throughout the established multi-layered methodology incorporating both qualitative and quantitative metrics.

Depending on the platform used, a variety of indicators will be employed for measuring awareness (based on the number of impressions, views, reach, clicks, etc.) and engagement (based on the number of likes or retweets, comments, shares, engagement to impressions ratio, constructive/antagonistic comments, etc.). In addition to studying analytics data returned by social media platforms, the impact of the awareness raising activities on SHIELD's target audiences will be assessed by applying techniques such as sentiment or geo-location analysis on social media messages and users and/or by carrying out online surveys and off-line focus groups with members of the target audiences.

In particular, the possibility to conduct sentiment analysis, online surveys and focus groups with relevant subjects will be considered as an opportunity to bridge the gap between online and offline.

A series of Key Performance Indicators (KPIs) are detailed below to show the expected impact of SHIELD dissemination and communication activities. The indicators will be discussed and updated during the 6 months of project implementation.

Dissemination tool / channel	KPI	Objective	Goal and what/how
SHIELD Website	Yearly visits (Session)	1000	Goal: To make third parties aware and promote the use the SHIELD, collect user feedback and user experience. What, How: The website is planned to be up and running in Month 4 after the project starts. Beside general information, technical reports and SHIELD's public deliverables will be made available for use and download. The website will be maintained by SYNNO for at least two further years after the end of the project.
	Yearly User (Session)	500	
	Monthly downloads: Posters, deliverables.	5	
	Referral from external web pages	60	
SHIELD Social network profiles	Twitter followers	200	Goal: To build a network, that will create followers willing to benefit from the results of SHIELD.
	Number of Tweets (total)	500	
	Twitter profile visits (monthly)	200	

	Twitter mentions (total)	50	What, How: social networks were up and running from the first months of the project. Depending on the phase of the project, updates may be monthly, weekly or even daily.
	LinkedIn followers	100	
	LinkedIn reactions (monthly)	20	
	LinkedIn shares (total)	100	
SHIELD Newsletter	Number of issues each year	2	Goal: To collect experiences and results and share these with the relevant communities. What, How: Focus on spreading the SHIELD project ideas and use-case results. The plan is to publish a newsletter 3 times per year.
	Number of distributed issues	200	
Mass Media	Number of publications of relevant papers/contributions/article (annually)	1 per country	Goal: involve people who do not use social networks, gain visibility at regional and national levels. To promote project ideas, concepts and results in scientific research and applied research communities, and get feedback from relevant stakeholders in these communities. What, How: One article per country is expected.
Participation in Project meetings and external events	Number of project events	6	Goal: disseminate the project at international level and engage with as much as possible large number of relevant stakeholder groups.
	Final conference	1	
	Contribution to external events (online and offline)	20	

Table 4. SHIELD communication and dissemination KPI

List of Tables

Table 1: SHIELD Communication Content Planning and Scheduling database

Table 2: Stakeholder Contact Database

Table 3: Shield Event planning

Table 4. SHIELD communication and dissemination KPI