Environmental crimes' intelligence and investigation protocol based on multiple data sources

D6.2

Communication and dissemination plan and strategy

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List of abbreviations

Abbreviation	Definition
AI	Artificial intelligence
API	Application programming interface
BG	Border guard
C&D	Communication and dissemination
CEPOL	European Union Agency for Law Enforcement Training
CERIS	Community for European Research and Innovation for Security

CoP	Community of practices
CT	Communication Team
DCP	Communication and dissemination plan and strategy
EC	European Commission
EGNOS	European Geostationary Navigation Overlay Service
EMPACT	European Multidisciplinary Platform Against Criminal Threats
ENPE	European Network of Prosecutors for the Environment
ETR	Europol Tool Repository
EU	European Union
EUCI	EU classified information
EUSPA	European Union Agency for the Space Programme
FCT	Fighting crime and terrorism
GA	Grant Agreement
IMPEL	European Union Network for the Implementation and Enforcement of Environmental Law
IPR	Intellectual property rights
KPI	Key performance indicator
LEA	Law enforcement authority
MS	Member State
NGO	Non-governmental organisations
OA	Open access
PC	Project coordinator
PM	Person month
POC	Point of contact
ROI	Return of investment
SEO	Search engine optimisation
SME	Small and medium enterprises
SOA	State of the art
TA	Target audience
UX	User experience
UC	Use case

WP	Work package
WS	Workstream

1. Introduction

Environmental protection at European level is jeopardised by unregulated criminal activities committed by individuals and organisations, and the asymmetrical enforcement of the EU legal standards among Member States (MSs). Environmental crimes, such as the discharge of substances into the air, water and soil, as well as the shipping and trafficking of waste and hazardous materials, have enormous impacts on the climate, human health and the environment. However, these crimes are still considered highly profitable for criminals since most feature relatively low risks of detection and penalties for the perpetrators, given the complexity of preventing criminal wrongdoings and delivering distinct proofs to law courts to punish the authors.

EMERITUS ("Environmental crimes' intelligence and investigation protocol based on multiple data sources") is an initiative funded by Horizon Europe programme by the European Commission (EC) aims to lay the foundations of a new generation of technological tools orchestrated via a single-entry point platform at the service of Law Enforcement Authorities (LEA) and Border Guards (BG) to improve detection and proof collection capabilities against waste-related environmental crimes. To do so, **EMERITUS** will create and implement a protocol for effective environmental crime investigation, which will combine innovative monitoring and analysis technologies with a complementary training programme to foster LEAs and BGs' intelligence and investigation capabilities at both the national level and cross-border levels.

The ambition of **EMERITUS** is to explore and demonstrate how these technologies and specialised training could improve the efficiency of environmental crime detection and intelligent risk profiling to optimise resources, reduce the risk for operators and provide a deterrent for offenders.

To achieve these goals, the consortium will implement 4 coordinated workstreams (WS), as depicted in the figure 1 below. Each of these, corresponding to one or more Work Packages (WP), encompass co-creation activities with law enforcement authorities, platform technical development, networking and validation in realistic conditions.
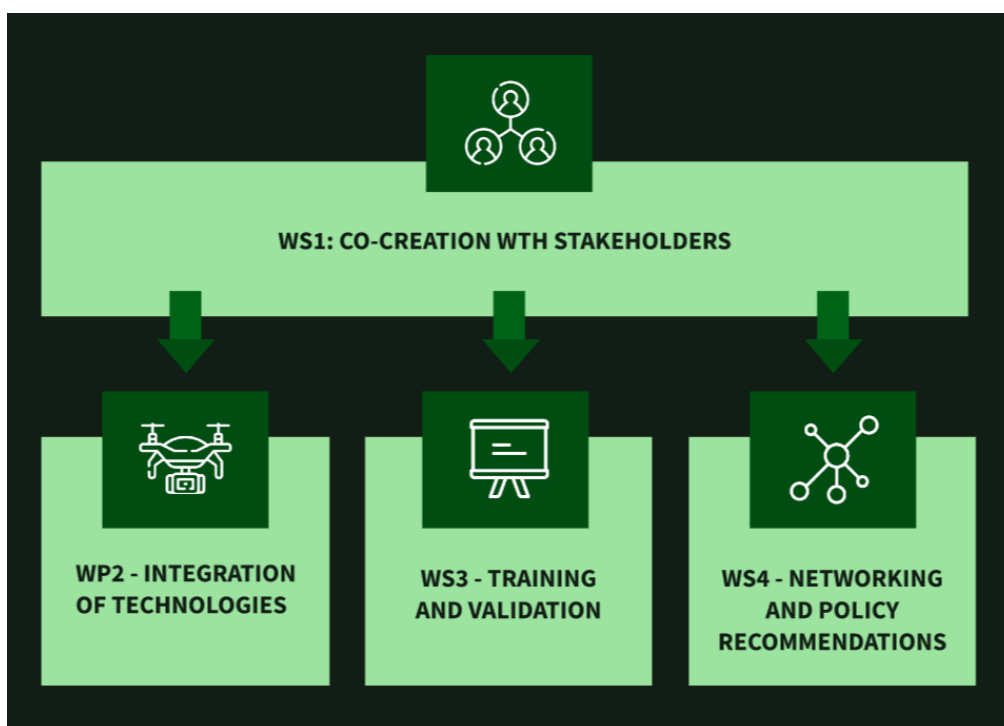
Figure 1. EMERITUS workstreams

The WSs will leverage on four selected highly relevant use cases (UC) concerning:

- Water contaminant source detection,
- Water storage centres monitoring,
- Cross-border illegal waste trafficking monitoring,
- Identification of illegal waste discharge sites in broad areas.

The main results that will be produced by the project include the following:

1. **EMERITUS** platform, consisting of external system connector, integration layer, data storage, processing component, dissemination layer, system extensions components and real-time mission components;
2. Co-created protocol for waste-crimes investigation;
3. Training programme for environmental crimes investigation with more than 20 agents to be trained, frontal lessons, tabletop exercises, and train-the-trainers;
4. UCs-based simulation exercises (i.e., approach, results, datasets);
5. **EMERITUS** community of practice (stable network);
6. Evidence-based recommendations for decision makers/policy.

EMERITUS will be executed by a consortium of **20 partners**, including top-level research institutions, industrial players, security-specialised small and medium enterprises (SME), non-governmental organisations (NGO), LEAs and BGs from 9 countries (Austria, Belgium, Greece, Italy, Portugal, Spain, United Kingdom, Romania, and Moldova) plus **3 affiliated entities**. They will create an active and innovative ecosystem capable of clustering expertise in technologies applications for criminal investigation, environmental crimes, satellite data and image elaboration, drones, artificial intelligence (AI), training and co-creation, operative/field investigation.

The partners in the consortium are:

1. GMV Aerospace and Defence SA (GMV ES), Spain. *(Project Coordinator. Leader of WP1, WP7 and WP8)*.
2. Geoville Informationssysteme und Datenverarbeitung Gmbh (GEOVIL), Austria. *(Leader of WP3)*.
3. Logikers SL (LOGIKERS), Spain.
4. Instituto de Engenhariade Sistemas e Computadores, Tecnologia e Ciencia (INESC TEC), Portugal.
5. Politecnico di Torino (POLITO), Italy.
6. Centro Tecnologico del Agua, Fundacion Privada (CETAQUA), Spain.
7. Fondazione SAFE (SAFE), Italy. *(Leader of WP4)*.
8. Crime & Tech srl (C&T), Italy. *(Leader of WP2)*.
9. Zabala Brussels (ZAB BE), Belgium. *(Leader of WP6)*.
10. Asociacion Cifal Malaga (CIFAL), Spain.
11. Kentro Meleton Asfaleias (KEMEA), Greece.
12. Comune di Torino (PLTO), Italy. *(Leader of WP5)*.
13. Ministero della Difesa (IT-CC), Italy.
14. Hellenic Police (GRBG), Greece.
15. Inspectoratul General al Politiei (MD POL), Moldova.
16. Inspectoratul General al Politiei de Frontiera (RO BG), Romania.
17. Garda Nationala de Mediu (GNM), Romania.
18. Ayuntamiento de Malaga (MOM), Spain.
19. Inspectoratul Pentru Protectia Mediului (MD IPM), Moldova.
20. Air And Space Evidence (ASE), United Kingdom.

The list of affiliated entities includes:

1.1. GMV Aerospace and Defence srl (GMV RO), Romania.

6.1. Fundacion Centro Andaluz de Investigaciones del Agua (CETAQ_AND), Spain.

9.1. Zabala Innovation Consulting, S.A. (ZAB ES), Spain.

2. Executive Summary

The present document, **D6.2 Communication and dissemination plan and strategy** is the core document outlining the overall communication and dissemination (C&D) strategy for the consortium, and functions as a guide for project partners when speaking on behalf of the project. It is structured to address different key aspects of proper C&D, namely:

- Impact-enabling approach, activities, channels, tools, timing at the basis of the project's D&C outreaching strategy,
- Internal communication processes,
- Templates,
- Responsibilities,
- Key performance indicators (KPI),
- Operative plan for action.

The Communication and dissemination plan and strategy is a deliverable to be submitted to the EC by M3. As per Grant Agreement (GA), In M18, and M36 the plan will be updated and submitted in the form of two reports to the EC. Within these future documents, the initial deliverable will be reviewed and adjusted to any new findings.

3. Objectives of the Communication and dissemination plan and strategy

Environmental protection at European level is jeopardised by the significant damages caused by unregulated and criminal activities committed by individuals and organisations, and the asymmetrical application, management and enforcement of the EU legal standards among MSs. Criminal activities resulting in environmental degradation include acts that cause significant harm or risk to the environment, climate and human health, both at individual and societal level, and that breach environmental legislation. These activities are considered highly profitable for criminals, and they are further characterised by relatively low risks of detection and limited penalties for the perpetrators, given the complexity in preventing the actions committed and in delivering explicit proofs to law courts to punish the authors. Moreover, waste crime is not only highly profitable, but it is getting more frequent and widespread over time.

Nevertheless, relevant difficulties in fighting this phenomenon are currently faced by LEAs, BGs, and prosecutors. On one side, the potential sanctions do not work as a real deterrent because their insufficient value leaves a substantial gap when profit margin is considered. On the other side, according to Eurojust,[1] several practical difficulties concern the investigation of environmental crimes. Specifically, 1) "Insufficient specialised knowledge and practical experience about the EU's environmental criminal legal framework", 2) The existence in different jurisdictions of different investigative approaches", 3) "A lack of recognition of environmental crime as organised crime, which hampers the initiation of cross-border environmental crime investigations" and 4) "The multidisciplinary nature of environmental investigations". Under these conditions, LEAs and security practitioners need new technological means, intelligence information and specific knowledge, to prevent and combat illegal environment-related activities.

To fill this gap, **EMERITUS** aims to create a single-entry point platform for LEAs and BGs to improve detection and proof collection capabilities against environmental waste crimes. To accelerate and improve the expertise of LEAs and BGs and the uptake of state of the art (SOA) technologies for investigation of environmental crimes, there is a need to provide them with user centred technological solutions and competences to fully exploit the potentialities of such technologies. For this reason, **EMERITUS** will ultimately enable agents to be capable of using the latest technologies (satellite data, drones, sensors, etc.) in a harmonised and lawful compliant manner.

The **Work package WP6 – Dissemination, Communication and Exploitation** aims at defining and implementing a coherent set of dissemination, communication and exploitation activities to maximise the impact of project results among all potential stakeholders. Within this framework, the **Communication and dissemination plan and strategy (DCP)** tackles three main objectives:

1. To communicate the results to the general audience and targeted stakeholders,
2. To achieve media coverage at European level, both in traditional and online media,
3. To communicate the results via events and specialised journals.

EMERITUS DCP will be used to guide the implementation of dissemination activities (including media relations), orient the action of the partners and define a shared outreach vision inclusive of KPIs. This plan constitutes the core document outlining the impact-enabling approach, activities, channels, tools, and timing

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[1] Report on Eurojust's Casework on Environmental Crime. January 2021.
https://www.eurojust.europa.eu/sites/default/files/2021-01/report_environmental_crime.pdf

at the basis of the project's C&D strategy and define the internal communication processes. ZAB BE (WP6 Leader) will coordinate the overall C&D activities to ensure consistency of partners' strategies at local, regional, national and EU level with the overall project vision towards impacts.

The sum up, the success and lasting impact of **EMERITUS** will depend on:

1. the effective communication of the benefits of the **EMERITUS** platform and investigation protocol to relevant practitioners, stakeholders and the general audience, and;
2. the final results of the project being tailored and targeted to the specific needs of the different stakeholders, and then delivered in an appropriate, accessible and easy-to-use format.

4. Target audience

A good identification of the target audiences (TA) is of the utmost importance of any communication strategy. It serves to adapt the ideas and activities to the interests and behavioural traits of each group of people. **EMERITUS** DCP will then shape the messages and its way of delivering them according to its public.

Partners will have an important role, as they will be asked to provide their networks, identify networking opportunities and perform specific activities that will enhance the impact of the project.

As WP6 Leader, **ZAB BE** with the support of the rest of the partners will maintain a schedule of the dissemination activities that will be undertaken by the consortium and will promote within the consortium specific actions that should be targeted by several participants. Continuous monitoring of the activities at both project and partners' level will provide inputs to the Dissemination strategy for further optimisation and maximisation of impacts.

A complete stakeholder analysis will be carried out during the first phase of the project. It will be aimed at mapping key stakeholders and their key needs and interests towards **EMERITUS** results. Such a **stakeholders' map** will allow to appropriately approach each group via different tools and messages. In the meantime, Table 1 summarises the main TA identified at proposal stage together with the respective target message and the relevant dissemination actions, hence outlining a preliminary dissemination strategy.

Table 1. Target audiences and preliminary dissemination strategy

Audience	Target message	Dissemination actions
Research community	Project results, UC/simulation results, engagement with LEAs/BG, investigation protocol and related impacts (e.g., effectiveness, usability)	Academic publications and conference contributions concerning environmental protection, criminology, policymaking
LEAs/BGs/practitioners	Project results with focus on interfaces and geo-int platform, its usability and effectiveness in investigations, training programme, investigation protocol effectiveness and applicability	On-site demonstrations, pilot/showcase activities, articles, conferences papers/posters, participation in fairs/events, B2B
SW developers /industrial stakeholders	**EMERITUS** platform, core components, application programming interface (API) and integration layer, integration and scale up potential	Lab-scale demonstrators, academic publications and conference contributions, demo/showcases
Training organisations	Training programme results and its effectiveness, replicability and standardisation potential	Testimonials from training activities, presentation of training results, B2B
EU And National Policy Makers	Roadmap of **EMERITUS** Platform applications, research priorities and recommendations. Standardisation needs and cross-border cooperation	Exposure on EU, national and regional events. Project's and individual dissemination networks

Communication media & civil society	Project events and main results, general updates on project activities, synergies with other projects	Press-release, project final event, newsletters, project website, social media
International bodies in environmental law enforcement best practices (e.g., IMPEL, ENPE, INECE, Europol, Interpol, ENLETS, DG ENV)	Project main results, **EMERITUS** platform, UC/simulation results	Press release, attendance to event

5. Communication and dissemination tools and actions

5.1 Key communication and dissemination channels and activities

EMERITUS Communication and dissemination plan and strategy has chosen the channels, tools and materials outlined below for the project's communication and dissemination strategy:

Table 2. Channels, tools and materials for communication and dissemination

Communication and dissemination tools/actions	Target message
Visual identity, guidelines and corporate material	Professional logo, visual guidelines and **EMERITUS** templates to be used in the communications and outcomes related to the project. Image design and graphical elements to reinforce the visual impact of the project in the different events.
Website	The project website will host general information and specific updates about the project, links to social media channels, communication material (visual and audio-visual-graphic content), and press releases/articles around the project and related topics. For the procedure to be followed to ensure appropriate, secure, and not compromising communication via website (especially for news items and audio-visual material), see the social media section below in this table.
Re-useable artefacts	The re-useable artefacts developed during the lifetime of the project will be published and made available on code repositories (e.g., GitHub).
Social Media	**EMERITUS** will rely on social media channels to share updates about the project and engage its various target audience and reach out to the general public. The project will set up social media presence on Twitter, LinkedIn and YouTube. In order to guarantee appropriate, secure, and not compromising communication on social media, minimum rules for the publication of any posts and contents are: 1. No pictures that may make any officer from LEA/BG partners recognisable will be used unless otherwise agreed with the same subject and informed, written and explicit consent is freely provided; 2. No specific locations/timing will be given on social media concerning project events and the presence of specific officers (from LEA/BG) or specific experts of any other partner (preventing the localisation of specific individuals for security reasons); 3. Information on testing activities will be given only after the performances of these activities in order to prevent any possible attempt for disruption or malevolent action;

	4. Any other relevant measure to prevent potential negative impact on the project, or on the people involved, are to be taken every time a post is launched on social media; 5. The social media accounts of the projects will be used to post information exclusively under WP6 leader supervision.
Bi-annual newsletter and CoP specific newsletter	**EMERITUS** bi-annual newsletters will be published online in English. It will include updates on relevant project's news, events and follow-ups. It will be delivered to relevant stakeholders (through subscription under GDPR conditions). Moreover, starting from M12, WP5 will start publishing another semestral newsletter specifically tailored to community of practices (CoP) to which WP6 will contribute. It will include relevant updates on the progress of technology application in the platform, and the experience related to testing validation and training activities.
Scientific/technical publications	The project will issue scientific/technical publications to engage external researchers in the topic, raise awareness of topic outside the criminal/environmental community, evaluate applicability of research results in other contexts and gain insight into other potential applications
Factsheet	**EMERITUS** factsheets will be produced in a synthetic and focused way with the use of infographics to facilitate knowledge sharing. They will be tailored to the specific target groups based on their interests and also distributed to the general public, key associations, and promoted via social media during the project.
Final publication	It will include a collection of scientific results and study research findings and will be issued towards the end of the project in electronic and printable format (limited number of copies only for delivery at final conference). It will highlight main project achievements, lessons learnt and sustainability path.
Promotional videos	Three **EMERITUS'** videos will be produced and disseminated through the project's YouTube channel. Of these, one will be specifically meant to present the project and will be recorded in English and have subtitles in 5 languages.
Media coverage	The consortium will promote the action and its results to achieve media coverage at European level, both in traditional and online media. Partners will be requested to support these actions within their areas of influence (geographic and thematic).
Synergies/collaboration with Fighting Crime and Terrorism (FCT) projects and initiatives	The project will develop since its beginning a series of collaboration and relevant synergies with FCT-related projects and initiatives, with particular focus on ensuring an active collaboration with projects funded under

	2021-2022 CL3 FCT, but also Internal Security Fund and other relevant programmes at national/local level.
	Concrete actions to be implemented in collaboration with target projects and stakeholders will include: 1) realisation of joint dissemination activities (e.g., webinars, publications), 2) technical workshops for exchange of requirements/best practices, 3) planning and execution of shared experimentations/analysis for showcasing purposes. In particular, a dedicated challenge will be launched among target **EMERITUS** projects in order to organise a demonstration session during the final **EMERITUS** conference to showcase how the links between different kind of organised crimes can be identified via the combination of digital tools (i.e., developed within **EMERITUS** and other selected projects).
Events and networking activities	**EMERITUS** will ensure attendance to events to maximise its visibility and network with a wide range of stakeholders. Three kinds of events are identified 1) those with passive attendance; 2) those where partners participate actively though presentations/speech/panels; 3) those organised by the project.
International final event	An international final event will be organised to present the results of the project, implications, and policy recommendations.
Other communication materials	A promotional toolkit of **EMERITUS** will be created to be used during events to advertise the visual identity and raise awareness. It will include the following materials: • 2 kinds of **EMERITUS** flyers: 1) General with project summary; 2) Specific to find experts for the CoP.

An additional aspect considered in the frame of **EMERITUS** is related to the adoption of rules concerning the communication of UE/EU RESTRICTED information:

• Do not communicate about EU classified information (EUCI) via phone, e-mail or in unsecured areas;
• Do not show the information or discuss them with persons who do not have a justified need to know.

The consortium has adopted the Electronic transmission to send documents encrypted with EU approved encryption tool. Further details on the management of EU-RESTRICTED information are available in the Data Management Plan.

5.1.1 Communication among consortium members

As for communication among consortium members, the main channels are:

• Emails (to individual partners or to project's mailing list depending on the specific needs);
• Monthly Project Management Board (PMB) meetings: the PMB is composed of the WPs leaders and the project coordinator. PMB meetings are used to report on the monthly progresses of each WP, to present

and discuss relevant upcoming activities within each WP, and to collaboratively agree on key transversal decisions to be taken for the benefit of the project as a whole;

- Monthly communication team meetings: communication teams meetings bring together the persons appointed as responsible for communication within each project's partner and they are used to monthly monitor the project's KPIs related to dissemination and communication as well as to discuss and agree on critical communication activities to be implemented by each project's partners;

- Ad-hoc technical meetings involving leaders and contributors from one or more WPs (e.g., between WP2 and WP3 to allow for a smooth integration of the EMERITUS investigative protocol developed under WP2 into the geo-intelligence platform developed within WP3).

5.1.2 Communication and dissemination to external stakeholders

Acknowledging that communicating and disseminating project's concepts, objectives, results and main achievements to relevant external stakeholders (see Section 4 of the present document) in a clear and effective way is critical for the success of **EMERITUS**, dedicated channels have been identified, as presented below:

Communication to external stakeholders is managed and carried out through the following channels:

- Project website: as described in Table 2, the **EMERITUS** project website hosts general information and specific updates about the project, links to social media channels, communication material (visual and audio-visual-graphic content), and press releases/articles around the project and related topics. A contact form has also been included to facilitate the connection with external stakeholders interested in the project's activities and research findings.

- Social media accounts: as described in Table 2, **EMERITUS** will rely on social media channels to share updates about the project, to engage its target audience and reach out to the general public. To this purpose, X (former Twitter), LinkedIn and YouTube accounts have been set up since the beginning of the project implementation.

- Project newsletters (see dedicated section in Table 2).

Dissemination to external stakeholders is managed and carried out through the following channels:

- Presentations of the project at relevant events: e.g. EMERITUS was presented by the project's partner GMV RO at the IMPEL Water and Land Conference 2023 (Bucharest, 17-18 October 2023 – see: https://emeritusproject.eu/categoria_events/%categoria_events%25/impel-water-and-land-conference-2023-bucharest/), and by ZABALA during the CERIS event "Impact of Climate Change on Security Practitioners" (Brussels, 21 May 2024 – see: https://emeritusproject.eu/categoria_events/%categoria_events%/ceris-workshop-on-impact-of-climate-change-on-security-practitioners/).

- Accepted public deliverables and scientific publications shared via project website.

5.1.3 EMERITUS RACI matrix

The present section establishes the level of information and knowledge for the **EMERITUS** WPs and for each key exploitable result. For this, two RACI matrices haven been created, as presented below, indicating per each WP/KER partners and stakeholders that act as responsible (R), accountable party (A), consulted (C) or informed (I) entity.

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Type of stakeholder	Entity name	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8
Project partners	ASE	R	R	R	R	R	R	R	
	CIFAL	R	R		R	R	R	R	
	GRBG	R	R		R	R	R	R	
	MOM	R	R		R	R	R	R	
	IT-CC	R	R		R	R	R	R	
	CETAQUA	R	R	R	R	R	R	R	
	GNM	R	R		R	R	R	R	
	GEOVIL	R	R	A	R	R	R	R	
	GMV ES	A				R	R	A	A
	GMV RO	R	R	R	R		R		
	INESC TEC	R	R	R	R	R	R	R	
	MD POL	R	R		R	R	R	R	
	RO BG	R	R		R	R	R	R	
	MD IPM	R	R		R	R	R	R	
	KEMEA	R	R		R	R	R	R	
	LOGIKERS	R	R	R	R	R	R	R	
	PLTO	R	R	R	R	A	R	R	

	POLITO	R	R	R	R		R	R	
	SAFE	R	R		A	R	R	R	R
	C&T	R	A	R	R		R	R	
	ZAB BE	R			R	R	A	R	R
	ZAB ES	R	R			R	R	R	

Table 3: RACI matrix for EMERITUS WPs

Noteworthy, per each WP the SAB – Security Advisory Board is expected to be only informed (as reader/reviewer of deliverables).

As presented in D6.5, **EMERITUS** has identified twelve key exploitable results (KERs), namely:

- KER1 – Protocol for waste-crimes investigation
- KER2 – External system connector
- KER3 – Integration layer & data storage
- KER4 – Dissemination layer
- KER5 – System extensions
- KER6 – Processing system
- KER7 – Real-time mission's components
- KER8 – Decision-makers interface
- KER9 – Training programme for environmental crimes investigation
- KER10 – Simulation exercises (structure and results)
- KER11 – Active Community of Practice (CoP)
- KER12 – Set of evidence-based recommendations

Table 4 defines the level of information for different stakeholders, both within and outside the project's consortium, for each of the identified KERs. Noteworthy, as for project partners, the allocation of RACI roles in the following table has been elaborated taking the moves from to the initially envisaged distribution of relevant partners per each exploitable result, as reported in the Part B of the GA (page 40-41), and integrated with WP leaders/deliverable responsible as accountable people for the

corresponding KERs. The roles assigned below are intended as the maximum expected degree of responsibility of each partner/stakeholder as understood at proposal project launch: this table will be updated and reported in its actual final configuration within D6.4 – Dissemination and communication activities report 2 (due at M36).

Type of stakeholder	Stakeholder name	KER1	KER2	KER3	KER4	KER5	KER6	KER7	KER8	KER9	KER10	KER11	KER12
Project partners	ASE		R	R	R	R	R	R	R				
	CIFAL									A			
	GRBG	R								C	R		
	MOM	R								C	R		
	IT-CC	R								C	R		
	CETAQUA		R	R	R	R	R	R	R		R		
	GNM	R								C	R		
	GEOVIL		A	A	A	A	A	A	A		R		
	GMV ES	A	R	R	R	R	R	R	R		I		
	GMV RO	R	R	R	R	R	R	R	R		R		
	INESC TEC		R	R	R	R	R	R	R		I		
	MD POL	R								C	R		
	RO BG	R								C	R		
	MD IPM	R								C	R		
	KEMEA	R							R	C		R	A
	LOGIKERS	R	R	R	R	R	R	R			R		

	PLTO	R								C	R	R	A
	POLITO		R	R	R	R	R	R	R	R			
	SAFE	R	I	I	I	I	I	I	I	R	A	R	
	C&T	A	I	I	I	I	I	I	I	I	I		
	ZAB BE		I	I	I	I	I	I	I	I		R	R
	ZAB ES									I		R	
CoP members (external to the project consortium)		C	C	C	C	C	C	C	C				C
Synergies with projects	PERIVALLON	I	I	C	I	I	I	I	I				
	NARCOVIEW	I	I	C	I	I	I	I	I				
	LEA Projects Cluster	I	I	I	I	I	I	I	I				
Synergies with institutional entities	IMPEL	C	I	I	I	I	I	I	I			I	
	ENPE	C	I	I	I	I	I	I	I			I	
	EUROPOL	I	I	I	I	I	I	I	I	C		I	
	CEPOL	I	I	I	I	I	I	I	I	C		I	

	University of Verona	I	I	I	I	I	I	I	I			
Other external stakeholders	General public	I	I	I	I	I	I	I	I	I		

Table 4: RACI matrix for EMERITUS key exploitable results

5.2   EMERITUS branding

The first communication action within **EMERITUS** has been to create a recognisable and attractive brand for the project. The visual identity reflects the main goals of the initiative, showing a distinctive image for the public.

The acronym **EMERITUS** means "*Environmental crimes' intelligence and investigation protocol based on multiple data sources*". The full title should be included in brackets when it is mentioned for the first time in a document then, the acronym will be the preferred option. In addition, when using the abbreviation, unless otherwise agreed for a particular reason, it will always appear in capital letters in the body of the text and in lower-case letters when the logotype is displayed.
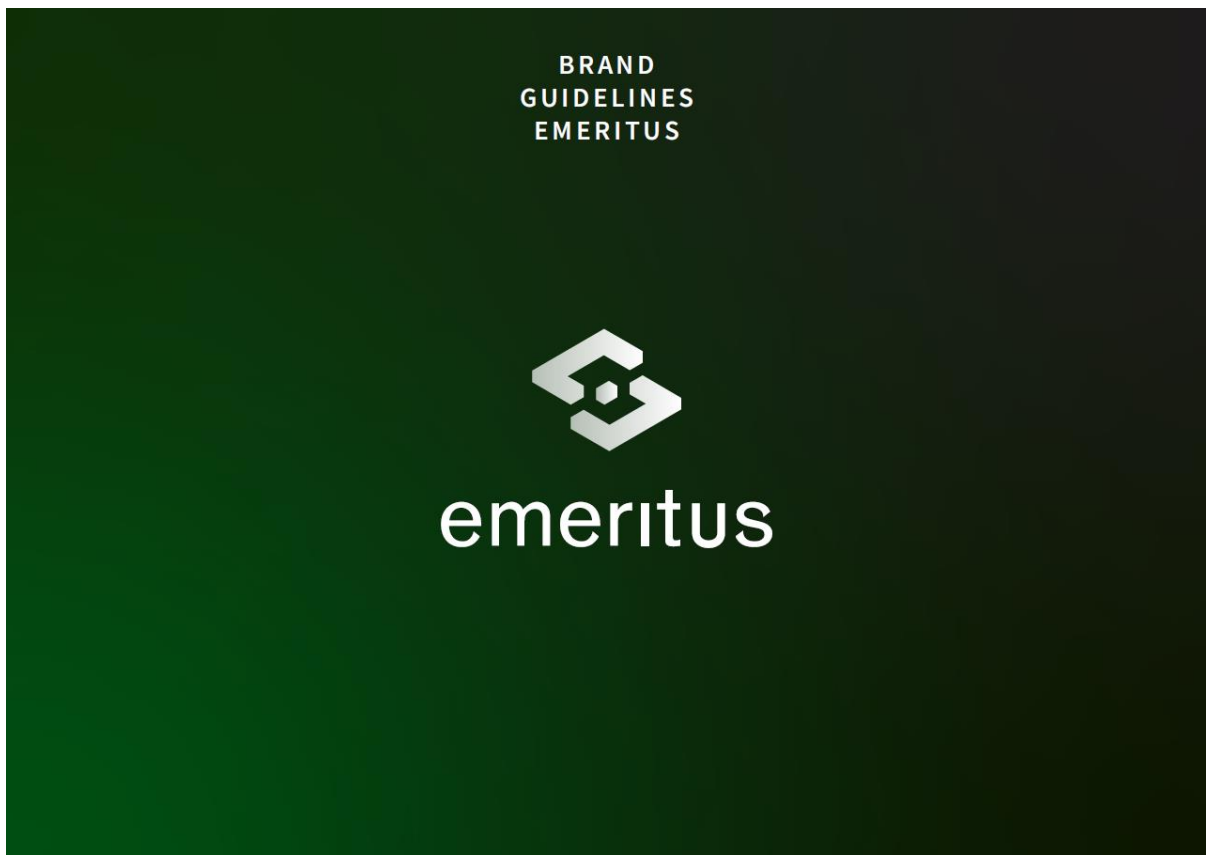
Figure 2. EMERITUS visual identity

Figure 3. EMERITUS logotype (above) and isologotype (below)

EMERITUS aims to realise and implement a protocol for effective environmental crime investigation that will orient the creation of a geo-intelligence platform. The protocol will integrate innovative monitoring and

analysis technologies (drones, satellite data, virtual sensors, geo-intelligence data, etc.), and will be complemented by a training programme aimed at fostering environmental enforcement authorities (e.g., LEAs and BGs) intelligence and investigation capabilities, at national and cross-border level.

The brand is developed around two main concepts, vision and technology, encapsulating, the increased detection capability due to the integration of several monitoring and analysis technologies into a sole protocol.
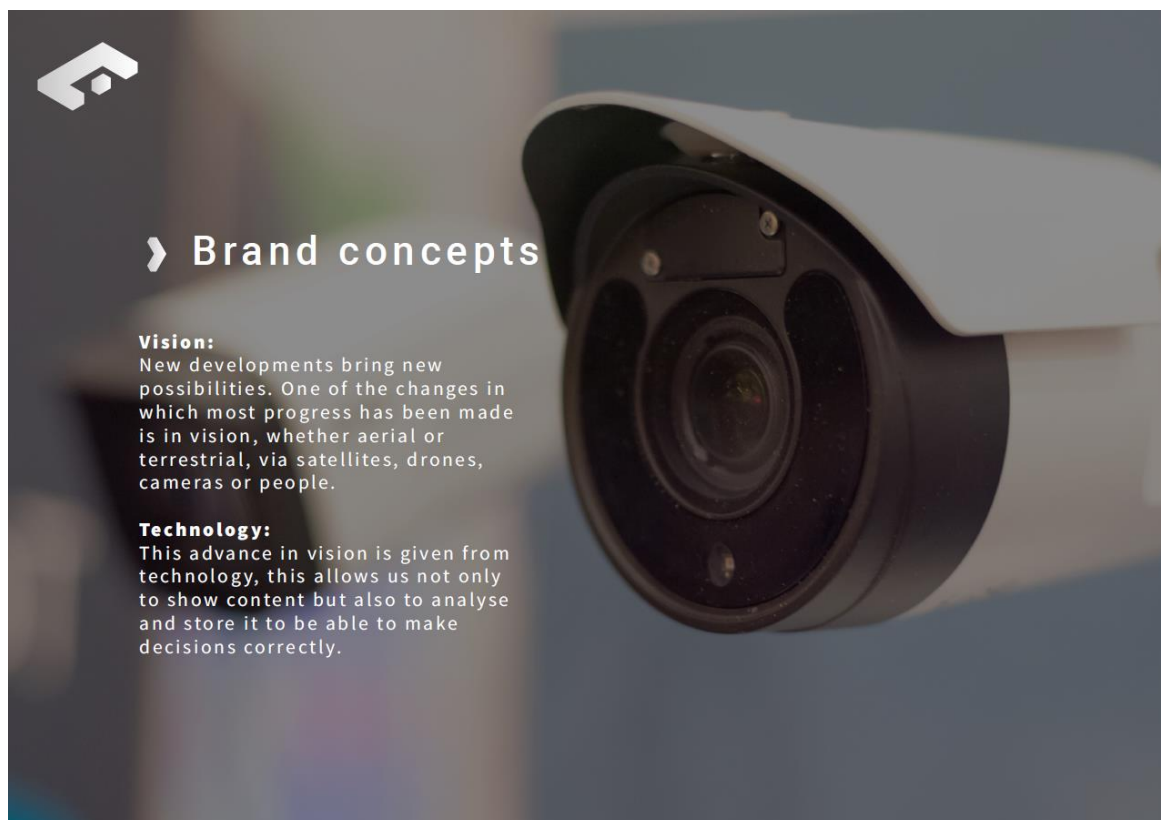
Figure 4. EMERITUS two brand concepts

At the same time, the isotype – a reduction of the capital E of **EMERITUS** – is inspired by the modularity and scalability of the protocol.

Figure 5. Isotype: reduction of the letter E

Just as the latter can integrate multiple technologies, the isotype can be scaled up with the addition of multiple semi-squared shapes

Figure 6. Isotype: scalability

A visual guideline showing the appropriate uses of the **EMERITUS** logo and colours has been developed:

EMERITUS logotype:

Figure 7. EMERITUS logotype: proportions

EMERITUS isotype:
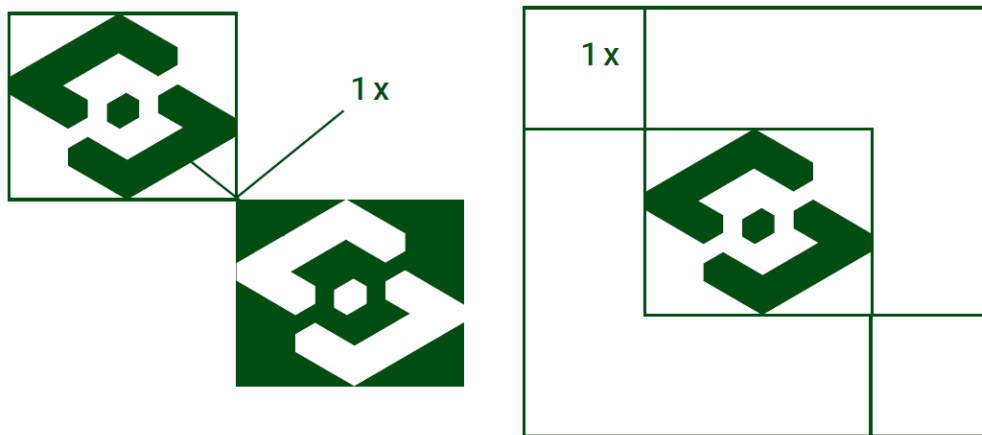
Figure 8. EMERITUS isotype: proportions

EMERITUS typography:

Figure 9. EMERITUS typography

EMERITUS colour palette:

Primary colours

#9BE39F
cmyk:43,0,50,0
rgb:155, 227, 159

#004D12
cmyk:91, 42, 100, 46
rgb:0, 77, 18
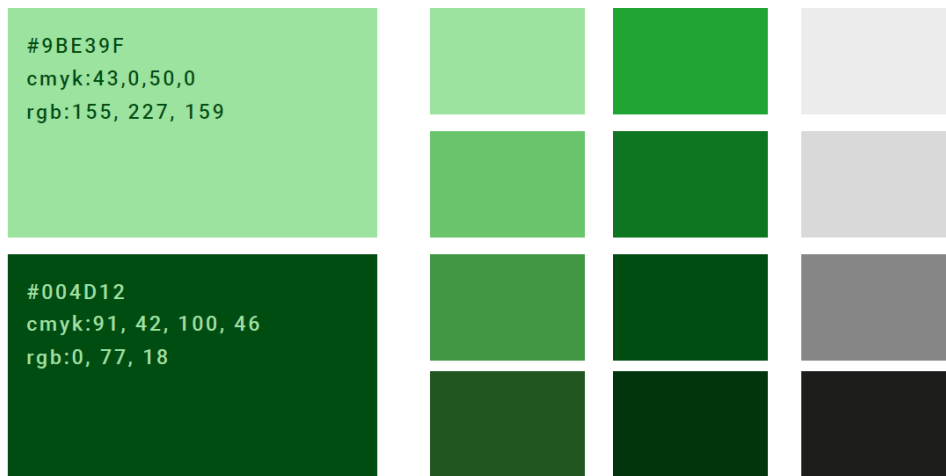
Figure 10. EMERITUS colour palette

To summarise, the correct use of the logotype and colour palette would be like in the example below:

> Use correct
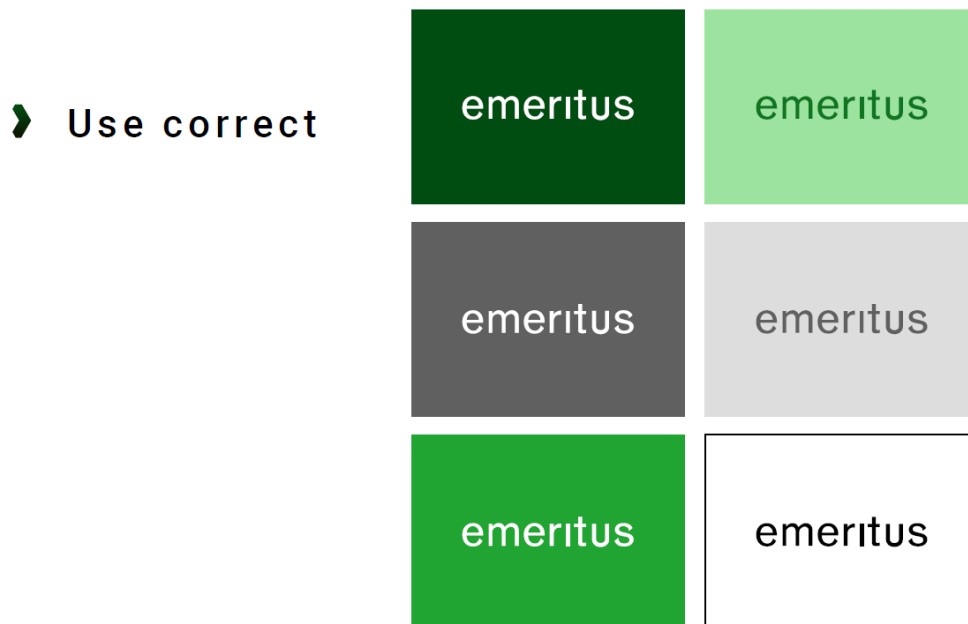
Figure 11. Correct use of the visual identity

While the image underneath shows examples of its incorrect use:
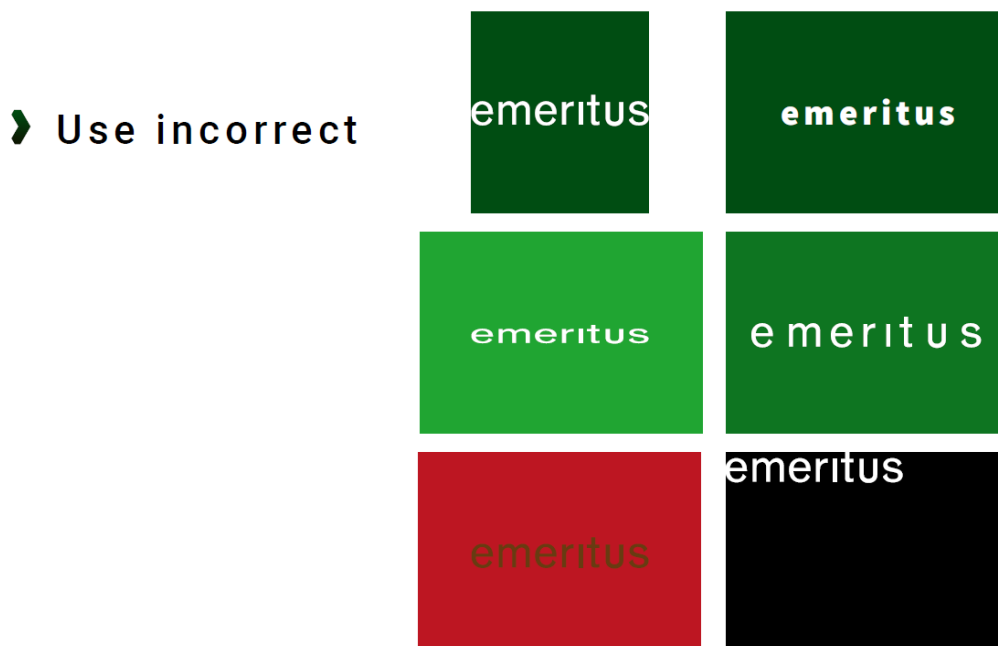
Figure 12. Incorrect use of the visual identity

5.3 Digital marketing strategy

As previously mentioned, the main objective of **EMERITUS** is to lay the foundations for a new generation of technological tools at the service of LEAs/BGs while actively empowering them to use such tools at national and cross-border level and facilitate collaborative operations and networking in this domain. It follows that three lines of actions could be identified:

- **EMERITUS** website that will be continuously updated, in particular the news sections.
- Social Media platforms and newsletters will be used to share the developments about the project and attract visitors and users to the website.
- Search engine optimisation (SEO) techniques will be applied to improve the performance and positioning on Google.

In addition, the project will seek to establish synergies and collaboration among the consortium partners and rely on active presence and the large scope of their social media networks to multiply the visibility of the project. The following table compiles the partners' website addresses and social media platforms:

Table 5. Partners' website and social media channels

Partner abbreviation	Website	Twitter	LinkedIn
GMV	https://www.gmv.com/en	https://twitter.com/infoGMV	https://www.linkedin.com/company/gmv

GEOVIL	https://www.geoville.com	https://twitter.com/geoville_gmbh	https://www.linkedin.com/company/geoville-information-systems-gmbh
LOGIKERS	https://logikers.com/	https://twitter.com/logikerssl	http://linkedin.com/company/logikers
INESC TEC	https://www.inesctec.pt/pt	https://twitter.com/INESCTEC	https://www.linkedin.com/company/inesc-tec/
POLITO	www.polito.it	https://twitter.com/PoliTOnews	https://www.linkedin.com/school/politecnico-di-torino/
CETAQUA	www.cetaqua.com	https://twitter.com/cetaqua	https://www.linkedin.com/company/cetaqua/
SAFE	www.safe-europe.eu	https://twitter.com/SAFE_Italy	https://www.linkedin.com/company/safe-italy
C&T	https://crimetech.it/	https://twitter.com/Crimetech2015	https://www.linkedin.com/company/10289675
ZAB	https://www.zabala.eu/	https://twitter.com/Zabala_EU	https://www.linkedin.com/company/zabala-innovation-consulting-europe/mycompany/
CIFAL	www.cifalmalaga.org	https://twitter.com/CifalMalaga	https://www.linkedin.com/in/cifal-malaga-208910160/
KEMEA	http://www.kemea.gr/el/	N/A	N/A
PLTO	N/A	N/A	https://www.linkedin.com/company/turin-big-data-analysis/?viewAsMember=true
IT-CC	https://www.carabinieri.it/chi-siamo/oggi/organizzazione/tutela-forestale-ambientale-e-agroalimentare	https://twitter.com/_Carabinieri_	https://www.linkedin.com/company/arma-dei-carabinieri/
GRBG	https://www.astynomia.gr	https://twitter.com/hellenicpolice	https://www.instagram.com/hellenicpolice_official
MD POL	https://politia.md/	N/A	N/A
RO BG	https://www.politiadefrontiera.ro/ro/main/home.html	N/A	N/A
GNM	https://www.gnm.ro/	N/A	N/A
MOM	https://policialocal.malaga.eu/	N/A	N/A

MD IPM	https://ipm.gov.md/	N/A	N/A
ASE	www.space-evidence.net	https://twitter.com/AirSpaceEv	N/A

5.3.1 Website

The **EMERITUS** website is currently being created and will be available between M3 (November 2022) and M4 (December 2022). The website is the main Dissemination and Communication tool of the project and will also include project materials to download as well as showcase the results.

The website will act as the media hub for **EMERITUS**. It will connect all technical stakeholders at local, national and European level, media outlets and general audience in the same spot. All online and offline activities will be duly reflected there, thus attracting visitors to the site. The sections are going to be the following:

- General information about the project
- Description of all the partners in the consortium
- Description of the work packages
- News items
- Reporting of the participation in events
- Newsletter (**EMERITUS** and CoP specific)
- Press releases
- Media package
- Communication material (visual and audio-visual-graphic content)
- Press clippings
- Public deliverables
- Reusable artefacts
- Scientific/technical publications
- Contact information and social media channels links
- EU funding acknowledgement disclaimer

Responsive design. **EMERITUS** website will be multidevice, i.e., the website will be correctly displayed in all kinds of portable devices. A good web adapted to mobile gadgets improves the user experience (also called UX), thus reducing the bound rate. What is more, having a responsive design is very relevant for the ranking in search engines. For example, Google, facing two websites with a similar SEO value, will give preference to the one better adapted to mobile devices.

Keyword optimisation: the content of the website will have several keywords inserted regularly on the text and design modules, which will help us generate traffic through search. Some of the keyworks proposed are written in the table below.

Table 6. Keywords for EMERITUS website SEO

• Environmental crime	• Environment security	• Innovation
• Waste	• FCT	• LEA
• Waste-crime	• Security information exchange	• Trafficking
• Investigation	• Training	• Hazardous material
• Cross-border	• Police authorities	• Criminality
• Community of practice	• Border Guards	• Techonologies
• Testing	• Demonstration	• Interagency cooperation
• Fight against threats to the Environment	• Fight against trafficking	• Education and training of police authorities

Content organisation follows UX and readability rules, also taking into account EU guidelines and best practices. A good user experience directly translated to more session time and returns to the webpage.

Content feed: in order to avoid being penalised by search engines, it is important to be constant and publish regularly. A good option to keep the website active is by the promotion of it in our channels, thus building links to the content. Google will then recognise it as a relevant and interesting.

Figure 13. Website draft homepage

5.3.2 Newsletter and mailing actions

A semestral newsletter will be shared via Mailchimp. A registration form will be created in that platform, posted on the website and promoted through social media, that will feed the database. The preliminary contact list will be created thanks to the partners' networks. It will be ensured that contact databases will strictly comply with GDPR regulation.

The newsletter will be fed from website news, events and follow-ups and include links pointing back to website, hence, that way, recipients will also visit the website. The design will follow **EMERITUS** visual identity. Once the newsletter has been sent, partners will promote it via their organisations' channels.

The first edition will be sent out in M6.

Moreover, starting from M12, a CoP tailored newsletter will be released in collaboration with WP5 to share relevant updates on the progress of technology application in the platform, and the experience related to testing validation and training activities.

5.3.3 Social media platforms

The creation of a community around **EMERITUS** is vital to maximise the visibility of the project's brand and results. LinkedIn and Twitter will be the platforms used for Social Media strategies that will end up in the backing up of the website. In addition, YouTube will be the chosen platform to host the project videos.

Social Media accounts have been set in M2 (October 2022) by ZABALA, which will also lead their management. Nevertheless, the support of the communication managers of the partner organisations are expected to reach out more local audiences and foster online conversation.

Full details of the partners' social media platforms are detailed in section 5.3.

TWITTER: @emeritus_EU

Twitter will offer a good opportunity for **EMERITUS** to connect with diverse target audiences, with a special interest on international sphere (European Commission, policy makers, industry, local and national authorities, similar initiatives, general interested audience). Twitter will be the platform used for real-time communication during events.

Figure 14. EMERITUS Twitter profile

To tailor the audience, increase the reach, and improve the overall online presence, the use of some hashtags will be promoted:

Table 7. EMERITUS Twitter's hashtag

#EnvironmentalWaste	#SingleEntryPoint	#LawEnforcement	#BorderGuards
#Waste	#Drones	#Protocol	#EnvironmentalScience
#EnvironmentalSecurity	#UAVs	#Detection	#Aerospace
#Environment	#Galileo	#Investigate	#Trafficking
#EnvironmentalCrimes	#AI	#CommunityofPractices	#DataSources
#Intelligence	#Police	#HazardousMaterials	#Training
#Investigation	#Environmental	#Recycling	#Cocreation

LINKEDIN: @emeritus_EU

LinkedIn is nowadays the main business network in the world. Several **EMERITUS** stakeholders are very active on this platform and, even if many people still look at it from a job-seeking perspective, it is the most meaningful one for engagement. Said otherwise, a LinkedIn company page will enable **EMERITUS** to be seen as a professional and reliable project.

LinkedIn allows the dissemination of products for slower consumption, i.e., content that can be consumed at a leisurely pace, like, for instance, longer articles, presentations, blog posts, infographics, embedded videos, etc. It will be seen as an adjacent complement to the webpage in content, but its role, in addition to the community engagement, will be to redirect visitors to our main hub.

Figure 15. EMERITUS LinkedIn profile

YOUTUBE: @emeritus_EU

YouTube channel will serve to share **EMERITUS** promotional and testimonial videos. The main objective will be to complement the influence of Twitter and LinkedIn by the feedback across the platforms. Multimedia content

(videos in particular) creates deeper engagement rates in visitors, thus strengthening the dissemination and communication strategy.
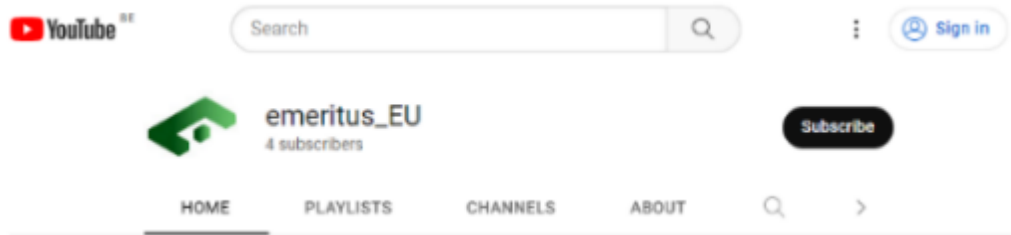

Figure 16. EMERITUS YouTube profile

5.4 Supporting communication materials

A series of communication and dissemination materials will be developed to effectively translate and deliver EMERITUS's messages and raise awareness. These will be of the utmost importance, for instance, during events. All the following items will be available in an online format and be retrievable from **EMERITUS** online working environment.

- **EMERITUS** presentation (PowerPoint) in English including the project's description, objectives and expected results will be prepared. It will be completed and validated by the partners of the consortium.
- **EMERITUS** roll-up will contain the main information to be used in events and conferences along the whole project timeline.
- **EMERITUS** factsheet and flyers will also be produced. Similarly, they will contain the project's most important information to be versatile for all kinds of events. If necessary, targeted flyers can be produced for key events.

5.5 Reusable artefacts

The re-useable artefacts developed during the lifetime of the project will be published and made available on code repositories (e.g., GitHub) together with a description of their functions within the project and the use(s) that the consortium makes of them.

5.6 Media relations

EMERITUS will seek the contact of specialist and generalist media outlets alike that will help us spread and multiply the results across the TAs.

Media relations will be led by ZABALA as WP leader. However, all partners will be requested to support these actions within their areas of influence (both geographic and thematic), according to the approval procedure for communication material described in section 7.2.2.

As mentioned, press releases will take place in key moments of the project, which will coincide with its main development, its results and milestones, such as:

- Identification of and presentation to sister projects of the preliminary workflow and **EMERITUS** architecture.

- Manual of guidelines to share data on **EMERITUS**.
- Final event & presentation of any relevant scientific/technical publications.
- Other opportunities to share press releases could be:
  - Participation in events (own ones or organised by others).
  - General assemblies of the project.
  - Launch of **EMERITUS** videos.
  - Key takeaways from the trainings.

In order to serve as a database to proceed with when preparing specialised content about the project, below is a table listing the main general and specialised media with which we can work to achieve greater dissemination of the project results. Moreover, partners will rely on the tool Journal Checker Tool to find journals for publications which are compliant with the Open Access (OA) rules (see Sections 3.8 and 8.1). Furthermore, **EMERITUS** will make use of other distribution platforms such as CORDIS Wire to ensure a greater dissemination of the content.

Table 8. Media outlets

Name	Type of media
EFE	Generalist
Europa Press	Generalist
DPA (Agencia de Noticias Internacional)	Generalist
ISPRS Journal of Photogrammetry and Remote Sensing (P&RS)	Specialist
ISPRS International Journal of Geo-Information – MDPI	Specialist
European Journal of Remote Sensing	Specialist
Applied Geomatics	Specialist
Remote Sensors	Specialist
Police Practice and Research	Specialist
The Police Journal: Theory, Practice and Principles	Specialist
Remote Sensing of Environment	Specialist
Journal of Environmental Law	Specialist
CBRNe World	Specialist
CBNW Magazine	Specialist
Data Mining and Knowledge Discovery	Specialist
Machine Learning	Specialist
Computer Networks	Specialist

Computer Communications	Specialist

5.7 Events

The participation in events – International conferences, congresses, webinars – is a key part of C&T. The objectives of the attendance and organisation of events are the following:
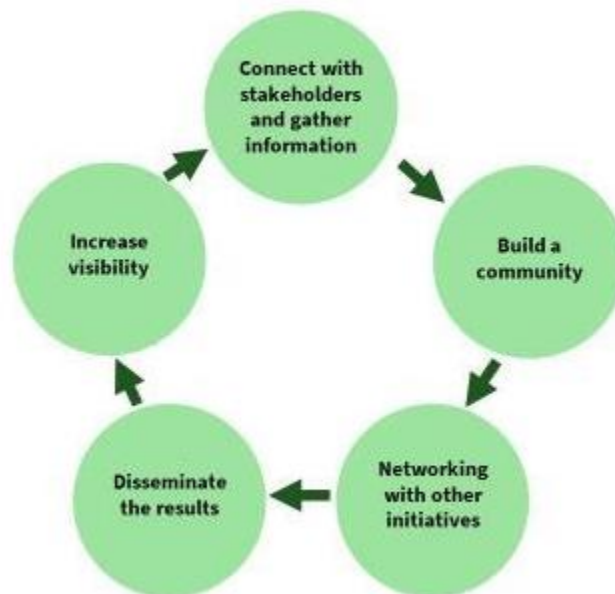
Figure 17. Objectives of events

The industry partners will demonstrate the benefits of **EMERITUS** project and will analyse potential systems among other actors in the security and environmental protection industry as well as in the new technology for law enforcement investigation industry for boosting the commercialisation after the end of the project.

There are three types of events in which we can group them: organising, attending and interesting.

Organising own events: during the project implementation, **EMERITUS** will organise its own events to foster stakeholder engagement, including with local politicians, the security and environmental protection industry and the new technology for law enforcement investigation industry, fight against organised crimes and terrorism projects and initiatives and the general public. Thus, EMERITUS' consortium will decide who to invite, how to host the meeting (if onsite or online), the agenda, the speaker, etc. These events may be organised in collaboration with other initiatives.

Specific **showcase events** will be organised by WP5 to present the **EMERITUS** platform to the CoP and collect feedback on how it could be implemented and spread in the future. Furthermore, towards the end of the project a **final international event** will be organised to present **EMERITUS**' results, implications, and policy recommendations. Still, other events may be organised throughout the lifespan of the project.

- **Participating in events**: events at which **EMERITUS**' partners take as speakers and/or participants. Involvement will, indeed, consist of speaking at or co-organising sessions, introducing the project, presenting project's result within the wider framework of a panel, etc.
- **Passive attendance of events**: events to be attended by some partners without a specific involvement decided ex-ante. Still, such kinds of events will offer good opportunities for networking, tracing and enhancing ties with similar projects and initiatives as well as companies active in **EMERITUS**' sectors.

The main results will be introduced in the market through the participation in EU events, webinars and cooperation actions listed below. This list is preliminary and will be continuously updated with new events throughout the project's life cycle:

Table 9. Upcoming events

Name	Location	Date
11th Brazilian Conference on Intelligent Systems (BRACIS)	Campinas, Brazil	28 Nov - 1 Dec 2022
Citizens at the center - Atlantic Institute of the Government	Malaga, Spain	1Q 2023
Feria Internacional de Defensa y Seguridad (FEINDEF)	Madrid, Spain	17-19/05/2023
Environmental crimes - UNIA	Malaga, Spain	3Q 2023
Climate Change - FAMP	Malaga, Spain	3Q 2023
European Research and Innovation Days	TBD	Sept 2023
EUROCRIM (European Society of Criminology)	Florence, Italy	6-9 Sept 2023
Expodrónica Air Show	Madrid, Spain	27-28/09/2023
ASC Annual Meeting (American Society of Criminology)	Philadelphia, USA	15-18 Nov 2023
EUROCRIM (European Society of Criminology)	Bucharest, Romania	11 - 14 Sep 2024
ASC Annual Meeting (American Society of Criminology)	San Francisco, USA	20 - 23 Nov 2024
The 24-Hour conference on organized crime	Online	TBD
CERIS DISASTER RESILIENT SOCIETIES	Brussels, Belgium	TBD
CERIS Fight against Crime and Terrorism (FCT)	Brussels, Belgium	TBD
Cities, "causes and solution" of the climate change. Regional federation of municipalities conferences	Malaga, Spain	TBD
Municipal and Regional Crisis Management Course	UNDP TUNISIA	TBD
Master's Degree in Emergency and Disaster Assessment and Intervention.	Hybrid	TBD
First edition of the University Expert in Emergency and Disaster Management (UMA)	Online	TBD
Annual Event of DroneEUnit Network	TBD	TBD
European Security and Defence College (ESDC)	TBD	TBD
CivilDrone | SecuDrone	TBD	TBD

Given the nature of the project and the involvement of many security and police personnel, extra care will be ensured in sharing information about location of the events and attendance. This applies in particular to social media and specifically to those of all partners and not the official ones of the project.

All events will be promoted through social media and the website of the project. When attending an event, the partners should inform to the Communication Team in advance to prepare the necessary materials or campaigns in social media. See below the procedure for a more detailed explanation.

Procedures for events:

To maximise events' impact, some steps are to be followed:

- Whenever **EMERITUS** is going to be present at an event, whether as an organiser, participant or spectator, its participation and interest must be communicated through the project channels, and a background briefing document must be sent to participants before the events.

- When participating or organising the event, the partner(s) attending/organising should inform the Communication team in advance to coordinate the preparation of the necessary materials or campaigns on social media.

- When and if possible, the partner(s) participating in the event is invited to share with WP6 leader a selection of audio-visual material (i.e,. photos and videos) recorded during the attendance.

- After the event a report will be created by each partner leading the event, summarising the event, lessons learned, **EMERITUS** results and the recommendations made by experts.

- In addition, when **EMERITUS** is the organiser, there will be a post-event news item in which the main conclusions, with a short summary of what has been the presentation, will be told. And in case it can be published because all the speakers give their consent, the recording of the event will be added to the news for later consultation.

5.8 Scientific publications

It is expected that **EMERITUS** develops a significant amount of research results which will be disseminated to different key scientific communities (scientific publications in international journals, scientific conferences, EU events, fairs, and workshops). Thus, research and academic partners will dedicate strong efforts in publishing scientific papers under the framework of global recognized scientific conferences and journals that count on high impact index due to their specialisation. Overall, the purpose of issuing scientific publications is to engage external researchers in the topic, raise awareness of topic outside the criminal/environmental community, evaluate applicability of research results in other contexts and gain insight into other potential applications. The target audience will be researchers in the field of criminal investigations, SW development and environmental protection as well as relevant stakeholders, and end users.

All the research outputs will be aligned with the Open Access and Open Science regulations of the EU. Open science practices will be implemented progressively along the implementation of **EMERITUS**, balancing it with the necessary security requirements during the definition of the framework, up to validation, proportionally to the opportunities and feasibility of each phase.

Scientific/technical produced by project partners must follow the review and approval procedure described below:

- Comply with the corporate identity of **EMERITUS**.
- Must include acknowledgements to the project, EU emblem with the disclaimer and hence EC contribution.
- Ensure the accuracy of the information by always consulting the Description of Action.
- Prior to publishing, partners will contact the project coordinator for revision and validation and use available material previously approved (whenever possible).
- Partners will be required to provide Open Access to all peer-reviewed scientific publications according to the Grant Agreement and relevant Guidelines on Open Access principles.
- Send ZABALA a copy of the published document and press clipping(s) to keep track of all the dissemination activities.
- Provide their contact details at the end of their presentations, articles and press releases, but also share ZABALA contact details.

Furthermore, the **EMERITUS** 'consortium will adopt the following practices concerning Open Science:
- Peer-reviewed publications should be immediately upon publication (no embargo period) fully and for free access through a trusted repository.
- Beneficiaries to discuss with their librarians to set up a trusted repository or propose one.
- Example of a trusted repository is Zenodo (Zenodo - Research. Shared.)
- The coordinator should provide the PO with a checklist proving that the used repository is indeed trusted.

6. Synergies and collaboration with FCT projects and initiatives

6.1 Objective and strategic approach

Synergies in research projects carry key value by combining the strengths, expertise, and resources of multiple disciplines, leading to innovative solutions, optimisation of efforts through knowledge and solutions exchange, collaboration on demonstration activities, expansion of solutions offered, and achievement of results that might not be achievable in isolation. On a general level, interdisciplinary approaches are proven to accelerate the pace of discovery, enhance the quality and impact of research findings, and maximise the efficient use of funding and resources. Furthermore, synergies often lead to the creation of robust networks and partnerships that extend beyond the life of a single project, promoting sustained scientific advancement and real-world applications. As such, synergies in research and innovation projects like **EMERITUS** have the potential not only to amplify individual contributions but also to catalyse collective progress towards addressing the global challenges posed by the investigation of environmental crimes and technological applications in this sector.

In line with these considerations, **EMERITUS** has set the following specific objectives (SOx) to guide the establishment and nurturing of synergies:

SO1 D&C FOCUSED SYNERGIES – Expand the visibility and engagement capacity (e.g. for the CoP purposes) of **EMERITUS** via synergetic D&C activities through mutually reinforcing actions targeting very specialised collaborators working in the sector;

SO2 KNOWLEDGE TRANSFER FOCUSED SYNERGIES – Exchange of knowledge with other existing projects/initiatives, leveraging on co-creation activities (in line with the overall design-thinking inspired approach of the project) and knowledge transfer via exchange of public deliverables or datasets;

SO3 TECH-ORIENTED SYNERGIES – Establish operative collaborations in the form of demonstration activities, connection of digital products, and similar initiatives, in order to expand the technical and technological features to be offered by the project;

SO4 EXPLOITATION FOCUSED SYNERGIES – Creating exploitation opportunities or expanding pre-commercial visibility of the project results, for instance by offering demo version of certain functionalities through institutional platforms or presenting project results in relevant dedicated forum.

Being guided by these objectives, EMERITUS will assume as primary targets for synergies establishment 1) RESEARCH AND INNOVATION FUNDED PROJECTS and 2) INSTITUTIONAL STAKEHOLDERS at European and national level. These target groups will develop from the very beginning a series of collaborations and relevant synergies with FCT-related projects and initiatives, with a particular focus on ensuring an active collaboration with projects funded under 2021-2022 CL3 FCT, but also with Internal Security Fund (ISF) and other relevant programmes at national/local level. An example is the PROWhIBIT LIFE project (LIFE18 GIE/GR/000899). Specific attention will be given to projects currently under implementation, especially if funded by the same call, e.g. PERIVALLON. One of the first results and tools (to be periodically updated along the project duration) will be the creation of a **projects and stakeholders' map** to set the ground for a strategic sectoral cooperation.

6.2 Mapping of target project collaborations

6.2.1 Funded projects collaboration

There are already several EU-level projects addressing research and innovation in the field of environmental crime prevention and detection that have been previously supported by the European Commission and exhibit strong connections with the present one. Whenever possible, this project will build on their outcomes, establishing collaborative channels with them to take advantage of previous research done in those fields that are coincident with the ones addressed in this one. The project technical committee, composed of a set of experts (project coordinator + WP leaders coordinators) will oversee the evolution of all of them and coordinate the relationship with them to create synergies. Since in many of them **EMERITUS** partners have participated, the communication channels are already established, therefore facilitating the fluent exchange of information.

Table 10. Partners' previous projects and links to EMERITUS

Project	Description	Link to EMERITUS
enviroLENS (H2020, 2018-2021, GeoVille)	The mission of enviroLENS is to facilitate the utilisation of European satellite capacities provided by Copernicus for environmental law enforcement and related cross-cutting sectors. The aim of the project is to deliver Earth observation-based services providing evidence in order to support the data gathering process and to foster data-driven decision-making.	EMERITUS will be built upon the technologies of EnviroLENS, expanded to the specific requirements of LEAs/BGs fighting against criminal activities in UCs
OPFA-WASTE (EU ISF, 2020 - 2022, SAFE)	OPFA-WASTE is a European project aimed at supporting the realisation of real investigation activities connected to Illicit Waste Trafficking. OPFA-WASTE aimed at promoting international cooperation among law enforcement, through sharing harmonised investigative methodologies in the field of Illicit Waste Trafficking. Thanks to the creation of an Operational Facility, MSs and EU Partner Countries were able to ask for financial support aimed at supporting transnational investigations connected to waste trafficking.	Data on historical and current investigations. Synergies with Environmental LEAs
RUNNER (EU OLAF, 2021, SAFE)	RUNNER promoted the creation of a discussion group interested in the exchange of best practices and foster the growing synergy and cooperation among LEAs through investigative methodologies and data sharing. RUNNER helped the drafting of operational guidelines, and organised a workshop in order to discuss innovative solutions that could guarantee the profitable use of new technologies that support investigative activities in this field.	Network of LEAs, Environmental Authorities. Access to RUNNER Operational Guidelines on good practices for integration of drones to support Illicit Waste Trafficking.

ROCSAFE Remote Forensics (H2020, 2016-2019)	Remotely Operated CBRNe Scene Assessment & Forensic Examination. The goal is to fundamentally change how CBRNe events are assessed, in order to and ensure the safety of crime scene investigators by reducing the need to enter high-risk scenes when determining the nature of threats and gathering forensics.	Processing of data gathered by drones with specific sensors.
EOLAW (ESA EOEP-5 PROGRAMME, GMV)	The EO Law project aims at demonstrating the benefits of using EO based information together with state-of-the-art ICT data analytics and non-EO data fusion in support of law enforcement in various domains, from environment to terrorism, and counter proliferation.	Links with stakeholders and availability of AI-data analysis modules, data fusion knowledge.

At the time of the present deliverable development, interactions were already preliminary launched with the consortium responsible for the implementation of the sister project PERIVALLON – *Protecting the EuRopean territory from organised environmental crime through intelligent threat detection tools*, funded under HORIZON-CL3-2021-FCT-01-09 – Fight against organised environmental crime. In addition, a preliminary scouting of previously funded project of potential interest for launching interactions and synergies:

ACRONYM	TITLE	COORDINATORS	PROGRAMME
ENI-LLB-2-265	New forensic technologies for crime scene investigation and ensuring public security	Lietuvos policijos kriminalistinių tyrimų centras	ENI
PROTON	Modelling the PRocesses leading to Organised crime and TerrOrist Networks	UNIVERSITA CATTOLICA DEL SACRO CUORE	H2020
RUNNER	dRone UNit Network against Enviromental cRime	FONDAZIONE SAFE	HERC
UNITE	UNITE: Uniting efforts to defeat wildlife, timber and waste trafficking	MINISTERE DE L'INTERIEUR (FR)	ISFP
WasteForce	Deterring and disrupting illegal trade and management of Waste by developing Tools for Enforcement, Forensics and Capacity Building	RESEAU DE L'UNION EUROPEENNE POUR LA MISE EN OEUVRE DE LA LEGISLATION COMMUNAUTAIRE ENVIRONNEMENTALE ET POUR LE CONTROLE DE SON APPLICATION	ISFP
STrIKE	Stronger Training and Increased Knowledge for better Enforcement against Waste &Mercury	UNIVERSITY OF LIMERICK	ISFP

NarcoView	A platform for detection and analysis of (cross-border) narcotic waste dumps using satellite data, AI and drone-based remote sensing	Netherlands Police	ISFP
OPFA-WASTE	Operation Facility for fighting illicit waste trafficking	MINISTERO DELLA DIFESA (IT)	ISFP
MoniCoT	Monitoring Coalition against Trafficking of Hazardous Waste	KENTRO EVROPAIKOU SYNTAGMATIKOU DIKAIO IDRYMA THEMISTOKLI KAI DIMITRI TSATSOU	ISFP
EFE	EVIDENCE FOR ENVIRONMENT: how to enhance the use of the EIO in support of a growing EU litigation, transnational environmental crimes.	ECOLE NATIONALE DE LA MAGISTRATURE	JUST
Life+ Nature Guardians	Minimize the incidence of environmental crimes	SOCIEDAD ESPANOLA DE ORNITOLOGIA SEO	LIFE
LIFE PROWhIBIT	PRevent Of Waste crIme by Intelligence Based InspecTions	MINISTRY OF ENVIRONMENT AND ENERGY (GR)	LIFE

6.2.2 Relevant institutional stakeholders

EMERITUS intends to establish valuable collaborations and synergies also with relevant institutional stakeholders during its implementation period. A preliminary list of institutional stakeholders EMERITUS will attempt to engage with is presented below. For each target institutional stakeholder its relevance to the project's scope and activities is also presented.

- **EUROPOL**

EMERITUS aims at establishing collaborations with the European Union Agency for Law Enforcement Cooperation (EUROPOL) to get insights and knowledge on how to facilitate cross-border cooperation among LEAs. The inputs collected will then be translated into actionable requirements and/or functionalities and will consequently be integrated into the project's results aimed at supporting LEAs in their investigative activities, namely the investigation protocol and the geo-intelligence platform. Potential exploitation opportunities enabled by the EUROPOL Tool Repository (ETR) might also be explored within the collaboration framework.

- **EUSPA**

The European Union Agency for the Space Programme's (EUSPA) is the EU agency responsible for operational management of the European Geostationary Navigation Overlay Service (EGNOS) and Galileo satellite navigation programmes and for ensuring the continuous provision of their services. **EMERITUS** will attempt to establish collaborations with EUSPA to present how EO technologies are integrated into the EMERITUS geo-intelligence platform to identify potential waste sites.

- **IMPEL**

The European Union Network for the Implementation and Enforcement of Environmental Law (IMPEL) is an international non-profit association of the environmental authorities of the European Union Member States, acceding and candidate countries of the EU, EEA and EFTA countries and potential candidates to join the European Community. **EMERITUS** will attempt to establish collaborations with IMPEL to extract best-practices for the effective implementation and enforcement of European environmental law. Said best-practices will then be integrated into the **EMERITUS** training programme for environmental crimes investigation.

- **ENPE**

The European Network of Prosecutors for the Environment (ENPE) is an international non-profit association promoting a consistent approach to prosecuting environmental crime across Europe. Similar to IMPEL, **EMERITUS** will attempt to establish collaborations with ENPE to better understand prosecutors' needs, particularly in relation to the risks and opportunities arising from the use of advanced technologies for prosecuting environmental crimes. The inputs collected will then be taken into account in the development of the project's results.

- **EMPACT**

The European Multidisciplinary Platform Against Criminal Threats (EMPACT) is an EU flagship instrument for multidisciplinary and multiagency operational cooperation to fight organised crime at the EU level. Specifically, EMPACT introduces an integrated approach to EU internal security, involving measures that range from external border controls, police, customs and judicial cooperation to information management, innovation, training, and prevention. **EMERITUS** will attempt to be part of relevant EMPACT actions (e.g., cyber patrolling actions) to increase its visibility and to explore potential exploitation opportunities leveraging the EMPACT network.

- **CEPOL**

EMERITUS will engage the European Union Agency for Law Enforcement Training (CEPOL) primarily to explore opportunities for collaboration on trainings for LEAs on environmental crimes. This might include, for instance, the joint definition of the thematic areas of the **EMERITUS** training programme for environmental crimes investigation.

- **CERIS**

EMERITUS will engage the Community for European Research and Innovation for Security (CERIS) to promote its research results to a wider audience and to integrate the views of external stakeholders into the development of its results.

- **LEA Projects Cluster**

In June 2024, **EMERITUS** joined the LEA Projects Cluster, a project funded by the EU's Internal Security Fund – Police Programme, and aimed at providing policymakers, LEAs and the private sector with a more comprehensive understanding of cyberattacks and cybercrime in the EU. While detecting and preventing cyberattacks is not at the core of **EMERITUS**, the project's consortium deemed relevant the possibility of joining this Cluster to increase its visibility, remain updated about the progresses of other EU-funded projects specifically targeting LEAs, and to collect feedback from external stakeholders on the development of the **EMERITUS** results (e.g., investigative protocol, geo-intelligence platform). Additionally, knowledge and experience sharing within the Cluster will likely reduce the probability of developing overlapping tools, hence enhancing the uniqueness and the impact of each project's results.

6.3 Aims of collaboration and expected results

This section presents, for each target stakeholder (i.e., funded projects in the field of environmental crime and institutional stakeholders/initiatives actively involved in the fight against environmental crimes), the specific objectives pursued (as presented in Section 6.1) and the results expected from the collaboration.

TYPE OF STAKEHOLDERS	SPECIFIC OBJECTIVE ADDRESSED	EXPECTED RESULTS
1) FUNDED PROJECTS	→ SO1 D&C FOCUSED SYNERGIES → SO2 KNOWLEDGE TRANSFER FOCUSED SYNERGIES → SO3 TECH ORIENTED SYNERGIES	• Increase **EMERITUS** visibility; • Enhance impact of **EMERITUS** technological results (e.g., by showing the interoperability of the **EMERITUS** geo-intelligence platform with tools and/or functionalities developed within other projects); • Enhance impact of **EMERITUS** research results (e.g., through joint publications or the development of policy recommendations); • Increase exploitation opportunities by mean of cluster activities (e.g., joint showcase events/exhibitions).
2) INSTITUTIONAL STAKEHOLDERS	→ SO2 KNOWLEDGE TRANSFER FOCUSED SYNERGIES → SO4 EXPLOITATION FOCUSED SYNERGIES	• Increase **EMERITUS** visibility; • Promote technological and research results to a wider audience; • Create an effective validation mechanism for project results; • Enhance exploitation opportunities through institutional stakeholders' channels (e.g., the Europol Tool Repository).

The objectives mentioned above will be pursued by sharing relevant knowledge and information generated during the project, in the form of text artifacts and live workshops, and by proposing tailored activities to be jointly implemented (e.g. joint webinar, boot). In addition, institutional stakeholders will be invited to participate in the CoP and therefore involved in the elaboration/co-creation of shared policy and investigation related recommendations.

6.3.1 Strategy to engagement: Informing, Involving, Empowering

To engage relevant external stakeholders in project's activities and, more specifically, to provide them with the opportunity to orient the development of the project's results, **EMERITUS** will follow an adapted version of the Spectrum of Public Participation, which has been developed by the International Association of Public Participation (IAP2): informing, consulting, involving, collaborating, and empowering. The rationale behind the use of the Spectrum of Public Participation is justified by the wish of having "all communities to be authentically engaged in decisions that affect them through education and increasing awareness of authentic engagement and all its benefits" (IAP2, 2018). The Spectrum of Public Participation has been adapted to better suit the expected roles of external stakeholders within **EMERITUS**. In its adapted version it consists of a 3-step strategy for engaging external stakeholders in the project's activities: Informing, Involving, Empowering.

Informing: according to the IAP2, informing is defined as the provision of "balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions"[2]. A such, this phase is dedicated to raising awareness about the **EMERITUS** project among targeted stakeholders and to informing them about the project's concepts and expected results. The informing phase was implemented between M1 (September 2022) and M9 (May 2023) through the following activities:

- **EMERITUS** X (former Twitter), LinkedIn and YouTube account were set up;

- Promotional materials (e.g. flyers, brochures, roll-ups) were created;

- **EMERITUS** website is operational;

- **EMERITUS** newsletters were produced and delivered (biannually) to relevant stakeholders via the project website (through subscription under GDPR conditions). The **EMERITUS** newsletters will continue to be realised in the upcoming months to make the main project achievements and progresses accessible to relevant stakeholders. Additionally, as introduced in Table 2, starting from M12 WP5 has started publishing another semestral newsletter specifically tailored to the CoP members.

Involving: the IAP2 considers involving as "to work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered"[3]. The involving phase consists of actively involving targeted stakeholders with a view of fostering an interactive and collaborative environment for the refinement and improvement of the **EMERITUS** concepts and results. This phase involves soliciting external inputs and feedback from targeted stakeholders, taking into account their diverse backgrounds and areas of expertise, and it constitutes a major stage of the project as it sets the foundation for enabling an effective validation mechanism under the following phase. The involving phase started at M10 (June 2023) and will continue until M30 (February 2025).

Under this phase, activities undertaken and ongoing are:

- CoP activities: three virtual meetings took place within the **EMERITUS** CoP so far:

  - 1st CoP meeting at M10 (June 2023): the first meeting was used to introduce the project concepts and objectives to the initial members of the CoP. The forthcoming activities and expectations from the CoP members were also presented.

  - 2nd CoP meeting at M19 (March 2024): the second CoP meeting was used to present and discuss with relevant stakeholders the preliminary results of WP2, under which the investigative protocol is being developed.

  - 3rd CoP meeting at M21 (May 2024): the third meeting was used to present the alpha version of the **EMERITUS** platform and the drone modules to relevant stakeholders.

Prior to each CoP meeting relevant material was shared with the CoP members for them to familiarise in advance with the topics and concepts of each presentation. Conversely, at the end of each CoP meeting surveys are sent to the participants to collect their feedback.

- Co-creation session with IMPEL and ENPE on stakeholders' needs, organised in collaboration with the PERIVALLON project in October 2023 (see D6.5).

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[2] IAP2 Spectrum of Public participation, available at: https://iap2.org.au/wp-content/uploads/2020/01/2018_IAP2_Spectrum.pdf
[3] Ibid.

- CEPOL scientific bulletin: in January 2024 the **EMERITUS** consortium submitted a paper for the CEPOL special edition of the European Law Enforcement Research Bulletin on Environmental Crime. In April 2024, the consortium was informed that the submitted paper, titled "Harnessing Technologies in Combatting Environmental Crimes: The Potential of Satellites, Drones, Water Sensors, and Super-Resolution Imaging", was selected for publication in the first round of the CEPOL editorial board meeting. In May 2024, after integrating minor modifications to align the manuscript more closely with the CEPOL's publication standards, the paper was sent back to the CEPOL editorial board, and it is now under final review.

- Presentation of **EMERITUS** at CERIS Event: in May 2024, the **EMERITUS** project was presented at the CERIS event "Impact of Climate Change on Security Practitioners".

- Day to day communication activities regarding the outputs of the project (moderation of the social media channels, feeding of the website, creation of publication): the project website is continuously updated, including the publication of accepted public deliverables. Project partners publications relevant to **EMERITUS** are also made available via the website.

Empowering: from the same source, empowering is defined as "to place final decision making in the hands of the public"[4]. The empowering phase is the last phase of the **EMERITUS** engagement strategy, and it is intended to obtain validation of the project results and solutions by targeted stakeholders. This is expected to stimulate a bottom-up approach and, in turn, to enhance the project impact and improve the sustainability of its results. This phase is scheduled to start at M31 (March 2025) until M36 (August 2025), and will be implemented through the following activities:

- Working Groups activities within the CoP: working groups, bringing together both project's partners and external stakeholders members of the CoP, are being set up with the aim of collaboratively defining a roadmap for the standardisation of the investigative protocol and for validating the **EMERITUS** training programme and exercise activities. Four working groups are expected to be established, each of them leaded by a project partner to ensure the discussions and activities carried out under its working group are in line with the scope of the project.

- Last set of CoP meetings: CoP meetings will continue to take place alongside the working groups activities. Under the empowering phase, the main focus of the CoP meetings will be on allowing external stakeholders to orient the development of results through pertinent feedback and observations rather than on informing them about the project's progresses.

6.3.2 Identification of relevant stakeholders

Identifying relevant stakeholders, including relevant funded projects in the area of environmental crime and relevant entities (e.g., EU agencies), required a strategic and multi-faceted approach. Initially, **EMERITUS** obtains recommendations from its partners involved in other projects. This is complemented by collaborative research of relevant entities actively involved in the fight against environmental crimes. This led to the definition an initial database with the identified projects and entities that is used to approach relevant stakeholders at the right moment under the results' development phase. The participation in relevant events (e.g., CERIS events) is another key activity, offering opportunities to connect with like-minded individuals and organizations, and share ideas, to stablish a first contact.

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[4] Ibid.

In addition to face-to-face interactions, digital communication is used as part of the strategy. Tailored messages via email provide personalized information and updates, fostering engagement and sending invitations to participate in the Community of Practice (CoP), encouraging collaborative learning and knowledge sharing among members.

Lastly, the arrangement of bilateral meetings with potential Institutions and Projects representatives allows to complete the engagement of the **EMERITUS** collaborative network.
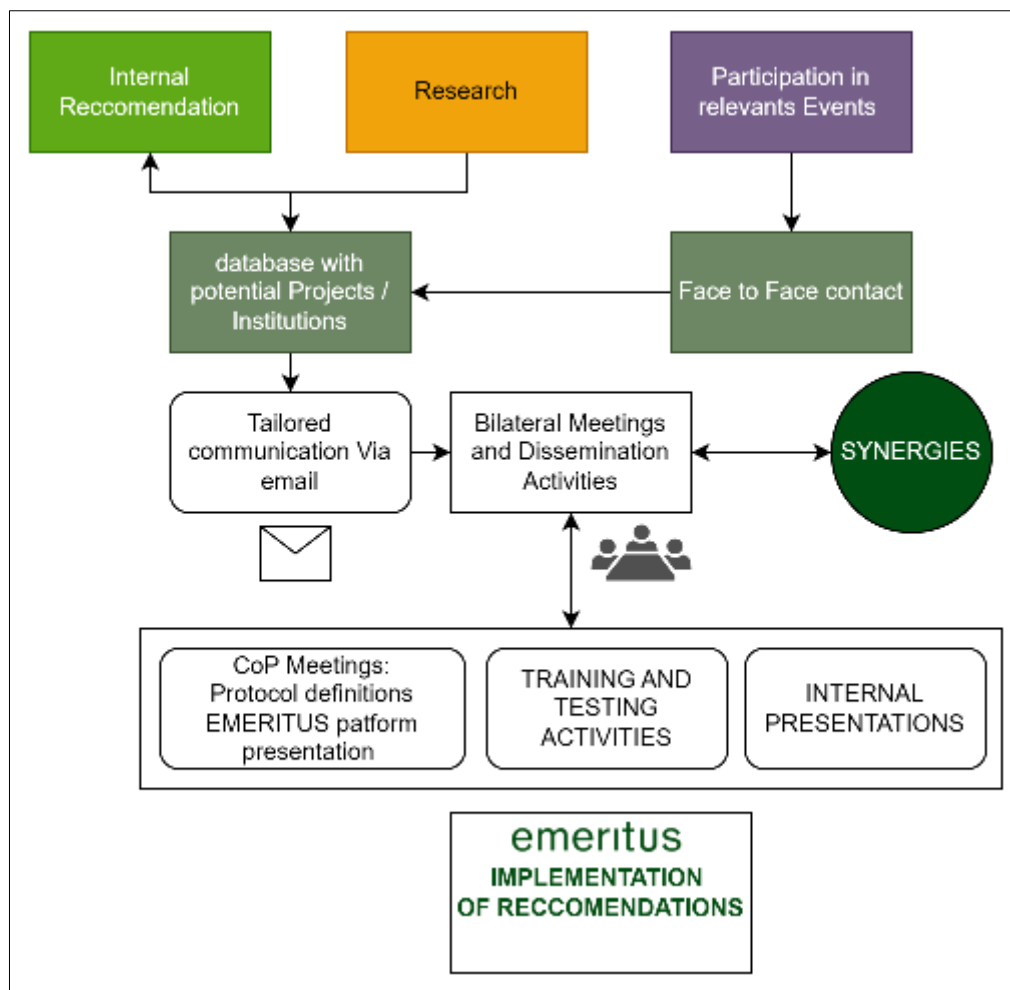
Figure 18. Engagement schema

6.3.3 Interaction and risk management

Collaborative activities and synergies are managed centrally by ZAB as leader of T6.3 – Synergies/collaboration with FCT projects and initiatives, based on an iterative approach of scouting of relevant synergies/collaboration, consultation of PMB members, launch of the interaction, and co-definition of collaboration approaches and objectives (as introduced in chapter 6.3.2). In details, ZAB has been leveraging an internal tool which aggregates open data (from CORDIS and other funded-projects databases, e.g. LIFE) to do a periodical (every 6 months) scouting of relevant funded projects and related stakeholders. This raw result has then been presented to the PMB to discuss possible relevant collaborations and add additional ones under the suggestions of partners (e.g. SAFE introducing NARCOVIEW project through the 1st showcase event). Once

This project has received funding from the European Union's Horizon Europe research and innovation programme under grant agreement No. 101073874.

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confirmed as potentially relevant collaborations, ZAB (as T6.3 leader) has had the responsibility to approach them with basic information about the project, declaration of interest to collaborate and proposal for a bilateral call. During this first interaction, ZAB was responsible to:

1) confirm with the target project/initiative the relevance and mutual interest to realize different types of collaborative actions in line with the target objectives (i.e. SO1, SO2, SO3);

2) propose a preliminary schedule of possible collaborative activities (identifying the semester/quarter of reference) as well as the target for the follow up calls.

This information had been reported to the attention of WP leaders during the next available PMB, soliciting EMERITUS partners to suggest additional activities to implement with the identified project/initiative, and involving target partners in the activities already defined during the initial call. After the launch of the interaction, ZAB is in charge to monitor (quarterly) the advancement made in relation to the expected collaborations and update them with new emerged opportunities or outdated/discharged actions.

The full overview of objectives addressed, activities realized, and results achieved through synergies will be reported in D6.3 (M36), including actions still pending or identified as a relevant sustainability opportunities.

Considering the target groups identified and intended objectives, specific activities will be defined to nurture the collaborations established, reinforce the positioning of the project and foster the cooperation with relevant ongoing initiatives. Although specific activities will be tailored based on specific opportunities or contextual factor related to each stakeholder/project, the following schema summarizes the portfolio of collaborative actions expected to be proposed and launched with each stakeholder type in relation to the different objectives:

TYPE OF STAKEHOLDERS	SPECIFIC OBJECTIVE ADDRESSED	PORTFOLIO OF FORESEEN ACTIVITIES
1) FUNDED PROJECTS	→ SO1 D&C FOCUSED SYNERGIES	→ organisation of shared events (e.g. showcase events) or invitation of partners as key speakers → sharing of project logos/references on website and reposting of mutual contents → organisation of joint publications or webinars
	→ SO2 KNOWLEDGE TRANSFER FOCUSED SYNERGIES	→ Exchange of models, knowledge or datasets → Organisation of operative workshops/discussion on how to solve specific technical aspects
	→ SO3 TECH ORIENTED SYNERGIES	→ technical workshops for exchange of requirements/best practices; → planning and execution of shared experimentations/analysis
2) INSTITUTIONAL STAKEHOLDERS	→ SO2 KNOWLEDGE TRANSFER FOCUSED SYNERGIES	→ Organisation of showcase sessions and debate on specific challenges/needs of stakeholders → Survey or co-creation sessions to extract relevant needs, priorities or use cases

	→ SO4 EXPLOITATION FOCUSED SYNERGIES	→ Organisation of pre-commercial showcases/demonstration activities
		→ Sharing of pieces of software in open libraries as demonstrator

Expected collaborations will be achieved and implemented by:

1. Identify opportunities for direct meeting of target groups (e.g. CERIS organized events for projects), introduction through known contacts (e.g. PO or network of the partners) or close door mailing campaigns (e.g. for funded projects)

2. Presentation of **EMERITUS** key features and collaboration interest, possibly during a dedicated meeting either in presence or in remote with a key representative of the funded project/institutional stakeholder

3. Definition of a list of collaborative actions and tentative timing (depending also on mutual priorities dictated for instance by project timing)

4. Periodic calls (every 2 months) for mutual alignment on ongoing and possible new actions to be implemented together.

Based on the above, the following activities have been carried out (or are expected to be carried out) in coordination with other projects and/or entities:

PERIVALLON project: as described in D6.5, a co-creation session with IMPEL and ENPE on stakeholders' needs was organised in collaboration with the PERIVALLON project in October 2023. Moreover, at M23 (July 2024) the two projects are in the process of organising a joint presentation of their technical solutions at the Italian Conference on Geomatics and Geospatial Technologies (ASITA), that will take place in Padua from 9th to 13th December 2024.

CEPOL: as introduced in Section 6.3.1, in January 2024 the **EMERITUS** consortium submitted a paper for the CEPOL special edition of the European Law Enforcement Research Bulletin on Environmental Crime, which is currently under final review by the CEPOL editorial board. Attempts to engage CEPOL's representatives in the joint definition of the thematic areas of the **EMERITUS** training programme for environmental crimes investigation are also ongoing.

EUROPOL: as described in D6.5, discussions with EUROPOL's representatives are ongoing to explore potential exploitation opportunities enabled by the EUROPOL Tool Repository (ETR).

University of Verona: the **EMERITUS** project partner SAFE has collaborated with the University of Verona (Law Department) across different EU-funded projects to carry out ad-hoc studies on topics of interest. Based on this partnership, and together with the feedback received from **EMERITUS** LEAs and BGs, highlighting the need for a focus on the European and National legal frameworks concerning environmental crimes, a synergy has been activated for the benefit of the project. As such, **EMERITUS** will count on the support of researchers from the University of Verona to conduct a specific research output. Based on preliminary discussions, the research may address the potential use of innovative technologies and their use for forensic purposes in the context of environmental crimes. The overarching goal is to outline some recommendations that could be implemented horizontally among Member States and that could feed into the evidence-based recommendations.

NARCOVIEW: in March 2023, the **EMERITUS** 1st showcase event "Strategies and Synergies to Strengthen EU Capabilities against Environmental Crimes" (see: https://emeritusproject.eu/uncategorized/1st-emeritus-showcase-event/) was hold in Verona. A representative of the NARCOVIEW project was invited as a speaker at the panel on new technologies. This led to the establishment of a technical synergy between the two projects with the aim of showing the interoperability of the two project's solutions.

As presented in **D7.1 (Project Management Plan)**, risks in **EMERITUS** are classified based on their severity (or impact)[5] and likelihood of occurrence.[6] As such, each risk can be classified as: very low, low, medium, high, or very high. Risks are then prioritised based on their final classification. For instance, if a risk is classified as "very high", the corresponding priority level is "urgent/critical", meaning the risk is not acceptable and that mitigation measures have to implemented immediately. Conversely, if a risk is classified as "very low", the corresponding priority level is "low", meaning the risk can be accepted and that mitigation measures might be implemented. The table below provides a detailed overview of the risks that might materialise in the context of establishing synergies and collaboration with other FCT projects and initiatives in the field of environmental crimes prevention. For each identified risk, its severity, likelihood, classification, consequence and mitigation measure are also presented.

RISK	SEVERITY	LIKELIHOOD	CLASSIFICATION	CONSEQUENCES	MITIGATION MEASURES
Difficulties in establishing synergies with other relevant projects in the field of environmental crimes prevention.	Medium	Low	Low	Reduced impact of project's results.	Request of support to EC for facilitating creation of clusters; advertisement and networking at relevant security-related events (e.g., CERIS events).
Disagreement on the objective of the synergies established with other projects.	Medium	Medium	Medium	Progressive loss of interest in collaborating among projects and consequent reduced impacts of project's results.	Clear definition of the objectives EMERITUS intends to pursue through the established synergy and continuous mutual matching of expectations.

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[5] As detailed in D7.1, this can be minor, medium, or major.
[6] As detailed in D7.1, this can be low, medium, or high.

Difficulties in engaging external stakeholders for validation of projects concepts and results.	Medium	Low	Low	Lack of effective validation mechanism for external stakeholders, implying the validation of the project's concepts and results is limited to the Consortium perimeter.	Enhancement of advertising activities for the EMERITUS CoP, leveraging partners' network more in depth and better highlighting the benefits deriving from being a member of the CoP.
Loss of interest from stakeholders of the project's findings.	Medium	Low	Low	Limited impact of project's results and reduced exploitation opportunities.	Enhancement of tailored D&C activities, better highlighting the benefits deriving from the use of the EMERITUS results per type of target stakeholder.

7. Exploitation strategy and IPR strategy

The following chapter describes the preliminary exploitation and IPR strategy defined in the proposal face.

7.1 Exploitation strategy

7.1.1 Overall exploitation strategy: objectives, approach, methodology and planning

EMERITUS will lead to the generation of new results and knowledge that, at the end of the project will be ready to be used by partners, as input for further R&I projects and commercial services, as well as input for policy measures/standards. Within WP6, EMERITUS will deeper analyse each exploitable result through the development of specific opportunity and exploitation roadmap (T6.4), proposing exploitation activities to be implemented during the project implementation and beyond. Although each result will be addressed separately depending on its maturity, the common methodology to define the Exploitation roadmaps will be based on a 5-step approach: 1) Identification of key exploitable results (KER), 2) Evaluation of exploitation potential, 3) business modelling, 4) IPR analysis to define protection of the foreground strategies, 5) Business/Exploitation plan development.

7.1.2 Project partners preliminary individual exploitation strategy

Academia /Training partners	Increase of network and strengthen expertise in satellite/aerial/drone image classification and Galileo positioning (POLITO) and AI applications (INESCTEC). Publications, university courses and trainings (POLITO, INESCTEC).	Potential replication and adaptation of the International Training Programme (CIFAL, SAFE, KEMEA, C&T).
LOGIKERS	Improve the capabilities of their IT tools (functionalities, scalability, extension of data, etc.), and orientate new markets. These improvements will allow LOGIKERS to strengthen the position and also create new jobs.	
GEOVIL	Bring forward and improve the IT technologies implemented in relevant previous R&D activities such as "Copernicus for Urban Resilience in Europe" and "EnviroLENS". This will allow GEOVIL to move these developments to TRL9 and be prepared to commercialise.	
GMV	Application of super-resolution techniques to segmentate dumping sites with morphological details finer than input High Resolution data, increasing knowledge in super-resolution techniques for new services.	
CETAQUA	New services for monitoring, detection and control of accidental or intentional spills in water, that could be integrated in AGBAR/VEOLIA portfolio to be commercialized by their own sales channels.	
C&T	Future R&I, scientific papers, engagement with new users and prospect clients (BGs in particular).	
SAFE	Training and testing of the solution & strengthening of expertise, promotion of the Testing & Training facility of SAFE, expansion of network of end-users, consolidation of the key role as reference point of contact between innovation and end-users' requirement.	
LEAs/BGs	Non-commercial service for fight against environmental crimes at the service of the citizens. Standardization of the investigation protocol for the Local Police of Turin.	Internal replication and knowledge sharing of competences acquired, showcase of results (PLTO, IT-CC, GRBG, MD POL, RO BG, GNM, GRUPONA, MD IPM).

7.1.3 EMERITUS overall solution potential business models

The following canvas has been created to represent the EMERITUS business model:

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
Tech. provides GEOVIL, LOGIKERS, GMV, INESC TEC, POLITO, CETAQUA	Platform building block integration	Integration of new functionalities	Deployment of demos with potential clients,	Public administration
Securit. Specialist SAFE, ASE, C&T, KEMEA	Problem solving (SW adaptation, FB loops)	Adaptation of the SW to the UCs	Leaflets distribution,	LEAs
Training and cocreation ZAB, CIFAL	SW deployment	Make the modules ready for the full operational stage	Project presentation in relevant events	Border Guards
LEAs IT-CC, PLTO, GNM, MD POL, GRUPONA, MD IPM	Results dissemination	Integration of the sensors	**Channels**	
BGs RO BG, GHR BG	**Key Resources** ENVIROLENS MICRONETCLOUD AI-ANALYSIS MODS. VIRTUAL SENSORS BLOCKCHAIN	Implementation of Blockchain	LEA/BG-s training Demonstration activities/ showcases Academia Publications Conferences On-site demonstrators	

Cost Structure

Personnel cost, SW hosting cost, equipment cost (e.g. drones, consumable for simulation and training setup), training infrastructure, datasets acquisition (e.g high resolution images)

Revenue Streams

Pay-per-use (platform)

Different version of the platform (white label, premium, normal…)

Public procurement of innovation

Research development (e.g Horizon Europe) and deployment projects (e.g Internal security Fund)

Software Licensing

Community of practice subscription fee and/or COP organised conferences' fees

Ad-hoc consultancy services (e.g for specific kind of investigations, platform tailoring)

Training program participation fees and/or skills or competences certification

7.2 IPR strategy

7.2.1 IPR strategy: objectives, approach, methodology and planning

In order to have control over the IPR strategy of the different assets generated in the project, it has been decided to create a shared document. This document will help the project partners to see the status of each development, to see who is in charge of it and to see the licence of each one of the assets.

In the following table an overview of how the different types of project assets can be accessed and the reference licence of these assets is provided:

Objects generated by EMERITUS	Access type	Reference Licence Scheme Solution
Datasets	EMC[7]	EMERITUS Grant and Consortium Agreements
	TPs[8]	Third Part defined in EMERITUS Grant and Consortium Agreements
	Restricted	Restricted access managed by specific rules
	Public	Creative Commons Licence scheme (CC BY, CC SA or CC ND)
Communication products	EMC	EMERITUS Grant and Consortium Agreements
	TPs	Third Part defined in EMERITUS Grant and Consortium Agreements
	Public	Creative Commons Licence scheme (CC BY, CC SA or CC ND)
SOFTWARE, SCRIPT, LIBRARY, PACKAGE	EMC	EMERITUS Grant and Consortium Agreement
	TPs	Third Part defined in EMERITUS Grant and Consortium Agreements
	Restricted	Non open-source code with a restricted access managed by specific rules (Classic Proprietary Licence)
	Public	Open-source licence schemes (such as GNU General Public Licence, European Union Public Licence, etc)
Communication protocol	Restricted	Non open-source code with a restricted access managed by specific rules (Classic Proprietary Licence)

For each type of asset, a document page has been created where the status of the asset will be monitored with the following attributes:

Table 11 Datasets IPR management

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[7] EMERITUS Consortium Agreement, EMERITUS Grant Agreement, EMERITUS Partners
[8] Third Parties

Brief Description	Object	Produced mainly by	Owner	Date	Access Type	Reference Licence Scheme solution	NOTES	OPEN dataset link	Reference WP	Licence Direct Link

Table 12 Software IPR management

Owner	Access Type	Reference Licence Scheme solution	NOTES	Link	Reference WP

Table 13 Communication & dissemination IPE management

Name of the product	Brief Description	Object	Produced mainly by	Access Type	Reference Licence Scheme solution	NOTES	Link	Reference WP

7.2.2 Background included

The EMERITUS project is based on the ENVIRLENS and SURVEIRON platforms and the objective is to complete these platforms with new functionalities, bringing them closer to the market.

ENVIROLENS PLATFORM: Orchestration and dissemination of Earth observation-based services providing evidences on environmental incidences and legal violations in order to support the data gathering process and to foster data-driven decision-making in the environmental domain.

Business opportunity: Expansion of functionalities of the platform towards achieving TRL-9 (after M36) and therefore, being able to exploit or licence the technology.

MICRONETCLOUD PLATFORM: MICRONETCLOUD is not patented. **Platform system, software, source code, know-how, processes, designs and architecture** (both cognitive and underlying) are considered part of LOGIKERS' intellectual assets. The company also accounts for intangible and tangible assets thanks to its wide background, both of which possess a great value (knowledge and skills of the team or wide contact network). In this regard, all identified assets are protected by **trade secrecy** and documented following the internal management process (ISO 27001).

Business opportunity: Prototype of the Integrative platform for multi-source data collection and coordination of actions in the event of environmental crimes (SW & source code) Protection: Copyright, Confidentiality agreements, Robust Licensing Management system.

7.2.3 Preliminary IPR matrix

The following matrix presents the different results expected from the project, the participants that are involved, how the intellectual property of these results will be protected and how an IP agreement between the EMERITUS partners will be created for the exploitation of each of these results.

IP	Target Users	Possible IP protection approaches (to be evaluated)	Involved partners	Final selected approach

R1 – Protocol for waste-crimes investigation	LEAs BG, investigators, labs, policy makers	Standardization of the investigation protocol, Integration with other crimes' investigation protocols	LOGIKERS, C&T, KEMEA, LEAs&BGs	
R2 – External system connector	SW developers / industrial players	Platform pay-per-use subscription	GEOVILLE	
R3 – Integration layer & data storage			LOGIKERS CETAQUA GMV, ASE	
R4 – Dissemination layer				
R5 – System extensions				
R6 – Processing system				
R7 – Realtime mission components				
R9 – Training programme for environmental crimes investigation	LEAs, BGs, investigation bodies/labs Training-orgs	Standardization of the training programme, Replication of the training activities and exercises, Creation of a Passport of Indicators	SAFE CIFAL PLTO	*To be defined within D6.5 (M18)*
R10 – Simulation exercises (structure and results)				
R11 – Creation of a community of practice	Stakeholders (LEAs, BG), Practitioners	Networking, consolidation of the CoP as an association (participation fee), organization of events/call for papers		
R8 – Decision makers interface	Decision-makers, Pas, policy implementers	Distribution towards target policy bodies, presentation towards standardization bodies	KEMEA	
R12 – Creation of a set of evidence-base recommendations				

8. KPIs and monitoring

Analytics is an essential source of information for measuring the impact of Communication and Dissemination actions. Monitoring and analytics will be incorporated into the **EMERITUS** Communication strategy to analyse and measure the Return of Investment (ROI) in communications.

ZABALA will coordinate the actions related to measuring the communication activities, with the collaboration of all the partners in the project. The analytics will be incorporated on the **EMERITUS** website, social media, and other communication processes as a source of essential information for monitoring key indicators (KPI).

Each member of the consortium, which make use of the communication tools and channels, must provide feedback about the impact achieved with their efforts.

This information is essential to test and update the strategy and to compile the D6.3, Dissemination and communication activities report 1, due in M18 and its update, D6.4, due in M36 of the project.

The Communication strategy will be under constant review to monitor and adapt actions, as well as having feedback to maximise impact for published content (interviews, articles and videos) and the entire dissemination strategy. The indicators will be systematically analysed and shared in all dissemination updates and project meetings.

To keep track of the evolution of the Communication Strategy, the following KPIs will be considered:

8.1 Communication KPIs

Table 14. Communication Key Performance Indicators

Communication tool	Objective	KPI
Logo, visual, templates	Creating a common visual identity	>10 posters/publications with logo, >10 public presentations given with the project template
Website	Main entry point to the project, repository of news and public contents	≥10,000 visits (cross-linking, traffic from social accounts, referencing and SEO), ≈ 300 visits/month >30 articles/news published on project website
Factsheet	Raise interest towards project results/activities	≥1000 downloads from website Distribution during >10 events
Newsletter	Raise interest on project	≥ 500 contacts receiving the NL 6 general newsletters + 5 CoP tailored newsletters
Final publication	Promote project results Contribute to sustainability	≥1000 downloads from website >100 contacts direct distribution
Promotional video	Short video presenting the project (in EN with subtitles in 5 languages)	≥600 views on YouTube, ≥200 views on Twitter ≥200 views on LinkedIn
Video	Short project/testimonial video presenting the project or specific parts of it	>3 project/testimonials videos on YouTube (promotional video included)
Social media profiles	Sharing updates and engage a community of target audience	+600 followers on LinkedIn, +600 followers on Twitter, 2/3 posts/M (i.e., >100 posts on social networks (LinkedIn, Twitter)) +4000 interactions/shares

8.2 Dissemination KPIs

Events: it will be necessary to deliver more than 10 presentations of **EMERITUS** in industry-relevant events and to organise more than 3 lectures/webinars on the project. Moreover, at least 4 CoP workshops (2 in presence + 2 online) have to be organised as well as the 1 final conference and call for ideas for further integrations (techs, algorithms).

Scientific/technical publications: it is required to issue scientific publications in the scope of more than 9 international conferences and/or peer-reviewed journals.

Synergies and collaboration with other FCT projects/activities: more than 2 need to be established.

Interactions with Copernicus/ESA channels: more than 10 contributions.

8.3 Tracking tools

It will make use of the following monitoring tools to evaluate and measure the different actions:

- Google Analytics is a powerful tool for monitoring the project's website: it is useful to know mainly the origin and the time when the traffic reaches the **EMERITUS** website. It will also be used to prove if social media campaigns are achieving the goal of directing traffic to the website.
- Google Alerts, Google organic research and the partner's feedback will give the project information about the news that has been published in media (press clipping) so that we can test the effectiveness of the press releases and networking.
- Social Media Analytics are essential to get to know the **EMERITUS** community and their behaviour towards the project. Each Social Media Channel has its own tracking system.

9. Communication and Dissemination Management

9.1 Roles and responsibilities of partners

Zabala Brussels (ZAB BE) is the lead beneficiary of WP6. The actions and processes will be coordinated with GMV (the leader of the project) and the rest of the members of the consortium through the **Communication Team (CT)**. This team consists of at least one member of each partner and the designated media representative(s) from each of the Communication/Marketing/Business Departments of every partner organisation. The main objectives of the Communication Team are to identify suitable opportunities to communicate about the **EMERITUS** project and to ensure that all communication material correctly reflects the R&D content of the project.

The designated media contact person(s) from each organisation is directly responsible for answering generic questions on communication issues (for potentially problematic journalists' requests, see "crisis communication point of contact" below) and for reviewing, commenting on, and validating the communication material produced within the framework of **EMERITUS**. In addition, the media contact person is also responsible for ensuring the internal validation of the content/material by its respective organisation,

contacting the relevant internal technical team at their own criteria. Moreover, this person ensures also that their own organisation is timely and correctly informed about the project and its promotional activities.

Furthermore, to ensure timely and accurate publication of project information on the project website and social media channels, **Work Package leaders** are required to keep ZABALA informed of newsworthy developments within their Work Packages.

EMERITUS partners play a key role in the execution of the C&T Plan as they represent the most important ambassadors and multipliers for disseminating and communicating messages, achievements, and results to stakeholders. All partners are required by the Grant Agreement to disseminate their generated results, and all are requested to contribute to communication and awareness-raising activities.

The collaboration between the partners, the Communication team and ZABALA is essential to ensure the timely and accurate publication of project information on the project website and social media channels, as well as maximising the impact of the communication strategy and reaching the targeted audience.

9.1.1 Production of EMERITUS communication materials

- At the project level, ZABALA is responsible for producing communication material such as press releases, general project presentations, project leaflets, website text, posters and banners, videos, contributions to social media discussions and similar material.
- ZABALA will also source visual material, graphics, and logos from the **EMERITUS** partners.
- All material produced by ZABALA will be in English. If any partner wants to translate relevant materials into the local language, they can do so.

9.1.2 Review and approval procedure

Zabala will initiate all **approval procedures for communication material**, either upon its own initiative or upon request from a consortium partner seeking their communication material to be approved. Moreover, ZABALA will consult with the relevant partners on the content of the communication material in order to ensure the accuracy of the message.

1. ZABALA will prepare the general communication material and/or press release in English after key moments of the project and then share it with **EMERITUS** CT for review and validation.
1. The Communication team responds by email to ZABALA within the fixed deadline (depending on the nature of the material) with specific comments (in track changes) and feedback on the proposed material.
2. The designated media representatives will react to the proposed communication material according to the following deadlines:
   a. **Normal deadline**: 10 working days. The normal deadline applies to general communication material.
   b. **Urgent consultation**: 2 working days. The urgent procedure applies to press material, as well as in cases where urgent input on some specific type of short publications/articles in required. When urgent input in required, this should be clearly indicated by the person initiating the approval procedure (i.e., in the email subject).
3. Even in the case of no issues/comments, partners are kindly asked to respond to the request stating their approval and lack of comments.

4. If no feedback is given within the allocated time by any of the partners, it is assumed that no objections are raised by the respective partner.

5. ZABALA consolidates feedback, resolves outstanding issues, finalises material to be used and distributes it to all partners. Media representatives from each partner are responsible for local dissemination and translation if needed.

6. Next, each partner will further disseminate the press release through their communication channels, which could be (not limited to) their websites, Social Media platforms and newsletter.

7. Once the dissemination is completed, impacts and coverage will be monitored, and this data will be shared with ZABALA, which will include it in any relevant reports and on the website.

Please note: Considering the potential sensitivity of content related to security issues, all Partners should not disclose any kind of sensitive information publicly, being aware they have full responsibility for the dissemination of content – unless previously agreed with the Communication Manager at Zabala.

9.1.3 Communication resources of the project partners

As planned in the proposal, all partners are encouraged to involve their marketing and communication departments in the actions foreseen in the Communication and Dissemination Plan and Strategy. They will hence support the project's C&D through activities such as:

- Draft written content for website articles;
- Translate website articles and press releases into their languages and promote with their communities/websites;
- Contribute to and reshare project's posts through their social media accounts;
- Help reaching out to scientific/technical/institutional outlets;
- Coordinate and contribute to scientific/technical publications;
- Provide information about their entity's communication KPIs on a regular basis;
- In the case of the press releases the members of the consortium are asked to translate them into their local language and send them to ZABALA, as well as the impact on the media to build the project's press clippings.

9.1.4 Production of communication material in connection with the EMERITUS project by the partners

- Partners of **EMERITUS** project may wish to publish information regarding **EMERITUS** in their own website, make presentations at relevant events and issue own press material that might contain information about the project.
- All material produced by project partners must follow the review and approval procedure described above and should follow the guidelines below.
- Project partners are asked to follow the corporate identity of **EMERITUS**, comprising both a written identity and a visual identity, making it compatible with the own partner corporate identity.
- Project partners should include in the communication produced the EU flag with the disclaimer.
- Project partners are asked to ensure the accuracy of the information.
- Whenever possible, project should use available material previously approved.

- Partners are asked to fill in the "Dissemination Tracker" Excel file and send ZABALA a copy of the published document and press clippings to keep track of all the dissemination activities.
- Project partners should provide their contact details at the end of their presentations, articles and press releases, but also provide the email address info@emeritus.eu, which is specifically meant for receiving first contact communications or requests.

9.1.5 Production of scientific communication material

To ensure that the visual identity of the project is respected in scientific communication material and to make sure that there is no conflict between communication and partners' intellectual property rights, the partners willing to produce a scientific publication will have to follow the present procedure:

- The partner informs the rest of the Technical Committee.
- Once the Technical Committee gives its acceptance, the partner in charge of the publication sends GMV and ZABALA the draft publication at least 20 working days before sending it for publication/10 working days if the partner was the only one involved in the research.
- ZABALA circulates the document to all the partners that have participated in the research. Partners have 10 working days to send back their comments. If there is only one partner involved in the research, the partner just needs the approval of GMV and ZABALA.
- After making sure that all the comments are considered that there is no conflict with partners' intellectual property rights and that the visual identity of the project is respected, GMV and ZABALA give their approval to the partner for the publication.

9.2 Crisis communication POC

The consortium will nominate a crisis communication point of contact (POC). This individual will be the only person serving as the unique focal point dealing with any potentially problematic journalists' requests to provide time-sensitive and accurate replied and, if needed, forward the question to the most appropriate person/organisation within the consortium.

9.3 Coordination with EC Communication Teams

EMERITUS will try to gain visibility and impact through the coordinator with the EC Communication teams. This coordination with the EC Communication channels related to Health and innovation will be carried out during key moments of the project, such as the release of publication or celebration of important events.

The **EMERITUS** Communication Team will facilitate the interaction with the EC Communication teams by tagging them regularly in the published content.

9.4 Responsibilities

ZABALA will manage the hosting of the domain (www.emeritusproject.eu) and has designed and developed the website architecture and user experience. The graphic chart and web design are in line with the **EMERITUS** visual identity.

Regarding partners' responsibilities, the members of the consortium are requested to **identify communication opportunities and offer information that enables the creation of articles on the website.** Each of the partners must help provide complementary material (such as articles, pictures from the workshops and events, etc.) which can be later used for communication activities. This will be promoted by proposing a calendar of publications along with the partners.

The partners' collaboration is essential in the **creation of news pieces for the project website**. They are in direct contact with the project's progress and the ones most involved in the sector, aware of each news piece or publication that may affect them. For that reason, the C&T package leader should encourage the partners' participation in the news creation process.

Please note: Considering the potential sensitivity of content related to security issues, all Partners should not disclose any kind of sensitive information publicly, being aware they have full responsibility for the dissemination of content – unless previously agreed with the Communication Manager at Zabala.

An email will be sent to the partners to **explain how to collaborate** in the creation of news about the project.

How to help in news creation?

Zabala will prepare a Word template to fill in with information on the piece of news it proposes to create. Partners will receive the template through email and have two weeks to complete it.

Once the news piece is ready, coordinators will have one week to revise it.

If no answers are provided in the form of revisions, this will be considered a validation of the news piece.

The images accompanying the news document should be added when sending the text in jpg or png format as separate files and also be included in the body of the text.

The website will be actively promoted by all the partners on their website homepages, as well as on all their communication channels such as press releases or published articles.

Technical support and maintenance of the website will be carried out during the project's lifetime.

9.5 Internal communication between partners

9.5.1 Email exchanges

In all project related email communication, partners should begin the subject of the email with the words "[EMERITUS WP*X*]" specifying the correct number of Work Package.

9.5.2 Project Wiki

A project Wiki is being created in a OneNote document hosted in ZABALA's SharePoint as a shared directory where information about the project is stored. This directory will be for internal use only. Each WP leader will be responsible for providing information about their own WP. The Wiki will include basic information about the project, e.g., project members, contact list, WP information, deliverables, deadlines, and links to common documents. Some content may be restricted and accessible to some partners only.

9.5.3 Internal communication with stakeholders

Internal communication with stakeholders is key to achieve the objectives of the project, as it is intended as co-creation exercise encompassing the entire project realization scope in order to create need-based and highly usable tools for end-users. Within EMERITUS, the realization of stakeholders interaction is assigned to the responsibility of WP Leaders and coordinate via the monthly PMBs. In details, the WP leader define the needs to for interaction with stakeholders for collection of input or consultation on ad-hoc point and the needs is then discussed during the earliest possible PMB in order to understand whether or not such information had already been collected or if there is any ongoing consultation that can be exploited in order to optimize the effectiveness of such interactions. In particular, at initial phase of the project, two main flows of interactions with stakeholders are expected to be launched, namely:

- WP2 consultation of internal stakeholders (i.e. LEA/BG) for definition of current investigative practices (i.e. baseline protocol) and operative needs (to be translated in user requirements and transmitted to WP1);

- WP4 training needs assessment, with consultation of internal stakeholders and organization of ad hoc national/local workshops with relevant actors involved in environmental crimes investigation (including local administrations, other police forces, laboratories for tests, certification agencies, etc.).

In all cases, the operative methodology (ad hoc defined) and results of such interactions are reported in corresponding deliverables (e.g. D2.1 & D2.2) and summarized during the PMB meetings. It is then considered under the responsibility of the WP leader to transmit information shared by partners interacting with stakeholders to the rest of the WP team/partners and collect request for clarification or further details. This hierarchical approach is intended to facilitate and make more effective the communications among core partners by centralizing the responsibility on WP leaders who are expected to have the most comprehensive view and understanding on the works ongoing in the corresponding WPs.

The management of external stakeholders is addressed primarily under WP5 with the constitution and animation of a Community of Practice and under WP6 for synergies with other projects and institutional stakeholders (as described in section 6 of the present deliverable. No further external stakeholders are expected to be consulted and involved on a regular basis (e.g. no letters of endorsement). As for external stakeholders, the level of information shared will always correspond to PU level of dissemination for deliverables, never disclosing sensitive or specific detail about the solutions elaborated. Whenever the interaction with external stakeholders will be live (e.g. during workshop/webinars) minutes will be collected by an assigned EMERITUS representative and written follow-up will be implemented whenever deemed necessary (e.g. exploiting EUsurvey or other surveying tools).

10. Horizon Europe requirements

This section outlines the procedures for Dissemination and Communication as presented in **Articles 16, 17, 21, and 26 of the Grant Agreement** and in the **Article 8 of the Consortium Agreement**. Specific information related to the **EMERITUS** consortium and objectives following the EU legislation are presented. All the partners are obliged to follow the activities under the EU legislation presented below.

10.1 Obligations for communication, dissemination and visibility. Open science

According to **Article 17.1 of the Grant Agreement "Communication — Dissemination — Promoting the action"**, unless otherwise agreed with the granting "authority, beneficiaries of the **EMERITUS** project must promote the action and its results by providing targeted information to multiple audiences (including the media and the public) in a strategic, coherent and effective manner. Moreover, before engaging in a communication or dissemination activity expected to have a major media impact, the beneficiaries must inform the granting authority.

This last obligation is further clarified in the **Annotated Model Grant Agreement for EU Grants**,[9] which mandates that the GA must be informed beforehand about any activity that is expected to have a major media impact (media coverage in online and printed press, broadcast media, social media, etc.) that will go beyond having a local impact and which has the potential for national and international outreach). The rationale is to keep the EC informed to ensure that EU funding and support are appropriately referred to and that EC communication teams are adequately involved in using and relaying the information once it is published.

These prescriptions are further specified in the **Annex 5 – Article 17 "Communication, Dissemination, Open Science and Visibility"**, which mandates that the beneficiaries must disseminate their results as soon as feasible, in a publicly available format, subject to any restrictions due to the protection of intellectual property, security rules or legitimate interests.

A beneficiary that intends to disseminate its results must give at least 15 days advance notice to the other beneficiaries (unless agreed otherwise), together with sufficient information on the results it will disseminate.

Any other beneficiary may object within (unless agreed otherwise) 15 days of receiving notification, if it can show that its legitimate interests in relation to the results or background would be significantly harmed. In such cases, the results may not be disseminated unless appropriate steps are taken to safeguard those interests".

This article rules also Open Science (i.e., open access to scientific publications) and states that the beneficiaries must ensure open access to peer-reviewed scientific publications relating to their results. In particular, they must ensure that: at the latest at the time of publication, a machine-readable electronic copy of the published version or the final peer-reviewed manuscript accepted for publication, is deposited in a trusted repository for scientific publications […]. Beneficiaries (or authors) must retain sufficient intellectual property rights to comply with the open access requirements.

Other important information about dissemination of own (including jointly owned) results are specified at the **Article 8.4.2 of the Consortium Agreement "Dissemination of own (including jointly owned) Results"**, which states that during the Project and for a period of 1 year after the end of the Project, the dissemination of

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[9] Annotated Model Grant Agreement (AGA) for EU Funding Programmes 2021 – 2027. November 2021.
https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/guidance/aga_en.pdf

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own Results by one or several Parties including but not restricted to publications and presentations, shall be governed by the procedure of Article 17.4 of the Grant Agreement and its Annex 5, Section Dissemination, subject to the following provisions.

Prior notice of any planned publication shall be given to the other Parties at least 45 calendar days before the publication. Any objection to the planned publication shall be made in accordance with the Grant Agreement by written notice to the Project Coordinator and to the Party or Parties proposing the dissemination within 30 calendar days after receipt of the notice. If no objection is made within the time limit stated above, the publication is permitted.

For detailed information on the rules related to the obligations related to the dissemination activities and open science, partners shall refer to the Grant Agreement and Consortium Agreement for the aforementioned Articles.

10.2 Visibility of EU funding

In line with **Article 17.2 "Visibility — European flag and funding statement"**, the support to the **EMERITUS** project of the EU must be clearly recognised in the dissemination and communication materials created within the project, including those developed by the partners. Therefore, all communication activities and the results related to the project (including electronic forms) must include both the EU emblem and the following text:

This project has received funding from the European Union's Horizon Europe research and innovation programme under grant agreement No. 101073874

Unless otherwise agreed with the granting authority, C&D actions must follow the following rules:

- The emblem must remain distinct and separate and cannot be modified by adding other visual marks, brands or text.
- Apart from the emblem, no other visual identity or logo may be used to highlight the EU support.
- When displayed in association with other logos (e.g., of beneficiaries or sponsors), the emblem must be displayed at least as prominently and visibly as the other logos.

10.3 EC acknowledgment

Complying with **Article 17.3 "Quality of information – Disclaimer"**, any communication or dissemination activity related to the action must use factually accurate information. Moreover, it must indicate the following disclaimer (translated into local languages where appropriate):

"Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or [name of the granting authority]. Neither the European Union nor the granting authority can be held responsible for them."

10.4 Reporting and impact evaluation

Fulfilling **Article 21.1 "Continuous reporting"**, similarly to all the partners, ZABALA must continuously report on the actions and activities related to the Communication and dissemination plan and strategy.

Finally, according to **Article 26.1 "Impact evaluation"**, the grant authority may carry out impact evaluations of the performance, measured against the objectives and indicators of the EU programme funding grant.

10.5 Obligations for exploitation and intellectual property rights

According to the **Article 16.1 "Background and access right to background"** beneficiaries much give each other, and other participants access to the background identified as needed for implementing the project actions. If background is subject to rights of a third party, the beneficiary concerned must ensure that it is able to comply with its obligations under the Agreement.

According to **Article 16 in Annex 5 "Intellectual Property Rights (IPR) – Background and Results – Access Rights and Rights of Use – Protection of Results"**, beneficiaries which have received funding under the grant must adequately protect their results – up to four years after the end of the action – use their best efforts to exploit their results directly or to have them exploited indirectly by another entity, in particular through transfer or licensing. If, despite a beneficiary's best efforts, the results are not exploited within one year after the end of the action, the beneficiaries must (unless otherwise agreed in writing with the granting authority) use the Horizon Results Platform to find interested parties to exploit the results.

Additional exploitation obligations: where the call conditions impose additional exploitation obligations in case of a public emergency, the beneficiaries must (if requested by the granting authority) grant for a limited period of time specified in the request, non-exclusive licences — under fair and reasonable conditions — to their results to legal entities that need the results to address the public emergency and commit to rapidly and broadly exploit the resulting products and services at fair and reasonable conditions. This provision applies up to four years after the end of the action.

11. Conclusions

This document should be used as a roadmap to guide the communication actions surrounding the **EMERITUS** project. A communication and dissemination plan is something that is written to define objectives and guide actions, but it is the opposite of a static document. What this means is that it needs to be constantly updated.

The project evolves, as does its institutional environment, stakeholders and the actions of other actors. This is why it is important to be attentive through listening procedures, for example, on social networks, in order to detect new trends or currents of interest that can help drive the project forward.

Moreover, thanks to the measurement procedures that will be carried out, it will be easy to see whether we are working in the right direction or need to change it. And if we need to proceed, the numbers will show us where not to go and where to go. That is why measuring the impact achieved in social networks, on the web and in media impacts is so important.

Therefore, this is a first deliverable in which we have defined many actions and directions to work on during the first months, but which will have to be modified as the months go by in order to adapt to the environment and evolve in it.