STEERER

STRUCTURING TOWARDS ZERO EMISSION WATERBORNE TRANSPORT

Deliverable 4.1: Updated Plan for the Communication and Dissemination of the Action

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No.875285

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Acronyms

Acronym	Meaning
CSA	Coordination and Support Action
C&D	Communication and Dissemination
DESCA	Development of a Simplified Consortium Agreement
DG	Directorate General
EC	European Commission
GHC	Greenhouse Gas
GSEG	Green Shipping Expert Group
KPI	Key Performance Indicator
IA	Innovation Action
IPR	Intellectual Property Rights
RIA	Research and Innovation Action
SC	Scientific Committee
STEERER	Structuring towards zero emission waterborne transport
WP	Work Package
Tbd	To be determined

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1. Introduction

1.1 The STEERER Project

Oceans, seas, inland waterways and lakes are key to our climate, shape our environment, generate water and are becoming increasingly important as a source of raw materials, food and energy, as well as an **essential transport route** for the global trade flows and as places for living and recreation. Waterborne transport moves nearly **90% of all international trade**, more than **75% of external EU trade** and **40% of internal EU trade**[1]**.** In 2018, 139 million tons of **$CO2_{eq}$** were emitted from seagoing ships visiting European ports, which represented around 13% of total EU transport emissions[2]. Globally, shipping emits over one billion tons of CO2, which accounts for 2-3% of total **GHG emissions.** To put this in perspective, if shipping was a country it would be the 6th biggest GHG emitter in the world. If no action is taken, these emissions are expected to increase by between 20 and 120% by 2050[3], driven by economic growth and the resulting increased demand for transportation of goods and people.

These figures, combined with an increasing demand for ocean going transport and the overall emerging citizen's movements demanding concrete actions to mitigate climate change, highlight the pressing need for actionable and impactful measures in all sectors, and, in this particular case, in waterborne transport. Concurrently, the EU has adopted the **European Green Deal** as the cornerstone of its policy for the foreseeable future, with a strategy "that aims to transform the EU into a fair and prosperous society, with a modern, resource-efficient and competitive economy where there are no net emissions of greenhouse gases in 2050 and where economic growth is decoupled from resource use". [4]

STEERER (Structuring Towards Zero Emission Waterborne Transport) will coordinate the establishment and communication of a Strategic Research and Innovation Agenda and an Implementation Plan **towards zero-emission waterborne transport, in cooperation with all key stakeholders needed to facilitate the transformation to clean waterborne transport**. In the definition of STEERER, as well as cutting greenhouse gas emissions, all harmful environmental

[1] https://ec.europa.eu/transport/modes/maritime_en

[2] https://www.transportenvironment.org/sites/te/files/publications/Study-EU_shippings_climate_record_20191209_final.pdf

[3] https://www.cedelft.eu/en/publications/2056/update-of-maritime-greenhouse-gas-emission-projections

[4] Communication from the Commission to the European Parliament, the European Council, the European Economic and Social Committee and the Committee of the Regions, "The European Green Deal", 2019

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emissions, water pollution and noise emissions have to be eliminated. STEERER's mission is to bring the various initiatives and sectors' stakeholders together to join forces for a combined effort with the maximum impact for the climate, people's health and Europe's economy.

STEERER is coordinated by the Waterborne Technology Platform (SEA EUROPE is responsible for its secretariat), counting with the participation of a total of seven partners from six EU countries.

Figure 1: STEERER's partners

In sum, STEERER aims to:

- Jointly set emission targets towards 2050 (including targets for 2025 and 2030);
- Develop a Strategic Research and Innovation Agenda to be able to reach these targets in time;
- Develop an Implementation Plan to reach the targets in due course while staying competitive and offering a valid business case;
- Developing and implementing a communication campaign, aimed at broader awareness of the waterborne transport sector and its commitment towards zero-emission transport, to become a fully sustainable mode of transport;
- Monitoring and assessing the implementation of the Strategy defined and adapting where necessary, after the project's conclusion, by the Green Shipping Expert Group.

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The consortium will function as a Secretariat, where the broader expertise is involved in the Scientific Committee (SC) and the Green Shipping Expert Group (GSEG) to be established by the project.

STEERER is funded by the European Commission research and innovation programme Horizon 2020, with an investment of 1,5 million euro over the course of 30 months, starting in December 2019. STEERER will play an important role in the preparation and execution of the candidate partnership zero-emission waterborne transport to be established in the context of the new programme for Research and Innovation currently under negotiation: Horizon Europe.

1.2 Purpose of the Updated Plan for the Communication and Dissemination of the Action

Deliverable 4.1: Updated Plan for the Communication and Dissemination consists of a more matured outline of the communication and dissemination strategy of the project to ensure appropriate actions are envisaged to inform, engage, create awareness and promote information about the project, its aims, funding source, outputs and impacts, as well as its wider societal implications beyond the project's naturally engaged community.

This document updates the strategy presented at the proposal stage, further elaborating the overall Communication and Dissemination (C&D) strategy of the project, namely, among others, its C&D objectives & tools, the C&D matrix, target groups, planned actions and Key Performance Indicators. Additionally, to monitor and account for the impact of the C&D strategy, a series of Internal Working Documents will be produced (i.e. reports on the implementation of C&D activities).

The Communication and Dissemination strategy presented is not, in itself, static and shall be subject to updates and tweaks whenever deemed necessary. Nonetheless, it will serve as the backbone of STEERER's Communication and Dissemination strategy and actions to be carried out.

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2. STEERER Communication & Dissemination objectives

The STEERER project will materialise the commitment and overall ambition demonstrated by the sector to **transform waterborne transport into a zero-emission transport mode**. The main impact of the STEERER project is also directly interconnected with this vision and main goal: to actively contribute and reach zero-emission waterborne transport by 2050 latest, through the implementation of a Strategic Research and Innovation Agenda (**STEERER Agenda**) accompanied by appropriate measures and policies.

The nature of the proposed action to be implemented (Coordination and Support Action) entails that the results to be achieved are of a particular typology – namely, deriving from standardisation, dissemination, awareness-raising, mutual learning exercises and studies – rather than, for instance, the development of market-oriented technologies and solutions. The corresponding communication and dissemination strategy for this type of results needs to be adapted accordingly.

Thus, the overall approach is based on the understanding that activities of communication and dissemination fulfil slightly different, yet interconnected purposes. The objectives for all communication and dissemination actions of the STEERER project are consistent with the relevant EU policy and are the following:

- Objective 1: Ensuring that target groups are convinced that as a result of European collaboration more was achieved and can be achieved in the future through European funded research and innovation activities;
- Objective 2: Highlighting the strategic importance and associated added value of the greening potential of the waterborne transport sector, creating widespread awareness, simultaneously promoting the sector and strengthening the visibility of the research and innovation landscape in Europe, with a particular emphasis on the wider society, press and the waterborne transport sector;
- Objective 3: Highlighting the importance of decarbonisation of the waterborne transport and its key role for the fulfilment of the EU's policy, particularly, the European Green Deal.

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- Objective 4: Developing and implementing a communication campaign, aimed at broader awareness of the waterborne transport sector and its commitment towards zero-emission transport, to become a fully sustainable mode of transport.

It should be noted that the communication activities identified have the goal of communicating the project and its results to a wider audience (beyond the project's naturally interested community, i.e. wider society and press) and specifically of creating and executing an awareness campaign on the importance of waterborne transport and its commitment to become a fully sustainable mode of transport.

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3. Communication & Dissemination Strategy

3.1 Communication & Dissemination Strategy

The communication & dissemination strategy ensures that the project partners have a clear agreement on the project's vision regarding communication & dissemination and the means to achieve the objectives (as established in Section 2: STEERER Communication & Dissemination Objectives), alongside the different roles and responsibilities for this purpose.

The project will employ a **strong public relations method**, ensuring that the messages to be vehiculated are consistent at all times. Concurrently, the approach to be employed will focus on the implementation of several **targeted campaigns,** directed at the different project target groups, with a particular focus on the wider society. The strategy aims to and will deploy strategies to reach those who are not the naturally engaged community of the project.

In detail, the communication & dissemination strategy is developed further through specific communicating and dissemination specific objectives, such as:

- Specific C&D Objective 1: Grab the attention of the target groups and raise awareness through a multitude of channels: setup of a strong visual identity and branding of the project, regular updates of the website and social media, participation in international relevant events; organisation of project events (i.e. conferences), among others;
- Specific C&D Objective 2: Raise stakeholder's interest by focusing on and demonstrating the advantages and benefits of moving towards the goal of zero-emission waterborne transport and improving environmental performance;
- Specific C&D Objective 3: Convince target groups that the project's outputs will directly contribute to the increased quality of research and innovation focussed on the greening of waterborne transport;
- Specific C&D Objective 4: Lead target groups towards taking-action, for instance, advocating for the transition to zero-emission waterborne transport, contributing for a) lower environmental impact and b) to strengthen an alternative means of transportation.

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In fact, communicating for and about the waterborne transport sector presents two particular challenges.

On the one hand, unlike other modes of transportation (i.e. road), the waterborne transport sector is highly diversified, and opinions regarding the ways to achieve zero-emission waterborne transport differ. Building consensus on the transition path towards zero-emission waterborne transport is an important element of STEERER.

On the other hand, the wider society has a lack of knowledge and/or negative image regarding waterborne transport and its impact on the environment. In addition, wider society is hardly aware of its own impact (use of the maritime transport modes). For instance, nowadays, when ordering online, citizens expect to be able to order goods and return them for free. This, in turn, adds pressure on shipowners to transport those goods as cheap as possible. For the whole goal of mitigating climate change to be achieved, everyone needs to play a part (the wider society, the industry and policy makers). In other words, citizens need to be aware of the relation between their habits and the waterborne transport needed, for the industry to be able to adapt their business models and deploy relevant research and innovation and for policy-makers to legislate accordingly.

The strategy to overcome this diversity of perspectives and lack of knowledge to effectively communicate and disseminate STEERER to all target challenges hangs on three actions:

1. to find commonalities between the wide array of waterborne transport stakeholders,
2. to find the right channel(s) to convey our messages and
3. to design targeted campaigns for the wider society, alongside complementary communication and dissemination tools, will directly contribute to making the wider society aware of the importance of investing in green shipping and its overall impact for the mitigation of climate change, mostly through digital activation.

3.2 Green Shipping Expert Group

The **Green Shipping Expert Group (GSEG)** will be, on the one hand, one of STEERER's main results, and, on the other, privileged contributors to the creation, communication and dissemination of STEERER's messages.

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The GSEC forms the core body of the project and it will provide recommendations to the European Commission regarding the pathways towards zero-emission waterborne transport, in terms of defining R&I priorities, necessary policies, regulations as well as investment priorities.

Thereby, the members of the Expert Group will pave the way towards zero-emission Waterborne Transport for Europe. The group will consist of a limited number of key stakeholders representing the waterborne transport sector, EU Member States and representatives of the European Commission. The group will be tasked with reviewing and commenting documents, participating to the strategy evaluation meetings and contributing by presenting pre-competitive developments regarding zero-emission transport at the level of their organisation. Although the Expert Group will be installed in the framework of the project, the activities will continue after the project lifetime, by monitoring and assessing the implementation of the Strategy defined and adapting where necessary.

The role the GSEC members will play in the communication and dissemination of the project is further detailed in Section 3.4.5: STEERER Ambassadors. A call for expression of interest for participating in the Green Shipping Expert Group of STEERER is currently under preparation and will be launched during the month of February.

3.3 Target groups

The aforementioned elements will serve the goal of reaching **the four pre-defined transversal C&D objectives and specific objectives** to the different pre-identified target groups. These messages serve as the core ideas the project is trying to convey and will be communicated, albeit with specific adaptations, to the different target groups.

The pre-identified target groups and subgroups are presented as follows:

Target Group	Target Subgroup
Public Authorities	European Commission Services (i.e. DG RTD, DG MOVE, DG CLIMA, DG ENV, DG MARE, DG COM, DG CROW, INEA)
	European Parliament (i.e. TRAN Committee)
	Member States (i.e. Permanent Representations and capitals)
	Managing authorities of Ports and Inland Waterways
	Regional Authorities
	River Commissions
	Transport and Mobility Agencies

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Other Initiatives and International Organisations)	European Technology Platforms (ERTRAC, ALICE, ERRAC, ACARE, among others)
	Other policy makers and international organisations (i.e. World Shipping Council, IMO)
	Classification Societies
Industry	Ship-owners/ Ship-operators
	Shipbuilders/ ship designers and naval architects
	Engine Manufacturers & engineering officers
	Cargo owners
	Maritime equipment manufacturers
	Refineries
	Energy Suppliers
	Research institutes/Technology & Development centres
Academia	Universities
Press	*N.A.*
Wider Society	*Citizens*
	NGOs & associations addressing environmental matters
Projects, Initiatives and Networks	*H2020 & CEF projects*
	European Sustainable Shipping Forum
	European Strategic Transport Research and Innovation Agenda (STRIA)
	European Coordinator of the TEN-T Motorways of the Sea

Table 1: STEERER's main target groups & subgroups

It should be noted that, in order to reach a wider target group, the STEERER project will liaise and directly address Civil Society and Non-Governmental organisations dealing with the issues at hand, both at a European and national level, in order to reach the wider society. The core action here will be to establish a cross promotion strategy with the listed entities, getting them to support STEERER's main objective. Some examples of entities with which the project will cooperate are, among others:

European Environmental Bureau	Citizens for Europe	European Partners for the Environment
Friends of Earth Europe	European Climate Foundation	Surfrider Foundation Europe
Foundation for Environmental Education	Climate Action Network Europe	EEA: European Environment and Sustainable Development Advisory Councils
Greenpeace	Institute for European Environmental Policy	BirdLife Europe
WWF	Legambiente	Nature and Biodiversity Conservation Union
Oxfam	The Green10	*…more to come…*

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Table 2: NGOs & associations addressing environmental matters

The communication and dissemination matrix as seen below matches the defined target groups with STEERER's C&D c and tools, alongside with the main key messages to be disclosed.

Target group	Tools	Main Key Messages
Public Authorities (including ETP &, International Organisations)	Website & Social Media STEERER Ambassadors Events, conferences & outreach Communication & Dissemination material	To convey the main results of the project, highlighting the necessary policies and consequent funding opportunities for the fulfilment of the pre-established decarbonisation goals, as defined by STEERER.
Projects, Initiatives and Networks		
Industry		To steer the industry to commit to the importance of action taking for the transition to zero-emission waterborne transport, by implementing the necessary measures and policies, as defined by the project, to contribute for this goal
Academia		To highlight the importance of the development of R&D particularly directed at the creation of solutions to contribute to the transition to zero-emission waterborne transport, and academia's important role to play in it. The focus of the message is on the need of conducting Research & Innovation orientated for the market and for deployment, rather than research for research's sake.
Press	Media Relations (Press releases, summary reports, etc.)	By disclosing the message that waterborne transport is responsible for most of the world's trade routes and is the most energy efficient mode of transport, it will become easier for people to understand the logic of investing in research and new technologies not only to develop less polluting vessels, but above all, more efficient ones, which can even absorb a % of the carbon footprint of the other means of transport (i.e. through a modal shift).
Wider Society	Website and Social Media Communication & Dissemination material	

Table 3: STEERER's Communication & Dissemination Matrix

Lastly, the core messages to catch the eye of the wider society and debunk the negative image associated with waterborne transport will focus on two ideas:

- That the ongoing research and implementation action of STEERER will directly contribute to the benefit of future generations;
- The overall importance of waterborne transport in the most mundane of matters (e.g. if one looks around the room, the majority of items found there were most likely shipped).

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3.4 Communication and dissemination tools

3.4.1 Visual Identity

Following the requirements defined by the European Union regarding the acknowledgement of the support received under EU Programmes, all STEERER materials will include a reference to Horizon 2020 funding. More particularly, the following elements will be included in all project documents:

- The EU emblem with the mention of EU funding:

- Including the following disclaimer at the beginning of documents:

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The development of the visual identity of STEERER took into account the existing image of the Waterborne TP. As the project coordinator, and as the leading European Technology Platform on research and development issues regarding the waterborne sector, associating STEERER's image with the Platform's **image will allow for a more consistent and far reaching communication and dissemination**, boosting the project's potential on this domain.

Particularly, for this purpose, a coherent and catchy project brand identity, a logo, templates for presentations (i.e. for conferences) and documents (i.e. report templates) were created.

Therefore, the logo developed incorporates several elements of Waterborne TP's logo, as seen below:

Figure 2: Waterborne TP and STEERER's logos

Further, having the logo as a basis, templates for both presentation and project documents have been created (Figure 3 and Figure 4)

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Figure 3: STEERER's Word Template

Figure 4: STEERER's PowerPoint Template

3.4.2 Communication & Dissemination material

Project Leaflets & Roll-ups

A number of project leaflets will be created during the lifetime of STEERER. A first version including a general overview of the project, with information on its goals, expected results and partners has been created. A second version, which also includes information on the call for members of the Scientific Committee and the Green Shipping Expert Group has also been created. As the project unfolds and results are made available, an updated version of the leaflet will be prepared. At least two project roll-ups will amongst others be produced for the purpose of promoting the project in event stands, during presentations and during the meetings of the Green Shipping Expert Group.

Project Video(s)

A short project presentation video (maximum 4 minutes) will be produced to be shared with the media and will be uploaded on the project's social media channels. Towards the end of the project, the video will be updated to promote the main results of the project (i.e. Strategic Research and Innovation Agenda and Implementation Plan) and the establishment of the STEERER network.

Furthermore, a series of other videos with interviews with the STEERER Ambassadors will be made available in STEERER's social media (for more detailed information see Section 3.3.5: STEERER Ambassadors)

Newsletter

STEERER's strategy foresees the preparation of at least 3 digital project newsletters, including news and updates on the project and relevant associated events. The timing of these newsletters will be aligned with specific relevant project milestones. The newsletter will be sent out through Waterborne TP's mailing list and including additional contacts of those who have subscribed to it, through the relevant form on STEERER's website.

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Project presentation

A brief overall project presentation (PowerPoint) has been created. This document will be updated as the project unfolds and dully adapted considering the target audiences it will be used for.

3.4.3 Website & Social Media

Project website

Following the strategy of ensuring that STEERER's image is easily associated with the Waterborne TP for a more consistent and far reaching communication and dissemination, the project website will be included in the website of Waterborne TP (www.waterborne.eu). This will also ensure the continuity of the website after the project conclusion and it will increase the visibility of the Waterborne TP.

The **project website,** to be created and regularly updated, will serve as the main repository of project-related information (with sections such as project information, results, partners, events, hyperlinks to social media, etc.).

It will be user-friendly, ensuring that its visitors can easily click through it and find the right information immediately (the purpose of the website). The website will have a user-centred and responsive design, easily accessible in different devices: browsers, smartphones, tablets and smart TV. Furthermore, its design will be based on the following assumptions:

- Content easy to search;
- Include clear call-to-action;
- Make content easy to digest;
- Balance text with media;
- Make content shareable.

Google Analytics will be used to track the website traffic and monitor external interest in the project. In particular, with Google Analytics, we can determine which keywords attract the most desired potential stakeholders, which ad receives the most comments and which landing pages and content are most visited. The website will also be compliant with the General Data Protection Regulation. The website is currently under development.

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Social Media

Social media has astounding potential for reaching the target groups of the project – particularly the wider audience – with reduced associated costs, allowing for the creation of communities of support for the project's key messages. The ultimate goal of ***developing and implementing a communication campaign, aimed at broader awareness of the waterborne transport sector and its commitment towards zero-emission transport,*** digital activation through social media will be one of the cornerstones of the communication & dissemination strategy of STEERER. Such is the case due to a) it entailing low financial investment actions and b) posing no barriers for an effective widening campaign for all EU Member States.

The project will have a strong social media presence through its Twitter, LinkedIn and YouTube pages, using visual media, videos, info-graphic imagery, mobile enabled content and richer content experiences for users of any of the project's digital platforms. All social media pages will adopt a coherent and cohesive visual language, with the project's key messages. However, given that each network will reach different target groups, the communication tone will be adjusted to each one of these channels.

The strategy for Twitter will be based on a more informative and institutional tone; for LinkedIn, a bet on infographics and interactions with STEERER's ambassadors is foreseen, YouTube will serve as a repository for the different videos produced, with clear and attractive language, to be shared in the other channels.

The strategy behind the management of STEEFER's social media will be based on a balanced mix of a **proactive and reactive social media management approach.** Within this approach, the contractualisation of online targeted ad campaigns in the different social media channels is foreseen. Such a strategy will allow for the project's outreach to be considerably higher.

A **proactive approach** is one in which the social media content strategy is implemented by considering what the target groups would like to be informed about, creating content that anticipates their needs (i.e. weekly posts about the project, project news). An initial operationalisation of this approach consists of the creation of several posts presenting each one of the project partners.

A different operationalisation method that shall be created will be directly related to the ambassador interviews (for more information see section 3.3.5. STEERER Ambassadors).

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A **reactive approach,** as the name implies, is more linked with reacting to external sources (current policy developments, viral matters about waterborne transport, other research & development news, among others) with the goal of engaging the audience in interaction.

The reactive social media approach will lead the project to respond, in real time, to current relevant events related to the sector, drawing a connection between the topics mentioned and the ones in which STEERER addresses these same topics. Following this logic, the goal is that at least one post per week will be shared in STEERER's social media. The Figure below is an example of how this approach will be implemented.

Figure 5: Social Media Post following the reactive approach

In other to implement this approach, several actions will be taken. In the case of Twitter, its core function is to react immediately as events unfold and information is made available, to be shared

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with the target groups as soon as they are known. The Twitter account has been created and its handle is @STEERER_EU (see Figure below).

Figure 6: STEERER's Twitter Page

The main difference in approach for the management of LinkedIn, in comparison to Twitter, is focused on the type of stakeholder it reaches. LinkedIn is primarily a professional, business-oriented platform which, in itself, will mean that more waterborne transport stakeholders are expected to be drawn to STEERER's pages.

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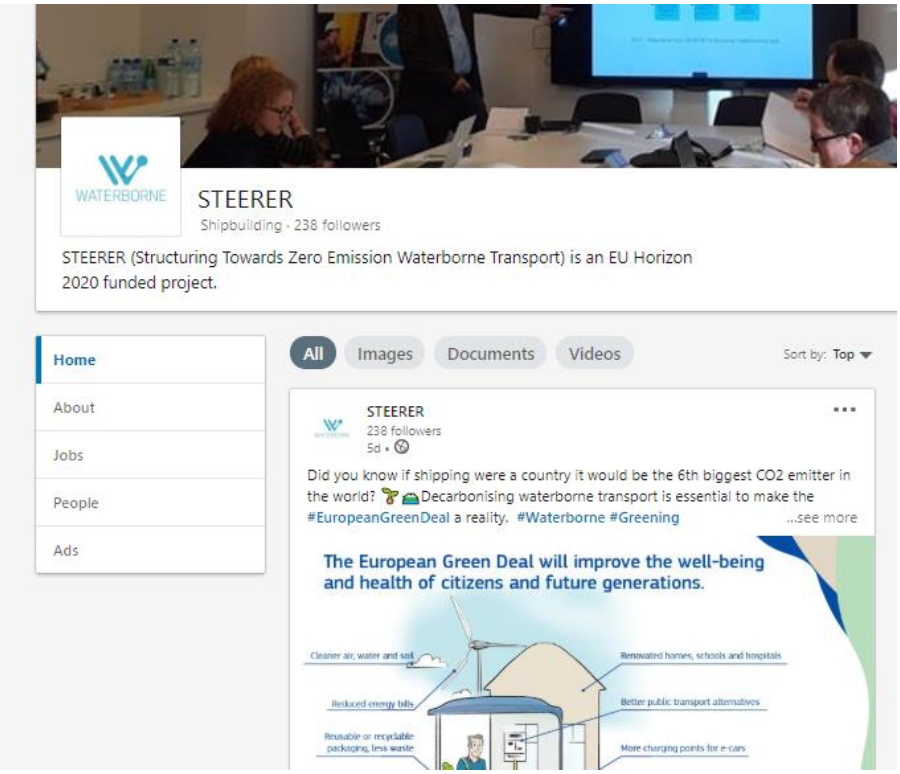

Figure 7: STEERER's LinkedIn Page

The YouTube page is yet to be created.

For the purpose of informing on STEERER participation in events/conferences, whenever possible, tweets will be prepared beforehand for publication before, during and after the event. Should it also make sense, posts will be prepared on the spot (i.e. participation of STEERER partners in a roundtable). Other associated elements (i.e. pictures, videos and news on this matter), will also be disseminated through Twitter and LinkedIn.

For the purpose of engagement with relevant stakeholders, the STEERER's account follows a wide array of relevant waterborne transport sector representatives (from inland navigation to maritime shipping, from associations to industry, etc.). Further, STEERER's social media account follows several EU-managed accounts and other EU funded projects in the domain of greening the waterborne transport sector, to promote synergies and allow for cross promotion. Finally, from all social media channels, Twitter will be the primary channel to engage with the wider society through creative, to the point, attention-grabbing posts.

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Additionally, the Communication and Dissemination team will create a repository of news outlets, EU institutions websites, and academic publications to be checked regularly and used as inspiration for more proactive posts. In other words, posts will be made considering relevant news/advancements on the decarbonisation of shipping, highlighting their relevance and interconnection with STEERER.

All in all, the social media strategy is summarised as follows:

Objective	Social Media Goals	Monitoring measurement
Attracting followers for STEEERER's social media pages and creating a community interested in the topics to be developed	To reach 400 LinkedIn followers, 200 Twitter followers in the first stage of the project (first 8 months) through targeted ad campaigns.	Number of "organic" followers and number of "converted" followers, through targeted ad campaigns
Ensuring that target groups are convinced that as a result of European collaboration more was achieved and can be achieved in the future through European funded research and innovation activities	To ensure the highest levels of interaction through the posts, so that the target group is positively impacted by the content and has shown interest in knowing more	Number of people reached by the post, number of likes, number of comments, number of shares, number of clicks in the post
Highlighting the importance of decarbonisation of the waterborne transport sector and its key role for the fulfilment of EU's policy, particularly, the European Green Deal	To reach 50 000 people through a single post, as well as to ensure interaction with the content through a like, comments, share. Should there be a link for a piece of news, ensure traffic in the destination website.	Number of people reached by the post, number of likes, number of comments, number of shares, number of clicks in the post
Developing and implementing a communication campaign, aimed at broader awareness of the waterborne transport sector and its commitment towards zero-emission transport	To reach 1000 wider society citizens through the digital activation campaign	Number of people reached by the post, number of likes, number of comments, number of shares, number of clicks in the post

Table 4: STEERER's Social Media Strategy

A social media monitoring template will also be created to assess if the abovementioned strategy and actions are working and to implement corrective measures if they are not.

Lastly, to ensure continuity of the Social Media pages after the project's conclusion, WATERBORNE TP will take up the management of the corresponding social media channels.

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The biggest communication and dissemination challenge of the project will be to reach a wider audience. The following are a few examples of messages to be shared with the wider audience to bring their attention to the importance of STEERER:

- To frame the impact of waterborne transport in the total volume of world trade, as the main means of transporting goods (specifying household goods that will make the most sense to citizens) and as responsible for around 75% of the world's trade volume and about 36% of EU trade;
- To disclose the current carbon footprint of waterborne transport and compare it with the carbon footprint of road, rail and air transport. Through this comparison, the current perception of the wider society, which is prejudiced to oil tankers, spills in the oceans and fishing vessels that *"cause not only imbalance in maritime ecosystems, but also pollution on the high seas.",* will be addressed. This is an existing misperception of the citizens;
- By disclosing the message that waterborne transport is responsible for most of the world's trade routes and is the most energy-efficient mode of transport, it will become easier for people to understand the logic of investing in research and new technologies not only to develop less polluting vessels but above all, more efficient ones, which can even absorb a % of the carbon footprint of the other means of transport (i.e. through a modal shift).
- Other important messages will be promoted for awareness raising and action taking from the wider society. For instance, the impact shipping has on citizen's everyday life will be highlighted (i.e. if one looks around the room the majority of goods therein were transported with ships). Another important message to play is the change in the attitudes of the citizens (i.e. as they expect to order goods online and be able to return them for free, putting additional pressure on shipping costs and emission values). These are just a few examples of additional messages that shall be conveyed;
- This will allow to grab the attention of the wider audience, whilst creating sympathy for the project's cause.

The project will create targeted campaigns for the wider society, with a very clear campaign goal/theory of change: to raise awareness, among the wider society, about the importance of improving environmental performance and moving towards the goal of zero emission waterborne transport.

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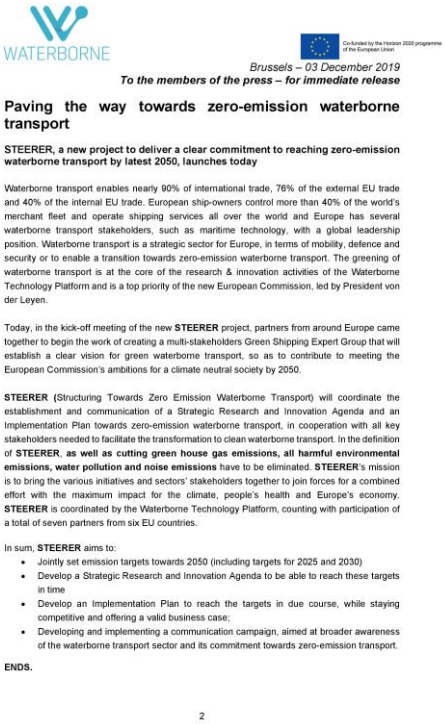
3.4.4 Media Relations

A series of press releases will be created to develop a close relationship with the media (journalists, specialised online media outlets, etc.). In addition to the typical press releases, to take the project's relationship with media a step further, full reports, summary reports, electronic and visual media will also be prepared.

Greenport	OnTheMosway	Hansa International Maritime Journal
Port Strategy	Revista Cargo	In depth Maritime
Container Shipping & Trade	Maritime Journal	The Medi Telegraph
Il Giornale della Logistica	Port Economics	World Cargo News
Transportes e Negócios	IMO Publications	Ports Europe
ECO Magazine	Port Technology	Transportes em Revista
International Transport Journal	Binnenschifffahrt Online	

Table 5: Indicative list of relevant media outlets for Publication of News about STEERER

The first STEERER press release, with the aim of announcing the kick-off of the STEERER project, was sent out on December 3rd 2019, resulting in the publication of news items.



WATERBORNE

Co-funded by the Horizon 2020 programme of the European Union

Brussels – 03 December 2019

To the members of the press – for immediate release

Paving the way towards zero-emission waterborne transport

STEERER, a new project to deliver a clear commitment to reaching zero-emission waterborne transport by latest 2050, launches today

Waterborne transport enables nearly 90% of international trade, 76% of the external EU trade and 40% of the internal EU trade. European ship-owners control more than 40% of the world's merchant fleet and operate shipping services all over the world and Europe has several waterborne transport stakeholders, such as maritime technology, with a global leadership position. Waterborne transport is a strategic sector for Europe, in terms of mobility, defence and security or to enable a transition towards zero-emission waterborne transport. The greening of waterborne transport is at the core of the research & innovation activities of the Waterborne Technology Platform and is a top priority of the new European Commission, led by President von der Leyen.

Today, in the kick-off meeting of the new **STEERER** project, partners from around Europe came together to begin the work of creating a multi-stakeholders Green Shipping Expert Group that will establish a clear vision for green waterborne transport, so as to contribute to meeting the European Commission's ambitions for a climate neutral society by 2050.

STEERER (Structuring Towards Zero Emission Waterborne Transport) will coordinate the establishment and communication of a Strategic Research and Innovation Agenda and an Implementation Plan towards zero-emission waterborne transport, in cooperation with all key stakeholders needed to facilitate the transformation to clean waterborne transport. In the definition of **STEERER, as well as cutting green house gas emissions, all harmful environmental emissions, water pollution and noise emissions** have to be eliminated. **STEERER**'s mission is to bring the various initiatives and sectors' stakeholders together to join forces for a combined effort with the maximum impact for the climate, people's health and Europe's economy. **STEERER** is coordinated by the Waterborne Technology Platform, counting with participation of a total of seven partners from six EU countries.

In sum, **STEERER** aims to:

- Jointly set emission targets towards 2050 (including targets for 2025 and 2030)
- Develop a Strategic Research and Innovation Agenda to be able to reach these targets in time
- Develop an Implementation Plan to reach the targets in due course, while staying competitive and offering a valid business case;
- Developing and implementing a communication campaign, aimed at broader awareness of the waterborne transport sector and its commitment towards zero-emission transport.

ENDS.

2

Figure 8: STEERER's Press Release

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Date	Title	Outlet	Link
03/12/2020	Paving the way towards zero emission waterborne transport	Indanube	https://indanube.eu/2019/12/03/paving-the-way-towards-zero-emission-waterborne-transport/
03/12/2020	Paving the way towards zero emission waterborne transport	Fathom.World	https://fathom.world/paving-the-way-towards-zero-emission-waterborne-transport/
18/01/2020	STEERER project: Paving the way towards zero-emission waterborne transport	OnTheMosway	https://www.onthemosway.eu/paving-the-way-towards-zero-emission-waterborne-transport/?cn-reloaded=1

Table 6: STEERER published news

Throughout the project's implementation, a regular exercise of press clipping will be carried out to a) assess the reach of the press releases and b) to create a repository of project information on the media.

Additionally, several pages about the project are up, as shown in the table below.

Page	Type	Link
CORDIS	Project Description	https://www.prodanube.eu/news/162-steerer-project-an-important-step-ahead-towards-zero-emission-waterborne-transport
Magellan's website	Project Description	https://magellan-association.org/en/portfolio/steerer/
Waterborne TP's website	Project Description	https://www.waterborne.eu/projects/coordination-projects/steerer/
PRODANUBE's website	Project Description	https://www.prodanube.eu/news/162-steerer-project-an-important-step-ahead-towards-zero-emission-waterborne-transport

Table 7: Project Related Pages

3.4.5 STEERER Ambassadors

STEERER will set up the Green Shipping Expert Group (GSEG) which will consist of relevant national and European initiatives, as well as of a number of frontrunners of the sector, combined with the organisations needed to get the broader sector (both ship-owners, operators, but also energy suppliers, shippers, ports, banks, classifications societies, competent authorities etc.).

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The GSEG will consist of high-level waterborne transport stakeholders, with in-depth knowledge on the challenges the sector faces to decarbonise. These stakeholders are very reputable both within and outside the waterborne transport sector. Therefore, following their commitment to actively contribute to the project's results by partaking in the GSEG, a few of these experts will be invited to become STEERER Ambassadors.

This role will mostly entail two tasks:

1. STEERER Ambassadors are expected to communicate and disseminate the project and its results in their own networks;
2. STEERER Ambassadors will contribute to the production of C&D content. In particular, they will be interviewed and/or asked to write brief think pieces on the main challenges related to the path to zero-emission waterborne transport.

The timing of action 2 will most likely coincide with the different gatherings of the Green Shipping Expert Group. The selection and invitations for the STEERER Ambassadors will be done right before the first meeting of the GSEG.

3.4.6 Events, conferences & outreach

Events and conferences

STEERER recognises the importance of the participation in high-level national/international events and conferences, with significant visibility for the project's target groups, considering it one of the main cornerstones of its communication and dissemination strategy. Targeted national/international events and conferences will be attended using innovative ways, including video and digital media, to communicate the results of the project at these events.

The partners will attend and present at relevant and high-profile conferences and networking events (national and international) to directly communicate with the key target groups. This will facilitate the promotion, exchange of ideas, and feedback collection. In this sense, STEERER foresees the following:

1. Project presentation in 10 international relevant conferences and events;
2. A STEERER both/stand will be set up in at least 3 relevant sector events;

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3. In addition to the previous indicators, representatives from the project will visit at least 5 additional events with the goal of promoting STEERER through networking activities.

The list presented below indicates relevant events/conferences for the promotion of STEERER. This list is indicative summarising events in which the project can partake, together with the typology of participation. The type of presence specified in the table is also indicative, pending availability/confirmation of setting up a booth and/or give a presentation in the listed events. This list will be regularly updated throughout the project's life-span. The events marked in green are those for which STEERER has already confirmed its participation.

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Event	Location	Date	Booth	Presentation	Visit[5]
European Shipping Week	Brussels, Belgium	17th - 21st of February 2020			X
Ports 4.0	Riga, Latvia	3rd – 4th of March 2020	*To be defined*		
IAPH World Ports Conference	Antwerp, Belgium	17th – 19th of March 2020	*To be defined*		
Black Sea Ports and Shipping 2020	Istanbul, Turkey	24th – 26th of March 2020	*To be defined*		
Smart Maritime Network Conferences 2020	Athens, Greece	8th of April 2020	*To be defined*		
Green Shipping and Technology Summit 2020	Athens, Greece	15th -16th of April 2020	*To be defined*		
TRA 2020	Helsinki, Finland	27th – 30th of April	X		
Baltic Ports and Shipping 2020	Lubeck, Germany	12th -14th of May 2020	*To be defined*		
TENT days	Šibenik, Croatia	13th - 15th of May 2020			X
Coastlink Conference 2020	Antwerp, Belgium	13th – 14th of May 2020	*To be defined*		
European Maritime Days	Cork, Ireland	14th – 15th of May 2020	*To be defined*		
The Maritime Transport Efficiency Conference (MTE)	Genève, Switzerland	18th- 19th of May 2020	*To be defined*		
ESPO event 2020	Oslo, Norway	28th – 29th of May 2020	*To be defined*		
Seawork	Southampton, UK	9th - 11th of June 2020	*To be defined*		
Smart Maritime Network Conferences 2020	Tokyo, Japan	26th of August 2020	*To be defined*		
SMM Hamburg 2020	Hamburg, Germany	8th – 11th of September 2020			

[5] In most cases, the actions defined as visits will not entail costs for the project. Due to other engagements, project partners are already expected to attend certain events, in which they can also promote STEERER by means of networking.

			To be defined
European Transport Conference	Milan, Italy	9th – 12th of September 2020	*To be defined*
Mediterranean Ports & Shipping 2020	Koper, Slovenia	22nd- 24th of September 2020	*To be defined*
Smart Maritime Network Conferences 2020	Copenhagen, Denmark	7th of October 2020	*To be defined*
Cool Logistics Global Conference & Exhibition	Rotterdam, Netherlands	13th – 15th of October 2020	*To be defined*
Green Port Congress	Athens, Greece	14th – 16th of October 2020	*To be defined*
Smart Ports Summit	Barcelona, Spain	4th – 5th of November 2020	*To be defined*
Maritime Transports and Insularity Conference	Venice, Italy	12th – 13th of November 2020	*To be defined*
Smart Maritime Network Conferences 2020	Singapore	25th of November 2020	*To be defined*
World Maritime Week	Bilbao, Spain	March- April 2021	*To be defined*
TENT days	tbd	tbd	*To be defined*
World conference on cities and ports	tbd	tbd	*To be defined*
WATERBORNE H2020 Brokerage event – ECTRI	tbd	tbd	*To be defined*
Waterborne Conference	tbd	tbd	*To be defined*
H2020 Waterborne Research Conference	tbd	tbd	*To be defined*
Collaborative Innovation Days	tbd	tbd	*To be defined*
Europort Rotterdam	Rotterdam, Netherlands	tbd	*To be defined*
Transport & Logistics	Antwerp, Belgium	tbd	*To be defined*

Table 8: Indicative list of relevant international conferences and events for the promotion of STEERER

In addition to its participation in external events, STEERER will organise two project high-level conferences and 4 Green Shipping Expert Group meetings. The strategy is to make the midterm conference (month 16) and final conference (month 30) coincide with European and international high-level conferences, in time and location, to boost its visibility impact.

It should be noted that, in the case of the final conference, the commitment of the Green Shipping Expert Group (i.e. establishment of the **STEERER Network**) considering the conclusions reached by the project, will be presented publicly. During a side-event of the final conference, members of the group will be asked to show their commitment to the implementation plan, developed within the STEERER project, which will ensure a) continuity of their commitment beyond the project's end and b) the fulfilment of a wide array of actions therein.

The final conference will validate, communicate and disseminate, to a wider audience, the STEERER Agenda resulting from the project, to discuss its implications for other policy areas and levels. Apart from targeting the experts and stakeholders involved in the project, it will be directed to representatives from public and private sector such as EU institutions and EC services, governments, funding agencies, as well as transport operators, or (public) research and innovation performers. Given the European nature of the project, European institutions and organisations will be addressed prominently. Overall, between 80 and 100 participants are expected. The conference is planned to have three main blocks. First, a presentation block outlining the emerging societal and political requirements with regard to future waterborne transport, and the possible response that could be given on the basis of the proposed STEERER Agenda.

Second, a discussion block to critically assess the STEERER Agenda. Third, policy implications block aiming to formulate implications and requirements raised by the STEERER agenda for other policy levels (national, regional and local) and areas (i.e. environmental policy, competition policy, etc.).

Outreach: Synergies with other EU funded projects

In addition to the organisation of project conferences and the participation in high-level conferences, STEERER foresees the deployment of a strategy for the creation synergies with other Horizon 2020 funded projects of relevance in the field of waterborne transport (both maritime and inland navigation), greening and environmental matters.

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The pursuance of a collaborative and integrated approach between different Horizon 2020 projects aims at capitalising on the Communication & Dissemination synergies between them a view to being as impactful as possible. This will allow to:

a) Establish synergies between different EU Funded Projects which have the same ultimate goal in mind, hence contributing to a wider strategy on transitioning to zero emission transport;
b) To maximise the impact of the communication and dissemination of results amongst the relevant stakeholders by joining forces, rather than having each project operating individually.

In practical terms, this will mean implementing a cross-promotion strategy in different means, such as Social Media, Newsletters, invitation for STEERER to participate in their events, potential co-organisation of invited sessions at European and international events.

The table below shows an initial list of ongoing Horizon 2020 of relevance for STEERER. This list will be updated (in revisions of the document) as new projects with the potential to be clustered with STEERER will be approved for funding.

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Name	Description	Type of Action	Duration	Website
NOVIMAR	NOVIMAR aims to adjust inland/short-sea shipping such that it can make optimal use of the waterborne system of waterways, vessels and ports/terminals. To achieve this NOVIMAR introduces the waterborne version of 'platooning', the Vessel Train.	RIA	06/2017 – 05/2021	www.novimar.eu
AUTOSHIP	AUTOSHIP will build and operate 2 R&A vessels and their needed shore control and operation infrastructure, reaching and going over TRL7. Testing will take place during two pilot demonstration campaigns addressing goods mobility from the Baltic Corridor to a major EU seaport and hinterland, which are most relevant areas with growing waterborne transport market demand in EU. Doing so, it will speed-up the Next Generation of Autonomous Ships, by demonstrating in real environment Short Sea Shipping and Inland Water Ways autonomous vessels	IA	06/2019 – 11/2022	https://www.autoship-project.eu/
E-ferry	E-ferry addresses the urgent need for reducing European CO2 emissions and air pollution from waterborne transportation by demonstrating the feasibility of a 100% electrically powered, emission free, medium sized ferry for passengers and cars, trucks and cargo relevant to island communities, coastal zones and inland waterways.	IA	06/2015 - 05/2020	www.e-ferryproject.eu
HyMethShip	The HyMethShip project reduces drastically emissions and improves the efficiency of waterborne transport at the same time. This system will be developed, validated, and demonstrated on shore with a typical engine for marine applications in the range of 2 MW (TRL 6).	IA	07/2018 - 06/2021	www.hymethship.com
NAVAIS	To maintain world leadership in complex, value-added and highly specialised vessels European shipbuilders must develop tailor-made innovative concepts that are efficient to design and build. Project NAVAIS proposed solution is a platform-based modular product family approach	ERA-NET-Cofund	12/2016 - 11/2021	www.martera.eu

	supported by the 3DEXPERIENCE integrated business platform.			
TrAM	The project will develop and demonstrate at TRL9 a zero emission fast going vessel using a modular design. New manufacturing methods will contribute to 25 % decrease in the production costs and 70 % decrease in engineering costs.	IA	09/2018 - 08/2022	www.tramproject.eu
MARANDA	In MARANDA project an emission-free hydrogen fueled PEMFC based hybrid powertrain system is developed for marine applications and validated both in test benches and on board the research vessel Aranda, which is one of about 300 research vessels in Europe	RIA	03/2017 - 02/2021	www.vtt.fi/sites/maranda
FLAG-ERA III	FLAG-ERA contributes to the construction of the two Flagship initiatives on Graphene and Human Brain research, through a range of activities such as the launch of joint calls supporting transnational projects in synergy with the Flagships, contribution to the Flagship partnering framework, identification of potential partnering projects, information on funding opportunities for the Flagships, and networking events.	ERA-NET-Cofund	12/2018 - 11/2023	www.flagera.eu
Flagships	The FLAGSHIPS project raises the readiness of zero-emission waterborne transport to an entirely new level by demonstrating two commercially operated hydrogen fuel cell vessels.		2019 – 2022	www.flagships.eu
RAMSSES	Realisation and Demonstration of Advanced Material Solutions for Sustainable and Efficient Ships	IA	05/2017 - 04/2021	www.ramsses-project.eu
FIBRESHIP	Fibreship will fill the various technology and innovation gaps and demonstrate the feasibility of using FRP materials in three vessel categories: light merchant ships, passenger transport and leisure ships and special service vessels.	IA	06/2017 – 05/2020	www.fibreship.eu
SCIPPER	SCIPPER will implement available and innovative techniques for monitoring the compliance of individual ships to existing sulphur and future NOx and PM air pollution regulations. Using five field measurement campaigns, one mirror campaign in Hong Kong and long-term monitoring data SCIPPER will assess the suitability,	RIA	05 / 2019 – 04 / 2022	https://www.scipper-project.eu/

	operational capacity, and cost-effectiveness of various monitoring methods.			
AIRCOAT	The overall goal of AIRCOAT is to make European waterborne transport more energy efficient and less polluting by developing a disruptive hull coating that reduces the frictional resistance of ships.	IA	05/2018 – 04/2022	https://aircoat.eu/
GASVESSEL	The GASVESSEL aims to prove the techno-economic feasibility of a new CNG transport concept enabled by a novel patented Pressure Vessel manufacturing technology and a new conceptual ship design including safe on- and offloading solution	RIA	06/2017 – 05/2021	https://www.gasvessel.eu/
HySeas III	The HySeas III project will bring to market the world's first zero emission, sea-going ferry that will be powered by hydrogen from renewable sources. It builds on the pioneering experience of the coordinator (Ferguson Marine), which previously developed the first diesel/electric hybrid ferry in 2013, and involves the leading European supplier of hydrogen fuel cell modules (Ballard Power Systems).	IA	07/2018 – 12/2021	https://www.hyseas3.eu/
PALAEMON	The EU-funded PALAEMON project aims to engage innovative technologies in a new intelligent, sophisticated ecosystem of mass evacuation vessels (MEVs). It will provide real-time data about the situation on a damaged or sinking vessel, monitor the localisation of persons on board, detect potential dangers and provide guidance about the best evacuation route.	RIA	06/2019 – 05/2022	https://palaemonproject.eu/
LASHFIRE	the EU-funded LASH FIRE project addresses 20 critical aspects identified by the European Maritime Safety Agency (EMSA) and the International Maritime Organization (IMO). The aim is to develop and demonstrate operational and design solutions to enhance fire prevention and ensure better fire management on all types of ro-ro ships.	IA	09/2019 – 08/2023	https://lashfire.eu/
SAFEMODE	The EU-funded SAFEMODE project will design and validate a risk-informed framework to support Human Factors analysis in design and operations (Human Risk-Informed Design, HURID).	RIA	06/ 2019 – 05/2022	http://www.safemodeproject.eu/
SafePASS	SafePASS will radically redefine the evacuation processes, evacuation systems/equipment and international	RIA	09/2019 – 08/2022	https://en.safepass.eu/

	regulations for passenger ships in all environments, hazards and weather conditions, independently of the demographic factor, by developing an integrated system that will collectively monitor, process and inform during emergencies both crew and passengers of the optimal evacuation routes, coupled with advanced, intuitive and easy to use LSA, resulting to a significant reduction of the total time required for ship evacuation and increased safety			
SEDNA	SEDNA will develop an innovative and integrated risk-based approach to safe Arctic navigation, ship design and operation, to enable European maritime interests to confidently fully embrace the Arctic's significant and growing shipping opportunities, while safeguarding its natural environment.	RIA	06/2017 – 05/2020	https://www.sedna-project.eu/
H2H	The overall objective of the proposal is to address the need of the maritime community to safely navigate in close proximity of other vessels and objects, being stationary or moving. This will assist mariners in making correct navigation decisions. And further, this will be a fundamental requirement for autonomous vessels.	IA	11/2017 – 10/2020	https://www.sintef.no/projectweb/hull-to-hull/
ATLAS	The ATLAS project is striving to improve our understanding of complex deep-sea ecosystems and their associated species, including those that are new to science. Researchers are looking to predict future changes to these ecosystems and species together with their vulnerabilities in the face of climate change. As well as carrying out pioneering research and discovery, ATLAS is developing a scientific knowledge base that can inform the development of international policies to ensure deep-sea Atlantic resources are managed effectively.	RIA	05/2016 – 04/2020	https://www.eu-atlas.org/
HOLISHIP	HOLISHIP (HOLIstic optimisation of SHIP design and operation for life-cycle) addresses these urgent industry needs by the development of innovative design methodologies, integrating design requirements (technical constraints, performance indicators, life-cycle cost, environmental impact) at an early design stage and for the entire life-cycle in an integrated design environment.	RIA	09/2016 – 08/2020	http://www.holiship.eu/

COG-LO	The main goal of COG-LO is to create the framework and tools that will add cognition and collaboration features to future logistics processes	RIA	06/2018 – 05/2021	http://www.cog-lo.eu/
LeMO	Leveraging Big Data to Manage Transport Operations (LeMO) project will explore the implications of the utilisation of big data to enhance the economic sustainability and competitiveness of European transport sector.	CSA	11/2017 – 10/2021	https://lemo-h2020.eu/
LOGISTAR	LOGISTAR will address several advances beyond the State of the Art in the interdisciplinary field of the smart algorithms for data processing: Artificial Intelligence focussed on prediction, parallel hybrid metaheuristics for optimization, automated negotiation techniques, and constraint satisfaction problem solving techniques.	RIA	06/2018 – 05/2021	https://logistar-project.eu/
Space at Sea	The Space@Sea project aims to develop multi-use platforms with the objective to develop safe and cost-efficient deck space at sea.	IA	11/2017 – 10/2020	https://spaceatsea-project.eu/
COREALIS	COREALIS proposes a strategic, innovative framework, supported by disruptive technologies, including IoT, data analytics, next generation traffic management and 5G, for modern ports to handle future capacity, traffic, efficiency and environmental challenges. It respects their limitations regarding the port land, intermodal infrastructure and terminal operation	RIA	05/2018 – 04/2021	https://www.corealis.eu/
H2Ports	The H2Ports project would also have a transversal objective that consists on developing a sustainable hydrogen supply chain at the port, coordinating all actors involved: customers, hydrogen producers, suppliers, etc.	RIA	01/2019 – 12/2022	https://h2ports.eu/
PortForward	PortForward proposes a holistic approach that will lead to a smarter, greener and more sustainable port ecosystem and which will include the following features: - The introduction of an Internet of Things (IoT) concept for port assets (infrastructure, vehicles, cargo, people): - The socio-economic analysis of the port interface with its surrounding area and the port-city, as well as the rest of the logistics value chain.	RIA	07/2018 – 12/2021	https://www.portforward-project.eu/about/

Table 9: H2020 funded projects of relevance for clustering

4. Communication & Dissemination Management

4.1 Roles and responsibilities

In terms of project structure, Work Package 4 (Communication, dissemination and exploitation) will enable a structured, wide-ranging and targeted interaction between the project and the pre-identified target groups. WP4 develops and implements an awareness campaign on the strategic importance of waterborne transport, as well as its commitment to transform into a zero-emission mode of transport.

Magellan is the leader of Work Package 4, in which all partners will be directly involved and expected to contribute. In fact, each partner will be responsible to communicate the project, to different extents. Magellan is also in charge of leading the three tasks mentioned below, but each partner will contribute by a) providing feedback whenever needed, b) providing with strategic input and c) by promoting STEERER through a multitude of channels (i.e. participating in events, in their own social media, etc.) The following tasks will be carried out:

Task 4.1 Updated Draft Plan for the Communication and Dissemination of the Action

Task 4.2 Communication and Dissemination Tools

Task 4.3 Outreach Activities

Task 4.3.1 Project Conferences

Task 4.3.2 Outreach, networking and clustering activities

Task 4.4 Leveraging the greening potential is focused on the exploitation of STEERER's results rather than its communication and dissemination.

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Document	Responsible	Type	Dissemination level	Due in
4.1 Updated Plan for the Communication and Dissemination of the Action	Magellan	Report	Public	Month 3 (February 2020)
4.2 Data Management Plan	ISINNOVA	Report	Public	Month 4 (March 2020)
4.3 Final Plan for the Exploitation of Action Results	Magellan	Report	Public	Month 30 (April 2023)
4.4 Policy Recommendations	Magellan	Public	Report	Month 30 (April 2023)

Table 10: STEERER's Communication, Dissemination and Exploitation Deliverables

Work Package 4 also foresees one Milestone, namely the Final Conference, to be held in Month 30 (the last project month).

For any queries on communication and dissemination tasks please contact:

Cláudia Ribeiro

Communication Manager

EU Affairs Consultant at Magellan – European Affairs Consultancy

cpr@magellan-association.org

Jaap Gebraad

Executive director Waterborne TP

Project Coordinator

jg@seaeurope.eu

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4.2 Intellectual Property Rights, knowledge protection, data management and data protection

Concerning Intellectual Property Rights (IPR), the project will follow the rules described in the EC's Consortium Agreement templates (namely- DESCA –Development of a Simplified Consortium Agreement (www.desca-2020.eu). The Project will participate in the "Pilot Research Data in Horizon 2020". Therefore, a detailed data management policy ensuring Open Access will be presented in Deliverable 4.2 Data Management Plan (Month 4), and reflected in the consortium agreement, the terms of reference for the Scientific Committee and the Green Shipping Expert Group, consistently with the references and provisions related to exploitation and protection of results. To this end, the project will follow the suggested European Commission Consortium Agreement templates (i.e. FAIR template for the Data Management plan, ensuring that data is findable, accessible, interoperable and reusable), following the Grant Agreement's provisions regarding the ownership, transfer, protection, use and dissemination of foreground, access rights for implementation, use and background covered and any other principles relevant to intellectual property rights.

Open Access: STEERER will, in terms of knowledge, research data management and protection, adopt Green Open Access (self-archiving in an online repository) regarding its results. The related scientific information will be easily accessible, free of charge, to the end-user. This will allow for the project's results to be widely accessible to everyone interested, increasing the project's dissemination and exploitation capabilities. The project will follow H2020's guidelines for data management and open access meticulously, for their compliance regarding data quality, sharing and security.

<u>What standards will be used?</u>

The STEERER project will apply the concept of legitimate interest with regards to its compliance with the General Data Protection Regulation (GPDR). It should be noted that using legitimate interest as a lawful reason for processing data is only considered legal if the interest (in this case of the STEERER project) outweighs an individual's right to privacy protection. Each STEERER partner contacting a stakeholder for the purposes of the project has to explain the reasons for the contact and how his/her contact details shall be processed.

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Furthermore, each new stakeholder to be included in the project's database will receive a standardised set of information about STEERER as well as information on the use of their personal data.

What type of data will STEERER collect?

The data to be collected is mostly associated with the information of the members of the Scientific Committee, of the Green Shipping Expert Group and the Broader Community. As such, it is foreseen that the following data will be collected:

- Organisation name, address (street with a number, ZIP code, city, country), website, contact point person (with information as below), type of organisation;
- Contact point person: a name & surname, position in the organisation, business telephone numbers (mobile and / or fixed), and email address;
- Out of above, the only person related data that are collected are a name & surname, an email address such as name.surname@company.com and business telephone numbers (optional field).

Purpose of data collection: The primary purpose of collection and processing of data within the scope of the project is to set up the Scientific Committee, the Green Shipping Expert Group and to carry out consultations for this group and also to a wider audience (the Broader Community). The records in the database will be used for:

- Invitation of identified stakeholders for the project events on a selective basis and depending on the topic of the event (i.e. meetings of the Green Shipping Expert Group, Midterm or Final Conference);
- Directed provision of information to the identified stakeholders;
- Consultation purposes to fulfil the objectives of the STEERER project.

Storage: The collected data will be stored in the project's Google Drive folder, on an MS Excel document, following a principle of "Data Minimisation" with no associated costs. Namely, only minimum personal data (i.e. name, surname, email address & business telephone numbers) of the contact persons of entities (companies, organisations) identified as target groups of the STEERER project will be stored.

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Opt-out or unsubscribe options: Each partner contacting a stakeholder included in the project's database or a new one must:

- Use the following sentence in the email: "If you are not interested and do not want to be contacted by us again, just reply to this email with "Unsubscribe" and you will be removed from the STEERER mailing list". The opting-out can also be requested through the project's official email to be setup.

Lastly, specifically for the purpose of gathering data in project-related events, STEERER will send a consent form to the attendees, requesting their confirmation of the gathering of this data. The STEERER project is fully committed to complying with GDPR by means of the strategy aforementioned. A more detailed account of this process is provided in Section 5 of the application and will be further developed in D4.2 Data Management Plan (M4).

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5. Evaluation of Communication & Dissemination Activities

STEERER will deploy a multitude of communication and dissemination activities through specific, pre-identified C&D tools. The planned activities are accompanied by measurable results (KPIs – Key Performance Indicators), to monitor and assess their overall impact.

Figure 8 shows STEERERs Communication and Dissemination tools.

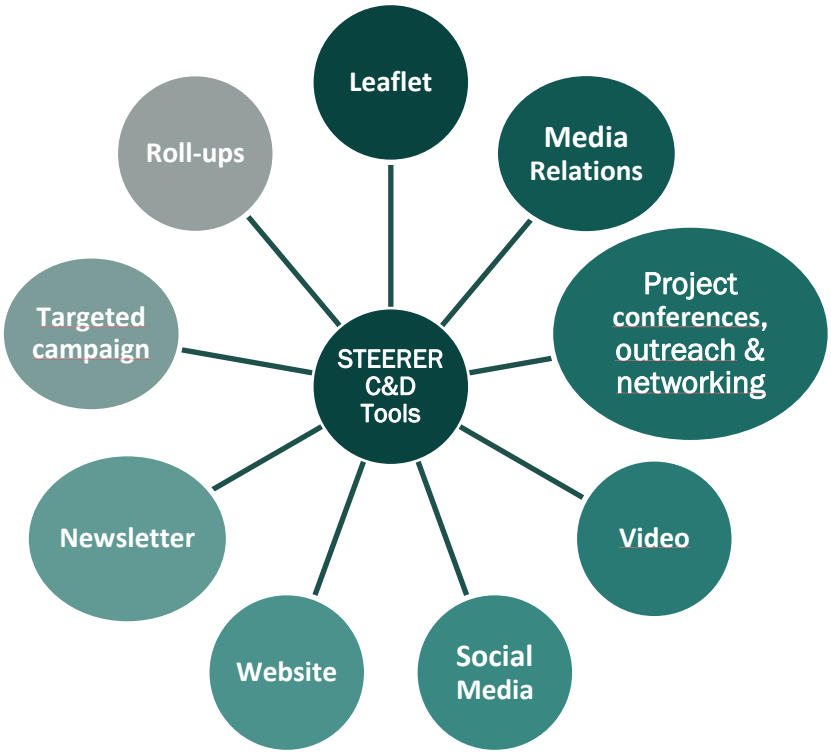

Figure 9: STEERER Communication and Dissemination Tools

Below a table with STEERER's Communication and Dissemination Key Performance Indicators can be found, indicating the specific tools and corresponding KPI description and measurement. The activities at hand are tailored to the project's communication and dissemination objectives and strategy, linking back to the overall work programme of the project. The Key Performance Indicators listed below are based on those included in the Grant Agreement, but further refined due to the implied decisions made in the current communication and dissemination strategy.

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C&D Tool	Key Performance Indicator description	Key Performance Indicator measurement
Leaflet (1st version)	Number of leaflets printed	1000
Leaflet (2nd version)	Number of leaflets printed	1000
Roll-ups	Number of roll-ups produced	2
Website	Number of unique visits by the end of the project	3250
Social Media		
Twitter	Number of followers by the end of the project	700
	Number of links created with representative groups from across the EU by the end of the project	10
	Number of interactions generated, per month	10
LinkedIn	Number of followers by the end of the project	700
	Number of links created with representative groups from across the EU by the end of the project	10
	Number of interactions generated, per month	10
YouTube	Number of published videos	3
	Number of video views	1000
Targeted campaign for wider Society	Number of people engaged via digital activation	1000
Media Relations	Number of Press Releases	4
	Number of news about the project published	40
	Number of full reports produced	2
	Number of summary reports produced	4
Project conferences, outreach & networking	Number of project high-level conferences	2
	Number of GSEG meetings	4
	Number of presentations in international conferences	10
	Number of stands in international conferences	3
	Number of visits to international conferences	5
Newsletter	Number of newsletters produced	3
Video	Number of video views across all platforms in which it will be shown/uploaded	800

Table 11: STEERER's Communication and Dissemination Key Performance Indicators

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To ensure the quality management of STEERER's communication and dissemination actions, that its objectives are being fulfilled and its KPIs met, the Communication Manager will keep track of the KPI development, with a more thorough and structured internal analysis taking place in Months 6, 12, 18, 24 and 30. This will ensure a) that the Communication and Dissemination activities match the contractual agreements as well as the specified objectives and b) it allow to correct course of implementation and adapt the Communication and Dissemination strategy should it prove necessary.

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6. Conclusions

Deliverable 4.1: Updated Plan for the Communication and Dissemination lays out the guidelines and overview of the strategy for communication and dissemination, to be put in place throughout STEERER's implementation. The document is a matured step to operationalise the communication and dissemination strategy, but it will be a living document, subject to updates whenever deemed necessary.

This document serves as the framework under which the communication and dissemination work will be carried out and is a means to an end, rather than the end itself. Thus, the endeavour of reaching all the target audiences, and particularly the wider society, will be an effort made by the communication team on a daily basis.

Further, the next versions of the document will include further detail on actions which have currently been defined, but not yet implemented, such as, the targeted social media and digital activation components, the preparation of communication and dissemination printed materials, the definition of STEERER's ambassadors, among others.

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STEERER

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